

ANNUAL PERFORMANCE PLAN 2026/27



public works
& infrastructure

Department:
Public Works and Infrastructure
REPUBLIC OF SOUTH AFRICA

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Minister's Foreword



South Africa's Infrastructure Programme is not defined by plans or policy commitments. It is defined by what is delivered on the ground. It is a school that opens on time. A clinic that serves its community. A public building that functions as it should.

This is the standard against which the Department of Public Works & Infrastructure must be measured.

As we enter the second year of implementing the Department's Five-Year Strategic Plan under the Government of National Unity, the focus must shift decisively from institutional stabilisation to execution. The work of reform undertaken over the past year has laid a necessary foundation. The year ahead must demonstrate results.

During 2024/25, the Department prioritised governance reform, legislative review, and strengthened institutional capability across the built environment. Key legislative instruments, including the Public Works Bill and reforms to strengthen regulation and professionalism in the construction sector, have progressed. These steps were necessary to restore order, improve oversight, and create the conditions for delivery.

However, reform alone does not build infrastructure. Delivery does.

The Expanded Public Works Programme (EPWP) remains a critical instrument to provide work opportunities and support livelihoods, particularly for women, youth and persons with disabilities. At the same time, the programme is undergoing reform to improve fairness, strengthen oversight, and ensure that opportunities are allocated transparently and reach those who need them

most. Technology-driven systems and stronger controls will be central to this effort.

The Department has also advanced the optimisation of the state property portfolio. Progress in verifying immovable assets and improving the asset register has strengthened the foundation for better planning and decision-making. This work must now translate into reduced reliance on private leases, improved utilisation of state-owned assets, and the unlocking of value from public property.

In the infrastructure delivery environment, projects have progressed through planning, design and procurement, with completed projects contributing to improved service delivery and local economic activity. The priority now is to ensure that projects move faster from planning to completion, and that delays, cost overruns and underperformance are addressed decisively. Across the portfolio, the message is consistent: performance must be visible.

While progress has been made in stabilising institutions, challenges remain. Project delays, infrastructure backlogs, and capacity constraints continue to affect delivery. These challenges will not be resolved through policy alone, but through disciplined execution, stronger consequence management, and clear accountability across all levels of the Department.

The 2026/27 financial year will therefore focus on measurable outcomes and improved performance across key areas:

- Strengthening governance, financial management and compliance to ensure credibility and accountability;
- Driving faster and more reliable infrastructure delivery through improved project preparation, procurement and oversight;
- Reforming and modernising the EPWP to ensure fair access, transparency and stronger pathways into employment;
- Optimising the state property portfolio to reduce costs, improve utilisation and support strategic development;

- Improving asset management planning and the integrity of the Immovable Asset Register;
- Strengthening coordination across the built environment to improve sector performance and accountability;
- Expanding skills development initiatives to support young professionals and build capacity within the sector;
- Enhancing facilities management and maintenance to preserve the value and functionality of public assets.

Infrastructure delivery must translate into working facilities, better services, and expanded economic opportunity. Communities must see the impact of the decisions we make.

The Department will intensify monitoring, strengthen project oversight, and ensure that performance is tracked against clear and measurable targets. Where performance falls short, corrective action must follow.

The Department of Public Works & Infrastructure has a central role to play in supporting economic growth, enabling job creation, and restoring confidence in the state. This responsibility requires focus, discipline and consistent delivery.

The year ahead is not about plans. It is about results. With this commitment, I present the 2026/27 Annual Performance Plan of the Department of Public Works and Infrastructure.



Mr. Dean Macpherson, MP

Minister of Public Works and Infrastructure

31.03.2026

Accounting Officer Statement



The 2026/27 financial year marks the second year of implementation of the Department of Public Works and Infrastructure's (DPWI) 2025–2030 Strategic Plan. Building on the foundation laid in 2025/26, the Department continues to position infrastructure as a catalyst for economic growth, job creation, and social transformation.

During the previous planning period, significant strides were made in strengthening governance structures, improving infrastructure delivery mechanisms, and enhancing contract and asset management practices. The Department advanced its focus on ethical leadership, modernising systems, and embedding a results-driven culture across all programmes. These collective efforts have contributed to improving organisational performance and aligning operations with government priorities under the Government of National Unity, particularly the drive towards a capable, ethical, and developmental State.

In 2026/27, the Department's focus is to consolidate the gains achieved and accelerate implementation. Priority will be given to enhancing contract management and procurement efficiency, optimising the utilisation of state assets, and driving transformation in the built environment. Efforts to professionalise and strengthen the engineering and infrastructure ecosystem through the establishment of the Engineering General South Africa (EGSA) will continue, ensuring greater coherence, uniformity, and excellence in public infrastructure delivery.

The Department remains steadfast in transforming the Expanded Public Works Programme (EPWP) into a sustainable model for skills development, enterprise growth, and long-term employment creation, with particular focus on empowering youth, women, and persons with disabilities. In doing so, DPWI will

advance inclusive economic participation and contribute to the broader agenda of economic transformation and job creation.

As the Department enters the second year of implementing its Strategic Plan, it will continue to embrace a culture change toward organisational performance. This culture transformation initiative is aimed at fostering accountability, professionalism, and excellence at all levels. Where instances of non-performance are identified, consequence management processes will be applied to ensure accountability and continuous improvement.

Furthermore, the Department remains committed to ensuring transparency across the entire business value chain, strengthening the integrity of the organisation, and reinforcing public trust. These efforts form part of DPWI's contribution to the government's priority of building a capable, ethical, and developmental State—anchored in good governance, integrity, and service delivery excellence.


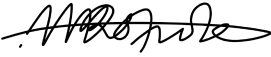



The Department will continue to uphold its mandate as the custodian of government's immovable assets and a key driver of infrastructure-led development. Through collaborative partnerships with other spheres of government, state entities, and the private sector, DPWI will focus on achieving measurable outcomes that improve the lives of South Africans.

As the Accounting Officer, I remain committed to leading a department that delivers with discipline, transparency, and impact. Together, we will ensure that the implementation of the Strategic Plan remains focused, evidence-driven, and responsive to the needs of our nation.

Official Sign-Off

It is hereby certified that this 2026/27 Annual Performance Plan:

- Was developed by the management of the Department of Public Works and Infrastructure under the guidance of Honourable D Macpherson (MP), Minister of Public Works and Infrastructure.
- Takes into account all the relevant policies, legislation and other mandates for which the Department of Public Works and Infrastructure is responsible.
- Accurately reflects the Outcomes and Outputs which the Department of Public Works and Infrastructure will endeavour to achieve over the period 2026 - 2027.

<p>Mr Lwazi Mahlangu Deputy Director-General: Governance, Risk and Compliance and ICT</p>	
<p>Mr Mandla Sithole Chief Financial Officer</p>	
<p>Mr Siza Sibande Head: Property Management Trading entity</p>	
<p>Ms Mameetse Masemola Head of Infrastructure South Africa</p>	
<p>Mr Sifiso Mdakane Director-General</p>	

Part A: Our Mandate

The mandate of the Department of Public Works and Infrastructure (DPWI) was reconfigured in 2019 when the President of South Africa announced that it will assume the responsibility of coordinating all public infrastructure development in the country. The Department performs the infrastructure mandate together with Infrastructure South Africa.

1. Constitutional Mandate

The Constitution of the Republic of South Africa (1996) is the supreme law of the country and makes provision for other legislations regarding planning and performance monitoring across the three spheres of government. The constitutional mandate for the Department is provided in Schedule 4, Part A, of the Constitution of the Republic of South Africa, 1996 (Act No. 108 of 1996) ("The Constitution") which refers to "Functional Areas of Concurrent National and Provincial Legislative Competence," the mandate being derived from Public Work as a function of Government implemented by all spheres of Government. In executing its functional mandate, DPWI needs to take notice of the following in the Constitution:

Table A1: Constitutional Mandate

Schedules 4, 5 and 6 of the Constitution	Provide functional areas of concurrent National, Provincial and Local Government legislative competency.
Section 25 of the Constitution	This section covers matters relating to land expropriation.

Table A 2: Constitutional Imperative: Areas of Compliance¹

Section 9 of the Constitution	Requires state immovable assets to be accessible to persons with disabilities.
Section 41 of the Constitution	The Department observes the principles of good cooperative governance and intergovernmental relations.
Section 114 (2) of the Constitution	A provincial legislature must provide for mechanisms to ensure that all provincial executive organs in the province are accountable to it and to maintain oversight of the exercise of provincial executive authority in the province including the implementation of legislation, and any provincial organ of the state.
Section 195 and Section 197 of the Constitution	Address skills development in a manner that accelerates the advancement of previously

¹ This section focuses on compliance, cooperation, governance and finance matters in support of the implementation of the primary and secondary mandates of DPWI.

	disadvantaged people, women and designated groups with particular emphasis on leaderships, as well as technical and management training.
Section 217 of the Constitution	Procurement must be done in accordance with a system which is fair, equitable, transparent, competitive and cost effective.

2. Updates to the Relevant Legislative and Policy Mandates

The legislative mandate of DPWI is underpinned by the following Acts as per Table A3 that the Department is directly responsible for administering and implementing, in performing its primary and secondary mandates:

Table A3: Legislative and Policy Mandates

DPWI Legislative Mandates	
The Government Immovable Asset Management Act, 2007	Aims to ensure competent immovable asset management in National and Provincial Government in order to improve service delivery.
Infrastructure Development Act, 2014 (Act 23 of 2014), as amended and Infrastructure Development Regulations of the Infrastructure Development Act, 2014, GG No 46519 2 June 2022	<p>The IDA provides for the facilitation and co-ordination of public infrastructure development which is of significant economic or social importance to the Republic. The National Infrastructure Plan, an IDA requirement, fosters integrated spatial planning and focused infrastructure implementation among organs of state by establishing a single view of service delivery.</p> <p>Aims to provide for the coordination of public infrastructure development which is of significant economic or social importance. Further, it establishes the various Presidential Infrastructure Coordinating Committee (PICC) structures that enable the coordination, oversight and unblocking of strategic infrastructure projects and related investment.</p>
Land Affairs Board Act, 1987 (Act 101 of 1987)	Section 6: Provides for the function of the Land Affairs Board in relation to determinations of valuations for immovable assets under the custodian of the Department.
The Construction Industry Development Board Act, 2000 (Act 38 of 2000)	Provides for the establishment of the Construction Industry Development Board (CIDB), for the implementation of an integrated strategy for the reconstruction, growth and development of the construction industry and other matters connected thereto. Ensures that infrastructure projects are procured and delivered in accordance with CIDB Prescripts.

DPWI Legislative Mandates	
The Council for the Built Environment Act, 2000 (Act 43 of 2000)	Makes provision for the establishment of a juristic person known as the Council for the Built Environment, the composition, functions, powers, assets, rights, duties and financing of that Council and for matters connected thereto.
The Professional Council Acts regulate the six Built Environment Professions	<p>Organises the built environment professions to serve the imperatives of Government, including transformation, public protection, good governance, etc.</p> <ul style="list-style-type: none"> - South African Council for the Architectural Profession (Architectural Profession Act 44 of 2000), - South African Council for the Landscape Architectural Profession (Landscape Architectural Profession Act 45 of 2000), - Engineering Council of South Africa (Engineering Profession Act 46 of 2000), - SA Council for the Property Valuers Profession (Property Valuers Profession Act 47 of 2000), - South African Council for Project and Construction Management Profession (Project and Construction Management Professions Act 48 of 2000), - South African Council for the Quantity Surveying Profession (Quantity Surveying Profession Act 49 of 2000).
Expropriation Act, 1975 (Act 63 of 1975)	Section 12(1): Basis of the compensation amount determined.
State Land Disposal Act, 1961 (Act 48 of 1961)	Provides for the disposal of certain state land and for matters incidental thereto and prohibits the acquisition of the state land by prescription.
Agrément South Africa, 2015 (Act 11 of 2015)	The Agrément South Africa (ASA) is an entity mandated to, among others, evaluate the fitness-for-purpose of non-standardised construction related products, materials or systems for use in the construction industry in the Republic of South Africa, for which a national standard does not exist.

Table A4: Legislation of Relevance to DPWI

Legislation of Relevance to DPWI	
Municipal Property Rates Act, 2004 (Act 6 of 2004) as amended in 2014	Section 48-49: Inspections of and objections to valuations on the general valuations roll.

Legislation of Relevance to DPWI	
Spatial Planning and Land Use Management, 2013 (Act 16 of 2013)	<p>The Act was adopted shortly after the introduction of the NDP. SPLUMA is an important component of the drive to set the broad spatial agenda of the country, promoting the development principles of spatial justice, spatial sustainability, efficiency, spatial resilience and good administration.</p> <p>Section 4(a) confirms that a component of the spatial planning system is spatial development frameworks to be prepared and adopted by national, provincial and municipal spheres of government.</p> <p>Section 33(1): Requires that all land development applications must be submitted to a municipality as the authority of first instance (this ensures land developments are aligned to Municipal strategic plans (IDPs and SDFs).</p> <p>Section 49(1): Requires payment contributions for external engineering services by the Developer or Applicant (i.e. DPWI).</p>
National Environmental Management Act, 1998 (Act 107 of 1998)	<p>Section 4: NEMA sets out an environmental governance framework, which seeks to promote certain common environmental management principles and procedures which apply throughout South Africa. These principles must be used by all when making decisions on matters which may affect the environment.</p>
Public Finance Management Act (PFMA), 1999 (Act 1 of 1999) and Treasury Regulation 16 issued May 2002 in terms of the PFMA	<p>The PFMA regulates financial management in the national government and provincial governments; to ensure that all revenue, expenditure, assets and liabilities of those governments are managed efficiently and effectively; to provide for the responsibilities of persons entrusted with financial management in those governments; and to provide for matters connected therewith.</p> <p>Treasury Regulations are issued in terms of the PFMA. Regulation 16 (amended 2004) deals with PPP's.</p>
National Heritage Resources Act, 1999 (Act 25 of 1999)	<p>Provides for the management and protection of heritage resources in the national estate. It also provides system for the identification, assessment and management of heritage resources.</p> <p>It further provides for heritage authorities at the three tiers of Government to prescribe on the heritage importance of any building older than sixty years that may have heritage implications.</p>

Legislation of Relevance to DPWI	
Integrated Coastal Management Act, 2008 (Act 24 of 2008)	Section 59: Ensures that the development and use of natural resources in the coastal zone is social and economically justifiable and ecologically sustainable.
Occupational Health and Safety Act, 1993 (Act 181 of 1993)	Section 16 (1): Compels every employer to provide environment that is safe without harm.
National Building Regulations and Building Standards Amended Act, 1989 (Act 62 of 1989)	Provides for new definitions and extending existing definitions.
National Forestry Act, 1998 (Act 30 of 1998)	Section 53: Regulates in respect of management of the protected natural state forest and obligations on the owner.
Water Services Act, 1997 (Act 108 of 1997)	Section 2: Provide for access to water and basic sanitation to ensure that the environment is not harmful to human health and well-being.
The Critical Infrastructure Protection Act, 2019 (Act 8 of 2019)	Ensures that National Key Points are safeguarded.
Electricity Regulation Act, No 4 of 2006	Where required of DPWI, expropriation of land for power line servitudes to enable the construction of electrification infrastructure will be done in terms of section 3 of the Expropriation Act, 1975 read with the Electricity Regulation Act, 2006.
Commonwealth War Graves Act, Act 8 of 1992	This legislation prohibits the desecration, damaging or destruction of Commonwealth war graves; to regulate the disinterment, removal, re-interment or cremation of Commonwealth war burials and the removal, alteration, repair or maintenance of Commonwealth war graves etc., and is applicable to all custodians and property owners in SA that might have such graves on their properties.

Table A5: Administrative Compliance Legislative Framework

Administrative Compliance Legislative Framework	
The Public Finance Management Act, 1999 (Act 1 of 1999)	Promotes the objective of good financial management to maximise service delivery through the proficient use of the limited resources.

Administrative Compliance Legislative Framework	
	<p>Section 38(d): Provides for the management, safeguarding and maintenance of assets; Implement a procurement system that is fair, equitable, transparent, competitive and cost- effective.</p> <p>Section 54(d): Ensures that National Treasury and Accounting Officer approve the acquisition and disposal of immovable assets.</p> <p>Section 16 read with National Treasury Regulations (NTR) A7.3-4: Provides for the determination of market related values for all purposes including letting.</p> <p>Section 76(1) (l) read with NTR 21.3: Regulates the donation of the state immovable assets to or by the State.</p>
The Preferential Procurement Policy Framework Act, 2000	To develop and implement policies that advance preferential procurement for designated groups to advance economic transformation.
Public Service Act, 1994 as amended in 2007	Regulation of the conditions of employment, terms of office, discipline, retirement and discharge of members of the public service, and matters connected therewith.
Promotion of Equality & Prevention of Unfair Discrimination Act, 2000 (No 4 of 2000)	Section 9 states that no person may be unfairly discriminated against by any person on the ground of disability in the allocation, use, access to, or management of state-owned immovable assets.
Employment Equity Act, 1998 (Act 55 of 1998)	Provides for achieving equity in the workplace by promoting equal opportunity and fair treatment in employment through elimination of unfair discrimination and implementing affirmative action measures to redress the disadvantages in employment experienced by designated groups, to ensure equitable representation in all occupational categories and levels in the workforce.

