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The official newsletter of the National Department of Public Works

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public works

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Public Works  
REPUBLIC OF SOUTH AFRICA



# DPW Delivers Another State-of-the-Art Building to its Employees

By Petrus Sibiya

Following closely on the heels of the Bloemfontein Regional Office delivering a state-of-the-art building to house its staff, the Head Office has followed suit to house its 1083 employees under one roof at the revamped Central Government Offices (CGO) building.

This heritage building which is situated among several historically and architecturally significant buildings compares favourably with its peers in the Pretoria city centre. The building was planned and constructed in several phases at the beginning of the previous century, with the last additions being made in the sixties.



CGO Building before its facelift

The original eight level building, including basement was designed by JS Cleland who was Chief Architect of the Department of Public Works under the Union of South Africa. To execute his design of the CGO, the building was constructed using steel infrastructure imported from the United Kingdom. In keeping with the architectural style of his day, Cleland borrowed elements from various other styles and added them to the design of the CGO building. For instance, he used a combination of red brick, plastered and colonnaded facades as well as generous detailing in superior materials.

As part of the design, all windows and doors of this building were handcrafted from indigenous hardwood, as were the architraves, skirtings and cills.

After many years of its existence, this heritage building needed refurbishment. The Department took a conscious decision to revamp the building with phase one done between 2006 and 2008, followed by phase two which started in 2009 and was completed in October 2011. In September 2011, after a few years of arduous refurbishment, the building was handed back to the Department for occupation.

Special features in the building include the marble cladding, linoleum floor finish, historic doors, door handles and window stays, sandstone and balustrade details.

The refurbishment of the building was done in two phases which were project managed by Mr Livhuwani Ramalata - a Project Manager who was responsible for phase two and Senior Project Manager: Duncan Sewada who managed and oversaw both phases.



The new state-of-the-art CGO building

CONTINUED ON PAGE 04.....

## EDITORIAL COLUMN

CONTINUED FROM PAGE 02.....

New conditions call for different techniques: if we can all show leadership in our small corners, we will be left standing.

ues them, starts with what they know, and builds on what they have.

All of the above for me has answered my question of what a Civil Servant is. But let me give you another definition of a civil servant, a good one for that matter: An Effective Civil Servant draws from various theories and experiences, in his or her effort to harmonize individual and organizational objectives, which is the key to service delivery. He or She goes to people, learns from them, val-

Public Works is too good of a department to find itself in the situation it is in. Working Together We Can Do More so that tomorrow it will be safe for all of us to say: **SOUTH AFRICA WORKS BECAUSE OF PUBLIC WORKS.**

But most importantly, let us say NO ONE AND I MEAN NO ONE SHOULD DO FOR US WHAT WE SHOULD DO FOR OURSELVES, IT BEGINS WITH YOU.

CONTINUED FROM PAGE 02.....

One of the core beliefs of managerialism is that management is a separate and distinct organizational function and one that plays a crucial role in planning, implementing and measuring the necessary improvements in productivity.

Performance management is awash with rhetoric which is consciously intended to secure some specific interest. The rhetoric is found in the terms used such as efficiency, flexibility, quality and customer. For an example: Public services should be flexible because in that way they will be more efficient and also more responsive to the customer. It is my understanding that efficiency is only instrumental in a value not an end in itself, so the case for efficiency is always incomplete unless one also specifies efficiency for what. 'Quality' in public service is either undefined or used in highly contestable sense. Government 'customers' do not have any choice

whatsoever; certificates from birth and anything in between to death are only issued by Home Affairs.

Rhetoric aside, serious questions need to be answered with regards to Public Works and performance management:

- Can the findings of the Auditor General be separated from performance management?
- If performance measurement in the department is genuine, how come we get all these discouraging findings from the A-G?
- Do we as the organization know what is being or supposed to be measured?

Muzi. Njoko

## DPW Delivers Another State-of-the-Art Building to its Employees

(...continued from page 03)

The restoration of the building included the following challenging tasks:

- The reconstruction of the basement area of the North block in order to make provision for additional parking.
- A channel was constructed between the North and the South block for easy personnel access from the basement parking through security control into the building.
- A newly constructed lift for the Minister in one of the service light courts which moves from the basement to the ministerial floor.
- Demolished the health risk seventh floor north block 'temporary asbestos office floor' and reconstructed it in a new 'lightweight' steel constructed floor-clad with durable zink alloy cladding (more commonly used in Europe).
- Provided the building with efficient green concept air conditioning and water saving sanitary ware.
- Incorporated the CGO building with the later constructed old post office Annex building by way of newly constructed bridges and lifts for access from the main public entrance from Vermeulen Street.
- Closed off the bigger inner courts with glass roofs in order to create more usable informal covered spaces for relaxation which includes a cafeteria. These covered spaces can also be used as exhibition areas. A practical advantage was to keep out doves nesting on inner court ledges which in the past resulted in untidiness of these open spaces.
- Uplifted the security control to the building (and inside the building), and adhered to the new statutory fire and safety regulations.

In summary:

- All of these were done to give the building a corporate image and to bring it as near as possible to an A-grade office building.
- The newly designed curtain wall in the middle wing and the seventh floor were done in a contemporary style in contrast with the classic design of the old building, all approved by the heritage authority.

According to Mr Sewada, the revamped building is a much better improvement from what it was. "The main entrance at Vermeulen street gives a welcome feel for staff and visitors alike. The building now complies with the Occupational Health and Safety Act (OHSA) and fire regulations. There is also free movement within the building as we have now linked the three wings on the third floor."

Asked if there is anything about the building that makes it different from other buildings in the city centre, Mr Sewada said: "It is a heritage building and it would not be that much different from its peers, the likes of the Palace of Justice, 40 Church Square and others, but the newly constructed 7th floor North gives it a different feel which is more corporate as opposed to the ordinary heritage image, when you are on the 7th floor, it feels like you are in another building."

While acknowledging the good work that has gone into the project, certain questions remain with regard to how green the building was, more so considering that the Department through its Minister has just launched the Green Building Discussion Framework at the COP 17 in Durban in 2011. The concept calls for the built environment to embrace environmentally sensitive techniques such as energy efficiency and grey water harvesting, among others, in the application of its trades. Also safety concerns were raised pertaining to balustrades which are thought to be unsteady and at times downright unstable.

