



SOUTH  
AFRICA  
WORKS  
BECAUSE OF  
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WORKS

Department of Public Works  
Strategic Plan  
2012-2016

I have the honour of submitting the Strategic Plan for 2012-2016 of the Department of Public Works.

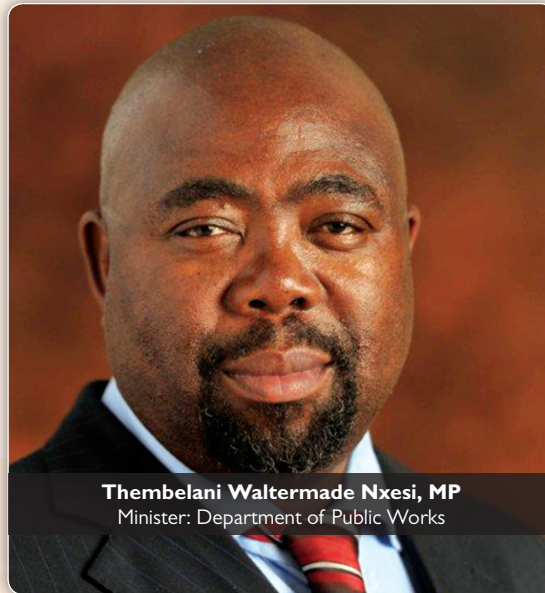
**Thembelani Waltermade Nxesi, MP**  
**MINISTER**  
**DEPARTMENT OF PUBLIC WORKS**





# **SOUTH AFRICA WORKS BECAUSE OF PUBLIC WORKS**





## Minister's Foreword

In preparing this five year Strategic Plan which sets out key policy priorities to deliver on our mandate, the Department of Public Works has had to reflect on a number of significant challenges that have affected the Department's ability to fulfill its mandate through improved infrastructure expenditure for better service delivery. We have also had to reflect on the consequences of the Department's negative audit outcomes in the past five years and a decline in public confidence in our ability to account for public funds in executing our mandate. This Strategic Plan is therefore a culmination of these reflections in the context of a decision to implement a turnaround strategy in the forthcoming planning period.

Against the backdrop of poor performance and negative outcomes received from the Auditor-General and the Special Investigations Unit, key areas for prioritization have been identified by the Department for the planning period 2012/13 – 2016/17. These hard decisions have to lend themselves well to the ten national policy priorities adopted by Government in 2009. As a country, we are faced with a reality that acknowledges successfully the improved access to services and an increased expenditure on service delivery. But we also acknowledge that development indicators reveal that significant levels of poverty, unemployment and inequality still persist unevenly across the geography of South Africa. This is articulated well by the President of the Republic of South Africa in his 2012 State of the Nation Address (SONA) and the role of infrastructural development in revitalising our economy therefore takes precedence.

The Department of Public Works; as a leader in the provision of government building infrastructure in South Africa; plays a critical role in providing an enabling environment for the effective and efficient provision of infrastructure. The Strategic Plan for the years 2012/13 – 2016/17 is therefore informed by such national priorities drawn from the Medium Term Strategic Framework reflections that make it obligatory for us as a Department that is the biggest single player in the construction and property sectors to review how we will plan and do things differently given the current state of the global economy and without contributing to marked increases in the budget deficit.

I am acutely aware that the enactment of the Government Immovable Asset Management Act, No.19 of 2007(GIAMA) and the adoption of a range of policies and legislative frameworks governing the provision of government accommodation and property management required that the Department restructure itself in anticipation of this change in order to encompass the new mandates and deliver on the ten national priorities of Government. Restructuring the Department, its competencies, systems and processes to give effect to implementation of these policies and legislation has been slow, if at all. But I expect that a robust turnaround strategy in the planning period ahead will help us address our mandate and improve service delivery through the key priorities that have been identified. The key priorities are non-negotiable, they include stabilising the leadership, working towards a clean audit outcome, finalising the State's Immovable Asset Register in collaboration with Department of Rural Development and Land Reform (DRDLR) and Department of International Relations and Cooperation (DIRCO), improved lease management, improved finance and supply



chain management, addressing the challenges of the Property Management Trading Entity (PMTE) and improved human resource management.

The years ahead outlined in this Strategic Plan also take into account the administrative, operational and resource considerations required in implementing the outcomes of Government that the Department of Public Works contributes to.

We will look into review of the State Disposal Act of 1961, and its alignment to the current constitutional imperatives. We will encourage investment and development in rural areas to eradicate inequalities and improve the lives of people in rural areas as added emphasis to the Immovable Asset Vesting Master Plan – a Plan whose implementation is driven jointly by DRDLR and DPW. The Department is also finalising draft legislation on the following in this financial year: Expropriation Bill, Council for the Built Environment (CBE) Bill and Agrément SA.

The vesting of the State immovable assets in the correct sphere of Government is critical not only for proper identification, ownership and geographical location of the assets but for responding to the social objectives of the country. Proper vesting of State property will therefore ensure that these assets are used optimally for service delivery and can be accounted for, in accordance with the prescripts of the Public Finance Management Act, No. 1 of 1999 (PFMA) and the Government Immovable Asset Management Act (GIAMA), No 19 of 2007.

The plans I have outlined add emphasis to an increasing need to build sufficient capacity for the continuous management and enhancement of the Immovable Asset Register. After years of indecisiveness, this year the Department has begun the compilation of a complete and accurate Immovable Asset Register which has been one of the key reasons for a qualified audit of opinion by the Auditor-General in the past five years. The Immovable Asset Register is a critical pillar of the Department's turnaround strategy.

The significance of the State-owned real estate as a major revenue generator for Government cannot be over-emphasized. The Immovable Asset Register will be further enhanced through a process to reclaim properties we believe were unlawfully wrested from the State in the turbulent transitional period following the demise of apartheid and were being illegally occupied. The refurbishment of vacant unutilised properties will contribute to the Department's programme to regenerate inner cities and towns, to revitalize the economy and appreciate the value of State owned properties with a rippling effect of drawing significant amounts of capital into our cities in the form of investments. It is the vision of our Government that we must also promote property development and investment in rural and under-resourced areas in order to enhance basic infrastructure, encourage investment and support micro and small enterprises.

In spite of serious weaknesses in our infrastructure plan that challenge the Department's ability to fulfill its mandate, the Department of Public Works remains responsible for the regulation and transformation of the construction and property sectors. The need for policy transformation becomes key because it is the role of the Department to act as a catalyst for economic development through transforming the property and construction sectors. The contribution of these sectors to economic growth and job creation, albeit within a transformative framework is central to giving effect to the directives of the SONA of 2012.

The implementation of the Property Incubator Programme (PIP) and Contractor Incubator Programme (CIP) are receiving priority attention and will form a critical aspect in realizing our ambitions articulated in the recently gazetted Property Sector Charter. Property ownership needs to be shared and the construction industry has to create an environment where emerging contractors graduate into sustainable businesses. As a government department, through the PIP we will focus inter alia on property ownership, property development, facilities management, property valuation and property research.

In developing policy in relation to transformation of the built environment the Department will work closely with the regulatory Entities - CBE, cidb and Agrément SA. The Department continues to support Independent Development Trust (idt) as a necessary and important implementing arm of social infrastructure programmes of Government.

In the next five years the Department of Public Works needs to be more responsive to the priorities of Government. While Phase II of the implementation of the Expanded Public Works Programme (EPWP) has enabled all three spheres of Government to contribute enormously in the creation of work opportunities, skills provision and the redistribution of wealth, there is still more that needs to be done in this regard. In responding to direction given by the January 2012 Cabinet Lekgotla, in the planning period ahead the role of the EPWP will be scaled up significantly. Our focus in rolling out an upscaled EPWP with local and district municipalities



will take into account the spatial and gender patterns of poverty and unemployment in South Africa in order for the EPWP to have any significance in improving the lives of the growing numbers of vulnerable and unemployed South Africans.

The deliberations of the Conference of the Parties (COP 17) in December 2011 added emphasis to the Department's Green Buildings Framework and responsiveness to South Africa's newly unveiled White Paper on Climate Change. Efforts to step up the greening of State buildings are underway as part of South Africa's mitigation strategies on the effects of global warming. In these efforts, the Department will realise the green jobs outlined in the New Growth Path through concerted collaboration with a range of stakeholders such as Organized Business, the Public Entities of the Department and local communities using principles of the Expanded Public Works Programme.

In an endeavour to reduce poverty and halve unemployment by 2014, the Department will accelerate efforts of the National Youth Service Programme to ensure that government buildings and related infrastructure continue to be maintained in a manner that will be beneficial to the youth through the Facilities Management Programme of the Department. The Facilities Management Programme will also see an increase in the Department's contribution to gender mainstreaming in property management through increased employment of women in the property sector.

A major and persistent challenge to the South African economy is its skills shortage. In developing a skilled labour force for an inclusive growth path, the Department will build on its significant skills development programmes which also include a skills pipeline strategy spearheaded by the Council for the Built Environment as a deliberate effort to develop professionals especially young professionals. To meet the demand for skills, in February 2011 the Department called on all qualified and yet-to qualify artisans and engineers to register on the Department's database. In line with the New Growth Path, the next five years will also see the Department contribute towards job creation in the knowledge economy by creating a platform to increase the pool of intellectual capital amongst black people, particularly women in the sector by contributing towards increased investment in skills development and training of existing and new black professionals.

The challenge that lies ahead will be to deliver on the strategic objectives of the Department in the next five years as they are informed by the Government's national priorities, while also minimising the impact of the economic downturn on the country's property and construction sectors. The Department will continue to strengthen its jobs and poverty-reduction measures, identify opportunities for new areas of growth and economic participation and progressively set the country on a new growth and development path through infrastructural development.

The five years ahead will be difficult but necessary for the Department of Public Works. It cannot be business as usual. A strategy to improve the efficiency, compliance and management performance of the Department is long overdue. Unless these changes are made, service delivery will continue to be an elusive expectation for the people of South Africa.

The Department's audit opinions for the past five financial years and the valid concerns raised by the Auditor-General, Standing Committee on Public Accounts (SCOPA) and Portfolio Committee on Public Works are cause for us to prioritise an improvement plan on the Department's audit outcomes as key elements of the turnaround strategy. Stabilizing and transforming the Department through good corporate governance, efficient and effective administrative machinery is a pre-requisite for a developmental state and the achievement of the outcomes of Government policy. We will also pay much needed attention to the devolution of client maintenance, property rates, leasing and municipal services budgets and the ongoing management of client accommodation charges in support of service delivery, prudent financial management and compliance to the precepts of the PFMA of transparency and accountability. Notwithstanding the volume and scale of transactions undertaken by the Department, the bidding process will undergo a review to ensure economies of scale, transformation and empowerment of disadvantaged sectors of the community.

In relation to the management of leases, the joint programme with National Treasury to audit and review all existing leases will achieve the following: identify irregular leases, allow the Department to reclaim monies wrongly paid, strengthen the lease management system and capacitate the Department's staff accordingly.

Performance management in the next five years becomes critical. At one level, a service delivery model which seeks to assist in focusing the Department's project management services in addressing challenges on construction sites in delivering infrastructure within time, quality and cost becomes priority. We will introduce the necessary IT infrastructure required to provide the necessary assistance in unlocking bottlenecks in the planning and delivery processes of infrastructure development. The Department's commitment to





participate in IDIP will greatly assist in this regard. At another level the performance management of public servants, especially those in senior management, which displays a commitment to bettering the lives of all South Africans, becomes even more critical. This will be the blueprint for a renewed work ethos of our Department in the next five years. But this will need to be preceded by a process of stabilizing leadership in the Department which has experienced far too much change and instability for the organisation to realise its mandate in the years since 1994.

Implementing this year's Strategic Plan to turn the Department around cannot be done alone. An Inter-Ministerial Committee consisting of the Ministers of Finance, Home Affairs, Public Service & Administration and Monitoring & Evaluation has been put in place to work with the Department to provide advice and political support. National Treasury's Technical Assistance Unit (TAU) will work with the Department of Public Works' Accounting Officer and a support team comprising industry and functional experts and officials from other key government departments who have demonstrated best practice.

As this year's Strategic Plan replaces the old corporate strategy in terms of the consistency of format introduced across government, let me thank the Strategic Management Unit in the Office of the Director-General and the entire executive management committee for their hard work and support in preparing our plan for the years ahead. It is the same hard work and support that will see a collective realisation of high standards of provision of official accommodation for all national government departments, provision of construction and management services to user departments, leadership for and coordinating the Expanded Public Works Programme and realisation to its fullest of the mandate of job creation for all South Africans.

**Thembelani Waltermade Nxesi, MP**  
**MINISTER**  
**DEPARTMENT OF PUBLIC WORKS**

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WORKS





## Official sign-off

It is hereby certified that this Strategic Plan:

Was developed by the management of the Department of Public Works under the guidance of Minister Thembelani Waltermade Nxesi taking into account all the relevant policies, legislation and other mandates for which the Department of Public Works is responsible and accurately reflects the strategic outcome orientated goals and objectives which the Department of Public Works will endeavour to achieve over the period 2012-2016.

**Pumza Makubalo (Ms)**  
**Acting CD: Strategic Management Unit**

Signature:.....

**Cathy Motsisi (Ms)**  
**Chief Financial Officer**

Signature: .....

**Mandisa Fatyela-Lindie (Ms)**  
**Accounting Officer**

Signature: .....

**Approved by:**

**Thembelani Waltermade Nxesi**  
**Minister**

Signature: .....