Administrative Compliance Legislative Framework	
Public Administration Management Act, 2014	<p>The objects of this Act are to:</p> <ul style="list-style-type: none"> • Promote the basic values and principles governing public administration in section 195(1) of the Constitution; • Provide for the transfer and secondment of employees in the public administration; • Regulate conducting business with the State; • Provide for capacity development and training; The establishment of the National School of Government; • Provide for the use of information and communication technologies in the public administration; • Establish the Public Administration Ethics, Integrity and Disciplinary Technical Assistance Unit; • Provide for the Minister to set minimum norms and standards for public administration; • Establish the Office of Standards and Compliance to ensure compliance with minimum norms and standards; • Empower the Minister to make regulations; and • Provide for related matters.
Basic Conditions of Employment Act, 1997 (Act 75 of 1997)	<p>The Basic Conditions of Employment Act, No 75 of 1997 gives effect to the right to fair labour practices referred to in section 23(1) of the Constitution by establishing and making provision for the regulation of basic conditions of employment; and thereby to comply with the obligations of the Republic as a member state of the International Labour Organisation.</p> <p>The Basic Conditions of Employment Amendment Act, No 20 of 2013 was published and became effective on 01/09/2014.</p>
The Broad-Based Black Economic Empowerment Act, 2003 (Act 53 of 2003)	<p>As these relate to the Property Sector in particular, but without limitation, <i>inter alia</i>, to:</p> <ul style="list-style-type: none"> • promote economic transformation in the Property Sector 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 enhances basic infrastructure, encourages investment and supports micro and small enterprises; and • facilitates the accessibility of finance for property ownership and property development <p>Section 1, Section 6 and Section 13: To ensure that B-BBEE requirements are adhered to within the SCM.</p>

Administrative Compliance Legislative Framework	
Skills Development Act, 1998 (Act 97 of 1998)	The Skills Development Act aims to expand the knowledge and competencies of the labour force to improve productivity and employment.
Labour Relations Act, 1995 as amended (Act 66 of 1995)	Makes provision for a framework for labour related issues for employers, employees, employer organisations and trade unions. It also regulates the fundamental rights of workers and employers.
Protected Disclosure Act, 2000 (Act 26 of 2000)	Encourage people to report serious wrongdoing in their workplace by providing protection for employees who want to 'blow the whistle'. This applies to public and private sector workplaces.
The Promotion of Access to Information Act, 2000 (Act 2 of 2000)	To ensure availability of records in accordance with PAIA.
The Promotion of Administrative Justice Act, 2000 (Act 3 of 2000)	To establish fair administrative processes to ensure those affected by the administrative decisions have necessary recourse.
The National Archives and Record Service of South Africa Act, 1996 (Act 43 of 1996)	Section 13.5: To provide systems, policies and procedures for proper management, care, preservation and use of departmental records.

Table A6: Policies and Strategies Supporting the Mandate

Policies and Strategies Supporting the Mandate	
National Infrastructure Plan 2050: Phase 1 and 2	The goal of the National Infrastructure Plan 2050 (NIP 2050) is to create a foundation for achieving the NDP's vision of inclusive growth. Prepared by Infrastructure South Africa (ISA), the NIP 2050 offers a strategic vision and plan that link top NDP objectives to actionable steps and intermediate outcomes. Its purpose is to promote dynamism in infrastructure delivery, address institutional blockages and weaknesses that hinder success over the longer term, as well as guide the way towards building stronger institutions that can deliver on NDP aspirations.

Policies and Strategies Supporting the Mandate	
DPW White Paper: Public Works, Towards the 21st Century (1997) [White Paper (1997)]	Documents the challenges facing the Department and serves as an overarching policy framework for the Department's restructuring process. This has led to directing the Department to meet Government's socio-economic objectives by becoming a client-orientated organisation which will focus on policy and service reform; property investment, property and facilities management and the implementation of the National Public Works Programmes.
DPW White Paper: Creating an Enabling Environment for Reconstruction, Growth and Development in the Construction Industry, 1999 [White Paper (1997)]	The White Paper (1999), sets out Government's policy objectives for the construction industry and focuses on the need to enhance delivery, achieve greater stability, improve industry performance, create value for money and facilitates growth of the emerging construction sector.
Construction Sector Transformation Charter, 2006 (Charter 2006) and Construction Sector Code	The Charter 2006, <i>inter alia</i> , aims to: <ul style="list-style-type: none"> • Provide the construction sector with the first quantitative method of monitoring and evaluating the progress of an enterprise towards achieving B-BBEE targets and thereby contributing to ending the malpractice of fronting; • Expand the employment potential & absorption capacity of the sector by using labour-intensive approaches where economically feasible and possible; and • Address skills development in a manner that accelerates the advancement of black people, women and designated groups with particular emphasis on learnerships, as well as technical and management training.
Property Sector Charter 2007 and Property Sector Code Revised in 2013 and 2017, Notice 464, GG 40926 of 9 June 2017	The Charter 2007 aims to promote the objectives contained in Section 2 of the Broad-Based Black Economic Empowerment Act, 2003 (Act No. 53 of 2003) [BBBEE Act] as these relate to the Property Sector and, in particular but without limitation, <i>inter alia</i> , to: <ul style="list-style-type: none"> • Promote economic transformation in the Property Sector to enable meaningful participation of black people and women; • Unlock obstacles to property ownership and participation in the property market by black • Promote property development and investment in

Policies and Strategies Supporting the Mandate	
	<p>under-resourced areas which enhances basic infrastructure, encourages investment and supports micro and small enterprises; and</p> <ul style="list-style-type: none"> Facilitate the accessibility of finance for property ownership and property development.
<p>Property Management Strategy on BBEE, Job Creation and Poverty Alleviation, 2007 (PMS B-BBEE 2007)</p>	<p>The objective of the PMS BBEE 2007 is to:</p> <ul style="list-style-type: none"> Address skewed property and equity ownership in the property industry in the country; and Promote black participation in the property industry through management, control and procurement.
<p>Public Works Green Building Policy, 2018 <i>(the policy was launched at the annual Green Building Council South Africa (GBCSA) Convention in 2018)</i></p>	<p>The Public Works Green Building Policy focuses on sustainable practices in the building sector, including energy, water, and waste management, indoor environmental quality, and sustainable materials. It also addresses the Department's commitments to reducing global warming, climate change, and resource consumption in its owned, operated, and leased buildings.</p> <p>The integrated Renewable Energy and Resource Efficiency Programme (iREREP) was developed as a national initiative to promote resource efficiency and renewable energy in government facilities to meet sustainability goals for the government and South Africa as a whole. Implementing sustainability principles in property development involves the active participation of all stakeholders. The department has established energy and water savings contracts, renewable energy projects, green building standards with GBCSA, water and sanitation initiatives, and energy efficiency campaigns through the iREREP programme.</p>
<p>Property Management Empowerment Policy, 31 January 2018</p>	<p>The policy seeks to empower formerly disadvantaged and designated groups and further support the commitment of all the stakeholders within the property sector that strive for transformed property relations in South Africa and to promote a vibrant and growing property sector that reflects the South African nation.</p>
<p>The National Water Resource Strategy, 2013</p>	<p>The protection and management of water resources to enable equitable and sustainable access to water and sanitation services in support of socio-economic growth and development for the well-being of current and future generations.</p>

Policies and Strategies Supporting the Mandate	
National Energy Efficiency Strategy, 2009	To encourage sustainable energy sector development and energy use through efficient practices thereby minimizing the undesirable impacts of energy usage upon the health and the environment and contributing towards secure and affordable energy for all.
National Waste Management Strategy, 2011	The NWMS provides a coherent framework and strategy for the implementation of the Waste Act and outlines the government's policy and strategic approach to waste management within the South African government's context and agenda of socio-economic development that is "equitable, inclusive, sustainable and environmentally sound.
The National Development Plan (NDP)	The aim is to eliminate poverty and reduce inequality, through the energies of its people, growing an inclusive economy, building capabilities, enhancing the capacity of the state, and promoting leadership and partnerships throughout society.
Green Economy Accords	Aims to transition to an inclusive green economy, combining economic development, social progress and environmental preservation. Commitments by stakeholders toward a greener economy in South Africa.
Green Building National Policy	Implementing sustainability principles in property development involves the active participation of all stakeholders. The department has established energy and water efficiency interventions, renewable energy projects, green building standards and certification i.e. Green Star Rating, alternative water harvesting initiatives, and waste recycling through the iREREP programme as per GB Policy.
OHS Policy	Aims to ensure that DPWI complies with the Occupational Health and Safety Act, No. 85 of 1993, and Regulations, by providing for the health and safety of persons at the workplace and the protection of persons against hazards to their daily activities at work.
FM Policy, Strategy and Guidelines	To establish and set out the direction that the PMTE proposes to follow to provide excellence of services in the maintenance of facilities, in order to meet the requirements of users, occupants, national and provincial departments and the public in a manner which is consistent with relevant prescripts and policy at an acceptable life cycle cost.

Policies and Strategies Supporting the Mandate	
District Development Model	The Intergovernmental Relations Framework Act, 2005 (Act 13 of 2005) promotes collaboration and alignment between all spheres of government to, through a concerted effort by government in all spheres, work together and integrate their actions in the provision of services, the alleviation of poverty and the development of the people and our country. The District Development Model (DDM) emanates from the Act and is aimed at transforming the economy and improving the quality of life of people by enhancing cooperative governance and overall state coherence and performance through the development of One Plans for all District and Metropolitan Municipalities.
Priority Housing and Human Settlement Development Areas	Informed by Section 3 of the Housing Act, 1997 read in conjunction with the Housing Development Agency Act, 2008 [23 of 2008] and Section 7 (3) and the Spatial Land Use Management Act 16 of 2013 the Minister of Human Settlements has published 136 PSHSDAs on 23 February 2020.

3. Updates to Institutional Policies and Strategies and Government-Wide Alignment over the Five-Year Planning Period

3.1 Updates to Institutional Policies and Strategies

The policies and strategies listed in Table A7 are recognised as essential interventions that will support the Department in achieving the intended impact and outcomes over the five-year period.

Table A7: Institutional Policies and Strategies

Policies and Strategies	
DPWI Outcomes	Identified Institutional Policies and Strategies
A Resilient, Ethical and Capable DPWI	<ul style="list-style-type: none"> • Corruption and consequence management - Implementation of the 6 pillars of the National Anti-Corruption Strategy (NACS). • Organisational and Employee Performance Management Strategy – alignment and cascading of Strategy, Annual Performance and Operational Plans with an automated performance management system. All DDGs will reflect their APP and Operational Plan areas in the performance agreements aligned to the Minister's priorities and Director-General's key result areas. • Skills audit is underway to identify strengths, weaknesses, and skill gaps, ultimately informing training needs and workforce planning

Policies and Strategies	
DPWI Outcomes	Identified Institutional Policies and Strategies
	<ul style="list-style-type: none"> • Departmental Digitisation Strategy – driven by business processes reengineering and focus on core business such as construction project management, Immovable asset management, facilities management and leasing management. This strategy involves the development of a fully digitised department-wide State Asset Information Management System (SAIMS) to provide end-to-end digitisation of the administration and operations of DPWI and PMTE to ensure that performance is measured, monitored and managed for efficiency and value generation. • Review of the organisational structure and ensure appropriate capacity and skills to drive the operations of the department. • Ethics management – A committee has been established to develop principles, guidelines, and models to guide ethical decision-making and actions within the department, assisting in navigating moral dilemmas and making well-informed choices.
Coherent Government and Employability	<ul style="list-style-type: none"> • Implementation of a sector-wide infrastructure plan focusing on the impact of the sector towards economic growth, job creation, work opportunities and infrastructure delivery • Develop and implement a Stakeholder Value Management Strategy • Continue the implementation of the precinct planning and support urban regeneration in support of the Integrated Urban Development Framework (IUDF) • EPWP Coordination Strategy to be developed to guide how DPWI monitors, evaluates and reports on EPWP performance by implementing bodies across the country. These issues are also being discussed at the EPWP National Coordinating Committee. • Coordinate the mainstreaming of the EPWP across the built environment sector, in all three spheres of government. • Put in place EPWP Exit Strategy Framework and Training plan in the 2025/26 financial year. • Expand EPWP massification and exit pathways. • Participation in the District Development Model (DDM) programmes
Sustainable Infrastructure Investment and Infrastructure Delivery	<ul style="list-style-type: none"> • Implementing the Infrastructure Delivery Management System (IDMS) for planning, budgeting, procurement, delivery, maintenance, operation, monitoring and evaluation of infrastructure. • Application of the 5-Case Model by ISA in project preparation to ensure that projects are ready for implementation • Develop an Infrastructure Investment Strategy based on

Policies and Strategies	
DPWI Outcomes	Identified Institutional Policies and Strategies
	<p>research into international best practices and lessons learned.</p> <ul style="list-style-type: none"> • The Department is upgrading its project management systems to modernise the construction process from planning to completion as part of its digitisation strategy. • The Welisizwe Rural Bridges Programme is being rolled out to help rural communities access schools, workplaces, and amenities safely and easily. The Department is collaborating with local municipalities and the Defence force to implement this initiative.
Asset Management Optimisation	<ul style="list-style-type: none"> • 31 Department-owned properties are being put on the market as part of an optimisation strategy. These properties, located in key economic areas, will be revitalised to attract investment and create jobs through initiatives like Build-Operate and Repair (BOT), Repair-Operate and Transfer (ROT), and Lease-To-Own (LTO). • Implementing the Public Works Green Building Policy addressing all sustainable practices in the building sector, including energy, water, and waste management, indoor environmental quality, and sustainable materials, and addressing the Department's commitments to reducing global warming, climate change, and resource consumption in its owned, operated, and leased buildings. This also includes the publication of an annual property performance report that measures the cost of occupation space utilisation and water and electricity consumption of portfolios of state occupied accommodation to compare efficiency and benchmark against applicable benchmarks. • Asset Management Optimisation Strategy intended to optimise portfolio utilisation to improve productivity, save costs, improve efficiencies and freeing up for other use, including revenue generation. • Continue implementing the Occupational Health and Safety (OHS) Management Strategy by conducting regular inspections of buildings and construction sites to maintain a safe work environment and enhance employee productivity, efficiency, and well-being. • Releases of immovable assets including surplus state land (including for purposes of land reform and human settlement development), in support of government strategic key imperatives using the Disposal Strategy. • Cost Containment Strategy - In addressing the fiscal constraints faced by Government, the DPWI must focus of devising strategies and initiating plans to extract maximum value-for-money from the property portfolio • Return on Investment Optimisation Strategy to optimise surplus immovable assets for utilisation and comprehensive revenue generation.

Policies and Strategies	
DPWI Outcomes	Identified Institutional Policies and Strategies
	<ul style="list-style-type: none"> • Development and implementation of revised Resource Efficiency Interventions and Capacity Building Strategy • Acquisition Strategy - acquiring properties informed by thorough market research and legalities, prioritising accessibility, and assessing potential ROI, while also building relationships with various property experts. • Maintenance Strategy and Policy aim to enhance the portfolio's condition for improved service delivery. Infrastructure maintenance is crucial for reliability, efficiency, and longevity, reducing downtime and optimising operational performance of buildings.
Transformed and Professionalised Built Environment (part of professionalising the State)	<ul style="list-style-type: none"> • A joint working committee, including the Department and other relevant National, Provincial, and Local Departments responsible for Land Reform and Human Settlements, is addressing Spatial Transformation Agenda matters. This committee is focused on Land Release under the Department's custodianship. • Development of a Built Environment Professions Development Strategy (inclusive of detailed plans to realise the strategy) to address skills gaps identified through the Skills Gap report. This involves creating a multidisciplinary team within the Department's professional services branch to empower individuals throughout the value chain, from initial training to economic sustainability, and facilitating registration in the built environment profession. • Revise and implement transformative SCM Prescripts and Procurement Policy. • Review, implement and monitor the Contractor Development Programme, including ring-fenced projects, in partnership with the CIDB. • Aggressive implementation of Contractor Development/ Incubator Programme in the procurement of construction related services (i.e. Capital Projects and Built Environment Professional Services at design stage and execution stage of construction/major maintenance projects in conjunction with 2017 Preferential Procurement Regulation, in partnership with the CIDB. • Aggressive Implementation of Property Management Empowerment Policy, 2018 on property related services (i.e. Facilities Management-hard/planned (maintenance) & soft services, leasing, property brokering, etc., in conjunction with 2017 Preferential Procurement Regulations.

3.2 Alignment to Statement of Intent of the GNU, NDP and MTDP

The Statement of Intent (SOI) of the Government of National Unity (GNU), and the Medium-Term Development Plan (MTDP) 2024-2029 serve as the strategic framework for guiding South Africa's 7th Administration. There are three priorities that define the country's roadmap for addressing its social, economic, and developmental challenges while striving towards the long-term goals set by the National Development Plan (NDP) 2030. The alignment of these key documents establishes a clear trajectory for the administration's efforts to foster inclusive growth, improve service delivery, and build a more capable and ethical state.

The Outcomes outlined by the Department of Public Works and Infrastructure (DPWI) in Section 3.1, together with the institutional policies, strategies, and priorities to be implemented over the next five years, are fundamentally aligned with the National Development Plan (NDP) and the three Priorities of the GNU. These alignments are clearly demonstrated in Table A8.

Table A8: Alignment of DPWI Outcomes to MTDP

DPWI Outcomes	MTDP Priority	MTDP Outcome	Interventions relevant DPWI
Coherent Government and Employability	Strategic Priority 1: Drive inclusive growth and job creation	Increased employment and work opportunities (Reduced unemployment and increase participation of designated groups)	Continue to implement and optimise public employment programmes (including the National Youth Service, Expanded Public Works) and prioritise work experience for young people.
Sustainable Infrastructure Investment and Infrastructure Delivery	Strategic Priority 1: Drive inclusive growth and job creation	Increased infrastructure investment, access and efficiency	Invest in infrastructure development in key sectors of energy, communications, water and transport infrastructure, and focus on underserved areas.
Asset Management Optimisation	Strategic Priority 1: Drive inclusive growth and job creation	Increased infrastructure investment, access and efficiency	Department-owned properties are being put on the market as part of a strategy to optimise, attract investment, and

DPWI Outcomes	MTDP Priority	MTDP Outcome	Interventions relevant DPWI
		Increased employment and work opportunities	create jobs
Transformed and Professionalised Built Environment (part of professionalising the State)	Strategic Priority 2: Reduce poverty and tackle the high cost of living	Reduced poverty and improved livelihoods	Prioritise the transfer of surplus state land to contribute to land reform and enhance post-settlement support in the built environment as part of the transformation agenda. Land reform initiatives will assist in addressing poverty and improve livelihoods.
Transformed and Professionalised Built Environment (part of professionalising the State)	Strategic Priority 2: Reduce poverty and tackle the high cost of living	Skills for the economy	Strengthen the partnership with the private sector to unlock the deployment of artisans and TVET graduates through workplace-based placements and work integrated learning opportunities.
A Resilient, Ethical and Capable DPWI	Strategic Priority 3: Build a capable, ethical and developmental state	An ethical, capable and professional public service	Improve efficiency and productivity of the public sector by mainstreaming red tape reduction across departments and entities.
A Resilient, Ethical and Capable DPWI	Strategic Priority 3: Build a capable, ethical and developmental state	An ethical, capable and professional public service	Conduct Institutional Reviews and Skills Audit to ensure that state institutions are execution driven in line with mandates and public value.