### Project Team

#### Phase one

- Architects: MEG Architects & Muhammad Mayet Architect
- Quantity Surveyors: BNB Quantity Surveyors, Lale and company, MahlatiLiebetrau Pty Ltd
- Civil Engineers: MunyaiMalaka Engineers Pty Ltd
- Electrical Engineer: LAMNS and Associates
- Rational Fire Design: CA DU Toit
- Mechanical Engineers: JH Systems
- Contractors: Tiro Projects

#### Phase two

- Architects: MEG Architects & Muhammad Mayet Architect
- Quantity Surveyors: Lale and company, MahlatiLiebetrau Pty Ltd
- Civil Engineers: MunyaiMalaka Engineers Pty Ltd
- Electrical Engineer: Risimati Engineers
- Rational Fire Design: CA DU Toit
- Mechanical Engineers: JH Systems who later became Aurecon
- Contractors: GVK Siya-Zama



## PUBLIC WORKS DEVELOPS A TURNAROUND STRATEGY

By Reggie Ngcobo

**K**EMPTON PARK- Public Works Minister Honourable Thulas Nxesi has emphasised that knowledge and skills will be needed for any turnaround drive to be successful in the Department.

The Minister had been speaking during the opening of the departmental workshop for top managers aimed at developing a turnaround strategy for the Department that was held at OR Tambo International Airport Protea Hotel in Kempton Park.

In his address, the Minister said: "When we met at St Georges Hotel in November last year for the strategic planning workshop, the focus was on the immediate threats and weaknesses that faced the Department. Our focus now is on the future – looking forward to how we can turn this Department around and what we have to do to achieve that objective."

Explaining what he meant by the turnaround strategy, Minister Nxesi stressed that he was not referring to a one-size fits all blueprint imposed by external consultants. "A successful change process has to come from within – from you. We will use service providers where appropriate – but we will control that interaction as it can never be a substitute for building capacity within the Department," said the Minister.

He stated that any successful enterprise and a successful turnaround, starts with a strong and determined leadership. The Minister also stressed that THAT is his job from the side of the executive authority – but its success, also depends on a strong leadership within the Department and a shared vision of what the Department wants to achieve. "We have to develop that vision – together," added the Minister.

He says a turnaround strategy is a process that needs putting in place processes and structures – which are adequately resourced to support a process of organisational review and renewal.



Minister T.W. Nxesi

The Minister also emphasised that "as the Department of Public Works, which is a complex entity at the centre of government operations – we do not have the luxury of time. We are running a business. We have to deal with the immediate threats and challenges as they arise, and yet keep going. But we also need to be mindful that we will remain in perpetual crisis mode - unless we build capacity for longer term strategic planning and organisational change. This then is the paradox which faces us as a Department: to stabilise the operations of the Department's short-term, whilst we embark on fundamental review and transformation in the longer term – guided by evidence-based research and comparative best practice," continued the Minister.

He stated that when he arrived at the Department of Public Works, and the media was pushing him for an instant statement on the future direction of the Department, he realised that he could not make pronouncements about such a complex entity, before he could find out more about it. "Indeed I said that I would be embarking on a listening campaign – speaking to as many people as possible, learning as much as I could – carrying out a highly focused process of consultations," said the Minister.

Minister Nxesi also explained in detail the importance of entities that fall under Public Works. He said all four entities i.e. the IDT, CBE, CIDB and Agrément SA are an im-

portant part of the business of the Department. "Clearly these entities – and the resources of human capital they represent – are going to be crucial in any policy debate on the transformation of the built environment. I am hoping that – in consultation with the entities, and drawing on the support of the Policy Branch, we will be able to organise a major policy conference on the Transformation of the Built Environment in the second half of 2012," said the Minister.

Minister Nxesi says he has listened to what people in the Department are saying. "I have said before that the knowledge and the skills needed for any turnaround to be successful reside here in the Department. You know the business of this Department – we have to work together to utilise that knowledge effectively," continued the Minister.

The Minister also committed to sorting out the situation where half of the leadership in the Department are in acting positions. "I am addressing that as we speak. We need to confront this situation. We cannot suspend people indefinitely whilst we continue to investigate. We must use internal HR processes and act timeously on these issues of acting appointments and suspensions," he said.

The honourable Minister also pointed out that in order for the Department to succeed; it will require the active participation and buy in of the organisation at every level. "That is why – when we were looking at the challenges of Prestige – I was keen to meet with as many people as possible from all levels of Prestige, both in Cape Town and in Pretoria. These sessions have been

eye-opening," the Minister noted.

In his concluding remarks, the Minister announced decisions and measures he has taken which will be put in place to kick-start the turnaround drive. The Minister has put in place an Inter-Ministerial Committee to provide advice and political support to the Department, a Technical Advisory Committee that will be expanded to include other suitably experienced officials from relevant departments.

"The objective here is to mobilise and learn from operational experience and best practice elsewhere, and lastly, we will put in place a Support Team under the office of the DG. That capacity has to be built and institutionalised around the office of the DG. We know that the position of DG is highly pressurised – leaving little time for strategic considerations. The Support Team – dedicated to overseeing the change process - fills this gap – and provides the crucial additional human resources to allow the DG to do his/her job whilst also leading the change process.

"I perhaps need to emphasise that the Support Team is not intended to in any way replace existing decision-making structures in the Department. It is there in a support and advisory capacity to the DG's office – not to take over from DDGs and line managers," the Minister concluded.

**"... the knowledge and the skills needed for any turnaround to be successful reside here in the Department. YOU know the business of this Department"**

## MINISTER NXESI UNVEILS HIS MISSION TO TURN THE DEPARTMENT OF PUBLIC WORKS AROUND

By Thozama Mbili



Meeting with Public Entities and Professional Councils in Cape Town

Public Works Minister Honourable Thulas Nxesi has vowed to bring on board all stakeholders (such as unions, regions, branches, entities and professional councils) to help turn around the Department of Public Works, transform the built environment in general and create green jobs.