SOUTH AFRICA  
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## Glossary

FULL DESCRIPTION	ACRONYM
Adult Basic Education and Training	ABET
Agrément South Africa	ASA
Annual Performance Plan	APP
Asset Register Management	ARM
Basic Accounting System	BAS
Black Economic Empowerment	BEE
Broad-Based Black Economic Empowerment	BBBEE
Built Environment Professions	BEPs
Business Continuity Plan	BCP
Client Relationship Management	CRM
Community Based Organisations	CBOs
Construction Contact Centres	CCC's
Community Works Programme	CWP
Conference of Parties	COP 17
Construction Industry Development Board	cidb
Continued Professional Development	CPD
Contractor Incubator Programme	CIP
Council for the Built Environment	CBE
Custodian Asset Management Plan	CAMP
Department of International Relations and Cooperation	DIRCO
Department of Public Works	DPW
Department of Water Affairs	DWA
Department of Public Works National Intergovernmental Forum	DPWNIF
Department of Rural Development and Land Reform	DRDLR
Deputy Director General	DDG
Division of Revenue Act	DORA
Document Management System	DMS
Early Childhood Development	ECD
Engineering Council of South Africa	ECSA
Economic and Employment Cluster	EEC
Employee Development and Management System	EDMS
Estimates of National Expenditure	ENE
Employment Skills Development Agency	ESDA
Expanded Public Works Programme	EPWP



<b>FULL DESCRIPTION</b>	<b>ACRONYM</b>
Full Time Equivalents	FTEs
Generally Accepted Accounting Principles	GAAP
Generally Recognised Accounting Practice	GRAP
Geographical Information System	GIS
Government Immovable Asset Management Act	GIAMA
Head of Department	HOD
Home Community Based Care	HCBC
Human Resource Development	HRD
Independent Development Trust	idt
Infrastructure and Environment and Culture	I&EC
Industrial Policy Action Plan	IPAP
Information Communication and Technology	ICT
Integrated Financial Management System	IFMS
Information Technology	IT
Infrastructure Delivery Improvement Programme	IDIP
Information Technology Acquisition Centre	ITAC
Information Technology Procurement	ITP
Institute of Internal Auditors	IIA
Integrated Growth Plan	IGP
Key Account Management	KAM
Logistical Information System	LOGIS
Medium Term Expenditure Framework	MTEF
Medium Term Strategic Framework	MTSF
Middle Management Services	MMS
Millennium Development Goals	MDGs
Municipal Infrastructure Grant	MIG
Non-Governmental Organisations	NGOs
Non-Profit Organizations	NPOs
National Contractor Development Programme	NCDP
National Infrastructure Maintenance Strategy	NIMS
Office of the Accountant General	OAG
Occupation Specific Dispensation	OSD
Pan African Parliament	PAP
Performance Based Building	PBB
Performance Management and Development System	PMDS
Portfolio Performance and Monitoring	PPM





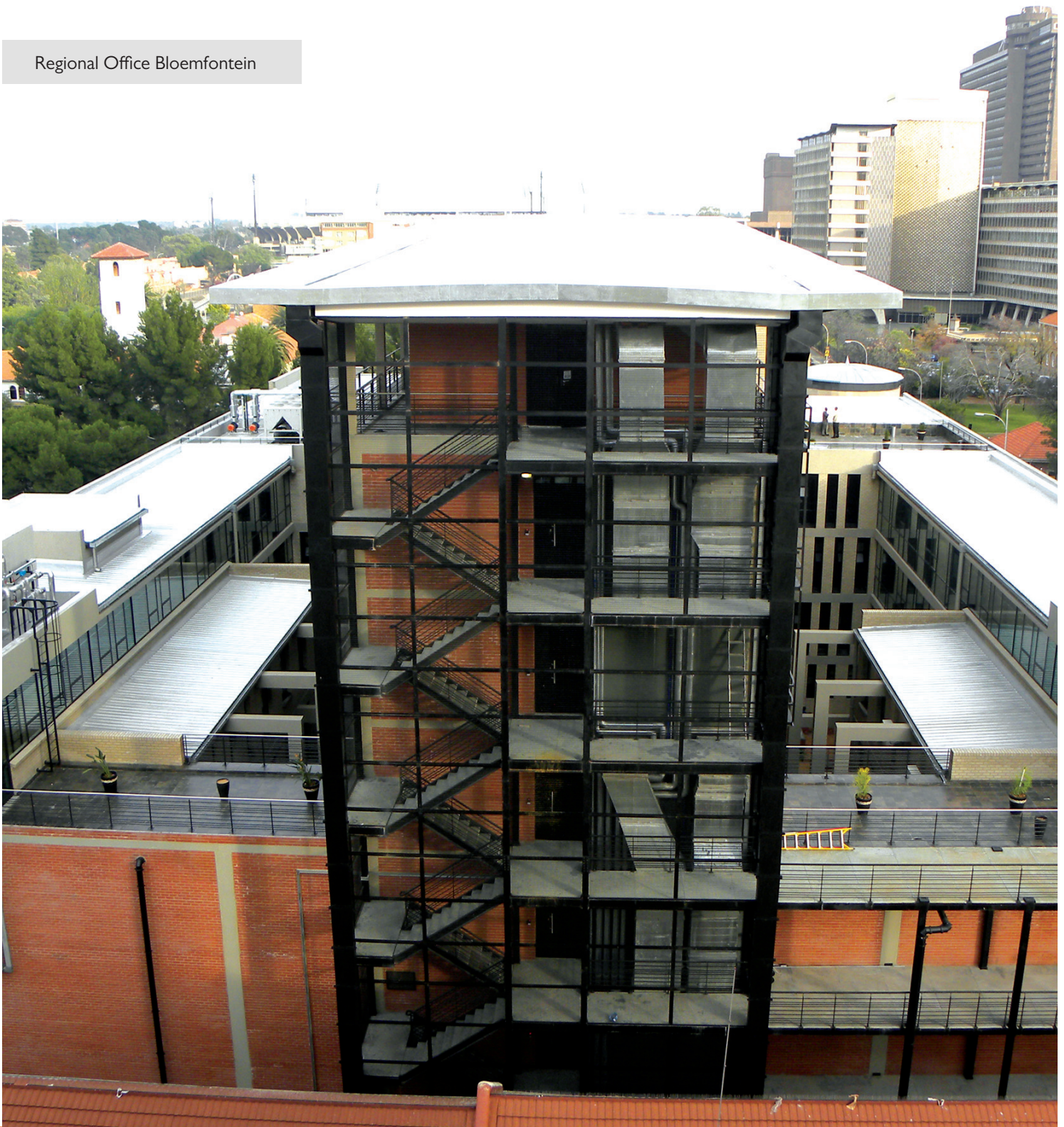
<b>FULL DESCRIPTION</b>	<b>ACRONYM</b>
Property Charter Council	PCC
Property Incubator Programme	PIP
Property Management Information System	PMIS
Property Management Trading Entity	PMTE
Property Performance Standards	PPS
Public Finance Management Act	PFMA
Recognition of Prior Learning	RPL
SA Council for the Architectural Profession	SACAP
SA Council for the Landscape Architectural Profession	SACLAP
SA Council for the Quantity Surveying Profession	SACQS
SA Council for the Property Valuers Profession	SACVP
SA Council for the Project and Construction Management Profession	SACPCMP
Service Delivery Improvement Programme	SDIP
Senior Management Services	SMS
Service Delivery Standards	SDS
Service Level Agreement	SLA
Spatial Development Framework	SDF
State of the Nation Address	SONA
State Information Technology Agency	SITA
Strategic Plan	SP
Supply Chain Management	SCM
Transkei Bophuthatswana Venda Ciskei	TBVC
User Asset Management Plan	UAMP
Virtual Private Network	VPN
Web Based Reporting System	WBS
Workplace Skills Plan	WSP
Works Control System	WCS





# PART A: STRATEGIC OVERVIEW

Regional Office Bloemfontein





## Part A: Strategic overview

### 1. Vision

“To be a world-class Public Works Department.”

### 2. Mission

The Department of Public Works (DPW) aims to promote Government’s policy objectives by providing and managing the accommodation, housing, land and infrastructure related needs of user departments, coordinating the national Expanded Public Works Programme and driving the transformation of the construction and property industries. In pursuit of this objective DPW will endeavour to:

- Efficiently manage the asset lifecycle of immovable assets under its custodianship;
- Provide expert advice to all three spheres of Government and State-Owned Entities on the management of State immovable assets;
- Contribute to the national goals of job creation and poverty alleviation through programme management as well as leading and directing of public works programmes nationally, of which the Expanded Public Works Programme (EPWP) forms an integral part; and
- Provide strategic leadership to the construction and property industries.

### 3. Values

The following values are the principles that bind and guide DPW in its continuous efforts at service delivery improvement:

Urgency	All tasks are attended to on time and diligently.
Integrity	DPW rejects any form of corruption and / or maladministration and all employees undertake to expose any actions undermining principles of good corporate governance.
Client Focus	All aspects of our work are guided by the need to improve service delivery to clients internally and externally.
Team Work	Every employee has a specific role to perform and the sum of all our actions define our success or failure.

### 4. Legislative and other mandates

The President; in terms of the powers granted to him/her by the Constitution of the Republic of South Africa, 1996 (the Constitution); has assigned powers and functions relating to Public Works at national level to the Minister of Public Works. In addition hereto DPW’s mandate is the custodianship and management of a significant portfolio of the national government’s immovable assets. This includes the provision of accommodation, rendering of expert built environment services to user departments at national government level and the planning, acquisition, management and disposal of immovable assets under the custodianship of DPW. The Department is also mandated to coordinate and provide strategic leadership in the implementation of the Expanded Public Works Programme.

#### 4.1 Constitutional mandates

The constitutional mandate of DPW is provided for in **Schedule 4 of the Constitution: Functional Areas of Concurrent National and Provincial Legislative Competence**. In pursuit of its mandate, DPW also has to observe the principles of good cooperative governance and intergovernmental relations as provided for in Section 41, Chapter 3 of the Constitution.

## 4.2 Legislative mandates

The mandate of DPW is largely governed by the Government Immovable Asset Management Act, 2007 (GIAMA). The Act aims to ensure efficient and effective immovable asset management throughout Government in order to improve service delivery.

Further, through the Construction Industry Development Board Act, 2000, the Council for the Built Environment Act, 2000 and the six Professional Council Acts that regulate the six built environment professions (ECSA, SACAP, SACLAP, SACQS, SACPV, SACPCMP) DPW regulates the construction industry and built environment.

(See **Annexure A**: a list of various Acts which outline key responsibilities placed on DPW).

## 4.3 Policy mandates

### 4.3.1 DPW White Paper: Public Works, Towards the 21st Century, 1997

The White Paper documented the challenges facing DPW and serves as an overarching policy framework for DPW's restructuring to contribute more effectively to Government's socio-economic objectives by becoming a client-orientated organisation focusing on policy and service reform, property investment, property and facilities management and the implementation of National Public Works Programme.

### 4.3.2 DPW White Paper: Creating an Enabling Environment for Reconstruction, Growth and Development in the Construction Industry, 1999

The White Paper sets out Government's policy objectives for the construction industry focusing on enhanced delivery, greater stability, improved industry performance, value for money and the growth of the emerging construction sector.

### 4.3.3 Construction Sector Transformation Charter, 2006:

The Charter aims to inter alia:

- Provide to the construction sector the first quantitative method for monitoring and evaluating the progress of an enterprise towards BBBEE and thereby contribute to ending the malpractice of fronting;
- Expand the employment potential and absorption capacity of the sector using labour-intensive approaches where economically feasible and possible; and
- Address skills development in a manner that accelerates the advancement of black people, black women and designated groups with a particular emphasis on learnerships as well as technical and management training.

### 4.3.4 Property Sector Transformation Charter, 2007:

The Charter aims to promote the objectives contained in section 2 of the Broad-Based Black Economic Empowerment Act 53 of 2003 as these relate to the Property Sector and in particular, but without limitation, to inter alia:

- Promote economic transformation in the Property Sector in order to enable meaningful participation of black people and women;
- Unlock obstacles to property ownership and participation in the property market by black people;
- Promote property development and investment in under-resourced areas which enhance basic infrastructure, encourages investment and supports micro and small enterprises; and
- Facilitate the accessibility of finance for property ownership and property development.

The role of DPW is to monitor the implementation of both Charters government wide.

### 4.3.5 DPW Broad-Based Black Economic Empowerment Strategy, 2006

This strategy guides DPW to give effect to the Broad-Based Black Economic Empowerment Act, 2003 by addressing enterprise development, preferential procurement, skills development and employment equity.



#### **4.3.6 Property Management Strategy on BBBEE, Job Creation and Poverty Alleviation, 2007:**

The objective of the strategy is to address the skewed property ownership in the property industry through the promotion of Historically Disadvantaged Individuals (HDIs).

#### **4.3.7 Green Building Framework, 2011**

This Framework demonstrates DPW's commitment towards addressing greenhouse gas emissions and energy efficiency and promoting the concept of a "green economy" as one of the key elements in Government's New Growth Path and Industrial Policy Action Plan (IPAP)

#### **4.4 Relevant court rulings**

##### **4.4.1 Name of court case: Mpumalanga Steam and Boiler Works cc vs The Minister of Public Works and three others - Case no: 22023/08 (North Gauteng High Court)**

The applicant made an application seeking an order to review and set aside the decision of the chairperson of the bid adjudication committee to award a tender to the Tokologo Technical Assignments as well as the contract entered into between DPW and Tokologo flowing from the decision to award the tender. One of the issues raised was that Tokologo did not submit a valid tax clearance certificate. The court set aside the award of the tender as well as the contract entered into, reinforcing the fact that the State in entering into contracts and awarding tenders must do so with entities whose tax affairs are in order.

##### **4.4.2 Name of court case: Free State Steam and Electrical cc vs Minister of Public Works and three others – Case no: 7810/2008 (North Gauteng High Court)**

The applicant brought an application to set aside an award of tender to Fastmove cc on the basis that DPW did not follow its own tender procedures for the evaluation of quality criteria. The matter was settled between the parties, and the settlement was made an order of court. DPW in the settlement order confirmed that it did not follow its own evaluation criteria. The judgement reinforces section 217 of the Constitution.

#### **4.5. Planned policy initiatives**

A number of policy priorities, derived from Government's Medium-Term Strategic Framework (MTSF) guide the development of this Strategic Plan and the Estimates of National Expenditure (ENE) process. DPW's priorities are:

- Stabilisation of leadership, clean corporate governance and review of the effectiveness of operations of DPW;
- Strengthening the State's Immovable Asset Register.
- Audit of leases and review of the lease management system;
- Establish financial controls and addressing the audit challenges;
- Transforming the built environment through empowering emerging contractors in line with BBBEE and to promote labour intensive and green practices;
- Effective client relations management to improve service delivery and good management; and
- Addressing the triple challenge of unemployment, poverty and inequality through the EPWP and job creation initiatives within DPW to create a skilled labour force.



## 5. Situational analysis

As a major custodian of State immovable assets, DPW is responsible for the planning, acquisition, management and disposal of State immovable properties. As the provider of accommodation to user departments, DPW is playing a key role in the delivery of infrastructure, having pioneered the development of the Infrastructure Development Improvement Programme (IDIP) toolkit. The toolkit was revised in 2010 in partnership with the Construction Industry Development Board (cidb) and National Treasury. It has three delivery processes, namely: Portfolio Management, Project Management and Operations Management. Most importantly, it has a Construction Procurement Strategy that enables faster processes in the delivery of infrastructure.

DPW continues to provide leadership in the implementation of the EPWP. The incentive grants and the participation of the NGO sector in EPWP phase II have contributed positively to the up-scaling of the programme.

To further enhance the States' Immovable Asset Register, steps will be taken to recover immovable assets illegally appropriated. To comply with the prescripts of GIAMA regarding planning for State immovable assets, DPW continues to provide support to user departments to develop User Asset Management Plans (UAMPs). Service Level Agreements (SLAs) have also been signed with 20 user departments as part of service delivery improvement initiatives.

GIAMA guidelines also apply to the provincial sphere of Government and as a result DPW is in discussion with the Department of Cooperative Governance on extending GIAMA principles to the local Government sphere.

As the infrastructure developer of the state, DPW is also expected to play a leading role in the implementation of Government infrastructure investment and job creation programmes announced by the President in July 2011 and elaborated on in the 2012 SONA as well as the 2012 Budget Speech. This is supportive of Outcome 4 in the Minister of Public Works' Performance Agreement with the President.