DPWI Outcomes	MTDP Priority	MTDP Outcome	Interventions relevant DPWI
A Resilient, Ethical and Capable DPWI	Strategic Priority 3: Build a capable, ethical and developmental state	An ethical, capable and professional public service	Improve efficiency and productivity of the public sector by mainstreaming red tape reduction across departments and entities.
A Resilient, Ethical and Capable DPWI	Strategic Priority 3: Build a capable, ethical and developmental state	An ethical, capable and professional public service	Strengthen accountability and consequence management in the public service and conduct lifestyle audits for elected officials and senior public servants. Accountability will be ensured through signed performance agreements for all deliverables. Success depends on the dedication and accountability of every member of the department.

3.3 Implementing the Ministerial Priorities

The Ministerial priorities have been integrated into the planning processes, with the corresponding interventions carefully considered. These priorities are reflected under table A9.

Table A9: Implementing the Ministerial Priorities

Ministerial Priorities	
Priority Area	Strategies/ Interventions to implement Ministerial Priorities
Priority 1: Public Assets for Public Good	1. Digitised State Asset Information Management System (SAIMS): Develop a digital, risk focused asset information management system to track the location, condition, value, management and usage of all state-owned properties.

	<ol style="list-style-type: none"> 2. Modernise Asset Management: Use digital tools and geospatial technologies to ensure that assets are constantly updated in the asset register, performance is measured, monitored and managed for efficiency and value generation. 3. Establish New Governance and Legislative Mechanisms: Ensure there are up to date clear policies on asset utilisation, including review of GIAMA for disposal, leasing, and public-private collaboration. 4. Utilisation of state-owned buildings over private leases: Exploring ways to upgrade state properties for office use to reduce reliance on private leases
<p>Priority 1: Public Assets for Public Good – Addressing Hijacked and Dilapidated Buildings</p>	<ol style="list-style-type: none"> 1. The Operation Bring Back (OBB) program aims to identify, investigate, and recover state properties that have been unlawfully taken or to the detriment of the state. 2. The Department will utilise legal avenues to reclaim stolen and illegally occupied properties and land, as well as work with local government to reclaim hijacked and dilapidated buildings. 3. Once reclaimed, these buildings will be repurposed through partnerships with government spheres, departments or agencies, social housing, commercial use, or community services.
<p>Priority 2: Infrastructure-Led Growth</p>	<ol style="list-style-type: none"> 1. Position ISA as central point for infrastructure: ISA should and must become the central point of major infrastructure co-ordination. Currently, the infrastructure is too fragmented. 2. Local government infrastructure: LG is unable to design, prepare and deliver bulk infrastructure on the scale that is needed. ISA can step in to assist. 3. Social infrastructure backlog: The department has numerous failed or stalled projects due to poor project management. ISA, through patterns, we can work to deliver projects on time and on budget.
<p>Priority 2: Infrastructure-Led Growth – Catalytic Projects</p>	<ol style="list-style-type: none"> 1. Fast-Track Implementation: Establish dedicated project teams to oversee the completion of these projects 2. Funding Mechanisms: Leverage public-private partnerships, international financing, and development banks to secure additional funding. 3. Regulatory Streamlining: Work with government

	<p>entities to remove bureaucratic hurdles that slow down project approval and implementation.</p>
<p>Priority 2: Infrastructure-Led Growth – Tackling the Construction Mafia</p>	<ol style="list-style-type: none"> 1. Increased Security: Partner with law enforcement, and private security firms to safeguard project sites and ensure uninterrupted project execution. 2. Community Engagement: Develop community outreach programmes to involve local communities in projects legally and productively, offering local contractor opportunities. 3. Policy Enforcement: Enforce strict procurement policies to ensure fairness and transparency, with severe penalties for criminal interference.
<p>Priority 2: Infrastructure-Led Growth – Local Contractor Involvement</p>	<ol style="list-style-type: none"> 1. Capacity Building: Develop training and mentorship programmes for local contractors to improve their capacity and compliance with project requirements. 2. Procurement Reforms: Ensure transparent, fair procurement processes that allow smaller contractors to compete. 3. Monitoring and Support: Provide ongoing monitoring, support, and capacity development to ensure that local contractors deliver quality work.
<p>Priority 3: Expanded Public Works Programme (EPWP)</p>	<ol style="list-style-type: none"> 1. Partnerships with Training Institutions: Collaborate with vocational training centres, technical colleges, and private sector companies to offer skills-based training to EPWP participants. 2. Certification Programmes: Establish certification frameworks for EPWP graduates, ensuring their skills are recognised in the formal job market. 3. Internship and Apprenticeship Models: Integrate on-the-job training, internships, and apprenticeships to enhance skills development, linking participants with formal employment opportunities. 4. Reform EPWP to emphasise skills development, entrepreneurship, and long-term job opportunities in key economic sectors such as construction, agriculture, and services
<p>Priority 4: Build a new culture based on excellence and transparency</p>	<ol style="list-style-type: none"> 1. Success depends on the dedication and accountability of every member of the department. 2. Our collective goal is to create visible, tangible results that contribute to economic recovery,

	<p>improve public trust, and uplift communities</p> <p>3. The department must build confidence in the industry to minimise disruptions, reduce project costs, and ensure the safety of contractors and workers</p>
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3.4 Direct Links to Sectoral, Provincial and Entity

The sector, including entities and provincial departments, were consulted during the planning process to inform the plan for the upcoming medium-term. National priorities were presented to ensure appropriate alignment by the provinces and entities. This process will also incorporate standard performance indicators, including the MTDP indicators relevant to the sector.

3.5 Direct Links to Other Plans

In development of its strategic plan, the DPWI also took the following National plans into consideration as per Table A 10.

Table A 10: Direct links to any other plans (relevant to the mandate)

Direct Links to any other plan (Relevant to the mandate)	
Relevant initiatives to the mandate	Priority/ Strategic Linkage
Job Creation	Support by the Department's programmes and projects of the job creation initiatives of government.
Gender-Based Violence and Femicide	Support by the Department's programmes and projects of the fight against Gender-Based Violence and Femicide.
Accelerated Public Infrastructure Investment	Effective government-wide socio-economic infrastructure investment coordination in partnership with the private sector to facilitate spatial integration and economic regeneration.
Economic Recovery and Reconstruction Plan (ERRP)	Support by the Department's programmes and projects of the Economic Recovery and Reconstruction Plan (ERRP) initiatives of government.

4. Updates to Relevant Court Rulings

The following court rulings remain relevant

Table A 11. Relevant Court Rulings

Case Number:	ZAECQBHC 29
Applicant:	Minister of Public Works and Infrastructure and Another
Respondent:	Lineen Swarts
Mini summary:	<ul style="list-style-type: none"> The applicants (Minister of Public Works and Infrastructure and Minister of Justice and Correctional Services) sought leave to appeal a judgment granted in favour of the respondent (Lineen Swarts) in a slip-and-fall delictual claim. The original judgment found the applicants liable for negligence. <p>Legal Framework</p> <ul style="list-style-type: none"> The application was assessed under Section 17 of the Superior Courts Act, which allows leave to appeal only if: <ul style="list-style-type: none"> There is a reasonable prospect of success, or There is a compelling reason for the appeal to be heard.

<p>Judgement:</p>	<p>Non-joinder of Sky Ground (Cleaning Contractor)</p> <ul style="list-style-type: none"> • The applicants argued Sky Ground should have been joined due to vicarious liability. • The court found no legal interest of Sky Ground that would be prejudicially affected by the judgment. • Conclusion: No merit in the non-joinder argument. <p>2. Misjoinder of the Second Applicant</p> <ul style="list-style-type: none"> • The second applicant claimed it had no direct interest in the litigation. • The court held that the second applicant was properly joined as the claim involved shared liability. • Conclusion: Misjoinder argument was ill-conceived. <p>3. Use of “and/or” in Pleadings</p> <ul style="list-style-type: none"> • Applicants argued the use of “and/or” was vague and prejudicial. • The court found the pleadings were clear and understandable, and the applicants had requested trial particulars that clarified the respondent's case. • Conclusion: No prejudice or trial by ambush occurred. <p>4. Application of Legal Principles to Facts</p> <ul style="list-style-type: none"> • Applicants claimed the court misapplied legal principles, especially regarding independent contractor liability. • The court found that merely appointing a contractor (Sky Ground) did not discharge the legal duty. • Conclusion: No error in applying the law. <p>5. Costs</p> <ul style="list-style-type: none"> • The applicants challenged the costs order. • The court found no basis to overturn it.
<p>Remedial Action (policy/strategy) to reduce or avoid recurrence):</p>	<p>This ruling aligns with Chartaprops 16 Pty Ltd v Silberman (2009 (1) SA 265 (SCA), reinforcing that employers (including state entities) cannot escape liability simply by outsourcing duties—they must ensure proper execution.</p>
<p>Case Number:</p>	<p>4215/2022</p>
<p>Applicant:</p>	<p>Reder Construction (Pty</p>
<p>Respondent:</p>	<p>Minister of Public Works and Infrastructure of RSA and Another</p>

Mini summary:	<ul style="list-style-type: none"> • Reder Construction was contracted in 2017 for refurbishment works at the 44 Parachute Regiment in Bloemfontein. • The contract was governed by the General Conditions of Contract for Construction Works (GCC), 2010 edition. • The Plaintiff claimed delays and additional costs due to the lockdown. • The First Defendant approved the extension of time but refused to pay the additional costs. • The court found that no party terminated the contract under Clause 9 of the GCC, which deals with emergencies. • The lockdown did not create a permanent impossibility to perform contractual obligations. • The Defendant's reliance on supervening impossibility was rejected because: <ul style="list-style-type: none"> ○ The impossibility was not absolute. ○ The Defendant did not terminate the contract. ○ The Plaintiff continued to perform the works. • The court emphasized that hindrance is not the same as impossibility.
Judgement:	<ul style="list-style-type: none"> • Claim 1: The Defendant was ordered to pay R975,714.42 (including VAT) plus interest at varying rates from 11 November 2020 until date of payment. • Claims 2 to 9: The Defendant was ordered to pay additional amounts totaling several hundred thousand rand, each with interest and costs on Scale B.
Remedial Action (policy/strategy) to reduce or avoid recurrence):	Government entities must proactively manage contracts during crises. If they do not terminate or renegotiate terms, they remain liable for costs incurred due to delays, even if caused by unforeseen events like a pandemic.
Case Number:	JR245/2023
Applicant:	Minister of Public Works and Infrastructure
Respondent:	General Public Service Sectoral Bargaining Council and Others
Mini Summary:	<ul style="list-style-type: none"> • The Third Respondent, LM Nemavhidi (represented by PSA), was not shortlisted for the position of Chief Director: Communication and Marketing.

	<ul style="list-style-type: none"> • The position required an NQF Level 7 qualification in communication/marketing and 5 years' senior management experience. • Nemavhidi held a BA in Social Sciences and BA Honours in Development Communication, but not the specific NQF Level 7 qualification. • She had 16 years' experience as Director: Marketing and Public Relations. • She lodged a grievance and later referred an unfair labour practice dispute. • The arbitrator (Second Respondent) found the failure to shortlist Nemavhidi was unfair and awarded her one month's salary (R91,311) as compensation.
<p>Judgment:</p>	<p>Condonation:</p> <ul style="list-style-type: none"> • The delay was not excessive. • The explanation was reasonable. • The application was not opposed. • Condonation was granted. <p>Merits of the Review:</p> <ul style="list-style-type: none"> • The arbitrator misapplied the law by disregarding the prescribed educational requirements. • The selection panel followed the criteria set by the executive authority under the Public Service Regulations. • The arbitrator imposed his own criteria, which was not applied to all candidates. • The arbitrator failed to appreciate that educational qualifications were a legitimate requirement and could not be overridden by experience alone.
<p>Remedial Action policy/strategy) to reduce or avoid recurrence):</p>	<p>This judgment strengthens the government's ability to enforce standardized, merit-based recruitment policies, limits external interference in internal processes, and provides legal clarity on what constitutes fairness in promotions. It's a win for administrative discipline and legal consistency in public sector employment.</p>
<p>Case Number:</p>	<p>Case no: 4264/2023</p>
<p>Applicant:</p>	<p>Steam Development Technologies</p>
<p>Respondent:</p>	<p>Degrees Proprietary Limited and the Minister of Public Works & Infrastructure:</p>

<p>Mini Summary:</p>	<ul style="list-style-type: none"> • The dispute concerns tenders for boiler maintenance at four prisons. • The applicant previously held contracts for these services, which expired. • New tenders (PET28/2023 and PET29/2023) were advertised using a new scoring policy. • The applicant challenged both the cancellation of old tenders and the legality of the new scoring system. <hr/> <p>Court Order (30 January 2024)</p> <ol style="list-style-type: none"> 1. Interim Interdict Granted: <ul style="list-style-type: none"> ○ The Department is restrained from proceeding with the new tenders (PET28/2023 and PET29/2023). ○ The closing dates for these tenders are to be extended indefinitely. ○ This is pending the outcome of: <ul style="list-style-type: none"> ▪ Appeals related to the dismissal of the first review. ▪ The Part B review challenging the new scoring policy. 2. Costs: Reserved for determination in Part B proceedings.
<p>Judgment:</p>	<ul style="list-style-type: none"> • The applicant established a prima facie right to fair and lawful tender processes. • The new scoring policy may contravene the BBBEE Act and Construction Sector Codes. • The Department failed to adequately respond to these legal concerns. • The court found irreparable harm could occur if the tenders proceed before legal challenges are resolved. • The balance of convenience favored the applicant, especially given its ongoing service provision under temporary arrangements. <hr/> <p>Constitutional Considerations</p> <ul style="list-style-type: none"> • The judgment emphasized: <ul style="list-style-type: none"> ○ Section 217 of the Constitution (fair, equitable, transparent procurement).

	<ul style="list-style-type: none"> ○ Section 33 (right to just administrative action). • The court was cautious about separation of powers but found minimal intrusion into executive functions.
<p>Remedial Action policy/strategy) to reduce or avoid recurrence):</p>	<p>The ruling serves as a cautionary tale for government departments to ensure:</p> <ul style="list-style-type: none"> • Proper legal vetting of procurement policies. • Transparent and inclusive processes when changing scoring systems. • Avoidance of legal disputes that can delay service delivery.
<p>Case Number:</p>	<p>ZAST 19</p>
<p>Applicant:</p>	<p>Special Investigating Unit</p>
<p>Respondent:</p>	<p>National Minister in the Department of Public Works and Plebian Properties (Pty) Ltd</p>
<p>Mini summary:</p>	<ul style="list-style-type: none"> • The Special Investigating Unit (SIU) sought to review and set aside five lease agreements between the Department of Public Works (DPW) and Plebian Properties (Pty) Ltd, originally concluded in 2004 and renewed multiple times until 2017. • The leases were for office space for the SAPS Family Violence and Child Protection Unit in Pietermaritzburg. • The SIU alleged procurement irregularities, misrepresentation, and maladministration, claiming that Plebian Properties misrepresented compliance with bid requirements, leading to excessive rental payments by the state. <hr/> <p>Key Legal Issues:</p> <ol style="list-style-type: none"> 1. Delay in Review Application: <ul style="list-style-type: none"> ○ The SIU filed the review application 17 years after the initial lease. ○ The Tribunal condoned the delay, citing the complexity and volume of investigations (over 2,300 leases) and the SIU's limited resources. 2. Grounds of Review: <ul style="list-style-type: none"> ○ Misrepresentation by Plebian Properties regarding compliance with bid requirements (e.g., number of undercover parking bays, zoning compliance, and building regulations).

	<ul style="list-style-type: none"> ○ Maladministration by DPW officials in the procurement process. ○ Failure to follow competitive bidding for lease renewals. <p>3. Preliminary Objections by Plebian Properties:</p> <ul style="list-style-type: none"> ○ Procedural flaws in the relief sought. ○ Delay and prescription of the claim. ○ Improper citation of the Minister. ○ Use of hearsay evidence. ○ Non-compliance with Uniform Rule 53 and the principle of subsidiarity.
Judgement:	<ul style="list-style-type: none"> • The Tribunal found substantial procurement irregularities and maladministration by DPW officials. • Plebian Properties misrepresented its ability to provide the required number of undercover parking bays and failed to comply with zoning and building regulations. • However, the SIU failed to prove fraud or that the misrepresentations directly induced the awarding of the tender. • The SIU's monetary claim (R28.9 million) for excessive rental was found to be prescribed under the Prescription Act, as the claim was brought more than three years after the SIU had knowledge of the relevant facts. • The lease agreements were declared invalid under section 172(1)(a) of the Constitution, but the declaration was suspended pending determination of a just and equitable remedy.
Remedial Action (policy/strategy) to reduce or avoid recurrence):	Government departments may now be more cautious and initiative-taking in reviewing and managing contracts , ensuring compliance with legal and regulatory frameworks.
Case Number:	9756/21P
Applicant:	Tilisa Projects (Pty) Ltd
Respondent:	Department of Public Works and Infrastructure and Others
Mini summary:	<ul style="list-style-type: none"> • The applicant challenged the award of a tender (BID/DBN20/11/03) for accommodation and parking for the SAPS Forensic Laboratory in Durban. • The tender was awarded to the third respondent on 11 August 2021.