He was speaking at a meeting with the Public Entities and Professional Councils in Cape Town on the 10th of February 2012 where he revealed a number of steps he has taken in order to devel-

op the turnaround strategy for Public Works. These include engaging with a legal advisor to liaise directly with the Special Investigating Unit and other agencies - to address issues of corruption within the Department.

The Minister acknowledged the role played by the public entities and professional councils, in the built environment and invited these sectors to a discussion on the transformation of the construction sector. He explained that the Department has also withdrawn financial delegations to regions and centralised the leases to ensure scrutiny and accountability. "We are currently developing measures to ensure that this does not result in bottle necks," said the Minister.

Based on the Rapid Report that the Minister commissioned into the state of the Department and the consultations he had with stakeholders, the Minister announced a series of measures to

build capacity for further stabilisation projects, whilst beginning the process of fundamental review of the Department's operations. He said these measures include the establishment of a Support Team under the Office of the Director General of the Department, adding that there was no point in putting such a team in the ministry - because ministers change with every election. The Support Team will include a core team to institutionalise and manage the change process, consisting of a Team Leader to manage the process under the DG; a Change Management practitioner to manage consultation processes and communications with stakeholders; a Business Strategist - to analyse business processes and systems of the Department, as well as a Monitoring and Evaluation practitioner - to monitor, analyse and measure performance. "Don't be surprised if I come to you - in your entities and councils, to ask you to help me source these skills," the Minister told the delegates.

In his concluding remarks, the Minister challenged the public entities and professional councils to start thinking about how they'll respond to the critical issues pertaining job creation, which President Jacob Zuma emphasised during his State of the Nation Address on the 9th of February 2012. He said two very powerful messages from the SONA are the need to scale up efforts in regard to job creation, and the centrality of strategic infrastructural investment to job creation and economic growth and development. "As DPW and as entities and professional associations operating within the built environment, we have to ask what is our role and how do we contribute to achieving this imperative," alluded the Minister. He said while at the level of job creation, these debates are already going on within the Department and the EPWP Branch, there's a need to look further and ask ourselves if enough is being done to create work opportunities.

## MINISTER LAUNCHES OPERATION REA HLOEKISA IN MATATIELE

By Reggie Ngcobo

Public Works Minister Honourable Thulas Nxesi on the 27th of January 2012 took to the dusty streets of KwaPhalane, a small village in Matatiele in the Eastern Cape to launch a Clean-up and Solid Waste campaign called Operation Rea Hloekisa.

Minister Nxesi who was joined by the Eastern Cape MEC for Public Works, Ms Thandi Marawu, Matatiele Municipal leadership and traditional leaders lead the community of KwaPhalane with traditional Xhosa songs and dance before getting into the business of the day.

In his opening remarks, the Minister allayed fears that he was launching this campaign in his hometown of Matatiele-alone. He assured the community that similar projects were being rolled out in hundreds of municipalities across the country.

"The Expanded Public Works Programme is a lead flagship programme of the Department of Public Works and

of government. It seeks to address the single greatest challenge facing this country today: that is unemployment and poverty," said Minister Nxesi.

The Minister reminded community members that the President has declared combating unemployment and job creation as a national priority.

Minister Nxesi emphasised that the Department of Public Works leads the EPWP, but municipalities and provinces play an implementing role.

"I am confident that our municipalities can play a critical role in drawing significant numbers of the unemployed into productive work, particularly because of your strategic positioning at the coalface of service delivery," said the Minister. Minister Nxesi also reminded all those gathered that The Matatiele Waste Collection Programme seeks to keep the environment clean and as green as possible, while in a small way contributing to the wider goal of saving the planet.

"This programme seeks to employ local people to clean their surroundings - which also include the cleaning of community halls and schools, grass cutting around all the community halls and any other areas identified by the municipality," added the Minister.

The Minister assured the community that bread and butter issues could not be ignored, and that EPWP was succeeding in adhering to its mandate of alleviating poverty through the provision of work opportunities to the unemployed.

The honourable Minister also highlighted some of the resolutions taken during last year's EPWP Municipal Summit held at Gallagher Estate. He said the summit agreed that all outstanding protocols should be signed by 31 March 2012 and that labour intensive methods should be used in the delivery of projects in order to promote the creation of work opportunities.

CONTINUED ON PAGE 07.....



Community members around Matatiele and EPWP beneficiaries



Praise singer honouring the occasion

## AN OVERVIEW OF THE MINISTER'S VISIT TO VARIOUS OFFICES AS PART OF THE TURNAROUND STRATEGY

By Tumelo Tshetlo

As part of his turnaround strategy, Minister TW Nxesi has embarked on a mission to stabilise the operations of the Department in the short-term, whilst embarking on a fundamental review and transformation in the longer-term. The Minister has visited various offices including the Head Office, Mthatha Regional Office, Limpopo, Pretoria and Johannesburg Regional Offices to begin the turnaround process.

Minister Nxesi has been preaching the same sermon throughout these offices. His message has been both loud and clear during these visits emphasising that no turnaround or meaningful change can be imposed from the top down. "If we're going to talk about a turnaround, then everyone must be involved, from the head office, to the regions, to the lowest worker, a successful turnaround requires the active participation and buy-in of the organisation at every level. The turnaround is not a one size fits all blueprint run by consultants from outside the Department."

The Minister has emphasised that the turnaround strategy is a process where the Department is being reviewed and will then be renewed. He adds that the strategy is not an event but a process that will continue for a minimum of 18 months. A major issue of concern he has raised is that he will be simultaneously moving to address existing 'suspensions' and the prevailing 'acting' situations which currently exist within senior management, adding that they are bringing about instability in the organisation. "It's not about positions

and power, it's about what we want to achieve. Change starts at the top".