Working in conjunction with Public Entities that report to DPW, the delivery of social infrastructure, development of skills in the built and property environment and national contractor development have been prioritised. The Council for the Built Environment (CBE), together with the 6 Professional Councils (ECSA, SACAP, SACLAP, SACQS, SACPV, SACPCM) and the Construction Industry Development Board (cidb) are playing an active role in that regard. The Independent Development Trust (idt) is focusing on the delivery of social infrastructure on behalf of Government.

Agrément South Africa is involved in the issuing of fit-for-purpose certificates for non-standardised construction materials and systems. The pothole programme implemented by provincial public works departments has been assisted at a technical level by Agrément South Africa through its certified products. DPW is envisaging to establish Agrément South Africa as a juristic person through a legislative process. The business case in this regard has been developed and is awaiting National Treasury approval. In the same vein, idt will be transformed in the MTEF to enable it to move from a Trust to a legislative body.

### 5.1 Performance Environment

The updating and completion of the Immovable Asset Register (IAR) is receiving priority attention and is enabled by an IT system. The IAR is central to the custodial role which DPW is playing in relation to the planning for and management of State immovable assets.

Lease management, supply chain management and financial management processes especially in relation to the Property Management Trading Entity (PMTE) are receiving primary attention for improvements. Business processes will be reviewed and integrated to ensure seamless delivery of services. DPW will work with National Treasury to overhaul the lease portfolio and put in place processes for effective management.

Risk management has been mainstreamed through the annual development of the risk register, risk assessments and risk monitoring process.

A monitoring and evaluation policy is currently being implemented to guide management on decision making and utilisation of performance information.





**Challenges:** Disclaimer of opinion by the Auditor General for 2010/11, incomplete and inaccurate Immovable Asset Register pending the vesting and surveying of un-surveyed State land; recovery of accommodation charges; condition assessments for State buildings; recruitment and retention of skilled built environment and property management officials, planning capability; institutionalisation of Monitoring and Evaluation and an integrated immovable asset management system.

## 5.2 Organisational environment

The total number of positions within DPW is 6585, of which 5642 (86%) are filled and 943 (14%) are vacant.

The highest number of vacancies exist in the following categories:

- Cleaners/ Tradesman Aid/Groundsman/Machine Operators - 260 (out of 2914);
- Senior Security Officers/Administration Officers/ Secretaries/Senior State Accountants - 336 (out of 2053);
- Assistant Directors - 131 (out of 734); and
- Deputy Directors - 182 (out of 683).

R200 million is required over the next five years to build scarce and critical skills essential within DPW. DPW will reprioritize an amount of R150 million and will require an additional R50 million for support interventions that are critical for building capacity in the core areas.

DPW is implementing a number of programmes to contribute towards addressing the scarcity of skills in the built environment and in property management. These programmes include the Young Professionals, Internships, Learnerships and bursary scheme. DPW is reviving its workshops and has built relations with the Further Education and Training (FET) colleges to absorb graduates from these institutions to work in the workshops under the mentorship of certified artisans. The Minister of Public Works launched a campaign inviting retired built environment professionals and certificated artisans to register with DPW. There are approximately 90 built environment professionals that are registered and available to provide technical support to DPW.

## 5.3 Description of the strategic planning process

DPW follows National Treasury's planning and budgeting guidelines. Over and above that, DPW conducts a strategic planning workshop on an annual basis, where performance information is reviewed and planning for the next medium-term expenditure period takes place. This takes place during the Estimates of National Expenditure (ENE) process to ensure proper alignment of DPW's policy priorities/programmes to the budget process. Planning for capital and planned maintenance projects begins two years and one year in advance, respectively.

The Strategic Planning process takes into consideration the following:

- The Medium Term Strategic Framework (MTSF), twelve (12) Sector Outcomes ;
- The Minister's performance agreement with the President ;
- Strategic priorities from the Executive Authority;
- Cluster and Intergovernmental Service Delivery Agreements;
- Cabinet Lekgotla directives;
- National Development Plan from the National Planning Commission;
- The 2012 State of the Nation Address by the President; and
- The 2011 Medium Term Budget Policy Statement of the Minister of Finance.

National Treasury has released a Framework for Strategic Plans and Annual Performance Plans. The Annual Performance Plan is aligned to the Strategic Plan and the budget of DPW. Likewise, senior management performance contracts are aligned to the Strategic Plan, Annual Performance Plans and the Estimates of National Expenditure. The UAMPs and CAMP are critical planning tools for accommodation for both DPW and its user departments at national government level.

The establishment of the National Planning Commission and the institutionalisation of the Department of Monitoring and Evaluation (DPME) in the Presidency are assisting the planning, monitoring and evaluation functions. Planning as well as monitoring and evaluation are catalysts in the delivery of government services. The 15-year review of government performance points to a lack of capacity and capability in the planning function of Government.



In November 2011 the National Planning Commission released the National Development Plan with the guiding objectives being to eliminate poverty and reduce inequality by 2030. The Plan proposes solutions and targets aligned to the 9 key challenges that were identified in the Diagnostic Report. To achieve the objectives of the Plan, there must be broad social support, strong leadership and focussed implementation. Government and society as a whole are responsible for improving and implementing the Plan.

DPW will contribute to the priorities in the Plan through the following initiatives:

- Creating jobs: DPW's contribution towards this target will be achieved through the co-ordination of the EPWP which aims to create 4.5 million work opportunities by 2014. Other job creation initiatives within DPW include the young professionals programme, internship programme, learnership programme and resuscitation of workshops through the artisan training programme;
- Transition to a low carbon economy: The Energy Efficiency Programme, Water Efficiency Programme and DPW Green Building Framework;
- An inclusive and integrated rural economy: The DPW Rural Development Programme focuses on the disposal of State owned immovable assets in rural areas for developmental purposes and facilitates the creation of remote area precincts;
- Fighting corruption: DPW is committed to improving internal controls aimed at rooting out fraud and corruption.

## 6. Strategic outcome orientated goals of DPW

Strategic Outcome Oriented Goal (Outcome 4):	<ol style="list-style-type: none"> <li>1. More labour absorbing growth;</li> <li>2. Expansion of EPWP;</li> <li>3. Clear detailed and costed strategy to reduce youth unemployment; and</li> <li>4. Analysis of high cost structures in the built environment.</li> </ol>
Goal Statement	<ol style="list-style-type: none"> <li>1. Improve employment conditions for beneficiaries of EPWP;</li> <li>2. Increase full-time equivalent jobs within EPWP through the implementation of fiscal incentive; and</li> <li>3. Implement proposed programmes to increase work opportunities in the Social, Infrastructure, Non State and Environmental &amp; Cultural sectors.</li> </ol>
Strategic Outcome Oriented Goal (Outcome 12):	<ol style="list-style-type: none"> <li>1. Service delivery quality and access to government services.</li> </ol>
Goal Statement	<ol style="list-style-type: none"> <li>1. To ensure that user departments occupy accommodation that meets their financial, technical and social requirements to enable them to effectively deliver services to all citizens; and</li> <li>2. DPW as the custodian of all Immovable State Assets ensures that immovable assets owned and/or utilised for delivering various government services yield functional, economic and social benefits to the state for improved service delivery.</li> </ol>
Strategic Outcome Oriented Goal (Outcome 8):	<ol style="list-style-type: none"> <li>1. Efficient utilization of land for human settlement; and</li> <li>2. Mobilization of well-located public land for low income and affordable housing with increased densities on this land in general.</li> </ol>
Goal Statement	<ol style="list-style-type: none"> <li>1. Release land and buildings vested nationally and provincially for human settlements development.</li> </ol>



Strategic Outcome Oriented Goal (Outcome 5):	1. Investment in core skills development both within DPW and externally.
Goal Statement	<ol style="list-style-type: none"> <li>1. Revive workshops facilitating the absorption of artisans;</li> <li>2. Increase intake of internships, learnerships and young professionals;</li> <li>3. Increase participation of emerging contractors in the NCDP; and</li> <li>4. Provide training to DPW engineers on labour intensive technology.</li> </ol>
Strategic Outcome Oriented Goal (Outcome 6):	1. Improve the condition of the State's immovable assets to ensure operational efficiency.
Goal Statement	<ol style="list-style-type: none"> <li>1. To reduce the maintenance backlog;</li> <li>2. Reduce the leased portfolio of the state; and</li> <li>3. Accelerate the implementation of the rehabilitation programme.</li> </ol>

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## 7. Department of Public Works High Level Risks

Risk Description	Impact	Root Cause	Action Plan To Mitigate Risk
Inadequate Immovable Asset Register	<ul style="list-style-type: none"> <li>Compromised integrity of financial information</li> <li>Loss of State assets</li> </ul>	<ul style="list-style-type: none"> <li>Incomplete and inaccurate recording of information on the Immovable Asset Register</li> <li>Immovable Asset Register not updated regularly</li> </ul>	<ul style="list-style-type: none"> <li>Update Immovable Asset Register</li> <li>Filling of vacancies</li> <li>WCS enhanced to link projects to property</li> <li>Asset register enhancement and high level condition assessments need to be done through sourcing of additional capacity</li> </ul>
Inadequate immovable asset management system	<ul style="list-style-type: none"> <li>Deterioration of State assets</li> </ul>	<ul style="list-style-type: none"> <li>Lack of asset management framework in DPW</li> <li>Lack of budget to conduct condition surveys</li> </ul>	<ul style="list-style-type: none"> <li>Intensify utilization of the condition assessments template</li> <li>Conduct condition assessment</li> <li>Implementation of Service Level Agreements</li> </ul>
Inability of DPW to retain and attract the required skilled personnel	<ul style="list-style-type: none"> <li>High vacancy and turnover rate/ Loss of scarce skills</li> <li>Delays and poor quality of service delivery to user departments.</li> </ul>	<ul style="list-style-type: none"> <li>Shortage of technical skills e.g. engineering throughout the country</li> <li>Slow process of filling vacant positions</li> <li>Lack of effective human resource retention strategy within DPW</li> </ul>	<ul style="list-style-type: none"> <li>Recruitment drive: filling of the vacant positions</li> <li>Recall of retired artisans and engineers</li> <li>Develop retention strategy</li> <li>Implementation or review of the retention policy</li> </ul>



Risk Description	Impact	Root Cause	Action Plan To Mitigate Risk
Performance management and monitoring	<ul style="list-style-type: none"> <li>• Inability to measure and monitor business performance in a manner that enables quick and informed decision making</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of an integrated monitoring and evaluation system</li> <li>• Lack of enabling systems to monitor performance information</li> <li>• Lack of human and financial resources – leading to inability to handle the magnitude of DPW performance information</li> </ul>	<ul style="list-style-type: none"> <li>• Currently procuring an enabling system</li> <li>• Fill Monitoring and Evaluation vacant posts</li> </ul>
Inadequate financial management systems (IT systems, policies and procedures)	<ul style="list-style-type: none"> <li>• PMTE non-compliance with SA-GAAP as required by Treasury Regulations</li> <li>• Negative audit opinion</li> <li>• Non-recoverability/ inaccurate claims of accommodation charges</li> <li>• Overdraft on Trading Account</li> <li>• Inadequate monitoring of expenditure</li> </ul>	<ul style="list-style-type: none"> <li>• Inadequate implementation of Accrual Accounting (SA-GAAP)</li> <li>• Use of manual accounting systems</li> <li>• Lack of accounting policies and procedures</li> <li>• PMTE business case not yet formally approved</li> </ul>	<ul style="list-style-type: none"> <li>• Continuous development and implementation of Accrual Accounting System</li> <li>• Procure and implement an automated Billing System.</li> <li>• Develop accounting, revenue and related policies, strategies and procedures</li> <li>• Re-alignment of devolved budgets to space occupied by clients to ensure correct billing</li> <li>• Review of the business case</li> </ul>
Irregular expenditure	<ul style="list-style-type: none"> <li>• Loss of state revenue</li> <li>• Qualification by Auditor-General</li> </ul>	<ul style="list-style-type: none"> <li>• Poor Planning</li> <li>• Lack of accountability and non-compliance with prescripts</li> <li>• Inadequate monitoring of the implementation of existing controls</li> <li>• Loss or misplacing of critical documents</li> </ul>	<ul style="list-style-type: none"> <li>• Enforce disciplinary measures</li> <li>• Obtain external capacity to go back to previous years to detect irregular expenditure for 2009/10 – 2010/11</li> <li>• Implementation of inspectorate (quality control) function/ unit within Finance</li> <li>• SCM structure for the regions to be approved</li> </ul>

Risk Description	Impact	Root Cause	Action Plan To Mitigate Risk
Security Risks: Information Security	<ul style="list-style-type: none"> <li>• Negative image of DPW</li> <li>• Identity theft</li> <li>• Espionage</li> </ul>	<ul style="list-style-type: none"> <li>• Unauthorized interception of electronic communication</li> <li>• Non-compliance to MISS requirements for storage of information by registry staff</li> <li>• Leaking of sensitive DPW information to the media</li> </ul>	<ul style="list-style-type: none"> <li>• Procurement of walk-in safes and vaults to store sensitive information</li> <li>• Install restricted access biometric fingerprint readers at HR registry entrance</li> <li>• Vetting of HR registry officials</li> <li>• Implement communication security system developed by SITA and Communication Security (COMSEC)</li> </ul>
Legal Risk	<ul style="list-style-type: none"> <li>• Compromised reputation of DPW</li> <li>• Lawsuits against DPW</li> <li>• Fruitless Expenditure (attachment of State properties)</li> </ul>	<ul style="list-style-type: none"> <li>• Loss of contract documents and guarantees</li> </ul>	<ul style="list-style-type: none"> <li>• Maintain a register of all written statements/opinions</li> <li>• Continuously manage the movement of legal documents</li> <li>• Development of an electronic backup and filing system by a service provider</li> <li>• Training of officials on application of legislation, prescripts and business processes to minimise litigation</li> </ul>
Fraud and Corruption	<ul style="list-style-type: none"> <li>• Compromised reputation of DPW,</li> <li>• Irregular expenditure.</li> <li>• Litigation against DPW</li> </ul>	<ul style="list-style-type: none"> <li>• Bribery, fronting, cover quoting and misuse of State property</li> <li>• Loss of contract documents and guarantees</li> </ul>	<ul style="list-style-type: none"> <li>• Review and implementation of the Fraud Prevention Plan</li> <li>• Ensure adequate capacity to investigate reported cases</li> <li>• Increase networking with other law enforcement agencies, e.g. SAPS</li> <li>• Support from the Executive to implement investigation report recommendations</li> </ul>



Risk Description	Impact	Root Cause	Action Plan To Mitigate Risk
Ineffective governance and risk processes in place	<ul style="list-style-type: none"> <li>• Non-compliance with laws and regulations and failure by management to fulfill their fiduciary duties</li> </ul>	<ul style="list-style-type: none"> <li>• Enterprise risk management is not applied in an integrated manner within DPW</li> <li>• Lack of continuous training for DPW senior management</li> </ul>	<ul style="list-style-type: none"> <li>• Provide training to EXCO members and members of the Risk Management Committee</li> <li>• Conduct workshops on risk management</li> </ul>