	<ul style="list-style-type: none"> • Tilsa Projects claimed irregularities in the evaluation process and sought to have the award set aside and remitted for reconsideration. <hr/> <p>Key Issues</p> <ol style="list-style-type: none"> 1. Review Grounds: <ul style="list-style-type: none"> ○ Alleged irregularities by the Bid Evaluation Committee (BEC) and National Bid Adjudication Committee (NBAC). ○ Claims that SAPS improperly influenced the decision. ○ Allegations of bias and corruption. 2. Locus Standi: <ul style="list-style-type: none"> ○ Tilsa Projects acted as an agent for the building owner (the Trust). ○ Ownership of the building changed hands before the application was filed. ○ The applicant's mandate had lapsed, raising questions about its legal standing. 3. Mootness: <ul style="list-style-type: none"> ○ The building was transferred to a new owner (Argin Investments) on 5 November 2021. ○ The applicant no longer had a valid mandate or building to offer. ○ The court found the matter moot and lacking a live controversy.
<p>Judgement:</p>	<ul style="list-style-type: none"> • Jurisdiction: As a court of first instance, it could not entertain a moot matter. • Mandate: The applicant's mandate had expired before the application was filed. • No Practical Effect: Even if the review succeeded, the applicant could not offer the building, making the relief sought ineffective. • No Discrete Legal Issue: The case did not raise a broader legal issue of public importance.
<p>Remedial Action (policy/strategy) to</p>	<p>It shows that government departments can prioritize functional suitability and end-user needs in procurement</p>

reduce or avoid recurrence):	decisions, even if it leads to re-evaluation of bids.
Case Number:	5086/2016
Applicant:	MMAMOLEBOGE Investment CC
Respondent:	Minister of Public Works and Director-General of Public Works
Mini Summary:	<ul style="list-style-type: none"> • The Applicants (Minister and Director-General of Public Works) sought to: <ol style="list-style-type: none"> 1. Strike out or dismiss the Respondent's (MMAMOLEBOGE Investment CC) claim. 2. Strike out replies to further particulars under Rule 21 (4), arguing they were insufficient. • The dispute centered around whether a valid contract existed, given that the Respondent could not produce a signed copy of the General Conditions of Contract. <hr/> <p>Key Issues</p> <ul style="list-style-type: none"> • The Applicants argued: <ul style="list-style-type: none"> ○ No signed contract = no enforceable agreement. ○ The Respondent failed to provide a purchase order or signed contract, making the claim defective. • The Respondent replied: <ul style="list-style-type: none"> ○ The contract was signed by its representative and handed to the Defendants' project manager. ○ The signed copy was never returned. ○ Parties acted in accordance with the unsigned contract, and oral evidence would be led at trial.
Judgment:	<ol style="list-style-type: none"> 1. Adequacy of Replies: <ul style="list-style-type: none"> ○ The court found the Respondent's replies to questions 5 and 7 sufficient for trial preparation. ○ The Respondent was not in contempt or deliberately evasive. 2. Legal Principles: <ul style="list-style-type: none"> ○ A signed contract is not always necessary for enforceability.

	<ul style="list-style-type: none"> ○ Secondary evidence is admissible if the original is lost or in the possession of the other party. ○ Rule 18(6) does not require compliance with the impossible. <p>3. Dismissal Not Justified:</p> <ul style="list-style-type: none"> ○ Dismissing the claim due to lack of a signed contract would be unjust. ○ The matter should be properly adjudicated at trial.
<p>Remedial Action policy/strategy) to reduce or avoid recurrence):</p>	<ul style="list-style-type: none"> □ The case highlights the importance of proper record-keeping and contract finalization within government departments. □ The Department of Public Works & Infrastructure was unable to produce a signed contract, which weakened its position. This underscores the need for robust administrative systems to track and store contractual documents.

PART B
OUR STRATEGIC FOCUS

PART B: Our Strategic Focus

5. Strategic Overview

5.1 Vision

The DPWI vision is aiming at painting an inspiring picture of a preferred future. It is not time-bound and serves as a foundation for all policy development and planning, including strategic planning. The DPWI's vision is:

“A trusted choice for innovative asset management and quality infrastructure delivery for sustained economic growth”

5.2 Mission

“To drive economic growth by constructing infrastructure, delivering quality services, and offering solutions that protect the environment while supporting communities in achieving sustainable development.”

5.3 Values

The following core values form the foundation of the DPWI's operations, shaping a culture dedicated to responsible governance and impactful Department:

- **Efficiency:** Emphasising optimal use of resources to deliver services promptly and minimize waste, ensuring maximum value for public funds.
- **Effectiveness:** Focusing on achieving measurable and impactful results that align with departmental goals, making a tangible difference in service deliver.
- **Excellence:** Striving for high standards and continuous improvement in all activities, aiming to exceed basic expectations and deliver quality outcomes.
- **Trustworthy:** Upholding integrity, honesty, and reliability, fostering confidence among internal and external stakeholders and the public.
- **Transparency:** Ensuring openness and accountability in all processes, making information accessible and decision-making clear to the public.

6. Updated Situational Analysis

6.1 External Environment Analysis

Global Economic outlook

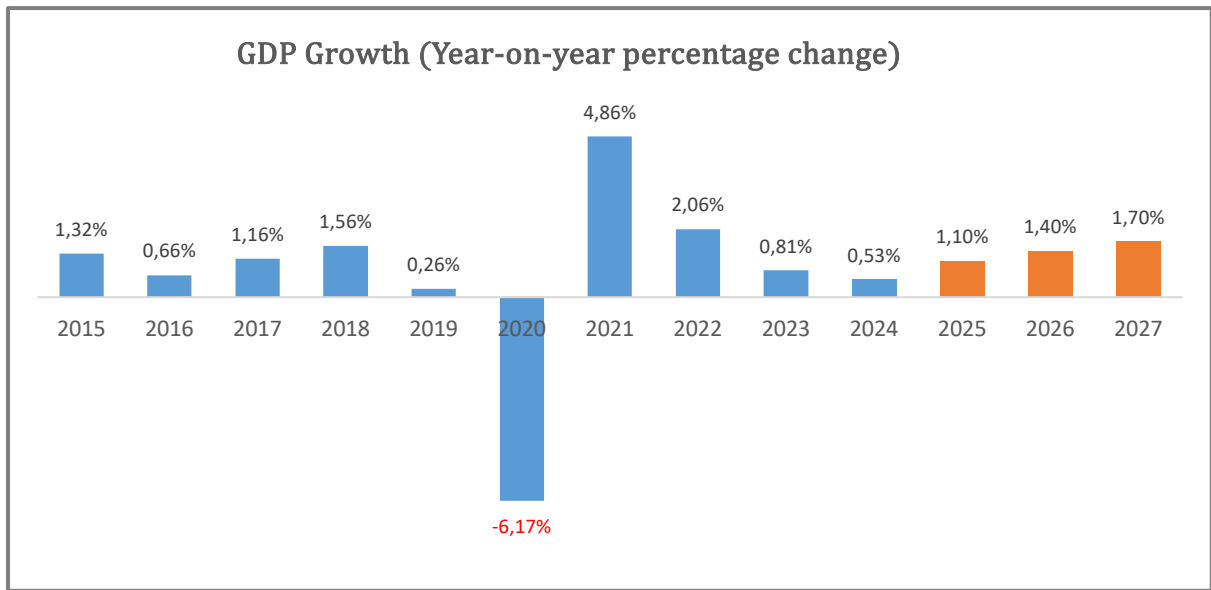
According to the IMF's *World Economic Outlook* (January 2026 update), the global economy is expected to grow by around 3.2% in 2025 and 3.2% in 2026, representing a slight improvement from earlier projections. Investments in technology, particularly artificial intelligence (AI) related, has driven growth in some parts of the world. A more stable inflationary environment and accommodative monetary policies have also helped strengthened global growth. Global inflation is forecast to ease gradually from an estimate of 4.2% in 2025 to an average of 3.8% in 2026. The inflation estimated is underpinned by the tariffs which existed in January; the US tariffs which take effect in February may present an opportunity for improvement to these forecasts.

Despite these positive signals, the IMF warns that the recovery remains fragile. Risks to the outlook include renewed trade and tariff tensions, geopolitical instability, elevated global debt levels, and the potential for tighter financial conditions if investor confidence weakens. Uncertainty around trade policy and global supply chains also continues to weigh on private investment and business sentiment, posing a threat to sustained global growth.

Local Economic Outlook

For South Africa, the IMF forecasts real GDP growth of around 1.3% in 2025 and 1.4% in 2026, reflecting slow structural reform progress and subdued global demand. The South African Reserve Bank (SARB), in its January 2026 Monetary Policy Committee (MPC) statement, projects a slightly lower growth for 2025 (1.1%). The 2026 and 2027 GDP growth projections are slightly higher at 1.4% and 1.7% respectively. These growth forecasts are backed by the gradual stabilisation in power supply, improved household consumption, stable prices and some recovery in investments.

Recent data from Stats SA, National Treasury, and the SARB confirm a slow but steady economic recovery. As illustrated in Figure 1, GDP growth has averaged below 1% per year since 2015, with a sharp rebound of 4.9% in 2021 following the pandemic. Growth subsequently moderated to 0.8% in 2023, with the Reserve bank projecting the South African economy to grow by 1.1% in 2025. Although improved, investment has been slightly subdued, constrained by fiscal limitations, regulatory uncertainty, and weak private-sector confidence.



Source: StatsSA, Reserve Bank

The relationship between inflation and the repo rate highlights South Africa's careful monetary balancing act. The Reserve bank has now moved from an inflation target band towards a point target of 3%. Statistics South Africa (StatsSA) reported inflation for January 2026 to 3.5% year-on-year. The low inflation allows for interest rates to remain low, which creates a platform for investment spending; reduces debt costs for both individuals and business; increase households' disposable income and subsequently consumption.

For Government, fiscal pressures remain elevated, with rising debt-service costs constraining government's ability to expand capital expenditure. Sustained macroeconomic stability, supported by ongoing structural reforms, will be critical to improving medium-term growth prospects.

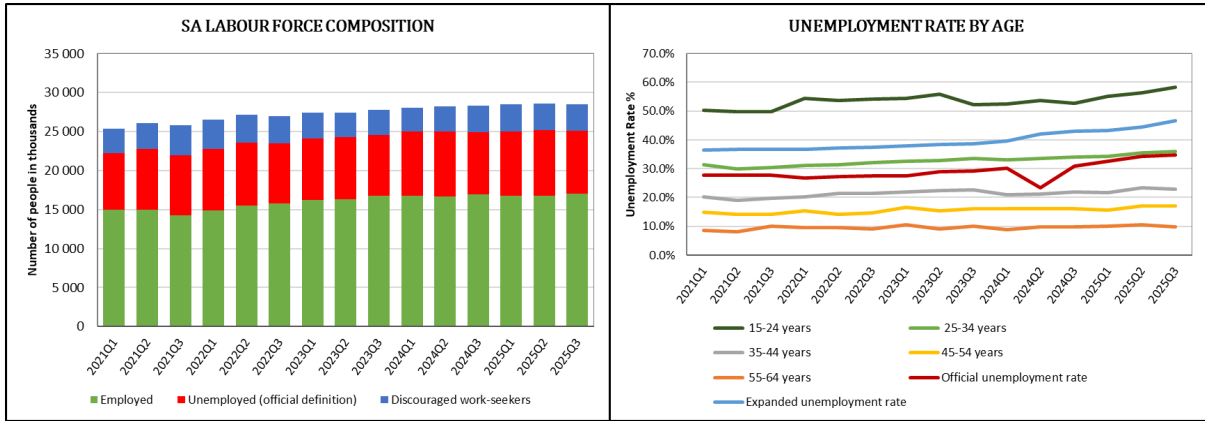
In the context of subdued global and domestic economic growth, fiscal constraints, and heightened uncertainty affecting investment confidence, the Department has repositioned public infrastructure delivery as a central lever for economic recovery. The Department is shifting from fragmented and delayed project execution towards a coordinated, performance-driven infrastructure system.

Through the implementation of the South African Construction Action Plan (SACAP), the Department is addressing systemic inefficiencies that have historically undermined the economic impact of public infrastructure spending. These reforms are aimed at restoring confidence in the construction sector, accelerating delivery, and ensuring that public investment translates into tangible economic outcomes, including growth, competitiveness, and job creation.

Employment

The employment landscape in South Africa has shown signs of recovery in the past year. According to Statistics South Africa's Quarterly Labour Force Survey (QLFS), the official unemployment rate measured 31.4% in the fourth quarter of 2025. This is the

lowest unemployment rate recorded since the fourth quarter of 2020. This signals improvement from concerted efforts made by government. The moderate positive change still calls for an enabling economic environment for a more sustainable improvement. The charts below show the composition of South Africa's labour force as well as unemployment rates.



Source: StatsSA

In terms of employment, the 17.1 million people who were employed as at 2025Q4 represented the highest number of employed people in the country since the statistics were recorded. Unfortunately, the increase in employment has not been able to match increase in the working population. Young people remain the most affected unemployment. In 2025Q4, the unemployment rate for youth aged 15–24 was 57.0%, and 39.2% for those aged 25–34.

For the past quarter, there has been an uptake of job seekers across individuals with secondary and above education levels. Among individuals who have obtained secondary education or more, unemployment declined by 21 000 between the third and fourth quarters of 2025. In the same period, employment increased by 205 000 for the same group. This indicates that even new and re-entrants to the job market from these categories got employment. Unemployment among individuals without a Senior Certificate also fell noticeably by 201 000 individuals. This underscores the importance of access to higher education and skills development.

In response to the above, the Expanded Public Works Programme (EPWP), in partnership with various Sector Education and Training Authorities (SETAs), continues to bridge the skills gap through funded training and learnership programmes. These initiatives include artisan development and training in sectors such as construction and infrastructure (e.g., bricklaying, carpentry, plumbing); environmental management; social services such as early childhood development (ECD); business and entrepreneurship; and general workplace skills such as computer literacy.

Recognising the persistent unemployment challenges among women, youth and persons with disabilities, the Department has made the following progress and introduced focused interventions to improve labour market inclusion for these groups. By the end of Quarter 3 of 2025/26, 70.3% of EPWP work opportunities created during the financial year were filled by women, exceeding the target of 60%.

While, youth participation accounted for 33.6% of work opportunities, against a target of 55%. The population pyramids indicate that different EPWP programmes attract distinct participant profiles. For example, Home and Community-Based Care (HCBC) programmes tend to attract older female participants. Improving youth participation would therefore require the expansion of existing youth-focused programmes or the introduction of new initiatives, both of which carry budget implications.

Approximately 75% of EPWP project expenditure is funded through leveraged resources, primarily from the equitable share of public bodies or grants not specifically allocated to the EPWP. Consequently, while the Department of Public Works and Infrastructure (DPWI) serves as national coordinator, it does not exercise direct control over participant appointments. Instead, it encourages implementing public bodies across sectors and spheres of government to work towards achieving equity targets where feasible.

In collaboration with the Harambee Youth Employment Accelerator, engagement is underway with key industry partners to promote pathways for youth transition from EPWP participation into more sustainable employment opportunities.

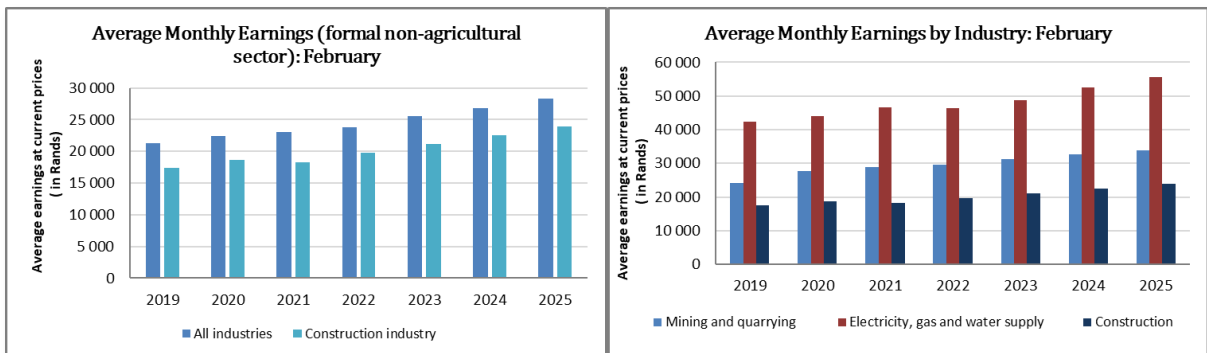
Participation by persons with disabilities stood at 0.9%, against a target of 2%. In response of underperformance in this regard, the EPWP launched a Framework on Enhancing Participation of Persons with Disabilities in November 2025. The framework provides guidance to implementing public bodies on mainstreaming disability inclusion, eliminating discriminatory practices, and promoting inclusive project design. It aligns with constitutional, legislative, and international obligations relating to equality, dignity, and full participation of persons with disabilities, and seeks to improve access to work opportunities through reasonable accommodation, targeted recruitment, and supportive implementation practices.

The construction industry has shown slow but steady growth, with the 1 425 000 people employed in the industry signifying the highest number recorded since December 2020. Between 2020Q4 and 2025Q4, the industry added 258 000 jobs. In the most recent quarter, employment in construction increased by 35 000 quarter-on-quarter. This growth aligns with sentiments expressed by the Minister of DPWI of “turning South Africa into a construction site”. The industry needs to keep this momentum, as the employment figures are still below the pre-Covid19 levels. Gender disparities persist in the construction industry; this is evidenced by women filling only 20% of the new jobs created in the fourth quarter of 2025. The charts below show employment by gender and sector in the construction industry.



Source: Stats SA

According to Stats SA's Quarterly Employment Statistics (QES), the average monthly earnings across all industries grew by 6% year-on-year, from R26 783 in February 2024 to R28 289 in February 2025. Between 2020 and 2025, average monthly earnings in the electricity, gas, and water supply industry increased by R11 509. The mining and quarrying as well as the construction industry saw average increases of R6 137 and R5 268, respectively. Earnings in the construction sector remain approximately R4 375 below the national average in 2025.