The Minister has pointed out the three key factors that have put the Department of Public Works in the dire state that it is in. These are: Fixed Asset Register, Lease Management and Audit Problems. "We cannot continue with the chaos, we must transform how things are done," he re-iterated. Minister Nxesi has also pointed out that a number of stakeholders have been called to come on board and join forces with the DPW to combat corruption, fraud and irregularities in the Department. Among these stakeholders is National Treasury, whom the Department has entered into a joint programme to review all existing leases. The objectives of the joint programme include:

- To further identify irregular leases, and take the necessary action;
- To collect outstanding monies owed to the Department;
- To establish a reliable lease register;
- To review and strengthen the systems of the Department relating to lease and property management, and to train and capacitate staff accordingly.

He explains that investigations are currently underway in the regions and that the Department has also withdrawn financial delegations to regions and centralised the leases to ensure scrutiny and accountability.

In his addresses, the Minister asks several rhetorical questions. "As units, do

we have shared goals? Do we have the right culture? Are we serving or betraying our people? As a Department, do we have the right structure, the right staff in the right places with the right skills?" The Minister told the delegates that in order to build capacity, he had seconded officials with relevant skills from the Departmental entities. This he said was in an effort to stabilise the Department as part of the short term solution. He placed the seconded officials in the Director-General's office for the reasons of stability and continuity, because Ministers change with every election, he said.

Minister Nxesi has urged staff members to be on time, on task and to maintain professional behaviour at all times. In closing, the Minister said that he would not negotiate on fraud and corruption. "We have to re-engineer the processes in the Department, whether we like it or not. We must start with the basics; I don't mind being unpopular for fighting corruption," he said.



Cape Town Regional Office



Cape Town Regional Office

## MINISTER LAUNCHES OPERATION REA HLOEKISA IN MATATIELE

(continued from page 06....)

"I am pleased to observe the Matatiele Local Municipality taking ownership of the EPWP and adding value to the lives of the communities around their area. The National Department of Public Works commits itself to providing the municipalities with continued support by developing and making available implementation manuals on EPWP," said Minister Nxesi.

The Minister concluded by urging authorities and all stakeholders to ensure that corruption and nepotism does not spoil the smooth-running of this good initiative.



EPWP beneficiaries paying attention during the launch

## MINISTER'S VISIT TO VARIOUS OFFICES AS PART OF THE TURNAROUND STRATEGY



Cape Town Regional Office



Johannesburg Regional Office



Mafikeng Regional Office



Pretoria Regional Office



Head Office



Johannesburg Regional Office

## MINISTER'S VISIT TO VARIOUS OFFICES AS PART OF THE TURNAROUND STRATEGY



*Polokwane Regional Office*



*Nelspruit Regional Office*



*Mafikeng Regional Office*



*Nelspruit Regional Office*



*Polokwane Regional Office*



*Johannesburg Regional Office*

## THE WINDS OF CHANGE CONTINUE TO BLOW AS THE CFO VISITS REGIONS TO WORKSHOP THEM ON IRREGULAR EXPENDITURE

By Reggie Ngcobo

Chief Financial Officer, Ms Cathy Motsisi continued with her campaign to workshop departmental employees on financial statements and irregular expenditure at the Durban Regional office on Monday, the 12th of March 2012.

The focus of the workshop was on the Irregular Expenditure Policy and on the role of accounting officers in exercising caution to prevent and detect irregular expenditure. The workshop also focused on implementing effective, efficient and transparent processes of financial and risk management and internal control



Chief Financial Officer (CFO), Ms Cathy Motsisi addressing employees at the workshop

for the CFO to operate within parameters, as is clearly stipulated in (section 38 (1) (a) (1) (g) of the PFMA and Treasury Regulations 9.1.1.

The CFO encouraged staff to be responsible within their own area of work paying special attention to expenditure. "Everyone should be watching and reporting expenditure," Motsisi said. "This campaign affects all of us in the Department and it therefore requires everyone to own it," she said while encouraging staff to say a new slogan "it will never happen under

my watch". She said we can all work together for the betterment of the Department which is forever in the media for a number of reasons.

The CFO said irregular expenditure has become a thorny issue which the Auditor General has singled out as being the main cause of the Department's unclean records. She encouraged employees to remain vigilant not to fall into traps of being invited by external parties to free lunches and then ending up discussing tenders of the Department, while not officially assigned to do so. The CFO also pleaded with SCM officials to always operate within procurement ethics.

Issues discussed thoroughly during the workshop included causes of irregular expenditure, procurement of goods and services, leasing and capital goods, extension of contracts (e.g.; leases), tacit or otherwise, without following departmental processes and delegation, on-compliance with the Public Service Act and other regulations relating to the compensation of employees and Non-compliance with any of the Act or regulation applicable to the Department's operation (Non-compliance may be caused by any transaction which is not in line with the Departmental internal policies).

The CFO ended the workshop by calling on all employees to take appropriate steps to prevent occurrence of irregular expenditure and to report all suspicious acts of irregular expenditure immediately to her. Meanwhile, Director Financial Accounting, Mr Mandla Sithole conducted the same workshop in the Cape Town Regional Office.

Mr Sithole also left no stone unturned as he explained to the employees that irregular expenditure was one of the contributing factors to the negative media pub-

licity the Department has been getting lately. He told employees that they are accountable for the decisions they take on a daily basis and action must be taken against employees who fail to comply with departmental and treasury regulations and policies.

"We are not against service delivery but it must be delivered within compliance with all the prescripts," he said. Mr Sithole urged all employees irrespective of rank, to change the situation the Department is currently facing. "I urge you to ensure that in all your meeting agenda items, compliance and non-compliance becomes a permanent feature," he said.

He also pleaded with employees to avoid deviations and non-compliance at all costs and that they become good ambassadors of good governance by applying prevention of all wrong doings. "Failure to plan does not qualify the Accounting Officer to deviate," he said. Employees were also trained on financial statements, commitments and accruals.

The CFO's Roadshows are continuing as she and her team are going to visit all the regions. The team has so far visited Johannesburg, Pretoria, Nelspruit, Durban, Cape Town and Mmabatho.