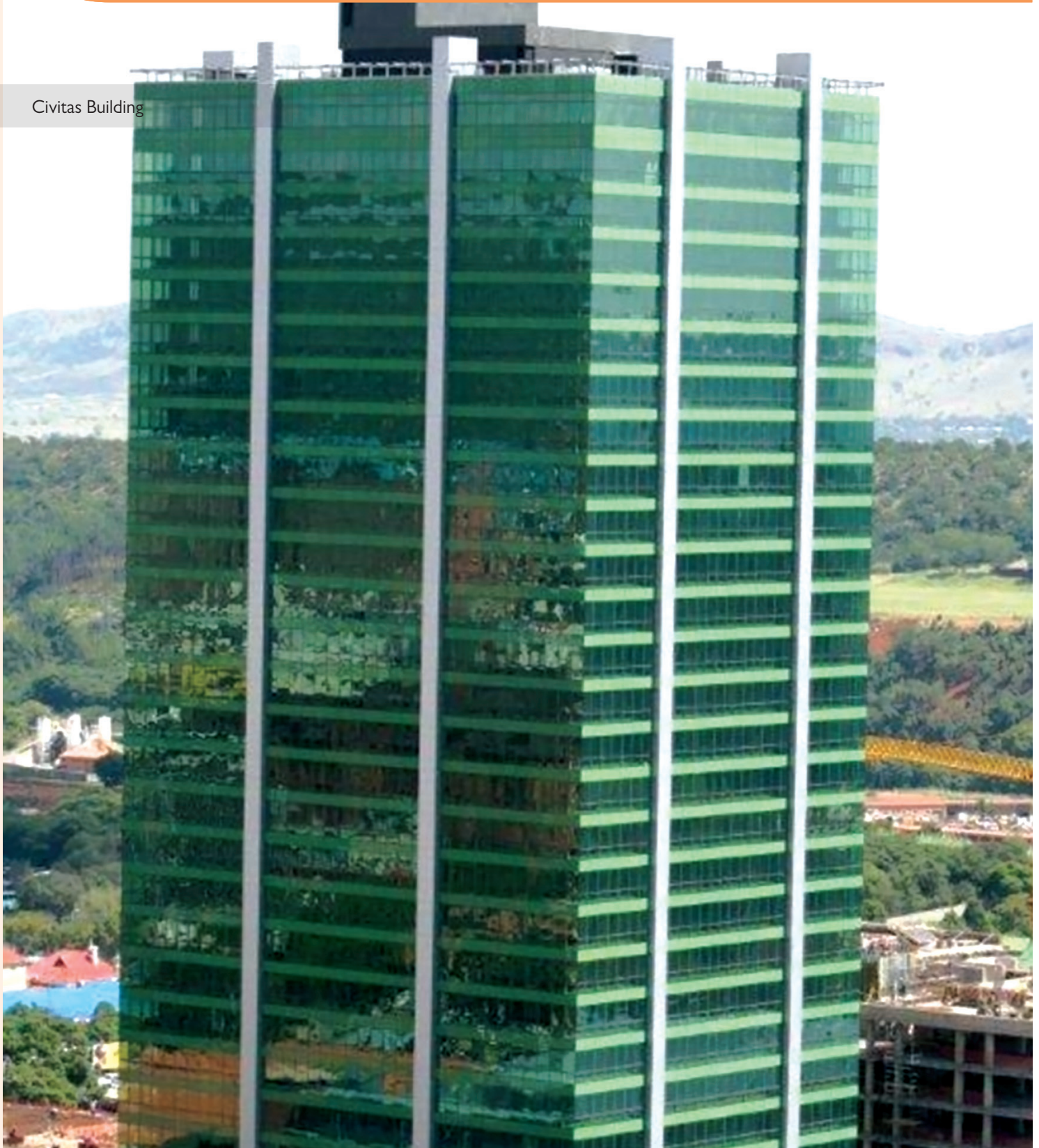
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## PART B: STRATEGIC OBJECTIVES

Civitas Building





## Part B: Strategic objectives

### Overall programme structure

Programme	Sub-programme
1. Administration	Ministry
	Management
	Corporate Services
	Office Accommodation
2. Immovable Asset Investment Management	Infrastructure (Public Works)
	Strategic Asset Investment Analysis
	Special Projects
	Operations Management
	Prestige Management
	Property Management
	Augmentation of the PMTE
	Construction Industry Development Board
	Council for the Built Environment
	Parliamentary Villages Management Board
	Independent Development Trust
3. Expanded Public Works Programme (EPWP)	Expanded Public Works Programme
	Performance-based Incentive Allocations
4. Construction and Property Policy Regulation	Construction Industry Development Programme
	Property Industry Development Programme
5. Auxiliary and Associated Services	Compensation for Losses
	Distress Relief
	Loskop Settlement
	Assistance to Organisation for Preservation of National Memorials
	State functions
	Sector Education and Training Authority



## 8. Programme I: Administration

**Purpose of the programme:** Provide strategic leadership and support services, including the accommodation needs and overall management of DPW.

### 8.1 Sub-Programme: Ministry

**Purpose:** The Ministry sub-programme consisting of the office of the Minister provides administrative and political support and reports directly to the political head. The Parliamentary Office assists the Minister and the Department under his executive authority with parliamentary responsibilities such as the passage of legislation. The office also coordinates interaction between the Ministry and the Parliamentary committees and structures, facilitates interaction between Minister and other Government Departments, Minister and DPW Entities, Minister and relevant role players in the property and construction industry and supports interaction with an array of stakeholders. The office of the Minister facilitates communication with media and the broader public.

**Sub-Programme: Management:** (Office of the Director-General, Office of the Chief Operations Officer, Strategic Management Unit, Monitoring and Evaluation, Intergovernmental Relations and Internal Audit and Investigation Services).

**Purpose: Office of the Director-General:** The office of the Director-General provides strategic leadership and guidance, and oversees the implementation of the DPW's Strategic Plan across all functions.

The Office of the Director-General provides administrative leadership to the Department informed by all the enabling prescripts. The office ensures that there is regular reporting by all units to the Minister and various forums. The office oversees and guides the implementation of all the Department's programmes and projects; and ensures that the Department develops and monitors the Strategic Plan, Annual Performance Plan and Business Plan. The office also oversees and manages the work of all branch heads.

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## 8.2 Sub Programme: Strategic Management Unit

### 8.2.1 Strategic objective

<b>Strategic objective 6</b>	<ul style="list-style-type: none"> <li>• Ensure effective corporate governance and sound resource management.</li> </ul>
<b>Objective statement</b>	<p>To provide a strategic management function to DPW through:</p> <ul style="list-style-type: none"> <li>• Strategic planning by developing a Strategic Plan and Annual Performance Plan within the MTEF;</li> <li>• Annual facilitation of the implementation of risk management processes within the MTEF;</li> <li>• Revision and updating of DPW business processes over a 5 year period.</li> </ul>
<b>Baseline 2010/11</b>	<ul style="list-style-type: none"> <li>• 2010-13 Strategic Plan and 2011 DPW Business Plan approved by the Minister of Public Works and tabled in Parliament;</li> <li>• Risk Management strategy developed and 50% implemented.</li> </ul>

### 8.2.2 Resource considerations

- Since 2009 the Strategic Management Unit (SMU) has consisted of 19 officials, however in order to fully meet the objectives of the unit, an increased capacity of 33 officials is required.
- In the 2011/12 financial year, SMU received R2 million; however a total of R35 million will be required over the next 5 years to deliver on all identified projects.
- A fully capacitated knowledge centre is required to promote effective knowledge management.
- Risk Management tools and personnel must be acquired for efficient implementation of Risk Management processes throughout DPW.

### 8.2.3 Risk Management

<b>Risks</b>	<b>Mitigating factors</b>
Inadequate internal strategic planning and business planning capacity.	<ul style="list-style-type: none"> <li>• Train business units on strategic planning.</li> </ul>
Access to credible data for planning and strategic analysis.	<ul style="list-style-type: none"> <li>• Train Senior Managers (SMS) on strategic planning;</li> <li>• Implement a business intelligence system to improve the quality of data and manage performance.</li> </ul>

### 8.3 Sub Programme: Intergovernmental Relations and Parliamentary Services

#### 8.3.1 Strategic objective

<b>Strategic objective 6</b>	Ensure effective corporate governance and sound resource management.
<b>Objective statement</b>	To ensure effective corporate governance, improved service delivery and leveraging intergovernmental relations through: <ul style="list-style-type: none"> <li>• Coordination and management of DPW's interaction and engagement with organs of state in all spheres of Government annually;</li> <li>• Management of performance and corporate governance of DPW's Entities on a quarterly basis.</li> </ul>
<b>Baseline 2010/11</b>	• 32 intergovernmental and other related meetings were coordinated (8 PPP's, 24 Parliamentary meetings and 5 oversight visits).

#### 8.3.2 Resource considerations

- The staff establishment of Intergovernmental Relations and Parliamentary Services (IGR) has consisted of 10 officials since 2008/09. The current staff establishment needs to be increased in areas such as the Secretariat Services, Parliamentary Services, Stakeholder Management and Public Entities sub-units.
- The goods and services budget for IGR in 2009/10 was R2.3 million and R1.5 million in 2010/11. To effectively deliver on the objectives of IGR a total of R15 million will be required over the next 5 years for goods and services.

#### 8.3.3 Risk Management

<b>Risk</b>	<b>Mitigating factors</b>
Ineffective coordination of Intergovernmental Relations (IGR) / stakeholder programmes officiated by the Executive Authority.	• Improved planning on stakeholder management programmes relevant to the DPW.

## 8.4. Sub Programme: Monitoring and Evaluation

### 8.4.1 Strategic Objective

<b>Strategic objective 6</b>	Ensure effective corporate governance and sound resource management.
<b>Objective statement</b>	To coordinate and manage performance information on a quarterly basis over the MTEF period within DPW through monitoring and evaluation.
<b>Baseline 2010/11</b>	100% Monitoring and Evaluation policy framework developed.

### 8.4.2 Resource considerations

- The 75% vacancy rate within Monitoring and Evaluation (M&E) has not reduced since the establishment of the unit in 2008. The current compensation of R4 735 269 is expected to escalate to R6 932 907 over the next 5 years with the filling of vacant positions.
- The goods and services budget has been below R700 000 per annum over the past three years. The proposed requirement relevant to the staff composition is R2 077 181 which is expected to escalate to R3 345 322 over the next 5 years.
- To enable M&E to function optimally, capacity building initiatives should be put in place.

### 8.4.3 Risk Management

Risks	Mitigating factors
Unquantifiable and unreliable information resulting in adverse audit opinion.	<ul style="list-style-type: none"> <li>• Continuous engagement with management and business units in taking accountability for performance information reported.</li> </ul>
Inability to measure and monitor business performance in a manner that enables quick and informed decision making.	<ul style="list-style-type: none"> <li>• Implementation of an approved DPW M&amp;E policy;</li> <li>• Currently procuring an enabling system;</li> <li>• Improve M&amp;E competencies and fill vacant posts;</li> <li>• Development of M&amp;E guidelines.</li> </ul>

## 8.5 Sub Programme: Internal Audit and Investigation Services

### 8.5.1 Strategic objective

<b>Strategic objective 6</b>	Ensure effective corporate governance and sound resources management.
<b>Objective statement</b>	<p>To provide effective assurance and anti-corruption services within DPW through the development and implementation of an Internal Audit Strategic Plan and Fraud Prevention Strategy which will enable us to:</p> <ul style="list-style-type: none"> <li>• Evaluate and improve the effectiveness of internal controls, governance and risk management processes on an annual basis;</li> <li>• To provide effective Fraud and Corruption Awareness and Investigation Services within DPW annually;</li> <li>• To facilitate the full functioning of the Audit and Risk Management Committee within DPW on an annual basis.</li> </ul>
<b>Baseline 2010/11</b>	<ul style="list-style-type: none"> <li>• 100% audit committee meetings;</li> <li>• 76% Implementation of the Audit Plan;</li> <li>• Fraud and prevention strategy reviewed and implemented.</li> </ul>

### 8.5.2 Resource considerations

- The current approved structure of 61 positions is inadequate to meet the requirements of Internal Audit and Investigation Unit. An additional 15 positions are needed in order to function optimally. The increase of 25% will result into a staff compliment of 75 positions.
- Other key inputs needed to function optimally include Technical Audit Tools and Professional Auditing Services which did not exist in the past.

### 8.5.3 Risk Management

<b>Risk</b>	<b>Mitigating factors</b>
Lack of management support for the implementation of recommended corrective actions.	<ul style="list-style-type: none"> <li>• Establish a fully functional Audit and Risk Management Committee that ensures corrective actions are undertaken;</li> <li>• Representation /participation of Internal Audit in Executive Management Committee (EXCO) and other strategic management meetings;</li> <li>• Communicate the role and responsibilities of the Unit, Charter and Audit plans to various stakeholders and marketing of the unit;</li> <li>• Communicate clear audit and investigation findings with recommendations to all relevant parties.</li> </ul>



<p>Increase in fraud and corruption activities in DPW.</p>	<ul style="list-style-type: none"> <li>• Conduct fraud and corruption awareness campaigns;</li> <li>• Ensure adequate capacity to investigate reported cases;</li> <li>• Ensure effective integration of Internal Audit and Fraud and Investigation activities through a collaborative process;</li> <li>• Increase networking with other law enforcement agencies, e.g. SAPS;</li> <li>• Implement a recognised investigation methodology as well as anti-corruption measures;</li> <li>• Ensure support from the DPW Executive to implement recommended actions;</li> <li>• Establish protocol for reporting of cases to avoid duplication of functions with other assurance providers.</li> </ul>
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## 8.6 Sub Programme: Finance and Supply Chain Management

### 8.6.1 Strategic objective

<b>Strategic objective 6</b>	Ensure effective corporate governance and sound resource management.
<b>Objective statement</b>	Achieve financial effectiveness for both DPW and Property Management Trading Entity (PMTE) through sound financial management, integrated financial planning, responsive and compliant supply chain management annually over the MTEF period.
<b>Baseline 2010/11</b>	<ul style="list-style-type: none"> <li>• 44% GAAP compliance on PMTE;</li> <li>• 62% reduction in debtors;</li> <li>• 97% revenue collected;</li> <li>• 80% policies developed;</li> <li>• 90% compliant on movable asset register.</li> </ul>

### 8.6.2 Resource considerations

#### 8.6.2.1 Supply Chain Management

DPW implemented Supply Chain Management (SCM) in 2005 with a minimum structure at Head Office and Regional Offices resulting in poor decision making on some of the large procurement contracts.

The SCM unit within DPW operates currently with contract workers and interns who are not necessarily SCM practitioners. The focus in the next financial year will be to capacitate the SCM unit with qualified practitioners, as well as to intensify the training which has already started.

The SCM unit requires an additional 70 new posts both at Head office and Regional level. Demand Management will be strengthened through the establishment of a dedicated unit at Head Office as well as in the Regional Offices. The Demand Management unit will provide support to line managers with the analysis of the procurement spending patterns and by scanning the market to develop effective sourcing strategies.