Source: Stats SA

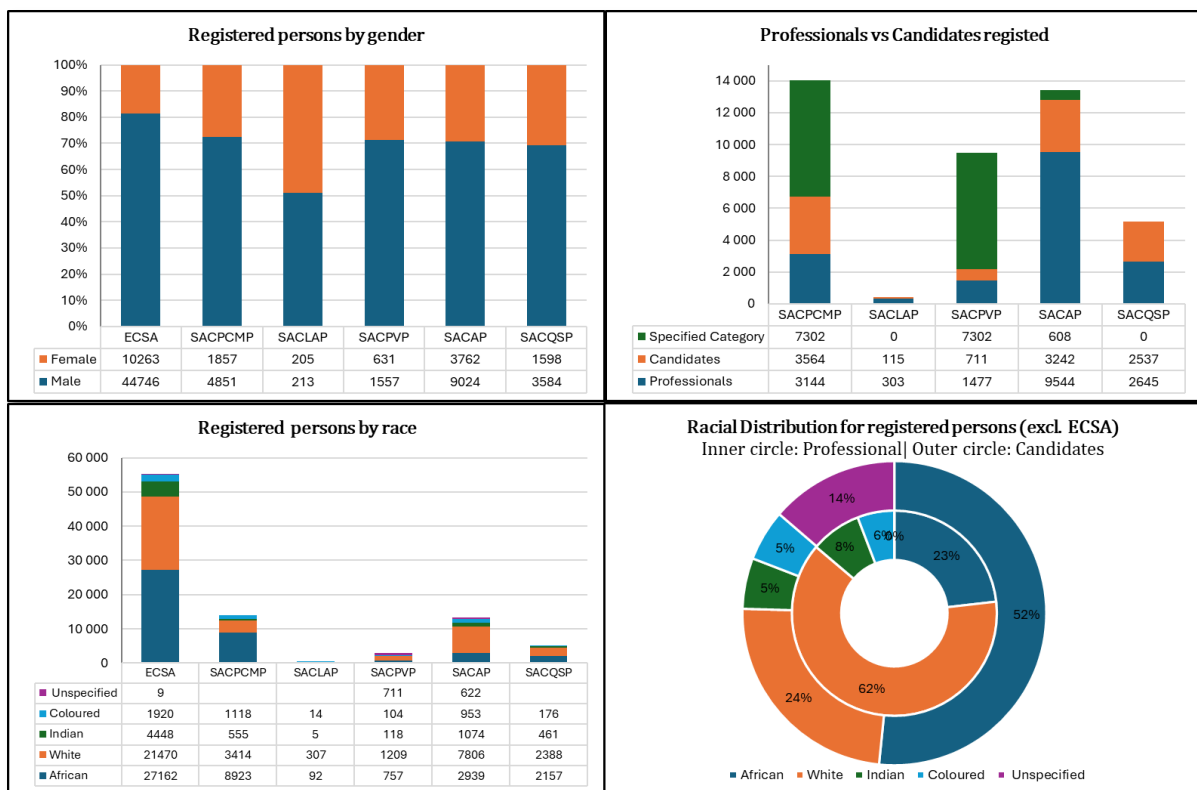
Against the backdrop of persistently high unemployment, particularly among youth and women, the Department has prioritised the stabilisation and acceleration of construction projects as a direct employment intervention. The Minister highlighted that renewed focus on unblocking stalled projects, enforcing contractor accountability, and improving cash-flow certainty has already contributed to significant employment gains in the construction sector.

The Department's approach recognises infrastructure delivery as both a short-term employment stimulus and a long-term skills and capability pipeline. Through SACAP and aligned public employment initiatives, the Department is strengthening labour absorption within the construction value chain, while supporting skills development and professionalisation in the built environment to enhance employability and productivity over time.

Built-environment professionals

A critical dimension of transformation within the construction and property industries is the development and representation of built-environment professionals. The Council for the Built Environment (CBE) is mandated to coordinate the activities of the six professional councils and to monitor progress toward a more inclusive and representative profession, particularly in relation to gender and race.

The registration statistics presented in the accompanying charts illustrate current transformation patterns across the councils. The gender distribution shows that only the South African Council for the Landscape Architectural Profession (SACLAP) reflects near gender parity. By contrast, the Engineering Council of South Africa (ECSA) exhibits the lowest level of gender transformation, with women comprising fewer than 20 percent of registered professionals and candidates.



Source: CBE

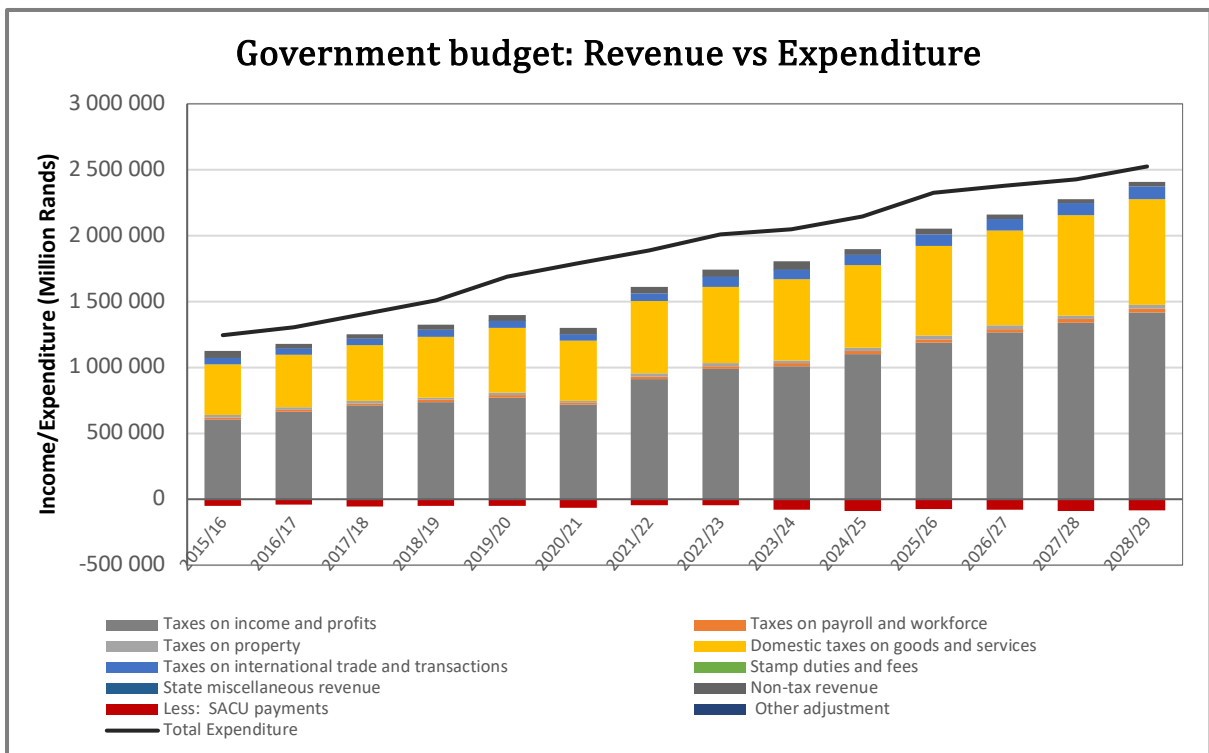
The race-based distribution indicates that while non-white groups constitute a significant share of registered individuals, they are predominantly represented at the candidate level. This pattern suggests two possible explanations. First, improved access to these professions in recent years may have increased the number of non-white candidates entering the registration pipeline. Second, and more concerning, is the possibility that structural barriers continue to delay or inhibit progression from candidate to professional status for non-white registrants.

These trends highlight the need for CBE and the professional councils to intensify efforts to address equity and transformation. Strengthening pathways to professional registration, removing systemic barriers, and enhancing targeted development

initiatives will be essential to achieving a more inclusive and representative built-environment sector.

Public Finances

The South African government continues to face fiscal pressures; however, the 2026 National Budget reflects a notable improvement in the country's financial position. Revenue collection in 2025/26 exceeded expectations due to tax receipts exceeding expectations; particularly from commodity-linked gains. This has allowed Treasury to withdraw the previously planned R20 billion tax increase. For the 2026/27 fiscal year, gross tax revenue is projected at R2.13 trillion, rising steadily over the medium term, supported by personal income tax (PIT), value added tax (VAT), and corporate income tax (CIT) as the largest contributors. The breakdown of revenue and its growth since 2008/09 is shown in the chart below. Despite this improvement, expenditure remains high, with total government spending for 2026/27 projected at R2.38 trillion, which will result in a fiscal deficit equivalent to 4% of GDP. The budget deficit is expected to narrow to 3.1% by 2028/29 as fiscal consolidation continues.

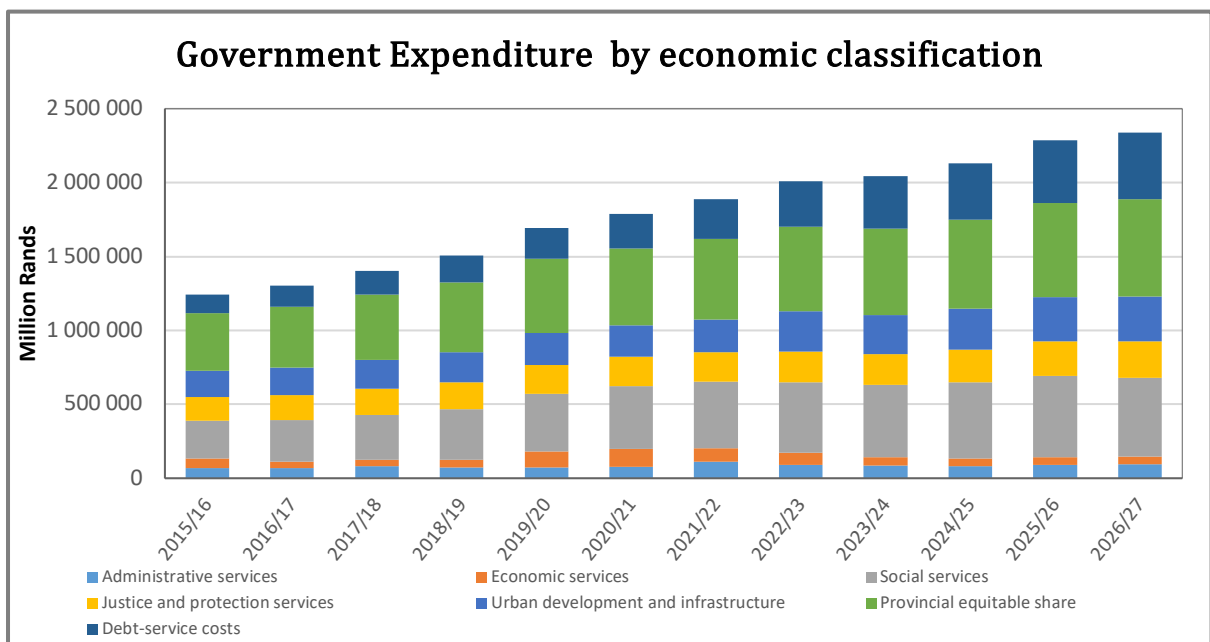


Source: National Treasury

Increased government spending, particularly for infrastructure, can boost economic activity by creating jobs and generating tax revenue. However, a high national debt makes the resulting fiscal deficit a cause for concern, as it forces the government to take on more loans. The debt burden remains unsustainable, with interest payments consuming a large share of the national budget. The Department of Public Works and Infrastructure (DPWI) can contribute indirectly to debt management by reducing

wasteful expenditure on government accommodation. By leasing or disposing of non-core and non-strategic immovable assets at market-related prices, the department can generate revenue and strengthen the country's fiscal position.

The graph below shows government expenditure by economic classification. Government expenditure on the provincial equitable share which funds public services such as health and education, accounts for 28% of total expenditure. Spending on social services grew by R30.5 billion between 2024/25 and 2025/26 but is projected to decline by 3% in 2026/27 before increasing by 5% in 2027/28. Debt service costs have also risen sharply, increasing by approximately R44.1 billion from R382 billion in 2024/25 to R426 billion in 2025/26. Debt service costs amounted to 17.9% of expenditure in 2024/25 and are expected to rise to 19.6% of expenditure by the end of the medium term (2027/28).

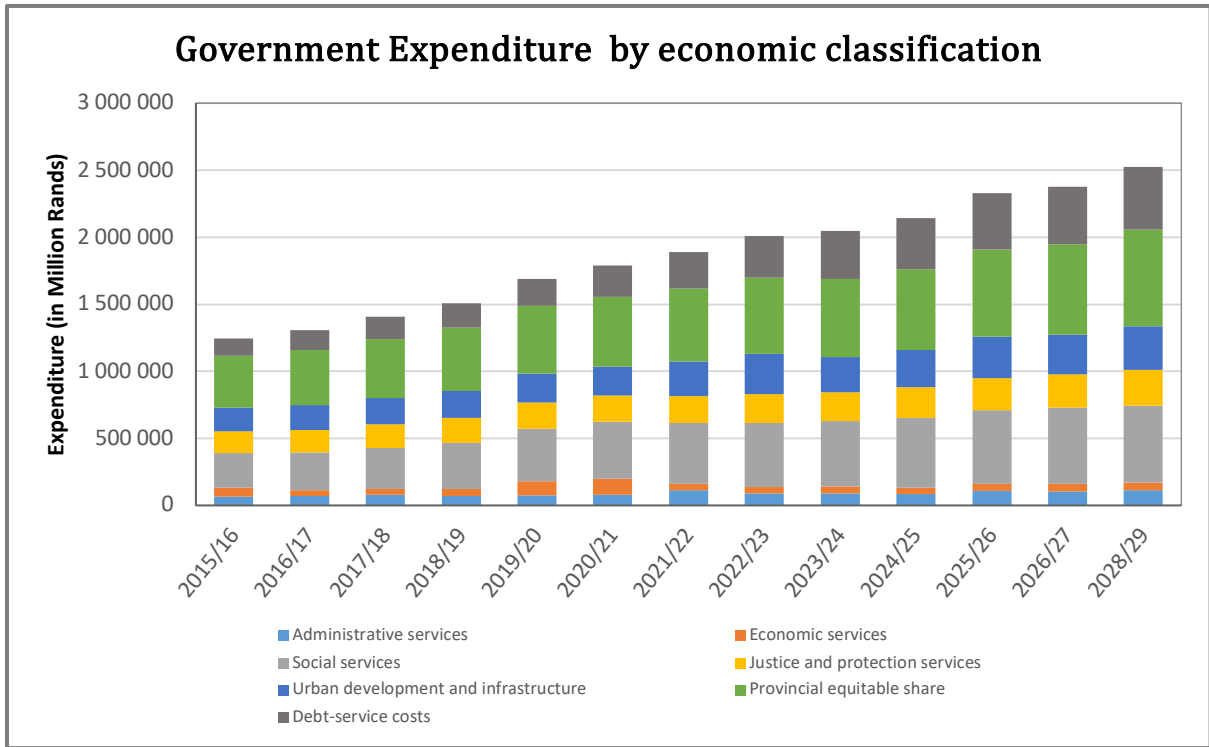


Source: National Treasury

Increased government spending, particularly for infrastructure, can boost economic activity by creating jobs and generating tax revenue. However, a high national debt makes the resulting fiscal deficit a cause for concern, as it forces the government to take on more loans. The debt burden remains unsustainable, with interest payments consuming a large share of the national budget. The recent upgrade by rating agencies as well as lower interest rates reduces the cost of borrowing for government. The Department of Public Works and Infrastructure (DPWI) can contribute indirectly to debt management by reducing wasteful expenditure on government accommodation. By leasing or disposing off non-core and non-strategic immovable assets at market-related prices, the department can generate revenue and contribute to the country's fiscal position.

The graph below shows government expenditure by economic classification. Government expenditure on the provincial equitable share which funds public services such as health and education, accounts for 28% of total expenditure.

Spending on social services grew by R30.3 billion (6%) between 2024/25 and 2025/26 and is projected to increase by 3% in 2026/27 before decreasing by 2% in 2027/28. Debt service costs have also risen sharply, increasing by approximately R34.8 billion (9%) in 2025/26. Debt service costs amounted to 18.1% of expenditure in 2025/26 and are expected to rise to 19.3% by the end of the medium term (2028/29).



Source: National Treasury

In response to mounting fiscal pressures, rising debt-service costs, and limited fiscal space, the Department is strengthening financial discipline and value-for-money across the infrastructure delivery lifecycle. The Minister underscored the importance of ring-fencing project budgets, ensuring timeous payments, and preventing financial blockages that result in stalled projects and wasted public resources.

In parallel, the Department is reinforcing governance, internal controls, and consequence management to curb inefficiencies and irregular expenditure. These measures support government's broader fiscal consolidation objectives by ensuring that infrastructure spending delivers measurable outputs, reduces leakage, and maximises the economic return on limited public funds.