Employees listening attentively to the CFO

## CFO SPEAKS TO US ON THE AG'S RECOMMENDATIONS

A one-on-one with the Chief Financial Officer (CFO), Ms Cathy Motsisi on the implementation of the Auditor-General's recommendations:

**Question - What measures are taken to turnaround the financial situation in the Department following the Department receiving a disclaimer from the Auditor-General?**

**Answer** – As part of the turnaround measures, we are enhancing support to the regions on financial accounting. To date we have visited all the Regional Offices to workshop employees on financial management focusing more on what constitutes irregular expenditure, with this being something we must vigilantly guard against. We have also developed guidelines that will assist employees who are in financial management to respond appropriately when compiling financial statements. As part of the turnaround drive, we are also looking at building capacity by appointing qualified accountants who will support Heads of Finance in the Regions. We are currently revising all the policies and aligning them to all the



Chief Financial Officer (CFO), Ms Cathy Motsisi

circulars and other prescripts. We are reviewing the financial delegations to be finalised by April 2012. We are working closely with the regions to ensure that all non-compliance to prescripts is minimized. All these initiatives will be futile if capacity issues are not dealt with decisively.

**Q - What are the focus areas that you have identified as needing urgent attention?**

**A** - We are looking at improving the quality of data in our source systems such as the Property Management and Information System (PMIS) and the Works Controls System (WCS). We are also focusing on proper record management and the preparation of accurate financial statements on a quarterly basis. We have already finalised the records management policy which is aligned to the Filing Plan of the Department. The File Plan will be rolled out during the first quarter of the financial year. All existing file numbers will be converted to the new File Plan.

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## AN INSIGHTFUL WEEK FOR DPW STAFF

*By Katlego Nthabiseng Mampuru*

The Department of Public Works (DPW) hosted a departmental Library Week from the 19-23 as part of the national Library Week initiated by Library and Information Association South Africa (LIASA). The theme of the annual National Library Week is, "Develop @ your library". The emphasis is on development of the nation through availability of information that empowers, availability of computers and online tools to develop computer skills and availability of tools that assist with drawing up a CV or search for job opportunities. The week was very informative with exhibitions from the HCI, Registry, EPWP, Government Communications Systems (GCIS), Independent On Line (IOL) and Emerald. Information on Careers and Access to Inter-Library Loan Services was given. There was also a Book buffet (Loan a book, get a gift), Library exhibition, DPW "Ideas Festival" and Rewards and Recognition ceremony were certificates were issued out.



Participants of Library Week

Ms Mmakgoshi Reesteng and Mr Herry Nkadameng from LIASA (Gauteng North) visited the departmental Library Week on 24 March; they were there to tell the staff about the benefits of becoming a member of LIASA and also to encourage the staff to support this event on an annual basis. "The theme: Develop @ your Library means that library professionals must re-look at their services and improve were they think they can and it encourages the clients to engage with their librarians and improve the library services," Reesteng said. "LIASA also gives its members an opportunity to attend conferences and network with other people, it even provides training opportunities for all its members," Nkadameng added.

Library week is a time to celebrate the contributions of our nation's libraries and librarians, to promote library use and support, to show the staff what resources the library has and also to make them realise how important these resources are. So let us make use of our departmental library.



Knowledge Management staff during Library Week

## CFO SPEAKS TO US ON THE AG'S RECOMMENDATIONS (continued from page 10.....)

*Q - Are there any breakthroughs so far?*

A - After embarking on the regional road shows on financial management, we have noticed that regions are beginning to take the issue of irregular expenditure seriously as demonstrated by the reporting. The suspense accounts are now being reconciled and recommendations have been made to address old balances. However on the down side of things, we have observed that the issue of the 30-day payment period for service providers still remains a challenge, particularly under the day-to-day maintenance. We aim to alleviate the problem by establishing term contracts wherein the appointed contractors can be called in anytime when there is a crisis. Unit costs for these contractors will be determined upfront to avoid disputes on payment.

We have work-shopped the legal services managers on the matters of contingent liabilities and the assessment of cases. Going forward this process will be done quarterly.

*Q - Do we have timeframes for our measures mentioned above?*

A - When we were reviewing our plans recently, we came to realise that our current action plan was too optimistic and not realistic. We are currently developing an action plan that has a grace period of 18-months which translates to the extension of the current period to March 2013.

*Q - What is it that ordinary employees can do to help boost the turnaround measures mentioned above?*

A - Employees can boost the turnaround campaign by observing all the policies and procedures in finance and supply chain management, and by reporting any financial misconduct to the relevant authorities through the anti-corruption hotline (0800701701)

*Q - Any message to the readers?*

A - Colleagues should always remember that the core function of the Department is big and complex and therefore requires teamwork, commitment and honesty.

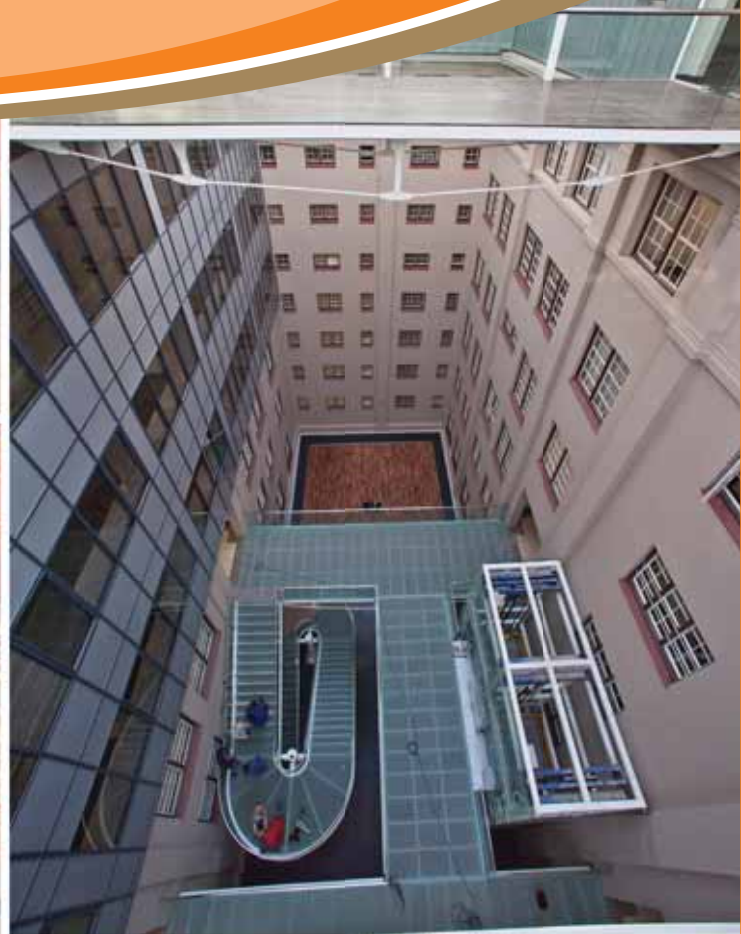
*Q - Anything that is key to the turnaround measures that we did not touch on during our interview?*

A - Proper planning is very key in our operations. We need to constantly improve our plans to ensure that we meet our objectives.