### 8.6.2.2 Property Management Trading Entity (PMTE)

DPW implemented the PMTE in 2006 and to date it has not been in a position to implement an accrual accounting system as required by the PFMA. Currently, the Entity is still reliant on manual systems and spread sheets to manage information, billing and reporting. The Entity will acquire an accounting system by June 2012 which will enable automated billing, accounting and reporting in terms of SA GAAP.

The functional structure of the PMTE will be reviewed to enable the creation of additional capacity for improved financial management. At this stage there is an urgent need to employ a head of finance for the Entity.

### 8.6.2.3 Financial Management

The Financial Statements system of reporting in Government has evolved from annual reporting to quarterly reporting. DPW will be expected to submit financial statements on a quarterly basis to accommodate the changing working environment, additional capacity in the form of human resources will therefore be required. There is a need for dedicated capacity to continuously and proactively conduct quality control of the financial information to detect irregularities and fruitless expenditure.

### 8.6.3 Risk Management: Finance and Supply Chain Management

Risk	Mitigating factors
Compilation of accurate and complete financial statements.	<ul style="list-style-type: none"> <li>• Procure external services for audit support.</li> </ul>
Irregular expenditure.	<ul style="list-style-type: none"> <li>• Enforce disciplinary measures;</li> <li>• Enforce compliance with SLA's and hold the internal clients liable for non-compliance;</li> <li>• Obtain external capacity to go back to previous years to detect irregular expenditure for 2009/10 – 2010/11;</li> <li>• Implementation of inspectorate (quality control) function/ unit within Finance;</li> <li>• SCM structure for the regions approved.</li> </ul>



## Risk Management: Property Management Trading Entity

Risk	Mitigating factors
<p>Inadequate financial management systems (IT systems, policies and procedures):</p> <ul style="list-style-type: none"><li>• PMTE non-compliance with SA-GAAP as required by Treasury Regulations;</li><li>• Negative Audit opinion;</li><li>• Non-recoverability/ inaccurate claims of accommodation charges;</li><li>• Overdraft on Trading Account;</li><li>• Inadequate monitoring of expenditure.</li></ul>	<ul style="list-style-type: none"><li>• Continuous development and implementation of Accrual Accounting;</li><li>• Procure and implement an automated billing system;</li><li>• Develop accounting, revenue and related policies, strategies and procedures;</li><li>• Realignment of devolved budget to space occupied by clients to ensure correct billing;</li><li>• Review and finalisation of the PMTE business case.</li></ul>

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## 8.7 Sub Programme: Corporate Services

### 8.7.1 Strategic objective

<b>Strategic objective 6</b>	Ensure effective corporate governance and sound resource management.
<b>Objective statement</b>	<p>Corporate Services is a partner in support of DPW's service delivery objectives. It provides the following services:</p> <ul style="list-style-type: none"><li>• The design and application of staffing and skilling solutions in support of an efficient, effective and development-orientated Public Works by management of the organizational structure, attraction, development and retention of skills, service benefits and employee health and wellness on an annual basis;</li><li>• Provision of modern and appropriate information management systems and technologies, which are responsive to the key business requirements by implementing, maintaining, advising and coordinating secured integrated systems, networks infrastructure, and relevant information and communication technologies through relevant IT projects management methodologies on an annual basis;</li><li>• Analysis of the existing international relations regime and the identification of business and other opportunities of strategic value to DPW, guided by the country's international relations and cooperation framework by contributing to the consolidation of the African Agenda, South-South Solidarity and North-South Cooperation by 2016;</li><li>• To bring about the relationship of understanding and trust between DPW and all its publics by implementing the approved communications strategy of DPW on an annual basis for the next 5 years;</li><li>• Provision of efficient, effective and economical legal support and advisory services to DPW and the Ministry on an annual basis;</li><li>• Protection of Departmental assets by implementing approved state security measures on an annual basis;</li><li>• Mainstreaming of gender, disability and youth development in the core business of both DPW and its related industry (Construction and Property) and ensuring the promotion and the protection of children's rights on annual basis.</li></ul>

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## Baseline 2010/11

- Human Resources:
  - \* 20.68% vacancy rate (536 posts filled which is 4% of the total establishment);
  - \* Structure updated and aligned as per the approvals. HR Plan reviewed and submitted for approval by relevant authority;
  - \* 340 trainees participated in learnership, internship, young professionals and artisan training programmes;
- Information Services:
  - \* 100% implementation of the EPWP web based system;
  - \* 100% implementation of the virtual private network;
  - \* 100% intergration of BAS and EPWP into the Business Intelligence System (SAS);
- International Relations:
  - \* MOU's signed with 2 identified countries;
- Communications:
  - \* The developmental communication strategy was developed and 60% implemented;
- Legal services:
  - \* Completed 15% of legal cases referred;
  - \* 100% of target archived of contract administration cases;
- Security services:
  - \* 78 Employees vetted;
  - \* 413 companies screened and incorporated into the database;
- Gender:
  - \* 1.15% of DPW's employees are persons with disability.

### 8.7.2 Resource considerations

The investments required for IT Infrastructure to deliver on policy frameworks, addressing technical and data support for reporting regularly is estimated at R25 million over the MTEF. This is additional funding to be requested from National Treasury by DPW to implement an Integrated Financial Management System (IFMS), Facilities and Construction Projects Management Systems. These systems are not currently available in DPW and will be implemented from 2012.

### 8.7.3 Risk Management

Risk	Mitigating factors
Ineffective implementation of the young professionals programme;	<ul style="list-style-type: none"> <li>• Work with line managers to implement the programme;</li> </ul>
High vacancy rate;	<ul style="list-style-type: none"> <li>• Embark on an intensive recruitment drive and targeted retention initiatives such as OSD implementation, PMDS incentives and counter offers;</li> </ul>
Loss of contract documents and guarantees;	<ul style="list-style-type: none"> <li>• Continuous implementation of the existing controls to manage the movement of legal documents. Centralizing documents and avail electronic copies thereof;</li> </ul>
Litigation against DPW;	<ul style="list-style-type: none"> <li>• Officials trained on application of legislation, prescripts and business processes to minimise litigation;</li> </ul>
External regulatory environment resulting in delays/ inability to implement projects.	<ul style="list-style-type: none"> <li>• Continuous participation in the user groups meetings and inputting into policies of Government to understand the impact.</li> </ul>

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## 9. Programme 2: Immovable Asset Investment Management

**Purpose of the programme:** Provide and manage Government's immovable property portfolio in support of Government's social, economic, functional and political objectives.

**Sub Programme:** Infrastructure (Public Works).

**Purpose:** The acquisition of infrastructure for DPW's own accommodation needs as well as for the prestige portfolio, land ports of entry, dolomite risk management, inner city regeneration programmes and the accessibility programmes in terms of the disability policy.

The infrastructure budget is distributed among projects on the basis of priorities determined by DPW. The projects and programmes that are funded under the infrastructure sub programme are given effect in other sub programmes.

### 9.1 Sub Programme: Strategic Asset Investment Analysis

#### 9.1.1 Strategic objective

<b>Strategic objective I</b>	Provide strategic leadership in effective and efficient immovable asset management and in the delivery of infrastructure programmes.
<b>Objective statement</b>	<p>To plan for life-cycle immovable asset management based on credible asset data and portfolio and property analysis to achieve efficiency, economy and effectiveness in the use of DPW's immovable asset portfolio through:</p> <ul style="list-style-type: none"> <li>• An Immovable Asset Register management programme to ensure complete and accurate information on the assets under the custodianship of DPW in compliance with PFMA, GIAMA and GRAP by 31 March 2014 through the appointment of a service provider;</li> <li>• A portfolio performance management programme to align the use of immovable assets with service delivery objectives of national government user departments through the completion of the Custodian Asset Management Plan (CAMP), thus ensuring the efficient utilization of immovable assets as a result of release of land for socio economic objectives and economic utilization of immovable assets including reduction of water and energy consumption;</li> <li>• A portfolio analysis programme providing sound investment, service delivery and socio-economic decisions in relation to lifecycle immovable asset management planning.</li> </ul>
<b>Baseline 2010/11</b>	<ul style="list-style-type: none"> <li>• 82% of the Immovable Asset Register fields populated;</li> <li>• 35% of land parcels vested;</li> <li>• 121 buildings were made accessible;</li> <li>• 7 buildings rehabilitated;</li> <li>• 34 properties disposed for land reform;</li> <li>• 1031 hectares of land released for human settlement.</li> </ul>

### 9.1.2 Resource considerations

The portfolio under the custodianship of DPW comprises of over 100 000 national Public Works assets (land and improvements) ranking it amongst the largest property owners in the Southern Hemisphere. In order to comply with the requirements of applicable legislation (for example the PFMA and GIAMA) insofar as immovable asset management is concerned, DPW should be adequately resourced in human capital and supportive technological requirements.

The Asset Investment Analysis sub-program is evolving through the years from a base of inadequate resources to position itself to achieve the set objectives. For its key programs, the following trends and requirements are outlined:

#### **Asset Register Programme:**

The Asset Register Management unit was established in August 2009. Owing to inadequate current capacity in the unit, fast tracking of the Immovable Asset Register's enhancement has proven a challenge, compounded by the historic manner (no proper records, new provinces created, former TBVC states and Self Governing territories) in which state properties were registered and managed.

The 2011/12 budget allocation for developing a business case and plan for fast-tracking and enhancing the completeness, validity and accuracy of data for prioritized immovable assets was R30 million. The reconciliation of data from sources including deeds data, Publand, Department of Water Affairs (DWA), Department of Rural Development and Land Reform (DRDLR) and provincial asset registers was conducted. DPW, DRDLR, and OAG provide guidance and support to other custodians. The required budget to further capacitate the unit is R33 million over the MTEF with R72.5 million required for the envisaged Immovable Asset Register enhancement project.

#### **Portfolio Analysis Programme:**

The Portfolio Analysis function comprises inter alia, feasibility assessments, valuations of all immovable assets as well as an industry research function. Additional skilled human capital (amongst the most sought after in the industry) is required to effectively perform these functions so as to provide DPW with the necessary intelligence to inform optimum asset life cycle decision making.

An amount of R18.5 million will be required over the next five years to capacitate the property valuation function in order to meet the annual requirement for disclosure of the valuation of the DPW immovable asset portfolio within Government.

#### **Portfolio Performance Management Programme:**

An amount of R9.8 billion is required to maintain and rehabilitate identified state buildings over the MTEF. In reducing the increasing expenditure for leased accommodation, R516 million will be required over the MTEF to ensure that all DPW's Regional Offices are accommodated in state owned facilities. R167 million is required to make state owned buildings accessible to people with disability over the MTEF.

For the annual compilation of property portfolio strategies, DPW's Custodian Asset Management Plan and the assessment and monitoring of property performance, as required by GIAMA, an additional 25 officials will be required with the estimated funding requirement of R53 million over the next five years.

To effectively deliver on the Rural Development Programme, the Directorate would need R13 million over the next 5 years with additional capacity of six officials.

### 9.1.3 Risk Management

Risk	Mitigating factors
Insufficient capacity to give effect to Government Immovable Asset management;	<ul style="list-style-type: none"> <li>Benchmarking is underway with other asset management organizations to analyze and determine appropriate skills and remuneration relevant to portfolio scale;</li> </ul>
The absence of an integrated Asset Management System with modules for, inter alia, Immovable Asset Register, asset management, condition assessments, feasibility assessments and valuations for decision making and management reports;	<ul style="list-style-type: none"> <li>DPW is evaluating the possibility of obtaining an integrated asset management system;</li> </ul>
Lack of condition assessments of existing DPW assets to inform valuations and investment decisions;	<ul style="list-style-type: none"> <li>Fund and implement a programme to assess the condition of state-owned properties at least once every five years in line with GIAMA;</li> </ul>
Insufficient alignment between the asset management and accounting frameworks.	<ul style="list-style-type: none"> <li>DPW is aligning the asset and accounting frameworks through the sector-specific guide on immovable assets with National Treasury and other stakeholders.</li> </ul>

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## 9.2 Sub Programme: Projects and Professional Services

### 9.2.1 Strategic objectives

<b>Strategic objective 4</b>	Promote an enabling environment for the creation of both short and sustainable work opportunities, so as to contribute to the national goal of job creation and poverty alleviation.
<b>Objective statement</b>	<ul style="list-style-type: none"> <li>• Creation of 200 000 jobs within the construction and infrastructure service industry over the next 5 years;</li> <li>• Creation of training opportunities for 500 built environment graduates over the next 5 years;</li> <li>• DPW will prioritise a minimum of 35% expenditure of the infrastructure budget accumulating to R10,5 billion over the next 5 years to accrue to BBBEE accredited contractors including Women, Youth and People with disability.</li> </ul>
<b>Baseline 2010/11</b>	• 60 built environment graduates.

<b>Strategic objective 1</b>	Provide strategic leadership in effective and efficient immovable asset management and the delivery of infrastructure programmes.
<b>Objective statement</b>	Completion of 950 construction projects consisting of capital and refurbishment projects over the next 5 years.
<b>Baseline 2010/11</b>	326 projects completed.

### 9.2.2 Resource considerations

The growth in the government infrastructure requirements across the three spheres of Government requires DPW not only to carry out its mandate in providing accommodation to user departments but to also discharge its concurrent mandate in providing support to Provinces and Municipalities. Over the past three years DPW was unable to attract the required skills in line with Occupational Specific Dispensation stipulation. The country does not produce enough professionals in the built environment to sustain the demand of both Government and Private Sector. For DPW to succeed in its endeavor to address infrastructure challenges, an investment in skills development and finding new technologies remains a priority. DPW will create opportunities for training of 500 graduates over 5 years with a funding requirement of R170 million per annum for remuneration based on Occupation Specific Dispensation. An additional R100 million will be required to provide resources and working tools for these graduates.



### 9.2.3 Risk Management

Risk	Mitigating factors
Organisational structure: The ability of the Branch to execute this program relies on the flexibility and reliability of the organisational structure;	<ul style="list-style-type: none"> <li>• A review process to establish a proper match of skills and knowledge will be conducted;</li> <li>• The operational, supervisory and reporting arrangement into portfolio system is recommended;</li> </ul>
Inappropriate Project Management Business Model and processes;	<ul style="list-style-type: none"> <li>• The Branch will undertake the major process re-engineering program to be in front of the project management curve. This would require a benchmark with the project management principles of the global infrastructure organisations;</li> <li>• An investment in the project information management system would be required;</li> </ul>
Unavailability of suitable State Owned Land for development;	<ul style="list-style-type: none"> <li>• Purchasing of land from municipalities would be pursued;</li> <li>• Long term lease agreement with traditional leadership;</li> <li>• Surveying of land to facilitate transfer of land from traditional leadership to DPW for development;</li> </ul>
Insufficient supply of built environment professional in the market.	<ul style="list-style-type: none"> <li>• Embark on training and development of young professionals to achieve the professional status.</li> </ul>

### 9.3 Sub Programme: Inner-City Regeneration Programme

#### 9.3.1 Strategic objectives

<b>Strategic objective 2</b>	Contribute to the building of a developmental state and a comprehensive rural development framework through state assets.
<b>Objective statement</b>	<p>To cooperate with Provincial and Local Spheres of Government towards the regeneration of inner cities/towns through:</p> <ul style="list-style-type: none"> <li>• The establishment of ties with Provincial and Local Government aimed at the regeneration of inner cities and towns cooperatively over the MTSF cycle; and</li> <li>• Cooperation with provincial and local government in the compilation of master planning for project development in inner cities and towns over the MTSF cycle.</li> </ul>
<b>Baseline 2010/11</b>	Service Level Agreement concluded with one city/town towards cooperation for regeneration initiatives.