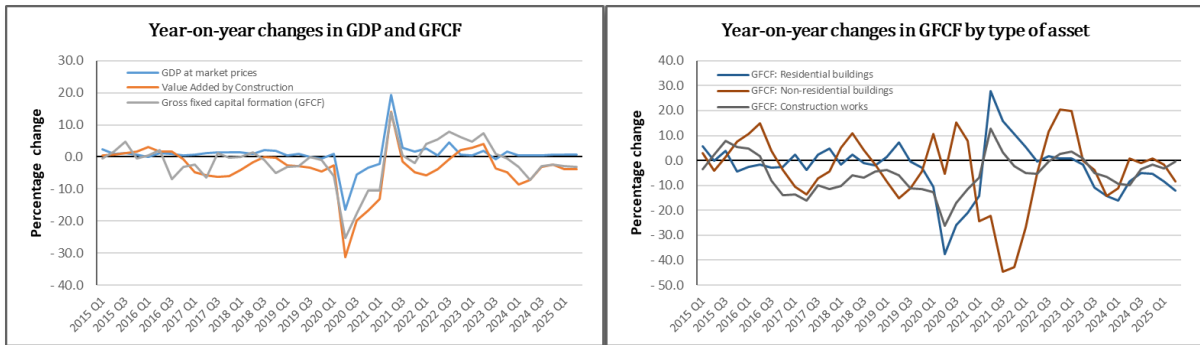
Infrastructure Investment

Gross Fixed Capital Formation

Gross fixed capital formation (GFCF), also known as fixed investment spending, is a critical component of gross domestic product (GDP). It is closely linked with the built environment sector as most fixed investment occurs through it. The charts below show year-on-year percentage changes in GDP and GFCF (left-hand side) and GFCF by type of asset (right-hand side). GDP, GFCF and the construction industry have moved in roughly the same direction over the period. Per asset type, non-residential buildings

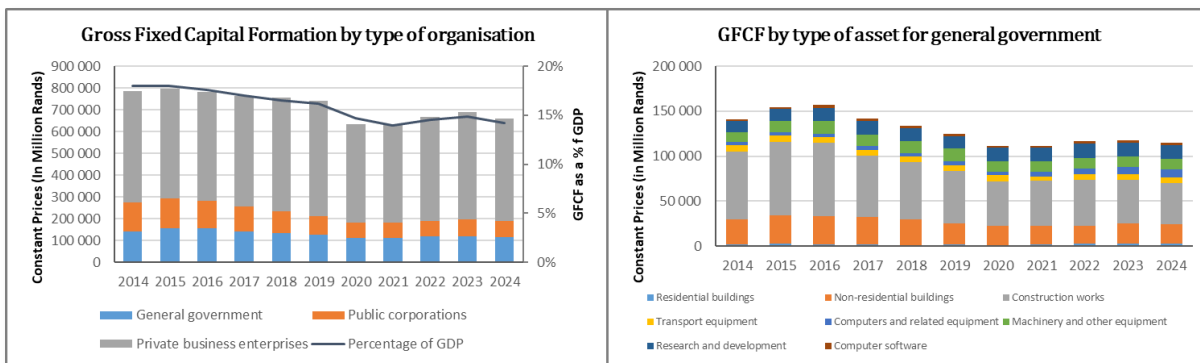
show the largest fluctuations, reflecting the sensitivity of investment confidence to economic conditions.

Of concern is the sustained decline in GFCF and construction sector growth in recent years. This trend points to lower levels of reinvestment in productive assets and the potential erosion of the national infrastructure base. Investment recovery is therefore essential to support South Africa's long-term growth and job creation targets.



Source: StatsSA

The charts below illustrate GFCF by type of organisation over the last 11 years, as well as capital formation by type of asset for government. Private corporations account for the majority of investment expenditure in South Africa. This underscores the importance of government's role in creating an enabling environment for private investment, by removing policy and regulatory barriers and accelerating infrastructure approvals to maximise economic impact.



Source: StatsSA

The chart on the right-hand side above shows that construction works account for the majority of GFCF by the government, followed by non-residential buildings. Other notable areas of investment include machinery, equipment, and research and development. There has been a notable decline in GFCF by government since 2016. The DPWI's 7th Administration vision "to make South Africa a construction site" remains crucial in reversing this decline and stimulating broader economic activity through public infrastructure delivery.

National Treasury Infrastructure and PPP Update (2026)

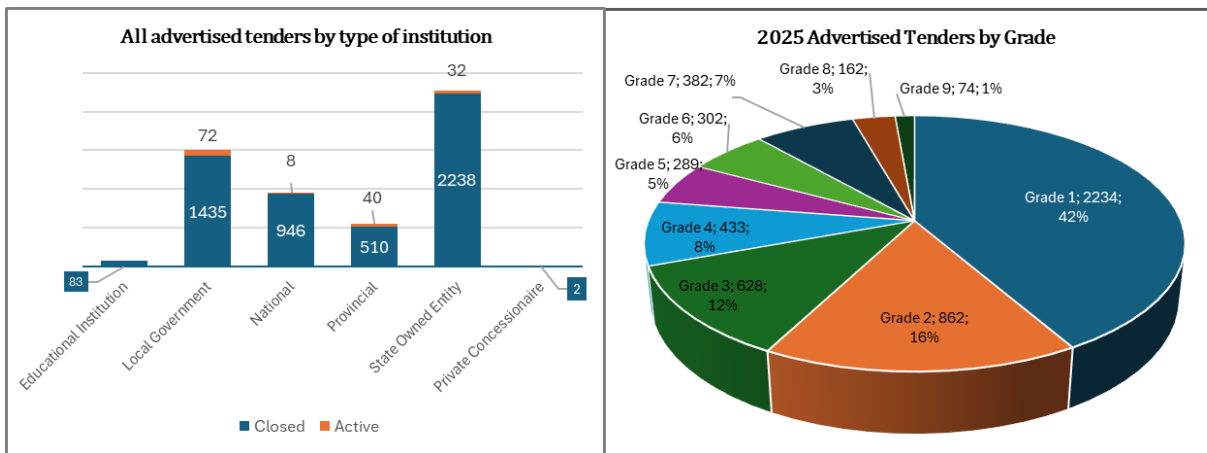
The 2026 Budget Review (Annexure D) provides an updated assessment of South Africa's public-sector infrastructure investment, which totals R1.066 trillion over the

2026 Medium-Term Expenditure Framework (MTEF). State-owned companies account for the largest share (R445.5 billion), followed by provincial departments (R217.8 billion) and municipalities (R205.7 billion). By sector, infrastructure investment has been prioritized for transport and logistics (R417.6 billion over MTEF), energy (R213.6 billion), and water and sanitation (R185.2 billion). Infrastructure investment remains central to government’s economic recovery plan; supported by blended finance and public-private partnerships (PPPs).

To unlock private capital and accelerate delivery, National Treasury is streamlining PPP processes and clarifying oversight. Recent municipal PPP regulatory amendments introduce clearer definitions, adjust low-value thresholds and feasibility requirements, and provide mechanisms to keep procurements on track, complementing earlier improvements under Treasury Regulation 16. The Budget Facility for Infrastructure (BFI) and Infrastructure Fund continue to scale blended finance and PPP pipelines.

Public Tenders

The Construction Industry Development Board (CIDB) keeps a register of all tenders advertised by government—national and provincial departments, municipalities and public entities. As at September 2025, a total of 5 366 tenders for built-environment-related work were advertised and recorded in the CIDB register. The graphs below show all tenders advertised by type of institution and by contractor grade. The data indicates that state-owned entities had the highest number of advertised tenders, followed by local government and then national departments.



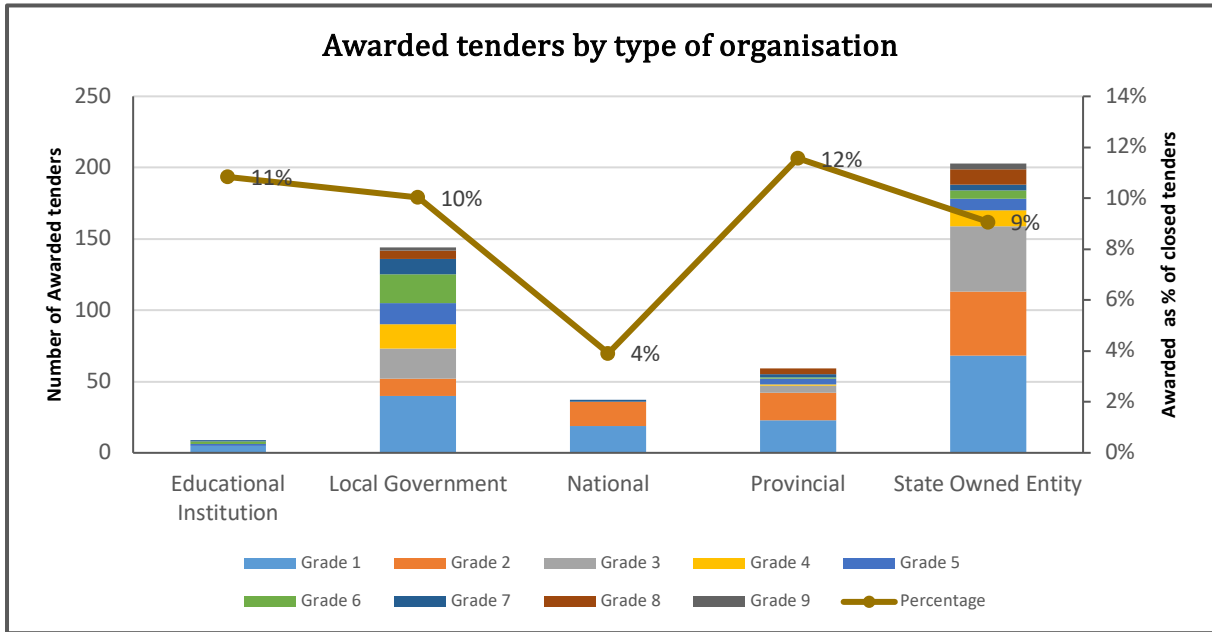
Source: CIDB

By 9 September 2025, only 452 of the tenders had been awarded, despite 5 214 tenders having closed. This translates to an award rate of just 9%, a low figure that may point to inefficiencies in the current infrastructure procurement process. The lag between tender closure and award could reflect either delays in bid adjudication or a lack of responsive bids. This highlights the need for procurement reform; that is, simplifying procedures, improving transparency, and building bidder capacity to accelerate project delivery and enhance value for money.

To address procurement inefficiencies, low tender award rates, and project delays, the Department is implementing targeted procurement reforms through the

establishment of Procurement War Rooms and enhanced real-time monitoring of major tenders. These interventions aim to shorten evaluation timelines, improve transparency, and reduce administrative bottlenecks that have historically slowed infrastructure delivery.

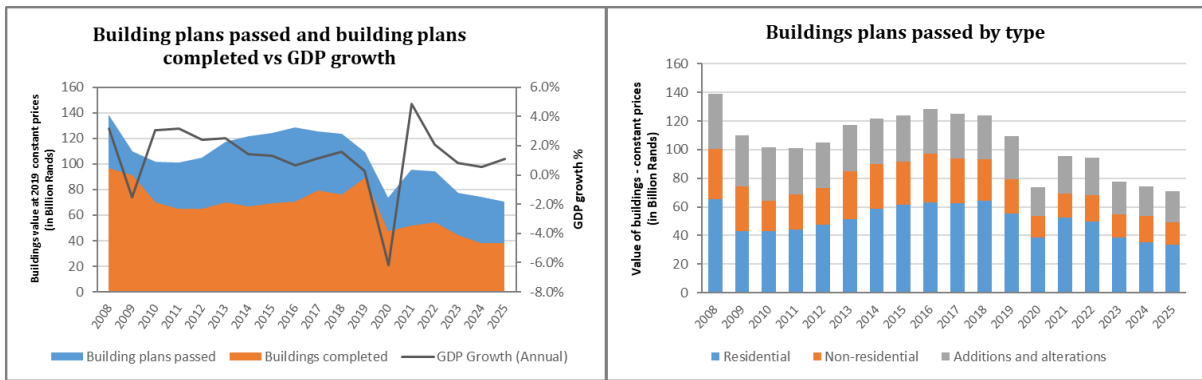
The Department has strengthened consequence management, including the establishment of Restriction Committees and the blacklisting of non-performing contractors. These measures are intended to restore integrity in the procurement system, deter poor performance, and ensure that only capable and compliant contractors participate in public infrastructure projects.



Source: CIDB

Building Activity

The charts below show the number of building plans submitted to local authorities as well as buildings reported as completed by private organisations. The data covers January to December of each year from 2008 to 2025, presented at constant prices for comparability. Building plans serve as a leading indicator of future gross capital formation in the country. Building plans passed in 2025 decreased by 4.9%, from R74.36 billion in 2024 to R70.70 billion in 2025. Since the sharp contraction during the COVID-19 period, building activity has not recovered to pre-2019 levels. Buildings reported as completed increased marginally by 0.1%, from R38.23 billion in 2024 to R38.29 billion in 2025.



Source: Statistics South Africa (Stats SA)

Non-residential buildings showed the sharpest decline in planned activity, falling 13.6% in 2025. The value of non-residential buildings reported as completed also recorded a decrease (-4.4%) during the same period. The persistent decline in planned building values translate into the continued underperformance of the construction sector. Contributing factors include subdued economic growth, weak private demand, and global economic uncertainty affecting investment confidence. Despite the economic recovery seen in 2025, the value of building plans is still lower than 2002 figures. Sustained growth and investor confidence is required to bring about a turnaround in building activity.

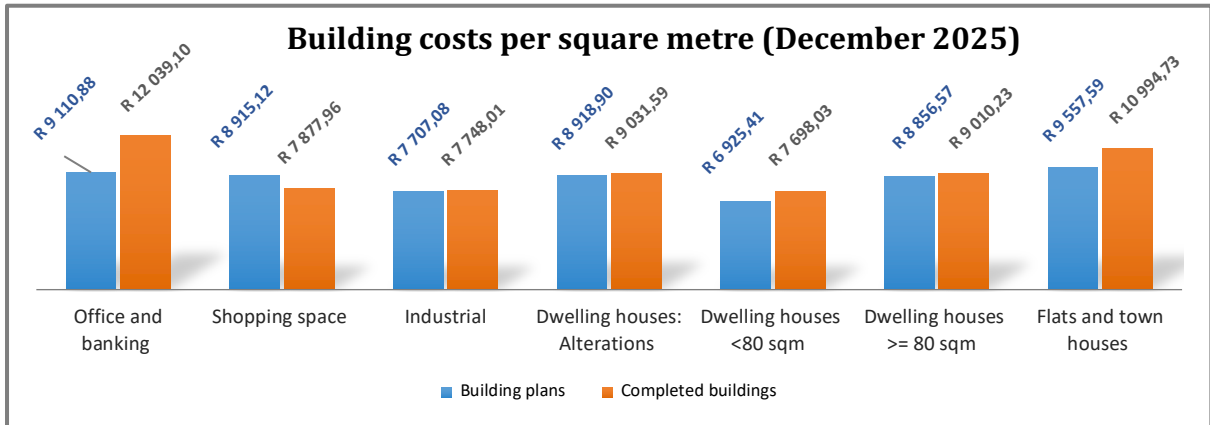
In response to declining levels of fixed investment and underperformance in infrastructure execution, the Department has adopted SACAP as a unified national turnaround framework for the construction and public infrastructure sector. The Minister emphasised that SACAP serves as the sector’s operating manual, introducing consistent standards for accountability, procurement, project monitoring, and performance reporting across all provinces.

A key focus is strengthening project preparation, accelerating procurement processes, and improving intergovernmental coordination to ensure that infrastructure projects move efficiently from planning to implementation. The Department is also reinforcing real-time oversight through digital infrastructure tracking systems, enabling early identification of risks and corrective action to prevent delays and cost overruns.

Furthermore, to address fragmentation in infrastructure planning and execution, the Department is reinforcing the central role of Infrastructure South Africa in project preparation, pipeline development, and intergovernmental coordination. The Department’s pursuit for the formalisation of Infrastructure South Africa as an independent entity is critical to sustaining a credible and bankable infrastructure pipeline.

In addition, the Department has requested that Operation Vulindlela include SACAP as a priority reform area, ensuring that construction-sector reforms are implemented consistently and supported by broader structural reform initiatives across government.

The chart below illustrates the average cost of building based on plans and completed buildings reported to municipalities in December 2025. Building plans submitted for flats and townhouses recorded the highest cost per square metre (R10 994.73/m²), while office and banking space recorded the highest cost per square metre for completed buildings (R12 039.10/m²). The two building classes; namely, office and banking, and flats and town houses, also showed the largest variance between the average unit cost of planned and completed developments.



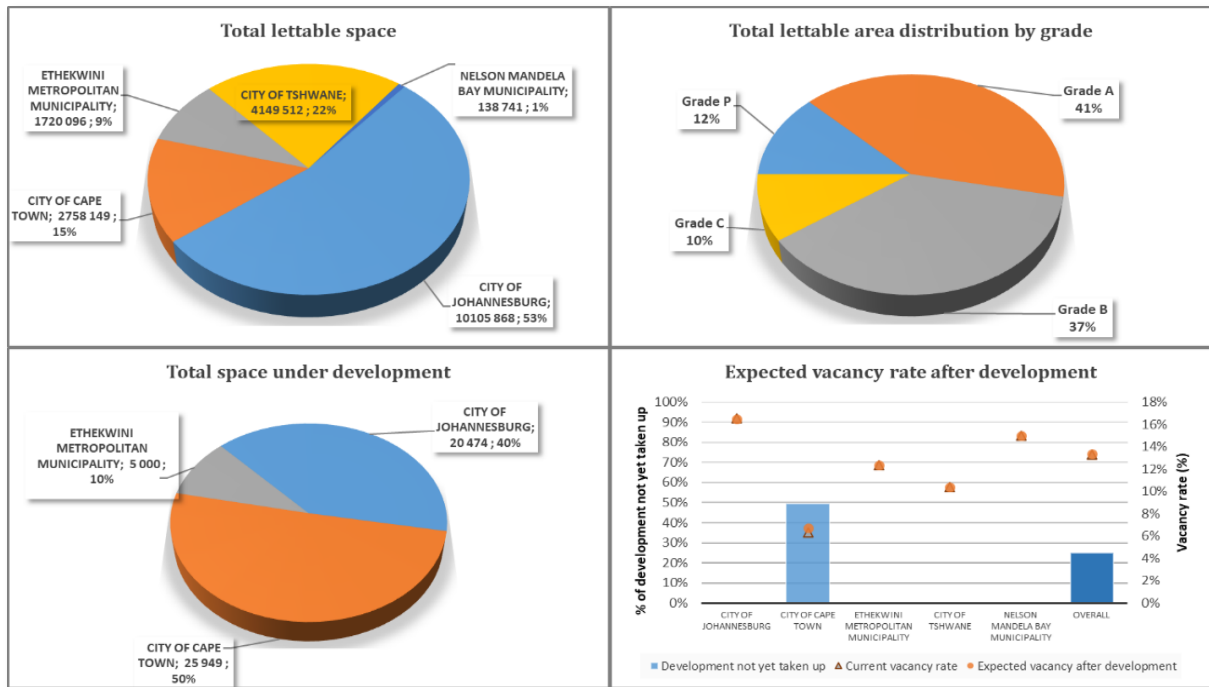
Source: StatsSA

Property Sector

Office Market

The South African Property Owners Association (SAPOA) publishes quarterly surveys on office vacancy trends, capturing supply, take-up, and pipeline space across five major metropolitan areas. Four of these metros, that is, Johannesburg, Tshwane, Cape Town and eThekweni, represent South Africa's key economic hubs and thus provide a reliable picture of national office market conditions.