*Q - Where do we go from here? Our way forward*

A - As one of our interventions, we need to enhance training within the Department and familiarise ourselves with all the policies linked to our operations, thus bringing about sound financial management wherein we hold our managers and officials accountable for non-performance or non-compliance.





# Stimulating

## African growth & development



Gdela Border Post Swaziland

In support of the African development agenda, the Department of Public Works on behalf of government has been putting up essential infrastructure projects through out the continent to stimulate economic growth, strengthen diplomatic relations, promote social cohesion and re-iterate our common heritage and destiny.

A decision was taken to revamp certain key land ports of entry at our borders with Namibia, Mozambique, Botswana and Swaziland. Much to the benefit of commerce and passenger mobility, both the Vioolsdrif (Namibia) and Golela (Swaziland) Border Posts had been completed by the Department of Public Works whereas construction work was proceeding in phases at the other projects.



Research base in Marion Island



Thembelani Ngesi,  
Minister of Public Works



Great Hall, O.D. Tambo Military Academy, Kawewa, Uganda



SA Embassy in Ethiopia



public works

Department:  
Public Works  
REPUBLIC OF SOUTH AFRICA

000 ES 6 GREEN PAGES



In honour of fallen heroes, Kampala, Uganda



Woolstrif Border Post, Namibia

Recently the Department started a job creation programme around these border projects by encouraging the South African youth-headed enterprises to render continuous cleaning, gardening and landscaping services in an effort to boost enterprise development and job creation.

South African Embassy Houses have been built and delivered in Nigeria, Ethiopia, and Lesotho, joining the one in the Democratic Republic of Congo completed before. Plans are advanced to connect Angola. The completion of the O.R Tambo Academy of Military Leadership in Uganda in 2010

and the Matola Raid Memorial Monument in Mozambique currently under construction, pay tribute to the common poignant chapter in the history of liberation struggles. All this work and more, attest to the infrastructure revival in the continent as a basis for growth and development.

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## THE PUBLIC WORKS FAMILY PARTICIPATES IN, AND CONTRIBUTES TO THE SUCCESS OF COP 17



By Lucky Mochalibane

For two weeks from end November to beginning December 2011, the National Department of Public Works with the cooperation of the Provinces and the Public Entities took part in the seventeenth session of the International Conference of Parties (COP17) held in Durban under the aegis of the United Nations Framework Convention on Climate Change.

At the behest of the supreme meeting of the Minister of Public Works and the provincial MECs (MinMec) held on 09 September 2011, and supported by the Cabinet, the Department not only booked and set up a 90m<sup>2</sup> Exhibition at the Conference, but also successfully organised and hosted two events on the sides of the COP 17 which saw the Minister of Public Works, Thulas Nxesi launched the South African National Eco-Labeling Scheme (SANES) in the built environment and the Green Building Strategy and Programme, respectively.

However, the highlight of the entire fortnight was the separate visits to the Public Works exhibition stand by the Deputy President, Mr. Kgalema Motlante and the President Mr. Jacob Zuma, respectively. The President, accompanied by Ministers Nkosazana Dlamini-Zuma, Ibrahim Patel and Dipuo Peters, was met, greeted and hosted at the DPW exhibition stand by the Chief Director: Communications and Marketing, Mr. Lucky Mochalibane.

The President showed interest in the green products such as the low-cost burial coffins which were on display at the stand and had been produced from the alien vegetation cut down as part of the Working for Water & for Fire under the Expanded Public Works Programme. Mr. Zuma advised that these products and similar ones needed to be widely publicized (and distributed) to enable the poor people particularly in the rural areas, to access and afford them.

In collaboration with the Indalo Yethu which is a Public Entity of the Department of Environmental Affairs, Minister Nxesi hosted a media breakfast

meeting in the Climate Train parked at Platform 15 at the Durban Station to launch the Eco-Labeling scheme in the built environment industry. Effectively this means in the near future most products used and consumed in this industry, including construction, will bear the labeling method that attest to their green-ness i.e. an assurance that the environment was not harmed during their production and processing.

Of note was the Climate Train itself which in preparation for the COP 17, had traversed the entire country, visiting seven of the nine provinces to create awareness and capture the views and sentiments of ordinary South Africans about the climate change and its impact. The testimonies, according to the Deputy Minister of Environmental Affairs, Ms. Rejoice Mabudafhasi, were eye-opening. Most folks in the rural areas were very much aware of the phenomenon because in truth they were experiencing it first-hand, according to the Deputy Minister. "They related stories of how, for instance the mortality rate amongst their chicken broods was high thanks to recurrent heat waves. Some small farmers complained of declined littering rate amongst their pig stocks", all these signs of climate change and its impact on the lives of ordinary people.

Although scientists are agreed that generally climate change was a natural occurrence, the truth was that since the advent of the Industrial Revolution almost 150 years ago, the impact, the intensity and the speed of climate change has worsened thanks to the human-made efforts which included the unabated burning of fossil fuels to drive the global commerce and industrialization, increased concentration of carbon dioxide and other green houses gases in the atmosphere, population explosion and the resultant consump-

tion patterns, deforestation, and other degrading practices that put pressure on the planet and its ecosystems.