<b>Strategic objective 4</b>	Promote an enabling environment for the creation of both short and sustainable work opportunities, so as to contribute to the national goal of job creation and poverty alleviation.
<b>Objective statement</b>	Creation of 800 jobs in the construction industry using the construction management methodology over the MTEF cycle.
<b>Baseline 2010/11</b>	Nil.

### 9.3.2 Resource considerations

As master plans for inner cities are developed, the need to implement the findings will require increased funding provision in the latter part of the current 5-year planning period. Funding required will be for local authorities (in terms of improvements to city/town environment and services infrastructure) and projects to improve the working conditions of government departments (which entail, inter alia, the procurement of additional property/building stock, new buildings and upgrading of existing buildings).

The Chief Directorate Inner City Regeneration responsible for precinct planning and development will require the filling of 6 vacant posts (out of 11 posts on the establishment) to be able to deliver on its objectives. In addition, Inner City Regeneration will require over the next 5 years extensions to its IT capability. This will include the capability to deal with, inter alia, large scale drawings, geographical information, and extended presentations.

Two Construction Management Chief Directorates were proposed in March 2011/12 to provide alternative methods of delivering infrastructure, mainly through in house resources and/or Construction Management methodology. The main goal of these Chief Directorates is to create more jobs in the built environment using the said methodology. Currently, there is a staff compliment of 2 officials. In order to realise the set objectives, an additional staff compliment of 14 officials will be required over the MTEF cycle.

### 9.3.3 Risk Management

Risks	Mitigating factors
Lack of adequate funding resulting in non-implementation of the projects;	<ul style="list-style-type: none"> <li>• Timely MTEF inputs, based on current information, and improved financial planning;</li> <li>• Interaction with user departments, in terms of planning done by Inner City Regeneration, to support and assist in securing funding from National Treasury;</li> <li>• Private Public Partnership initiatives, through interaction with user departments, instead of executing capital projects;</li> </ul>
Inability to attract professionals leading to delays in attainment of the planning outcomes;	<ul style="list-style-type: none"> <li>• Implementation of Occupation Specific Dispensation for ICR;</li> </ul>
Inefficiencies within the cities/ towns may result in disruptions/ non-implementation of inner city initiatives.	<ul style="list-style-type: none"> <li>• Engage defaulting cities, where SLAs have been entered into with DPW, through the provisions of the Intergovernmental Relations Framework (Act 13 of 2005);</li> <li>• Promote/broker city-businesses compacts /partnerships in respect of cleaning and security of inner cities.</li> </ul>

## 9.4 Sub Programme: Operations Management

### 9.4.1 Strategic objective

<b>Strategic objective 1</b>	Provide strategic leadership in effective and efficient immovable asset management and in the delivery of infrastructure programmes.
<b>Objective statement</b>	To execute property and facilities management projects in a safe and secure working environment at regional level through the acquisition, maintenance, optimal utilization and disposal of immovable assets annually.
<b>Baseline 2010/11</b>	<ul style="list-style-type: none"> <li>• 2985 Property portfolio leases managed in line with agreed service delivery standards;</li> <li>• 593 Facilities management and maintenance projects managed;</li> <li>• R813 086 511 spent on facilities management.</li> </ul>

### 9.4.2 Resource considerations

Additional funding is required for the newly established Chief Directorate Property and Facilities Management and its operations.

### 9.4.3 Risk Management

Risk	Mitigating factors
Service delivery not meeting expectations of internal and external clients of DPW.	<ul style="list-style-type: none"> <li>• Improvement of the current lease contracts and the BEE Strategy to enhance the performance of the lease portfolio;</li> <li>• Signing of SLAs with user departments to ensure compliance to service delivery standards.</li> </ul>

## 9.5 Sub Programme: Key Account Management

### 9.5.1 Strategic objective

<b>Strategic objective 3</b>	Ensure improved service delivery in all DPW programmes to meet clients' expectations and leverage stakeholder relations.
<b>Objective statement</b>	To manage relationships between DPW and user departments on the provision of accommodation through facilitating signed Service Level Agreements (SLA) over the MTEF, assisting user departments to compile User Asset Management Plan Templates (UAMP) annually, obtaining signed annual Capital Works Implementation Programmes (CWIP) from user departments and submitting monthly Key Account Management Reports to user departments over the financial year.
<b>Baseline 2010/11</b>	<ul style="list-style-type: none"> <li>• Signed Service Level Agreements for 16 of 50 user departments/ entities;</li> <li>• 34 of 50 Government User Asset Management Plan templates populated;</li> <li>• Signed Capital Works Implementation programs for 10 user departments.</li> </ul>

### 9.5.2 Resource considerations

The current staff compliment of Key Account Management (KAM) consists of 60 staff members. Due to service delivery demands and user department's needs, 12 additional staff members are required.

### 9.5.3 Risk Management

Risk	Mitigating factors
User departments dissatisfaction due to undelivered services	<ul style="list-style-type: none"> <li>• Adherence to current KAM Business Processes;</li> <li>• Service Level Agreements signed;</li> <li>• Scheduled user departments forums;</li> <li>• Daily engagement/correspondence with user departments.</li> </ul>

### 9.6 Sub Programme: Prestige Management

#### 9.6.1 Strategic objective

<b>Strategic objective 3</b>	Ensure improved service delivery in all DPW programmes to meet clients' expectations and leverage stakeholder relations.
<b>Objective statement</b>	To facilitate and co-ordinate the provision and management of appropriate accommodation and other related infrastructure for Prestige clients through facilitating signed Service Level Agreements over the MTEF, assisting Prestige clients to compile User Asset Management Plan templates annually, obtaining signed annual Capital Works Implementation Programmes from Prestige clients and submitting monthly reports to Prestige clients over the financial year.
<b>Baseline 2010/11</b>	<ul style="list-style-type: none"> <li>• 90% utilization of allocated immovable assets;</li> <li>• 60% reduction of client's complaints.</li> </ul>

#### 9.6.2 Resource considerations

- Collectively the capacity of Prestige has consisted of 47 officials in 2010 and 43 officials in 2011. An additional 7 posts will be required over the next 3 years which will result in a staff compliment of 50 officials.
- The implementation of the facilities management contracts for Prestige accommodation is a significant resource consideration.

#### 9.6.3 Risk Management

Risks	Mitigating factors
Poor client relations management resulting in dissatisfied clients;	<ul style="list-style-type: none"> <li>• Improve processes in the management of prestige submissions from clients to DPW;</li> <li>• Resuscitate client liaison forums;</li> </ul>
Loss of revenue due to non-payment of rentals;	<ul style="list-style-type: none"> <li>• Annual once off deduction from Prestige clients;</li> </ul>
Loss of state assets.	<p>Proper management of the Prestige Movable Asset Register;</p> <p>Appoint a dedicated official in Prestige for custodial responsibilities of movable assets.</p>

## 10. Programme 3: Expanded Public Works Programme

**Purpose of the programme:** Ensure the creation of work opportunities and the provision of training for unskilled, marginalised and unemployed people in South Africa by coordinating the implementation of the Expanded Public Works Programme. Further, the programme aims to promote the use of government expenditure to create additional employment opportunities by introducing labour intensive delivery methods and additional employment and skills programmes for the participation of the unemployed in delivering needed services.

### 10.1 Strategic objective

<b>Strategic objective 4</b>	Promote an enabling environment for the creation of both short and sustainable work opportunities, so as to contribute to the national goal of job creation and poverty alleviation.
<b>Objective statement</b>	<p>Public Bodies from all spheres of Government (in terms of their normal mandates and budgets) and the Non State Sector (supported by government incentives), deliberately optimize the creation of work opportunities for unemployed and poor people in South Africa through the delivery of public and community services. Training and enterprise development will be implemented in sub-programmes to enhance service delivery and beneficiary well-being.</p> <p>DPW coordinates the creation of 4.5 million work opportunities for poor unemployed people in South Africa by 2014 through the use of labour-intensive methods by doing the following:</p> <ul style="list-style-type: none"> <li>• Increase DPW's participation in the implementation of EPWP by training youth in the artisan trades of the built environment;</li> <li>• Increase the number of Public Bodies reporting on the implementation of the EPWP by ensuring that at least 200 municipalities are reporting;</li> <li>• Increase the number of Non-State Organizations participating in the programme;</li> <li>• Support Public Bodies in the different sectors to implement EPWP to contribute to Full Time Equivalents (FETs) and work opportunity targets.</li> </ul>
<b>Baseline 2010/11</b>	<ul style="list-style-type: none"> <li>• 626 935 work opportunities created through EPWP;</li> <li>• 59% of the wage incentive has been accessed;</li> <li>• The overall participation targets were: 62% women, 51% youth and 0.45% people with disabilities .</li> </ul>

### 10.2 Resource considerations

EPWP will in the next 3 years require the following resources:

- Currently EPWP is operating on a budget of R257 million. An increase of more than 40% in the current baseline allocation is required to ensure the optimal creation of work opportunities and to increase the number of work opportunities created by DPW.
- Additional capacity is required within DPW head office and regional offices to augment the current staff complement to further accelerate job creation. Additional funding is required for fiscal incentives in all sectors to further accelerate job creation.

### 10.3 Risk Management

Risk	Mitigating factors
Public Bodies not channelling their goods and services budgets to creation of EPWP work opportunities;	<ul style="list-style-type: none"> <li>• Incentivise Public Bodies that are exceeding their Full Time Equivalents targets to promote job creation;</li> </ul>
Implementing Bodies not promoting use of labour intensive methods;	<ul style="list-style-type: none"> <li>• Incentivise Public Bodies that are exceeding their Full Time Equivalents targets to promote job creation through labour intensive methods;</li> </ul>
Failure of Public Bodies to report on the number of work opportunities and Full Time Equivalents created;	<ul style="list-style-type: none"> <li>• Appointment of data capturers to help Public Bodies to report and continuous provision of technical support to Public Bodies;</li> </ul>
Lack of sufficient funds to carry out EPWP full mandate, especially in the non state sector;	<ul style="list-style-type: none"> <li>• Reprioritizing of funds within the programme;</li> </ul>
Lack of understanding of EPWP mandate by key stakeholders resulting in expectations that are not in line with EPWP deliverables.	<ul style="list-style-type: none"> <li>• Continuous marketing and communication of EPWP goals and objectives.</li> </ul>

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## 11. Programme 4: Construction and Property Policy Regulation

**Purpose of the programme:** To regulate and promote growth and transformation in the construction and property industries. To promote uniformity and best practices in the construction sector and in the immovable asset management in the public sector.

### 11.1 Strategic objectives

<b>Strategic objective 5</b>	Ensure transformation and regulation of the construction and property industries to ensure economic growth and development.
<b>Objective statement</b>	<ul style="list-style-type: none"> <li>• To strengthen corporate governance and accountability of Agrément South Africa (ASA) by establishing it as a public entity by 31 March 2013;</li> <li>• To improve the efficiency of the regulatory role of the Councils for the Built Environment Professions (BEPs) within the 2012-2015 MTEF period, by amending the current legislative framework;</li> <li>• To table in Parliament a new Expropriation Bill by 31 March 2013, to ensure consistency with the Constitution and uniformity in the expropriation of property by all organs of state;</li> <li>• To drive transformation in the construction and property industries on a continuous basis through the implementation of:               <ul style="list-style-type: none"> <li>*National Contractor Development Programme (NCDP);</li> <li>*DPW's Property Management Strategy on BEE, Job Creation and Poverty Alleviation.</li> </ul> </li> </ul>
<b>Baseline (2010/11)</b>	<ul style="list-style-type: none"> <li>• Business Case (to establish ASA as a public entity) developed for internal consultation prior to submission to National Treasury;</li> <li>• Policy positions to inform the amendment of the legislative framework of the BEPs approved by the Minister for consultation with key stakeholders;</li> <li>• NCDP forums were established in all Provinces, with National, Provincial and Local Governments participating.</li> </ul>

<b>Strategic objective 2</b>	Contribute to the building of a developmental state and a comprehensive rural development framework through state assets.
<b>Objective statement</b>	<ul style="list-style-type: none"> <li>• To develop a policy framework to ensure environmental sustainability in the construction and property sectors, through the implementation of the Green Building Framework and related policies within the 2012-2015 period.</li> </ul>
<b>Baseline (2010/11)</b>	<ul style="list-style-type: none"> <li>• Completed consultation with internal stakeholders on Draft Green Building Framework.</li> </ul>

<b>Strategic objective 1</b>	Provide strategic leadership in effective and efficient immovable asset management and the delivery of infrastructure programmes.
<b>Objective statement</b>	<ul style="list-style-type: none"> <li>• Development of best-practice guidelines for the management of state immovable assets in the National and Provincial spheres of Government by March 2016.</li> </ul>
<b>Baseline (2010/11)</b>	Nil.

## 11.2 Resource considerations

- In the 2011/12 financial year the Branch’s budget is R8 970 000. Going forward, the Programme’s budgetary requirement for the next 5 years is estimated at R78 500 000.
- Currently the Branch has a staff establishment of 25 officials. In order to execute the identified priorities over the next 5 years, the additional staff requirements are: 2 Directors; 1 Deputy Director; 4 Assistant-Directors.

## 11.3 Risk Management

Risk	Mitigating factors
Low levels of transformation in the construction and property sectors;	<ul style="list-style-type: none"> <li>• Construction Charter Council established to oversee implementation of the Charter;</li> <li>• Support the Gazeting of the Property Charter in terms of Section 9.5 of the BBBEE Act;</li> </ul>
Token contribution to government’s environmental commitment (greenhouse gas emissions);	<ul style="list-style-type: none"> <li>• Develop a policy framework to guide DPW’s contribution;</li> </ul>
Management of State immovable assets inconsistent with best practice.	<ul style="list-style-type: none"> <li>• Finalisation of Immoveable Asset Life Cycle Management Guidelines for State Immoveable Assets.</li> </ul>

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## 12. Programme 5: Auxiliary and Associated Services

**Purpose of the programme:** To provide for various services including: compensation for losses on the government assisted housing scheme, assistance to organisations for the preservation of national memorials and to meet the protocol responsibilities for state functions.

**Compensation for losses:** To provide compensation for losses in the state housing guarantee scheme when public servants fail to fulfil their obligations. This sub-programme has no staff complement and has a total budget of R2.1 million, all of which is used for goods and services, specifically on contractors.

**Assistance to Organisations for Preservation of National Memorials:** To provide funding to the Commonwealth War Graves Commission and to the United Nations for maintaining national memorials. This sub-programme has no staff complement and has a total budget of R16.9 million, all of which is transferred to foreign governments and international organisations for the maintenance of national memorials.