According to SAPOA's 2025 Q2 report, the total office space tracked across the metros was 18.87 million m², of which 2 511 087 m² was vacant, yielding a national vacancy rate of 13.3%. Johannesburg alone accounted for 10.10 million m² (53%) of the total tracked stock. By grade, Grade A offices made up the largest share, followed by Grade B and P-Grade space.



Source: SAPOA Office Vacancy Survey 2025Q2

Development activity in the office sector remains subdued, with only 51 423 m² under development during the second quarter of 2025. Half of the space under development in Cape Town remained unlet, suggesting potential upward pressure on vacancies should projects reach completion before securing tenants. Cape Town's vacancy rate could therefore rise modestly from 6.3% to 6.7%, though it remains the lowest among the metros. The City of Johannesburg continues to record the highest vacancy rate (16.5%), with the Johannesburg CBD, Sandton, Parktown, and Midrand nodes contributing the most due to their large supply base and structural shifts in demand. Nelson Mandela Bay also face high vacancy levels (15%) despite limited new supply.

In response to weaknesses in the property market and the underutilisation of state-owned immovable assets, the Department is advancing a more strategic and developmental approach to asset management. The Minister reaffirmed the Department's commitment to optimising the state property portfolio to support service delivery, reduce accommodation costs, and unlock economic value.

This includes leveraging alternative delivery models, public-private partnerships, and redevelopment mechanisms to revitalise underutilised properties. These interventions are aligned with the Department's broader objective of transforming the state's immovable asset base into a productive contributor to economic growth and fiscal sustainability.

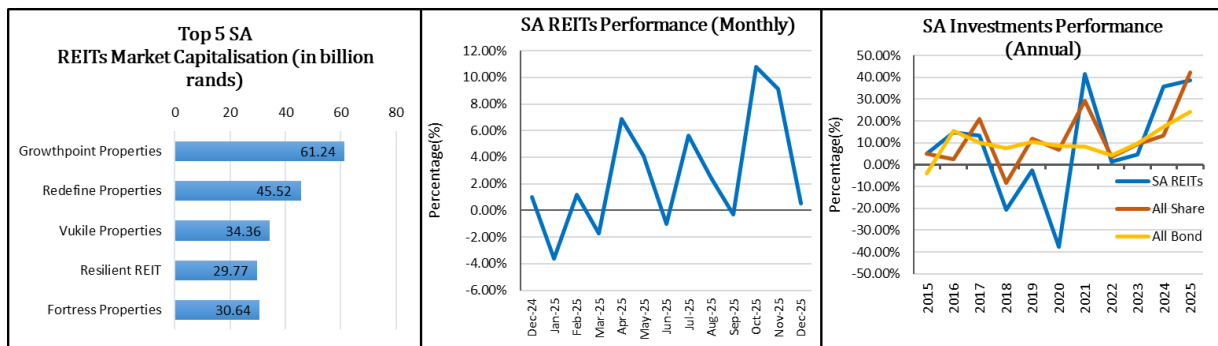
Real Estate Investment Trusts

Real Estate Investment Trusts (REITs) continue to play a key role in South Africa's financial markets, offering diversified exposure to retail, commercial and industrial real

estate. They enhance investor participation, enable liquidity, and contribute to infrastructure development through public-private partnerships (PPPs).

The Department of Public Works and Infrastructure (DPWI), in collaboration with Infrastructure South Africa (ISA), has identified REIT structures and PPP models such as Refurbish-Operate-Transfer (ROT) and Build-Operate-Transfer (BOT) as instruments for redeveloping underutilised public properties. These initiatives aim to attract investment and unlock the potential of the PMTE portfolio to support broader economic recovery.

Following a strong performance in 2024 (35.8%), REITs achieved 38.6% growth in 2025. Compared to other asset classes, REITs underperformed relative to equity, which grew by 42.4% in 2025. REITs earnings remain closely linked to rental income stability, which in turn depends on economic growth.



Data Source: SA Reits, JSE

Prospects for 2025–2026 remain positive, supported by expected interest rate cuts and improving investor sentiment. Growthpoint remains South Africa's largest REIT, with a market capitalisation of around R50 billion (September 2025), bolstered by strong performance at the V&A Waterfront. Fortress continues to deliver stable yields through its focus on convenience retail and logistics-linked assets.

Sustainability

The sustainability of the built environment and its adaptation to climate change has compelled the industry to think differently and apply environmentally friendly practices to reduce environmental risks and ecological scarcities. Globally, the built environment contributes significantly to effects of climate change and sustainability of the environment. Within the Department, the transition toward a resource-efficient property portfolio managed through the PMTE is guided by the Green Building Policy Framework.

The concept of green buildings is very broad, the Green Building Council of South Africa (GBCSA) has a mandate to rate the sustainability of buildings and precincts by providing Green Star, Net Zero and Edge certifications. The council defines green buildings as buildings that incorporate design, construction and operational practices that significantly reduce or eliminate the negative impact of development on the

environment and people. Green buildings are energy efficient, resource efficient and environmentally responsible.

Factors contributing to the slow adoption or transformation include costs associated with green technologies and materials; lack of incentives that will drive the industry towards green building practices; and lack of knowledge and benefits associated with going green. On the other hand, the private sector is gradually improving and adopting green practices. While the private sector continues to advance, much of the DPWI building stock is resource inefficient, requiring a retrofit to enhance energy and water efficiency.

An important programme within this transformation is the Integrated Renewable Energy and Resource Efficiency Programme (iREREP), established under the Presidential Infrastructure Coordinating Commission as Strategic Integrated Project 28 (SIP28). iREREP is designed to transform nearly half of the DPWI building portfolio over a 30-year period through renewable energy integration, energy efficiency, water conservation, and waste management. The programme will reduce energy intensity by up to 45%, save an estimated 47 million kilolitres of water, and create over 500 000 green jobs while mobilising private sector participation through Public-Private Partnerships (PPPs).

Policy and Legislative Developments

Several recent policy and legislative developments directly impact the Department of Public Works and Infrastructure (DPWI), the PMTE, and the broader real estate and construction sectors.

The Expropriation Act

The Expropriation Act, 2024 clarifies the state's authority to expropriate property for public purposes and in the public interest. DPWI, as the responsible department, is central to its implementation and compliance.

Treasury Regulation 16 (PPP Regulations)

Amendments to Treasury Regulation 16 (PPP Regulations) under the PFMA, effective June 2025, streamline the approval process for public-private partnerships (PPPs), improving project delivery timelines and enabling increased private participation in infrastructure development. These amendments also clarify the role of the PPP Advisory Unit within the National Treasury's Government Technical Advisory Centre (GTAC) and introduce a well-defined framework for managing unsolicited proposals.

The PPP Advisory Unit is now explicitly mandated to provide strategic oversight, quality assurance, and technical support to all spheres of government. Its responsibilities include issuing standardised PPP guidelines, model contracts, and procedural templates, thereby promoting consistency and compliance with fiscal affordability, value-for-money, and risk-transfer principles. Departments, including DPWI, can now engage the Unit earlier in the project cycle for strategic guidance and due diligence, ensuring that PPPs are aligned with public investment priorities and financial sustainability.

Regarding unsolicited proposals, the amended regulations provide a clearer and more transparent mechanism for private-sector proponents to introduce projects. Under this framework, government departments may formally receive and assess proposals initiated outside the standard procurement process if they address a recognised service delivery gap or strategic infrastructure need. The PPP Advisory Unit performs a gatekeeping role by evaluating the proposal's alignment with policy objectives and confirming its potential value-for-money before any engagement proceeds. Once a proposal is deemed suitable, it enters a structured process involving transparent negotiation and a competitive challenge phase, where other bidders may submit improved offers. This mechanism fosters innovation and investment while maintaining fairness, transparency, and fiscal discipline. For DPWI and the PMTE, the reform creates new opportunities to unlock the value of underutilised state properties through market-driven partnerships.

GIAMA Update

The forthcoming Government Immovable Asset Management Bill seeks to modernise state asset management, strengthen Immovable Asset Management Plans, and enhance the financial and developmental performance of the PMTE portfolio.

Environmental Sustainability

Draft Environmental Sustainability Regulations under the National Building Regulations introduce mandatory efficiency standards in new buildings, encouraging sustainable materials and low-carbon designs across both public and private developments.

New CBE Bill

Following the 2024 George building collapse, DPWI has initiated a review of construction regulations. As part of this process, DPWI is spearheading the development of a new Council for the Built Environment (CBE) Bill, aimed at modernising the mandate and coordination of statutory councils responsible for professional registration and practice regulation in the architecture, engineering, and construction disciplines. The Bill is expected to enhance regulatory coherence, promote public safety, and ensure that practitioners adhere to uniform competency standards.

In parallel, the Department is developing a national professional credentialing framework to certify competency levels for high-risk and specialised construction activities. This framework will standardise qualifications, strengthen inspection and compliance mechanisms, and improve accountability among professionals and contractors engaged in public and private sector projects. Together, these reforms are intended to rebuild confidence in the construction industry, prevent future structural failures, and align South Africa's regulatory environment with international best practices.

Recognising that weak governance and oversight have contributed significantly to project failures, the Department is strengthening institutional accountability across the infrastructure delivery system. The Department enhanced collaboration with the Auditor-General to resolve audit findings in real time, improve internal controls, and enforce compliance across the value-chain.

The Department is also professionalising the built environment by requiring registration with statutory councils for all professionals involved in public works projects. This initiative aims to improve technical quality, enhance accountability, and reduce the risk of structural failures, thereby restoring confidence in public infrastructure delivery.

Infrastructure Delivery and Connectivity (Bridges Programme)

The delivery of social infrastructure such as bridges remains central to addressing spatial inequality and improving access to essential services. However, internal assessments indicate that the Department's ability to consistently deliver such infrastructure is constrained by weaknesses in project planning, prioritisation, and performance monitoring.

While bridge infrastructure plays a critical role in linking communities to schools, healthcare facilities, and economic opportunities particularly in rural and flood-prone areas the Department has experienced challenges in ensuring that infrastructure investments are optimally targeted, implemented efficiently, and aligned to long-term sustainability objectives.

A key constraint has been the limited integration of infrastructure planning with socio-economic impact assessments, as well as insufficient mechanisms to systematically evaluate both the quality and resilience of infrastructure delivered. In addition, inconsistencies in performance tracking have affected the Department's ability to assess whether infrastructure investments are achieving intended developmental outcomes, including climate resilience and cost-effectiveness.

To address these challenges, the Department is strengthening its infrastructure delivery framework by enhancing project planning methodologies, improving performance measurement systems, and embedding sustainability and resilience considerations into infrastructure design and implementation. These improvements are intended to ensure that infrastructure delivery is not only output-driven but also contributes meaningfully to long-term socio-economic development.

Economic Infrastructure and Asset Redevelopment (Small Harbours Programme)

The redevelopment of small harbours represents a strategic opportunity to unlock economic value, stimulate regional development, and attract private sector

investment. However, the Department's internal analysis highlights several constraints affecting the pace and effectiveness of infrastructure redevelopment initiatives.

These include limitations in project preparation, risk assessment, and the structuring of bankable projects capable of attracting investment. In addition, gaps in the Department's ability to systematically assess economic viability, environmental sustainability, and long-term impact of redevelopment initiatives have constrained the optimisation of these assets.

The absence of a fully integrated framework for evaluating infrastructure readiness and investment potential has also limited the Department's capacity to leverage public-private partnerships effectively. This has implications for the timely release and redevelopment of strategic assets such as small harbours, which are critical for enhancing trade, supporting local economies, and creating employment opportunities.

In response, the Department is strengthening its project preparation and infrastructure investment capability by improving data-driven decision-making, enhancing risk and environmental assessment processes, and developing frameworks to support the packaging of projects for private sector participation. These interventions are aimed at ensuring that infrastructure redevelopment initiatives are economically viable, environmentally sustainable, and aligned with broader government priorities for inclusive growth and job creation.

6.2 Internal Environment Analysis

The Department identified ten principles to improve its organisational performance and efficiency in delivering on its mandate. These interventions seek to address the underlying causes of deficiencies in DPWI's operations. These are key areas of the balance score card focused on people, processes and systems needed to achieve the outcome of a resilient, ethical and capable DPWI.



Figure 1:10 Principles

Change Management Programme

A Change management Programme that seeks to bring about a Capable and Ethical DPWI. The close-out report on organizational culture change has been submitted and acknowledged by Accounting Officer.

The following still to be addressed:

Executive Authority: Guide the definition and development of the desired organization culture, ensuring that it aligns with the Department's legislative mandate and service delivery needs of all stakeholders

Director-General and senior management team: Define the desired culture and cultivate it through leadership actions including setting objectives, strategies, and key results that prioritize culture-building; and designing operational processes to support and advance the Departmental core values.

Human Resources & communications: Implement strategies and programs that enable the rest of the organization to fulfil their culture responsibilities, employee engagement and develop systems that reward and nurture the desired culture.

Compliance, Risk, and Ethics: Provide input to Exco on the definition of the desired culture from the perspective of ethics and risk.

Middle managers & Employees: Provide feedback on existing culture-building efforts, creating, adhering to, and enforcing routines and norms that interpret the desired culture; and aligning their attitudes and behaviors with the desired culture.

Task team leaders: responsible for the implementation of the identified task team activities.

Service Delivery Improvement Plan (SDIP)

DPWI is faced with challenges, particularly in government accommodation provision, facilities management, lease management, measurement of key building performance metrics and infrastructure project execution. A key issue is the poor service satisfaction from user departments, with many reporting long turnaround times, weak project oversight, and a lack of strategic asset management.

Facility and lease management inefficiencies remain critical challenges, with outdated maintenance tracking systems, unresolved backlogs, and non-compliance with safety regulations. Many government buildings, including police stations and courts, suffer from delayed repairs, poor maintenance planning, and safety hazards such as expired fire extinguishers and deteriorating infrastructure. Furthermore, lease management failures, including delays in renewals and high reliance on private sector leases, result in significant financial losses and legal disputes with landlords. The absence of a digital lease tracking system and poor contract oversight have led to excessive expenditure on leasing private properties, instead of optimising state-owned buildings for office space.

To address these challenges, DPWI is prioritising four key functional areas: Real Estate Management Services, Construction Project Management, Facilities Management, and ICT. Planned interventions include business process mapping, development of Standard Operating Procedures (SOPs), improved stakeholder coordination, and enhanced infrastructure maintenance policies. Rollout of the Departmental Digitisation Strategy will also further enhance service delivery in these functional areas. During the year, the Department will also commence work on a programme for property performance and efficiency reporting, commencing with an office portfolio and reporting on cost of occupation, space utilisation, occupancy efficiency, and water and energy efficiency.

The Department will also introduce a delivery monitoring unit within PMTE to ensure delivery of projects on time, within budget and costs. This approach seeks to improve service delivery.

Business Process Management Programme

IDMS is a government management system for planning, budgeting, procurement, delivery, maintenance, operation, monitoring and evaluation of infrastructure and not necessarily a business process. This encompasses project planning, resource

management, budgeting, risk management, compliance, and communication among stakeholders. IDMS helps ensure that infrastructure projects are delivered on time, within budget, and to specification by streamlining project execution and providing real-time data insights for monitoring and reporting. The implementation of this system will ensure that the Department has a systematic approach to processes that enable its operations and delivery.

Information and Communication Technology (ICT)

The Department, through the ICT division, is dedicated to digital transformation and fundamentally improving operational efficiencies and our information management systems. The Departmental Digitisation Strategy aims to boost productivity, efficiency, and reporting capabilities to support evidence-based decision-making and world class public sector immovable asset management performance. The strategy involves programmes and plans to develop a fully digitised department-wide State Asset Information Management System (SAIMS). This will be a risk focused system to track and manage the location, condition, value, management, operation and usage of all state-owned properties. This end-to-end digitisation of the administration and operations of DPWI and PMTE will be centred on the asset core, and will modernise immovable asset management through the use of digital tools and geospatial technologies to ensure that assets are constantly updated in the asset register, and that performance is measured, monitored and managed for efficiency and value generation.

The first step is the development of a blueprint design for the SAIMS to have a properly structured, digitised and fully functioning state immovable asset manager and entity. The State Asset Information Management System (SAIMS) will be cloud based and have the asset core at the centre of it, and will include at least the following modules:

The Department will commence with due diligence on its ICT operations and business processes as phase 1. This will assist in the next steps towards the development of the ICT Digital Strategy. The Digitisation Strategy will focus on people, processes, and technology for Asset Lifecycle Management and be based on the following principles:

1. Information is Valued
2. Information is managed Digitally
3. Information is open by default and closed by exception
4. Information, systems, and processes are interoperable
5. Information is secure and accessible

ICT is committed to implementing solutions that meet the needs of clients and communities through integrated Asset Lifecycle Management (specific modules) to enhance service delivery efficiency. Improved planning and strategy implementation are recognised as essential to building capacity to respond to economic factors affecting project delivery and service delivery to clients and communities.

Macro Business and Delivery Model for DPWI

The Department is reviewing its business and delivery model, which includes restructuring the department's structure, regional and head office models, and governance and accountability arrangements. The governance reporting lines between head office and regional offices have been revised. The regional matrix was approved on 8 April 2022 and is currently being reviewed to streamline the regional office structure, clarify roles and responsibilities of regional managers and heads of branches at the head office, and shape a macro business model for the Department.

Ethics and Compliance, Infrastructure and Management

To ensure high ethical standards and full regulatory compliance, the Department operates under a comprehensive Governance, Ethics and Compliance framework. These systems, managed through its Governance and Compliance, align operational conduct with core institutional values. Central to this mandate, the Department proactively embeds a values-based culture by deploying robust systems that monitor conduct and promote accountability. By aligning these internal controls with the Department's strategic goals, the framework ensures that legal obligations are not merely met, but are woven into the fabric of daily operations, thereby safeguarding the Department's reputation and public trust.