The construction and the property industries were not spared the wrath. At a pre-COP 17 Summit held in Durban in September 2011, three of the nine resolutions adopted talked directly to the mandate and the business of Public Works. Resolutions 4, 5, 8 and 9 addressed themselves to infrastructure, land use & building methods, green economy and rural development, respectively. It was against this backdrop that the Minister of Public Works convened a panel of experts at the COP 17 on Friday 01 December, to make inputs into the Green Building Strategy and Programme that the Minister launched later that day.

After all the Department of Public Works through its mandate and resultant activities has an impact on the environment. That was the reason the Department chose COP17 to put on display three of its buildings, namely Marion Island Research Base, the Augrabies Community Safety Centre and the Chief Albert Luthuli Museum to highlight the compatibility between nature and the industry and to showcase initial steps to erect green buildings. The Marion Island Research Base was built on an environmentally sensitive island protected under the United Nations. In the case of the Augrabies project, natural lighting, harvesting of grey water and respect for natural path ways had been incorporated into the design whereas the Luthuli Museum was the epitome of a green (retrofitted) building. It came as no surprise when the President, Mr. Zuma chose to visit the Luthuli Museum to pay homage to the vision and the man (Luthuli) – a leader, a teacher, a preacher and a farmer.



## PUBLIC WORKS PUTS FOCUS ON EDUCATING EMPLOYEES ON DISABILITY IN THE WORKPLACE

*By Lunga Mahlangu and Yanga Vikwa*

The slogan "Nothing about us, without us" resonated during proceedings of the Disability Training Workshop held on the 23 to 27 January 2012 at Public Works Head office, Pretoria. In line with Government's mandate and guidelines on Disability policy, it is required of all Government Departments including entities to adhere and promote equal opportunities for people with disabilities in the workplace.

The Training Workshop was a result of a collaboration between the Gender, Youth and Persons with Disabilities Unit, in consultation with Human Resource Development (HRD). The Public Administration Leadership and Management Academy (PALAMA) conducted the training for the Department's employees.

Upon implementation of the Disability Policy and Training, the Department will practically implement and adhere to the principles of universal design as determined in any international, regional and national instruments or regulations that informs the design of public buildings. As the custodian of State-owned properties, the Department of Public Works is responsible for ensuring that State buildings are conducive to the needs and requirements of persons with disabilities in line with the Job-access Strategic Framework on recruitment. Among others, the following guidelines were highlighted during the workshop, namely, the Employment Equity, Accessibility to Buildings and Other Structures, and the Understanding of Disability Issues.

In her opening remarks, Acting Director-General: Ms Mandisa Fatyela-Lindie reminisced on her tenure at the South African Broadcasting Corporation (SABC) while she oversaw the Khululeka television series which was aimed at human rights issues, equality and disability issues. During the training workshop, it was highlighted that there were stereotypes attached to persons with disabilities and that these misconceptions and stereotypes differ from each person, depending on their backgrounds and personalities thus breeding attitudes of ignorance, fear of the unknown etc.

The objectives of the training workshop include among others, to forge disability management thrust in Department's strategic areas in order to create an enabling environment, equal opportunities, mainstreaming of disability; and to create a barrier free workplace. The workshop was also aimed at enhancing knowledge and better understanding of disability issues within the con-text of departmental core functions, and to help employees of the Department across all levels to understand disability issues.

In his address during the workshop, the Acting Deputy Director-General: Corporate Services, Mr Lucky Mochalibane quoted a famous writer by alluding that: "A milestone is not the end of the road, but the beginning of another journey." He was referring to the strides made by Public Works in its effort to ensure accessibility for persons with disabilities in the State-owned buildings.

"As Managers we are tasked with handling disability issues in the workplace hence we launched the Disability Policy in December 2010. Even during the recently held COP 17 conference in Durban we (Public Works) committed to adhering to disability issues so as to enhance accessibility for people with disabilities," Mr Mochalibane remarked.

Mr Sandile Nene: Chairperson for Persons with Disabilities in the Department illustrated that some of the Government buildings were not user-friendly towards persons living with disabilities. "The Implementation of the Disability Policy should come from the National level which will make it easier to implement at lower levels," he noted.

According to Mr Isaac Makala, Assistant Director: Employee Health and Wellness, the Department of Public Works should award bursaries to persons with disabilities at a tertiary level and highlight the available benefits and rights of persons with disabilities in the workplace. "We should implement strategies that will remove barriers for persons with disabilities. Equitable representation of people with disabilities should be prioritised in the Department. Public Works in conjunction with the Department of Women, Children and Persons with Disabilities should collaborate to ensure that the Department adheres to the Disability Policy."



*Attendees of the Disability Workshop*



*Public Works and Palama executives during the Disability Workshop*

### In Memory of our Fallen Colleagues



*Mr Marothwe William Mabogwane*



*Mr Tubby Naicker*



*Mr Makhosana Skhosana*



*Ms Nomsa Felicity Mpokwane*



*Ms Veronica Duplesis*



*Mr Godfrey Zakhele Memane*



*Mr Oosthuizen Stephanus Jacobus*



*Mr Johan Cronje*

**REST IN PEACE COLLEAGUES**

## HOW EPWP HAS CHANGED MY LIFE

### Sustainability is Key



*Ntombi Dlamini*

By Kgomotso Mathuloe

UMzimkhulu-based 56-year-old Ntombi Dlamini is a widow and lost her husband ten years ago and it has been an uphill battle trying to make ends meet. She says after her husband's death her life became different and very challenging.

"It is difficult when you are used to being supported and suddenly you have to work for yourself," she confirms. "When my husband died I had to find a way to make a living to support my five children," she says.

Her plan was simple, selling vegetables and doing laundry for her neighbours and people around the community. She says though the money was too little, she survived in this way for over six years and it was not easy. "I was everyone's helper; I did not have a choice it was either that or hunger," she

explains.

She says things were worse because she did not have any formal education in fact she went to school up to standard 2. "Without any qualification or skills I struggled to get a real job." Dlamini got a break when she joined an EPWP project that is involved in cemetery cleaning and food gardening.

"Since joining this project my life is good and the project has taken care of my family. We are no longer under

severe pressure about thinking where we will get our next meal. The stipend that I got helped me to paint my house and I also used some of the money to buy uniform for my children," she says.