**State functions:** To provide for the acquisition of logistical facilities for state functions. The subprogramme aims to ensure effective and efficient delivery of all state function activities. This sub-programme has no staff complement and has a total budget of R10.1 million, all of which is used for goods and services, mainly on contractors.

**Sector Education and Training Authority:** Aims to influence training and skills development throughout the construction industry. This sub-programme has no staff complement and has a total budget of R2.5 million, all of which is transferred to the Construction Education and Training Authority.

### 12.1 Strategic objective

<b>Strategic objective 6</b>	Ensure effective corporate governance and sound resource management.
<b>Objective statement</b>	An efficient and effective delivery of auxiliary and associated services.
<b>Baseline 2010/11</b>	<ul style="list-style-type: none"> <li>• Assistance to Non-State Sectors for preservation of State assets;</li> <li>• Execution of State Functions;</li> <li>• Financial support to Sector Education and Training Authority.</li> </ul>

### 12.2 Resource considerations

Over the MTEF period, expenditure is expected to increase to R42.8 million at an average annual rate of 10.7%. This is due to the increase in funds allocated for state functions, such as the imbizos and visits by heads of state from other countries.

### 12.3 Risk Management

Risk	Mitigating factors
Under-funding: logistical arrangements for some of the state events can be very costly and often have to be funded through internal reprioritisation which compromises service delivery;	<ul style="list-style-type: none"><li>• National Treasury to assess funding consideration given to this programme in light of its unpredictable nature;</li></ul>
International transfer payments, e.g. to the Commonwealth War Graves Commission, pose a challenge due to fluctuations in the foreign exchange rate, which is also difficult to predict over the MTEF period. Adequate provision has to be made in the budget to ensure that negative foreign exchange fluctuations have been provided for in the budget allocation.	<ul style="list-style-type: none"><li>• Engage the services of an economist to more accurately determine funding requirements over the MTEF.</li></ul>

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## PART C: LINKS TO OTHER PLANS

Newly Reconstructed Waterkloof Military Air Base





## 13. Links to the long-term infrastructure and other capital plans\*

### 13.1 New, replacement, upgrades and additions

No of projects	Project description	Programme	Municipality	Output	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium Term Estimates		
					2008/09	2009/10	2010/11				2011/12	2011/12	2011/12
179	Various	Departmental	Various	Various	61,530,572	156,591,435	165,537,189	127,554,516	-	468,184,565	278,000,000	246,000,000	220,000,000
201	Various	Accessibility	Various	Various	1,798,380	14,614,351	18,978,416	25,000,000	-	25,000,000	28,000,000	30,000,000	32,000,000
51	Various	Dolomite Risk Management	Various	Various	56,849,309	21,168,396	21,860,563	120,000,000	-	46,000,000	130,000,000	160,000,000	180,000,000
142	Various	Land Ports of Entry	Various	Various	487,029,596	626,205,124	371,099,583	390,510,000	-	310,000,000	585,000,000	620,000,000	679,400,000
8	Various	Inner City Regeneration	Various	Various	231,807,783	83,372,958	127,035,325	124,000,000	-	122,000,000	140,000,000	418,653,000	636,732,000
129	Various	Special Projects	Various	Various	149,357,361	351,628,736	551,362,924	656,880,484	-	472,760,435	323,742,000	280,000,000	120,000,000

### 13.2 Maintenance and Repairs

No of projects	Project description	Programme	Municipality	Output	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium Term Estimates		
					2008/09	2009/10	2010/11				2011/12	2011/12	2011/12
1119	Various	Various	Various	Various	1,227,817,653	1,537,061,358	1,710,399,627	1,691,796,918	-	1,601,733,321	1,900,066,612	2,032,706,208	2,088,654,968

### 13.3 Rehabilitation, renovation and refurbishment

No of projects	Project description	Programme	Municipality	Output	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium Term Estimates		
					2008/09	2009/10	2010/11				2011/12	2011/12	2011/12
588	Various	Various	Various	Various	247,886,775	204,654,674	303,799,353	696,566,082	-	786,629,679	886,712,388	1,199,745,792	1,720,328,033

## 14. Conditional grants

Name of grant	Devolution of property rates Grant to provinces
Purpose	The Grant is allocated to the Provinces for the payment of property rates to various municipalities;  To facilitate the transfer of property rates expenditure responsibility to provinces and to enable provincial accounting officers to be fully accountable for the expenditure and payment of provincial property rates;
Performance indicator	<ul style="list-style-type: none"> <li>• Number of properties invoiced by the municipalities to the Provinces;</li> <li>• Number of properties and the transferred amount payable to the municipalities by Provinces;</li> <li>• 100% of grant disbursed per annum;</li> </ul>
Continuation	Over the MTEF
Motivation	<ul style="list-style-type: none"> <li>• Payment of property rates vested under the provincial departments jurisdiction;</li> <li>• Compliance to Division of Revenue Act, Public Finance Management Act and Municipal Rates Act and other By-Laws.</li> </ul>

Name of grant	EPWP Infrastructure and Environment and Culture (I&EC) Grant
Purpose	To incentivise provinces and municipalities to increase labour intensive employment through programmes that maximise job creation and skills development as encapsulated in the Expanded Public Works Programme Incentive Grant for Provinces and Municipalities (EPWP) guidelines;
Performance indicator	<ul style="list-style-type: none"> <li>• Number of work opportunities reported per annum;</li> <li>• Number of Full Time Equivalent (FTEs) reported per annum;</li> <li>• 65% of grant disbursed per annum.</li> </ul>
Continuation	Over the MTEF
Motivation	<ul style="list-style-type: none"> <li>• Improvements to the quality of life of unemployed people through employment creation and increased income from the EPWP;</li> <li>• Contribution towards job creation;</li> <li>• Improved social stability through mobilising the unemployed into productive work.</li> </ul>

Name of grant	EPWP Social Sector Grant
Purpose	<ul style="list-style-type: none"> <li>• This is a wage subsidy grant allocated to Provincial Departments of Social Development and Health for payment of Home Community Based Care caregivers working in Non-Governmental Organisations (NGOs);</li> <li>• The grant is meant for payment of stipends to existing caregivers in NGOs who are not receiving the stipends.</li> </ul>
Performance indicator	<ul style="list-style-type: none"> <li>• Number of work opportunities reported per annum;</li> <li>• Number of Full Time Equivalent (FTEs) reported per annum;</li> <li>• 65% of grant disbursed per annum.</li> </ul>





Continuation	Over the MTEF
Motivation	<ul style="list-style-type: none"> <li>• Improvements to the quality of life of unemployed people through employment creation and increased income from the EPWP;</li> <li>• Contribution towards job creation;</li> <li>• Improved social stability through mobilising the unemployed into productive work.</li> </ul>
Name of grant	Non State Sector Wage Subsidy.
Purpose	To increase job creation through the expansion of Non State Sector EPWP programmes.
Performance indicator	<ul style="list-style-type: none"> <li>• Number of work opportunities reported per annum;</li> <li>• Number of Full Time Equivalents (FTEs) reported per annum;</li> <li>• 65% of grant disbursed per annum.</li> </ul>
Continuation	Until 2013/14
Motivation	<ul style="list-style-type: none"> <li>• The wage subsidy assists Non-Profit Organisations (NPOs) to contribute to the job creation agenda of South Africa;</li> <li>• Improvements to the quality of life of unemployed people through employment creation and increased income from the EPWP;</li> <li>• Improved social stability through mobilising the unemployed into productive work.</li> </ul>

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## 15. Public Entities

Name of Public Entity	Mandate	Outputs	Current Annual Budget (R'000)	Date of Next Evaluation
Agrément South Africa (ASA)	Facilitate the safe introduction, application and utilisation of satisfactory innovation and technology development in the construction industry as the internationally acknowledged, objective South African centre by providing assurance of fitness-for-purpose of such technologies which optimise resource utilisation and realise cost savings in the industry.	Technical assessment and certification of non-standardised innovative and non-standard building and construction products.	R9 903	Performance evaluation done quarterly
Council for the Built Environment (CBE)	To regulate and coordinate the six built environment Professional Councils (in professions such as architecture, engineering, property valuers, quantity surveying, project and construction management and landscape architecture).	<ol style="list-style-type: none"> <li>1. Final approved corporate governance framework.</li> <li>2. Approved regulations on Continuous Professional Development.</li> <li>3. Approved draft regulations on Identification of Work.</li> <li>4. Approved draft regulations on professional registration.</li> <li>5. Approved draft regulations on Appeals.</li> <li>6. Approved policy framework on Standard Generating Bodies.</li> <li>7. Approved policy framework on Recognition of new professions.</li> <li>8. Monitoring report on accreditation of non-accredited built environment programmes.</li> <li>9. Provision of funding support to students from the previously disadvantaged backgrounds.</li> <li>10. An approved operational stakeholder management strategy.</li> <li>11. Advisory reports including a Ministerial report on discharge of the delegated public functions of the six built environment Professional Councils.</li> <li>12. Feasibility report and Business Plan for a shared legal services.</li> </ol>	R29 193 (DPW transfer: R27 438 & other revenue: R1 755)	Performance evaluation done quarterly
Construction Industry Development Board (cidb)	Provide strategic leadership to construction industry stakeholders to stimulate sustainable growth, reform and improvement of the construction sector;	Various (see breakdown below against a detailed list of elements of the cidb mandate).	R114 324 (DPW transfer R66 882 & other revenue R47 400)	Performance evaluation done quarterly

Name of Public Entity	Mandate	Outputs	Current Annual Budget (R'000)	Date of Next Evaluation
cidb continued	Promote sustainable growth of the construction industry and the participation of the emerging sector in the industry;	<ol style="list-style-type: none"> <li>1. Maintenance and Improved Quality of the Registration services provided to contractors.</li> <li>2. Provide business/contract management support to emerging contractors.</li> <li>3. National Contractor Development Programme (NCDP) Framework document (annually revised and Board-endorsed); NCDP framework posted on the cidb website and emailed to all participating public sector clients and contractor voluntary associations; Annual road shows and/or workshops to train public sector clients and contractors on the NCDP in each of the 9 provinces and 1 for national departments and SOE's; Piloted and published implementation Guidelines document; Awareness and promotion of Guidelines through provincial CD Forums and an identified national meeting; Tips and Advice brochure published, distributed and posted on the cidb website per quarter.</li> </ol>		
	Determine, establish and promote improved performance and best practice of public and private sector clients, contractors and other participants in the construction delivery process;	<ol style="list-style-type: none"> <li>1. Reports monitoring industry performance.</li> <li>2. cidb status reports.</li> <li>3. Provincial outreach communication sessions.</li> <li>4. Frameworks for the implementation of cidb Best Practice Contractor Recognition Scheme.</li> <li>5. Frameworks for cidb Best Practice Project Assessment Scheme.</li> <li>6. Practice guides.</li> <li>7. cidb industry ESDA Pilot.</li> <li>8. R&amp;D and Academic Excellence Workshops / series.</li> </ol>		
	Promote uniform application of policy throughout all spheres of Government and promote uniform and ethical standards, construction procurement reform, and improved procurement and delivery management – including a code of conduct;	<ol style="list-style-type: none"> <li>1. Annual Impact evaluation report and revision of cidb Toolkit; Completed Provincial Toolkit Training Programmes; Improved cidb Provincial Toolkit.</li> <li>2. Developed and published sector procurement strategies; I x Impact evaluation report on the Pilot of alternative models for infrastructure delivery in the Provincial Toolkit.</li> <li>3. Revised and improved cidb Regulations; Revised strategy to monitor, evaluate and report on compliance to cidb regulations.</li> <li>4. Practice Notes and / or Brochures.</li> <li>5. Workshop to train and capacitate Public Sector Clients.</li> <li>6. Quarterly reports on Forensic investigations.</li> <li>7. Implementation of Anti-Corruption Strategy.</li> </ol>		



Name of Public Entity	Mandate	Outputs	Current Annual Budget (R'000)	Date of Next Evaluation
	Develop systematic methods for monitoring and regulating the performance of the industry and its stakeholders, including the registration of projects and contractors.	<ol style="list-style-type: none"> <li>1. Contractor registrations that meet the legislated turnaround time of 21 working days maximum for all compliant applications.</li> <li>2. 48 hour turnaround time for query resolutions.</li> <li>3. New Registration software systems that support flexible business processes, work flow integration and improved performance monitoring across Head Office and CCC's.</li> <li>4. Electronic Document Management System (EDMS) operational at Registers, Finance and the CCC's.</li> <li>5. Published Registration Material in print and online.</li> <li>6. Workshops to create awareness among cidb staff members on fraud and corruption.</li> </ol>		
Independent Development Trust (idt)	To support all spheres of government with the implementation of the national development agenda with particular reference to the eradication of poverty, employment creation, and the creation of sustainable and cohesive communities.	<p><b>Strategic Objective: Empowered Communities</b></p> <p>Outputs</p> <ol style="list-style-type: none"> <li>1. Community Driven Development projects.</li> <li>2. Ward-Based Plans.</li> <li>3. Active community-based entities.</li> <li>4. Tested and replicable models of Sustainable Development.</li> <li>5. Resources leveraged (Cash Resources and Partnerships).</li> </ol>	DPW transfer: R112 400	Performance evaluation done quarterly
		<p><b>Strategic Objective: Integrated Social Infrastructure</b></p> <p>Outputs</p> <ol style="list-style-type: none"> <li>1. Public mandated social Infrastructure spend.</li> <li>2. Infrastructure delivered.</li> <li>3. Capacity Building.</li> <li>4. Job Creation.</li> </ol>	DPW transfer: R208 000	
		<p><b>Strategic Objective: Efficient, effective and compliant administration</b></p> <p>Outputs</p> <ol style="list-style-type: none"> <li>1. Compliant Organisation.</li> <li>2. Sustainable organisation.</li> <li>3. Effective and efficient delivery.</li> <li>4. Sound Governance.</li> <li>5. Optimal Human Capital base.</li> </ol>	DPW transfer: R22 500	