Dlamini adds that working for the food gardening project was good because she took home the vegetables from the garden to feed her children. "The project saved my family from poverty and I am grateful and I hope more projects can come our way so that my older kids can get jobs," she explains.

For this mother of five, she has learned that people must equip themselves with enough skills to allow them to support themselves. She says the EPWP project came to her when she had nothing and has taught her valuable skills like growing her own food that will sustain her family.

For 29-year-old Shandu, the real challenge has always been to have the means to supporting his family with his unemployed mother, three siblings and a cousin and says it was difficult to make ends meet.

"I matriculated in 2002 and I did not have money to further my studies. I wanted to be a horticulturist, but I did not get the chance to study further. After matric I had to find a way to support my family and secured a part-time job at a forestry

company but it did not last long," he says.

### Igniting Fire



*Sifiso Shandu*

Sifiso Shandu from uMzimkhulu, in the Kwa-Zulu Natal (KZN) says he has achieved a lot of things since joining the KZN Youth Environment project, an EPWP supported initiative, in 2010.

"In 2010, I joined the KZN Youth Environment project that deals with security and fire management. The project is very close to my heart, as veld fires are disastrous if not managed. I am involved with fire disaster awareness campaigns, as well as burning fire breaks as veld fires reduction strategy," he says.

As a project manager he says the monthly stipend he got from EPWP through the project has been very helpful to him. "Besides helping my family financially, I have been able to save money so that I can study further. I have not completely given up on my dreams," he says.

He says the project has given hope to him and many people from his neighbourhood and wishes to have a community centre for their project. "My dream is to have our own environmental educational centre fully-equipped to cater for all the needs of our programmes to benefit the poorest of the rural masses, while providing a better life for us all."

As part of his duties, Shandu teaches people the skills on conserving their communal land, while preventing veld fires that destroy grazing land and prevent loss of human lives.



*Sophie Ntsomela*

### Life Changer

From being a well-known vegetable vendor around her community, everyone knew 39-year-old Sophie Ntsomela from Limpopo. Though she says she was a famous seller, she maintains she never liked her job but had no choice because she had to make ends meet.

Sophie has two kids still in school, one is in grade 10 and the other in grade 2, even though she never finished school, their education is important to her. "I was never a bright person in school, I dropped out but school is important and I want to empower my kids," she admits.

After realising she could not pass matric and being faced with the reality of how difficult it is to find a

job, she decided to be a vendor to feed her family. She admits she struggled at times but she could not give up and for the past five years she relied on tomatoes to support her children until 2009.

"In 2009, a friend told me about an EPWP project and I wasted no time in joining, the project saved me from poverty. I joined the Tivoneleni bakery project, where my life changed for the better. I was getting paid a monthly stipend and the money really helped me a lot. I bought a television set for my kids with my first stipend," she says.

She says once she got used to regular payments, she decided to save up so she can renovate her house. "I managed to save enough money to buy a fridge and after saving for some more I finished our house and erected a fence around my yard".

Ntsomela says she is grateful that an opportunity like this came and changed her life. She says though the project has stopped, the benefits she got from it will live forever.

"I was really struggling before I joined the project, it changed my life and it is painful because it has stopped but it made a huge difference in my life," she concludes.

## WELCOME ABOARD GRADUATES!



Learners and Interns during the HCI induction

By Tumelo Tshetlo

On the 2nd of April 2012, a new crew of excited, enthusiastic, ready to hit the ground running group of interns were inducted by the Human Capital Investment (HCI). This group of interns has been incorporated into a number of Human Capacity Building programmes which are implemented and managed by HCI. These include learnership and internship programmes, young professionals and mentorship in partnership with private consulting firms, as well as water treatment plants and Ministerial commitments to name a few. These programmes form part of the National Department of Public Works commitment to contributing to skills development in young people.

Through these programmes, young people are empowered, trained and developed so that they are ready to enter the work environment as qualified and skilled forces to be reckoned with. The Programmes run for 12 months during which officials from HCI will monitor the growth and progress of

the graduates. Through feedback sessions, assessments and reports, HCI is able to evaluate the success of the programme. This is done to ensure that each individual fully benefits from the programmes they are enrolled in. Graduates are paired with mentors who are there to guide and assist them in finding their balanced step in their respective work environment.

During the entire day of the induction process, interns were given presentations on labour relations issues, leave management, employee health and wellness and performance management cycle. Mr Donald Baikgaki, Deputy Director: Implementation (HCI) gave an outline of the internship programme as well as Human Capacity Developmental programmes as a whole, while at the same time informing interns on the process of recruiting and the purpose of the programmes. The hopefuls were also treated to a motivational talk on self-empowerment as well as a prayer by Ms Hope Matolo Director: Internal Audit. She outlined the principles of self-empowerment as hav-



Ready to hit the ground running



Excited and enthusiastic Interns

ing passion, planning your success and embracing professionalism. "Passion is when you just know intuitively that you simply have to do a particular activity because it was meant for you," she said.

WorxNews would also like to welcome all the new interns on board hoping that they will contribute significantly to the process of turning the Department around for the better.



Mr D. Baikgaki answering some tough questions

## CAREER MANAGEMENT AND DEVELOPMENT

The Directorate: Human Resource Development (HRD), as the custodian of training and development in the Department, has established a Career Centre for its employees. The ultimate objective of the centre is to assist employees to shape and develop their careers as guided by their interests, talents and visualised placement within specific Directorates of their choice.

or envisaged career paths. The rationale behind this endeavour is to archive the development of individual employees and the growth of the organisation. To advance this intervention, the Directorate: HRD will also run a series of career fairs for the employees during the current financial year.

It is in the spirit of Employee Training and Development that the Directorate: HRD is committed and dedicated to assisting employees of the Department in discovering their current, new

Employees are therefore urged to contact Career Centre Coordinator Ms Nkhensani Makala on: 012 406 1304 – e-mail Nkhensani.Makala@dpw.gov.za or Petlo Nkoana on 012 406 1310 – e-mail Petlo.Nkoana@dpw.gov.za for more information and clarity on the programme.

*The visuals say it all...*



It Trully Was a

*Happy Valentine's Day*