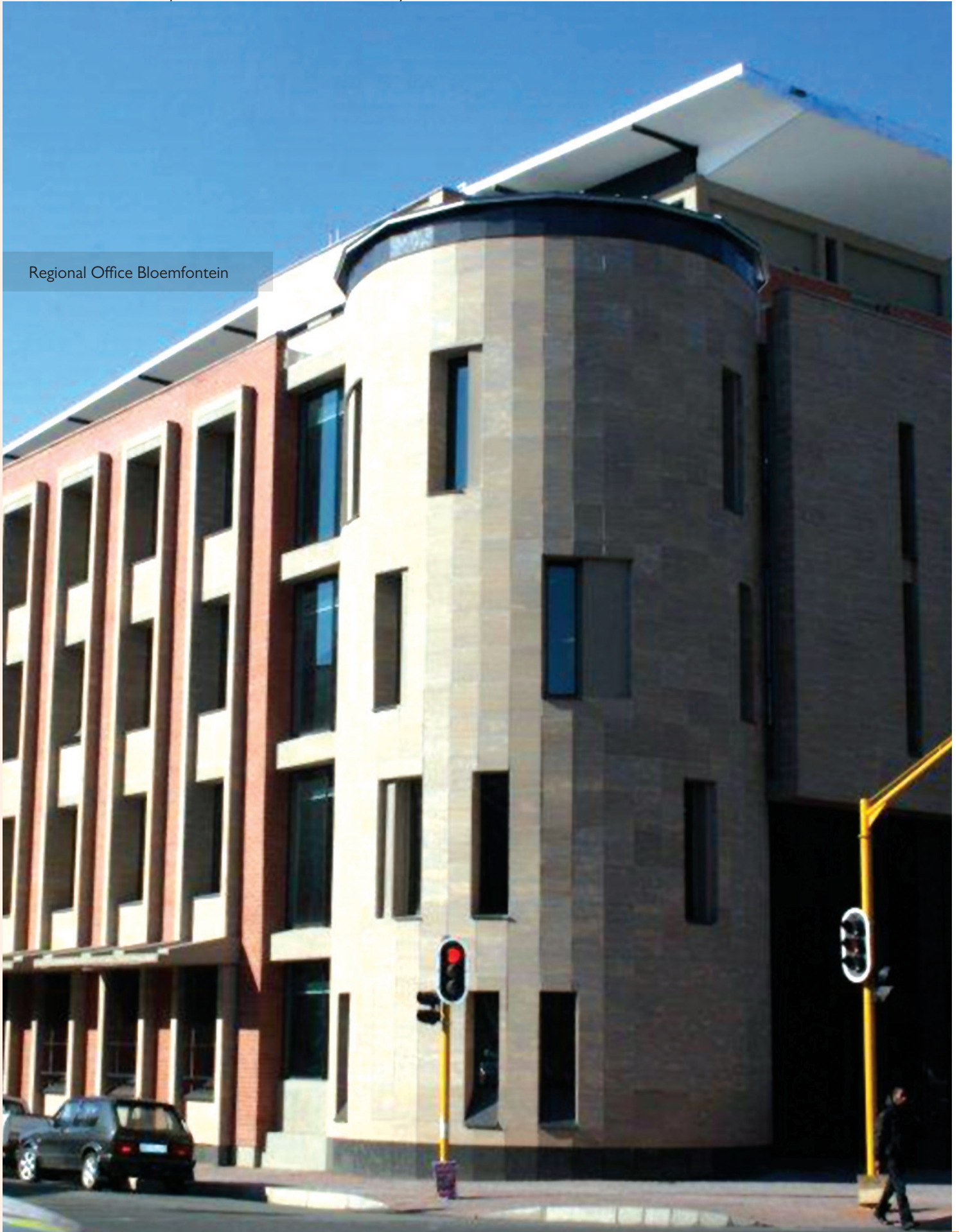
Name of Public Entity	Mandate	Outputs	Current Annual Budget (R'000)	Date of Next Evaluation
		<p><b>Strategic Objective: Efficient, effective and compliant administration</b></p> <p>Outputs</p> <ol style="list-style-type: none"> <li>1. Compliant Organisation.</li> <li>2. Sustainable organisation.</li> <li>3. Effective and efficient delivery.</li> <li>4. Sound Governance.</li> <li>5. Optimal Human Capital base.</li> </ol>	DPW transfer: R226 000	
		<p><b>Strategic Objective: Transformed idt</b></p> <p>Outputs</p> <ol style="list-style-type: none"> <li>1. Transformation Plan (Concept document) Implementation Plan; Programme plan and structure).</li> <li>2. Strategy Service and Structure ( Service Delivery Model; Interim Transition Plan).</li> <li>3. Change Management, Organisational Development, HR and Industrial Relations Legislative Framework and Draft Policy (Communication Plan; Human Capital Plan; Industrial Relations Strategy).</li> <li>4. Legal and Governance (Legislative framework and draft policy).</li> <li>5. Financial Modeling and Risk Assessment.</li> <li>6. Stakeholder Management.</li> <li>7. Development Action Learning Hubs.</li> </ol>	DPW transfer: R22 500	



## 16. Public Private Partnerships

There are no PPP's to report on for the 2012/13 financial year.

Regional Office Bloemfontein





## 17. Annexure A: Legislation administered by the Department of Public Works

Short Title of the Act	Purpose of the Act
<b>Before Union (prior to 1910)</b>	
Section 3 (1) of the Outspans Act 1902	Resumption of unused Outspans, cancellation and delimitation of Outspan Servitudes.
Pretoria and Military Supply Ordinance, 1905	To render certain Crown Land to the Municipality of Pretoria upon certain conditions.
<b>During Union (1910 – 1961)</b>	
Rhodes Will (Groote Schuur Devolution) Act, 1910	To provide for the surrender of the Groote Schuur Estate to the government of the Union of South Africa in accordance with the Will of the late Cecil John Rhodes and for the release of the Trustees.
Agricultural Holding (Transvaal) Registration Act, 1919	To approve the division and registration of land in formed Transvaal as an agricultural holding and to cancel such certificates at request for owner.
Bethelsdorp Settlement Act, 1921	To provide for the settlement of certain matters in dispute at Bethelsdorp between the London Missionary Society and its successors, the Congregational Union Church Aid and Missionary Society of South Africa and the Bethelsdorp Board of Supervisors.
Mooi River Township Lands Act, 1926	To provide for the grant of certain land to the Local Board of township of Mooi River and matters incidental thereto.
Carnarvon Outer Commonage Sub-division Act, 1926	To provide for the cancellation of the title issue under section 14 of Act No 19 of 1913 to the Committee of Management of the Carnarvon Outer Commonage, the sale of certain sowing lands on the said Commonage, the subdivision and allocation of the remaining extent of the said Commonage among the owners of 'opstallen' and persons having grazing and sowing rights thereon and the issue of individual titled to such owners and persons, the disposal of certain other lands owned by the said Committee, and matters incidental thereto.
Payment of Quitrent (Cape) Act, 1927	To regulate the payment of quitrent by part-owner of land subject to payment of quitrent and situated in the province of the Cape of Good Hope.
Marburg Immigration Settlement (Social Board of Management) Act, 1927	To provide for the constitution of a local Board of Management for the Marburg Immigration Settlement, county of Alfred, in the Province of Natal and certain incidental matter.
Cape Outspans Act, 1937	To provide for the issue of deeds of grant to divisional and municipal councils in respect of Outspans consisting of Crown Land situated in the Cape of Good Hope.
Municipal Lands (Muizenberg) Act, 1941	To make better provision for attaining the object of certain lands adjoining False Bay are vested in the Council of the City of Cape Town.
Cape Town Foreshore Act, 1950	To provide for the management, control and development of the Cape Town foreshore and to that end to establish a board in respect of the said foreshore and to define its functions and to provide for through the incidental matters.





Short Title of the Act	Purpose of the Act
<b>Republic (1961 – 1994)</b>	
Kimberley Leasehold Conversion to Freehold Act, 1961	To provide for the transfer of the ownership of certain erven at Kimberley to the lessees or licensees thereof, for the exemption from the payment of certain duties and fees payable in connection with such transfer and the performance of certain acts in pursuance thereof, and for matters incidental thereto, and to amend the General Law Amendment Act, 1957
State Land Disposal Act, 1961	To provide for the disposal of certain State Land and for matters incidental thereto, and to prohibit the acquisition of State Land by prescription
Removal of Restrictions Act, 1967	To empower the Administrator of a province to alter, suspend or remove certain restrictions and obligations in respect of land in the province; to repeal the Removal of Restrictions in Townships Act, 1946; to validate certain proclamations of Administrators; and to provide for incidental matters.
Paarl Mountain Act, 1970	To provide for the transfer of the ownership of certain land to the Paarl Municipality for certain purposes and the expropriation of certain rights in such land; to empower the said Municipality to donate a portion or portions of the said land to the State for the purpose of a Language Monument, and to provide for other incidental matters.
Marburg Immigration Settlement Regulation Act, 1971	To provide for the subdivision of commonages within the Marburg Immigration Settlement situated in the County of Alfred, province of Natal and the allocation of the relevant portions to, and the dividing of the other assets of the Marburg Immigration Settlement Board, among registered owners of lots within the said Settlement, for matters incidental thereto.
Church Square Development Act, 1972	To provide for the management and upkeep of the Church Square.
Section 34 of the general Law Amendment Act, 1972	Section 34. Certain conditions of title applying in respect of immovable property owned by the State to lapse in certain circumstances.
Section 11(1)(b), 16 and 17 of the Lake Areas Development Act, 1975	To provide for the establishment of lake areas under the control of a Lake Areas Development Board, and for matters incidental thereto.
<p>Expropriation Act, 1975</p> <p>Note: Attached hereto please find legislation containing clauses on expropriation and in which the Minister of Public Works either:</p> <p>Exercises powers of expropriation on his/her own record or on behalf of other political office-bearers in terms of this Act; or, is substituted by another political office-bearer expropriating in terms of their empowering legislation</p>	To provide for the expropriation of land and other property for public and certain other purpose and for matters incidental thereto.





Short Title of the Act	Purpose of the Act
Rating of State Property Act, 1984	To repeal certain Acts granting exemption in respect of certain State property from rates levied on immovable property by local authorities; provided that such rates may, notwithstanding certain other exemptions, be levied on other State property, make provision for rebates in respect of such rates levied on State property, and provide for matters such as rates levied on State property, and provide for matters incidental thereto.
Section I of the Transfer of Powers and Duties of the State President Act, 1986	To amend certain laws so as to vest certain functions presently assigned to the State President, in the respective Ministers of State who are charged with the administration of those laws; and to provide for incidental matters.
Land Affairs Act, 1987	To provide for the determination of amounts of compensation, purchase prices or rents in respect of immovable property expropriated, purchased or leased by DPW and Land Affairs for public purposes and the giving of advice with regard to the value of land and purchase prices or rent in respect of certain immovable property; for that purpose to make provision for the establishment of a Land Affairs Board; and to provide for incidental matters.
Commonwealth War Graves Acts, 1992	To prohibit the desecration, damaging or destruction of Commonwealth War Graves, to regulate the disinterment, removal, reinterment or cremation of Commonwealth war burial and the removal, alteration, repair or maintenance of Commonwealth War Graves and to provide for matters connected therewith.
<b>Democratic South Africa (1994 to date)</b>	
Periods of office of Members of Councils for Architects, Engineers, Quantity Surveyors and Valuers Adjustment Act, 1995	To provide for the Minister to extend the periods of office of members of the professional councils for further periods.
Parliamentary Village Management Board, 1998	To provide for the establishment of a Parliamentary Villages Management Board and matters incidental thereto.
Construction Industry Development Board Act, 2000	To provide for the establishment of the Construction Industry Development Board, and matters incidental thereto.
Council for the Built Environment Act, 2000	To provide for the establishment of the Council for the Built Environment and matters incidental thereto.
Architectural Profession Act, 2000	To provide for the establishment of the Council for the Architectural Profession and matters incidental thereto.
Landscape Architectural Professional Act, 2000	To provide for the establishment of the Council for the Landscape Architectural Profession and matters incidental thereto.
Engineering Profession of South Africa, 2000	To provide for the establishment of the Council for the Engineering Profession and matters incidental thereto.
Property Valuers Profession Act, 2000	To provide for the establishment of the Council for the Property Valuers Profession and matters incidental thereto.
Project and Construction Management Profession Act, 2000	To provide for the establishment of the Council for the Project and Construction Management Profession and matters incidental thereto.
Quantity Surveying Profession Act, 2000	To provide for the establishment of the Council for the Quantity Surveying Profession and matters incidental thereto.





Short Title of the Act	Purpose of the Act
Government Immovable Asset Management Act 2007	The purpose of the Act is to provide for a uniform framework for the management of an immovable asset that is held or used by a national or provincial department to ensure the coordination of the use of an immovable asset with the service delivery objectives of a national or provincial department; to provide for issuing of guidelines and minimum standards in respect of immovable asset management by a national or provincial department.

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## 18. ANNEXURE B: Technical indicator descriptions

Indicator title	Create decent employment through inclusive economic growth
Short definition	Unemployment in South Africa is high and unevenly distributed being concentrated among young less-skilled black citizens
Purpose/ importance	Government has identified targets of halving unemployment and poverty by 2014. The unemployment rate is an important indicator of economic and social health
Source / collection of data	Information is derived from all government organisations implementing the EPWP
Method of calculation	Count of work opportunities and FTE's
Data limitations	Incorrect supply of information on jobs created
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Monthly
New indicator	No
Desired performance	Same or higher than the targeted performance which would imply more work opportunities are created
Indicator responsibility	Deputy Director General: EPWP

Indicator title	Service delivery quality and access to government services
Short definition	Provision of accommodation to national government departments; Developing government precincts in urban and rural areas to ensure government services are accessible to all citizens
Purpose/ importance	To enable user departments to effectively deliver on their mandate and ensure a better life for all
Source / collection of data	Capital Works Implementation Programme, Planned Maintenance Implementation Programme, Leasing Implementation Programme
Method of calculation	Projects as reflected on WCS and PMIS
Data limitations	Systems not updated
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Monthly
New indicator	No
Desired performance	The desired performance should be the same as the targeted performance
Indicator responsibility	Deputy Director General: Asset Investment Management

Indicator title	Rural Development and Land Reform
Short definition	Disposal of state owned properties in rural areas for developmental purposes



Purpose/ importance	Government has a responsibility to ensure sustainability in rural areas by provision of housing and developing the full potential of resources available to meet the needs of all people
Source / collection of data	Information collected based on the Immovable Asset Register
Method of calculation	Needs identified by the Department of Rural Development and Land Reform, communities and user departments
Data limitations	Inaccurate and incomplete Immovable Asset Register
Type of indicator	Output
Calculation type	Non Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Same or higher than the target implying that more immovable assets have been directed for purposes of rural development
Indicator responsibility	Deputy Director General: Asset Investment Management

<b>Indicator title</b>	<b>Investment in core skills both within DPW and externally</b>
Short definition	Improving the skills base within DPW and the country and providing training across the various built environment professions
Purpose/ importance	Transform the construction and property industry
Source / collection of data	Based on applications from companies and individuals seeking employment from DPW
Method of calculation	Sum of beneficiaries per programme within DPW
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Same as the targeted performance
Indicator responsibility	Deputy Director General: Projects and Professional Services Deputy Director General: Construction and Property Policy Regulation

<b>Indicator title</b>	<b>Improve the condition of the State's immovable assets to ensure operational efficiency</b>
Short definition	To ensure that the state property portfolio meets the service delivery objectives of all user departments
Purpose/ importance	User departments require appropriate accommodation that meets their financial, technical and social requirements in order to deliver services to all citizens
Source / collection of data	Immovable Asset Register
Method of calculation	Based on conditional assessments and CAMP





Data limitations	Inaccurate and incomplete Immovable Asset Register
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Higher than the targeted performance implying that the backlog in maintenance is reduced
Indicator responsibility	Deputy Director General: Asset Investment Management

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