Contract Management and Monitoring Capability

A contract management and monitoring capability and strategy to mitigate contract delivery risk throughout the Department was created in 2022. Notwithstanding the establishment of this new contract management unit in the head office structure, the posts remain vacant thus impacting the implementation of a contract management and monitoring strategy. This is part of the current review of the organisational structure to build capacity.

The Department has an established contract management policy and strategy that outlines the roles and responsibilities of stakeholders. Collaboration between contract users and Supply Chain Management (SCM) is essential for managing supplier performance and mitigating contract delivery risk.

The SCM unit maintains a contract register since 2016 and is exploring the implementation of an electronic system for contract and expenditure management as part of the Department's digital transformation.

Organisation-Wide Skills Assessment

An Organisation Wide Skills Assessment is used to determine the current skills mix and the interventions, including an expedited capacitation drive, required to optimise service delivery. The department has embarked on a skills audit within its Middle and Senior Management Services to ensure that managers have the necessary capacity to deliver on their responsibilities as public officials and provide the best possible services to the South African citizens. The National School of Government (NSG) is championing the skills audit project, and the Human Science Research Council (HSRC) has been appointed to undertake the survey work. The skills audit for Infrastructure and Front-line Service Delivery departments is underpinned by the

Presidential pronouncement during the 2023 State of Nation Address (SONA) pertaining to the professionalization of the public service.

The first phase of the project (desktop analysis) has been concluded, and the Situational Analysis Report has been developed to influence the short-term skills development initiatives. The audit will help determine whether critical skills exist to effectively deliver economic infrastructure and essential social services. It will also recommend skills development interventions to address the identified skills gaps in both the short- and long-term.

The Skills Audit project was successfully launched on the 17th of February 2025. Draft Skills Audit Reports for all Branches were received, disseminated and input received from Branches. The project is at its conclusion stage with a draft overall (high-level) consolidated report on the findings and recommendations on the interventions is yet to be presented to EXCO for adoption and sign-off. On completion of the first cohort (MMS and SMS), the skills audit is planned to be cascaded to other levels of employees within the Department.

Organisation-Wide Maturity in Strategic Management

The GRC branch, through the Risk Management Unit, conducted a strategic risk review and assessment for the forthcoming 2025/26 financial year to support the achievement of five key outcomes. This process led to the identification of 12 institutional (strategic) risks, along with operational risks for the financial year. The enhanced risk management approach has facilitated the development of a risk tolerance and appetite statement, which will be used to track risk movements as part of the reporting process. Additionally, the strategic and operational risks for the 2024/25 financial year were reviewed in consultation with various branches.

The Risk Management Unit has also initiated the integration of risk indicators into the departmental risk register. Efforts to enhance the risk registers are ongoing, incorporating inputs from governance structures to strengthen the Department's risk management framework.

The department is aligning its Business Continuity Plan (BCP) with the Disaster Recovery Plan (DRP). A site has been established and is being developed into a data centre.

The Department has implemented a 4-level risk maturity model: Naïve (unaware of risk management needs), Novice (culture does not recognise risk management), Normalised (formalised risk processes integrated into routine practices), and Natural (proactive risk management culture with widespread staff application of risk processes).

Clean Audit

The department's Main Account maintained the unqualified audit opinion in 2024/25 financial year. Performance information, which is audited in the Main Account for all departmental (Main Account and the PMTE) programmes, continues to be the Achilles Heel for the Main Account to obtain a clean audit. Focus will be put on

addressing the audit issues identified that caused qualification on performance information.

The auditing of the PMTE audit in 2024/25 financial year was only concluded on 11 September 2025 due to delays experienced before and during the audit process. The PMTE maintained the qualified audit opinion. However, although the property, plant and equipment as well as payables from exchange transactions: Opex projects qualification were resolved, the PMTE has regressed in the number of qualification matters compared to the previous year. Since the conclusion of the audit, the following activities will be maintained to address the audit issues identified:

- Develop a long-term audit action plan to address the findings from the 2024/25 financial year regulatory audit;
- Continue to manage and track the audit action plan in the Audit Steering Committee on a bi-weekly basis.

The department will maintain processes on the following line items:

- PMTE will focus on and submit workbooks to AGSA on qualified matters, instead of a full set of interim financial statements (IFS). The workbook (limited IFS) will address deficiencies and differences on qualification matters;
- Internal Audit to perform quality assurance on the revised populations before submission to AGSA;
- Audit action plans submitted to Internal Audit to assess their adequacy and effectiveness; and
- Audit war room meetings are held to monitor progress at regional offices and head office.

PART C
MEASURING OUR
PERFORMANCE

Part C: Measuring Our Performance

7. Institutional Programme Performance Information

7.1. Programme 1: DPWI Administration

Purpose	Provide strategic leadership management and support services to the Department.
Description	To re-invent the organisation to be agile, ethical, compliant and an employer of choice through improving efficiencies and use of technologies/systems.

Sub-programmes

This programme consists of four sub-programmes:

1.1 Management	Responsible for ensuring an integrated, holistic approach to department-wide governance in accordance with its risk appetite, internal practices and external regulations, through the alignment of strategy, processes, technology and people, thereby improving efficiency and effectiveness.
1.2 Finance and Supply Chain Management	The mandate of Finance and SCM is to provide financial efficiency and effectiveness and a responsive SCM service to support the Department's business requirements. In delivering this mandate, the branch performs the functions of financial management, SCM, moveable asset management, provisioning of goods and services for the Department and ensuring compliance with internal controls.
1.3 Corporate Services	Corporate Services spearheads core business delivery through strategic support services such as information & communication technology, communications and marketing, human resources, security and physical risk management, legal services and diversity management.
1.4 Governance, Risk and Compliance	Governance, Risk and Compliance (GRC) entails the integration of all governance, risk assessment and mitigation, compliance and control activities.

Functions and Outcome Relation

This Programme has synergies with the Strategic Outcome namely:

Resilient, Ethical and Capable DPWI. The role of the programme is to align people to processes and systems to drive organisational performance, resulting in a culture conducive to an effective and efficient working environment that delivers ethically in a developmental state.

The programme will change the corporate culture and re-align management and leadership so that the strategic direction and focus can be embraced. Through aligned strategy, systems, processes and people, the DPWI can become an efficient, effective, economical and well-governed institutional organisation with an excellent reputation for bringing the transformational agenda to life.

Outcomes, outputs, performance indicators and targets

Table C1: Programme (DPWI Administration) – Outcomes, Outputs, Performance Indicators and Targets.

Outcome	Output	Output Indicator	Annual Targets						
			Audited Performance			Estimated Performance	MTEF Period		
			22/23	23/24	24/25	25/26	26/27	27/28	28/29
A Resilient, Ethical and Capable DPWI	Rate of compliance	1.1.Compliance Rate (Basket of key compliance matters)	86%	100%	74%	100%	100%	100%	100%
	Rating on ethical and leadership culture	1.2.Ethical and leadership culture rating	-	-	New indicator	51 to 70%	71 to 80%	81 to 90%	91 to 100%
	Vacancy Rate	1.3.Vacancy Rate (%)	11% Vacancy Rate	10%	14%	10%	10%	10%	10%
	Designated groups in SMS level	1.4.Percentage of Designated groups in terms of Women in SMS level and Persons with Disabilities (PWD)	Women in SMS: 40.88%	Women: 45%	Women: 41.34%	Women: 50%	Women: 50%	Women: 50%	Women: 50%
			PWD: 1.13%	PWD: 2%	PWD: 1,11%	PWD: 3%	PWD: 3%	PWD: 3%	PWD: 3%
Legal opinions and legal advice provided (within stipulated or agreed timeframes)	1.5.Percentage of legal opinions and legal advice provided (within stipulated or agreed timeframes)	-	-	New indicator	100%	100%	100%	100%	

DEPARTMENT OF PUBLIC WORKS AND INFRASTRUCTURE ANNUAL PERFORMANCE PLAN 2024/25

Outcome	Output	Output Indicator	Annual Targets						
			Audited Performance			Estimated Performance	MTEF Period		
			22/23	23/24	24/25	25/26	26/27	27/28	28/29
	Contracts drafted or vetted (within stipulated or agreed timeframes)	1.6. Percentage of contracts drafted, amended or vetted (within stipulated or agreed timeframes)	-	-	New indicator	100%	100%	100%	100%
	Litigation-related advice provided	1.7. Percentage of litigation court cases managed	-	-	New indicator	100%	100%	100%	100%
	Prioritised business processes automated	1.8. Number of prioritised business processes automated	New indicator	New indicator	2	4	4	3	3
	Financial Performance Level	1.9. Percentage Financial Performance Level	97%	97%	99%	100%	100%	100%	100%

Output indicators: annual and quarterly targets

Table C2: Programme (DPWI Administration) – Output Indicators: Annual and Quarterly Targets

Output indicator	Annual targets	Q1	Q2	Q3	Q4
1.1. Compliance Rate (Basket of key compliance matters)	100%	100%	100%	100%	100%
1.2. Ethical and leadership culture rating	80%	-	-	-	80%
1.3. Vacancy Rate (%)	10%	10%	10%	10%	10%
1.4. Percentage of Designated groups in SMS level in the Department (Women and PWD)	Women: 50%	Women: 50%	Women: 50%	Women: 50%	Women: 50%
	PWD: 3%	PWD: 3%	PWD: 3%	PWD: 3%	PWD: 3%
1.5. Percentage of legal opinions and legal advice provided (within stipulated or agreed timeframes)	100%	100%	100%	100%	100%
1.6. Percentage of contracts drafted or vetted (within stipulated or agreed timeframes)	100%	100%	100%	100%	100%
1.7. Percentage of court cases managed	100%	100%	100%	100%	100%
1.8. Number of prioritised business processes automated	4	-	-	-	4
1.9. Percentage Financial Performance Level	100%	24%	51%	74%	100%

Explanation of planned performance over the medium-term period

Rate of compliance: Measuring the Rate of Compliance (RoC) plays a crucial role in fostering a Resilient, Ethical, and Capable Department of Public Works and Infrastructure (DPWI). A comprehensive list of relevant prescripts will be developed and monitored periodically, with each compliance area targeted at 100%. It helps identify risks, ensuring proactive management and continuity of operations, while promoting ethical standards by ensuring adherence to laws and regulations, thereby building public trust. High compliance rates drive continuous improvement by identifying skill gaps and resource inefficiencies, enhancing the Department's overall capability.

It also ensures alignment with national legislation and international standards, enabling DPWI to efficiently manage resources, deliver quality public works, and contribute to sustainable development. Ultimately, measuring compliance strengthens accountability, transparency, and the Department's ability to meet its mandate effectively.

Ethical and leadership culture rate: Measuring the rate of ethical and leadership culture within the Department of Public Works and Infrastructure (DPWI) is crucial for building a resilient, ethical, and capable organisation. The aim is to establish and institutionalise a measurable Ethical and Leadership Culture Rating to assess the leadership's role in promoting ethical behaviour, integrity, accountability, and trust across the organisation. The target is to achieve a positive rating demonstrating, accountability, transparency, and improved decision-making, while fostering employee trust and engagement. A strong ethical culture enhances the Department's ability to manage crises, adapt to changes, and align with strategic goals, ensuring long-term sustainability. Regular measurement allows for continuous improvement, strengthening public trust and ensuring compliance with laws and regulations. Ultimately, this focus on ethics and leadership empowers DPWI to address challenges effectively, build resilience, and maintain a capable and ethical workforce.

Vacancy Rate: Measuring vacancy rates is vital for fostering a resilient, ethical, and capable Department. It aids in effective resource allocation and recruitment strategies by assessing workforce capacity, while also serving as a performance metric to identify areas for improvement. Maintaining a vacancy rate below 10%, (in compliance with DPSA human resource legislative), often indicates a supportive work environment, promoting employee well-being and job satisfaction. Furthermore, tracking these rates encourages diversity and inclusion in hiring practices, enhances long-term workforce planning, and fosters accountability through transparency. Overall, regular monitoring of vacancy rates empowers Departments to adapt to changing needs and maintain high ethical standards.

Designated groups in SMS level: Measuring designated groups like women and persons with disabilities (PWD) in Senior Management Service (SMS) supports gender mainstreaming initiatives by fostering diverse leadership, which enhances decision-making and innovation. It promotes ethical practices, improves morale, and helps leaders better understand community needs. Additionally, it provides role models, encourages mentorship, and enhances accountability through regular measurement. This commitment to diversity strengthens the Department's reputation and responsiveness, ultimately advancing gender equity and inclusivity.

Prioritised business processes automated: Measuring prioritised business processes automated contributes to achieving a Resilient, Ethical, and Capable DPWI by enhancing operational

efficiency, transparency, and adaptability. Automation strengthens resilience by ensuring continuous operations despite disruptions, while promoting ethical practices by reducing human error and bias, fostering greater accountability. It also boosts the Department's capability by streamlining tasks, allowing employees to focus on more strategic work, thus improving overall effectiveness and enabling continuous growth and innovation.

Financial Performance Level: Measuring financial performance levels is crucial for fostering a resilient, ethical, and capable Department of Public Works and Infrastructure (DPWI). It ensures transparency and accountability, building public trust by promoting ethical decision-making and responsible resource use. Regular financial tracking optimises resource allocation, identifies risks, and enhances adaptability in the face of economic challenges. It also supports strategic planning, ensuring that growth is sustainable and aligned with public interests. Additionally, effective financial management enables timely, cost-effective infrastructure delivery, strengthens governance, and ensures compliance with regulations, ultimately enhancing the Department's overall capability and integrity.

Ultimately measuring the above outputs will contribute to the achievement of the outcome of a resilient, ethical, and capable Department of Public Works and Infrastructure. Which will create a virtuous cycle of infrastructure development that propels economic growth and improves societal well-being.

7.2. Programme 2: Intergovernmental Coordination

Purpose	Provide sound sectoral intergovernmental relations and strategic partnerships.
Description	Coordinate with provinces on immovable asset register, construction and property management, the implementation of Government Immovable Asset Management Act (2007) and the reporting on performance information within the public works sector.

Sub-Programme:

This programme consists of two sub-programmes and four entities:

2.1 Intergovernmental Relations and Co-ordination Public Entities	<p>Intergovernmental Co-ordination is a means for arranging the distinctive effort, capacity, leadership and resources of each sphere and directing these as effectively as possible towards the developmental and service delivery objectives of Government. The public works function is a shared competency between the National and Provincial Governments in accordance with Schedule 4 of the Constitution of the Republic of South Africa, 1996 (Act 108 of 1996).</p> <p>The National Department of Public Works and Infrastructure is responsible for policy formulation, determining regulatory frameworks, including setting norms and standards, and overseeing the implementation of these concurrent functions while the Provincial Department's functions are largely that of implementation within the National Framework.</p>
2.2 Professional Services	<p>The core function of Professional Services Branch (PSB) is to build capacity for the state and oversee, coordinate, guide and advise on successful capacity building programmes/initiatives towards the contribution of transformation objectives in the built environment.</p> <p>PSB will coordinate and manage the supply of built environment skills to support the state infrastructure delivery programme.</p>

FUNCTIONS AND OUTCOME RELATION

This Programme has synergies with the following Strategic Outcomes namely, **Coherent Government and employability and Transformed and Professionalised Built Environment (part of professionalising the State)**. To build State capacity in the Built Environment and Property Management sectors to restore the skills pipeline in the built environment and meet the country's longer-term infrastructure delivery objectives by restoring or replacing the skills pipeline that provides the wide range of skills required within the built environment.

Outcomes, outputs, performance indicators and targets

Table C3: Programme (Intergovernmental Coordination – Professional Services) - Outcomes, Outputs, Performance Indicators and Targets

Outcome	Output	Output Indicator	Annual Targets							
			Audited Performance			Estimated Performance	MTEF Period			
			22/23	23/24	24/25	25/26	26/27	27/28	28/29	
Coherent Government and employability	Approved Sector performance reports	2.1. Number of approved Sector performance reports on the implementation of the 2025 – 2030 Sector Plan	2 Sector Performance reports	2 Sector Performance reports	2	2	2	2	2	
Transformed and Professionalised Built Environment (part of)	Beneficiaries participating in the DPWI's skills Pipeline Intervention Programmes	2.2. Number of Beneficiaries participating in the DPWI's skills Pipeline Intervention Programmes ²	2 008	1 100	1266	1 200	1200	1300	1300	

² This target includes the bursaries awarded to those participating in the Built environment

Output indicators: annual and quarterly targets

Table C4: Programme (Intergovernmental Coordination – Professional Services) - Indicators, Annual and Quarterly Targets

Output indicator	Annual targets	Q1	Q2	Q3	Q4
2.1. Number of approved Sector performance reports on the implementation of the 2025 – 2030 Sector Plan	2	-	1	-	1
2.2. Number of Beneficiaries participating in the DPWI's skills Pipeline Intervention Programmes	1 200	-	-	-	1 200

Explanation of planned performance over the medium-term period

Approved Sector performance reports: Measuring approved Sector performance reports on the implementation of the 2025–2030 Sector Plan enhances the coherence of the Department of Public Works and Infrastructure (DPWI) by promoting accountability and transparency, enabling data-driven decision-making, and identifying areas for improvement. It supports the Department's concurrent mandate by ensuring coordinated implementation across national and provincial spheres, fostering stakeholder engagement, collaboration, and partnership within the sector. Additionally, consistent performance measurement creates a feedback loop that informs future planning, allowing the DPWI and built environment sector to adapt to changing needs and effectively achieve its goals.

Beneficiaries participating in the DPWI's skills Pipeline Intervention Programmes: Measuring the beneficiaries in the DPWI's Skills Pipeline Intervention Programmes is crucial for assessing the program's reach and impact, indicating the effectiveness of workforce development. It ensures that skills taught are relevant to industry needs, allows for feedback to improve accessibility, and benchmarks progress for continuous enhancement. A well-trained workforce contributes to economic growth and elevates professionalism within the built environment sector. Additionally, high participation fosters networking and collaboration, facilitating knowledge sharing and professional growth, ultimately leading to a more skilled and inclusive industry.

The above outputs which contribute to transformation and professionalisation of the built environment, coupling with a coherent departmental approach, significantly enhance infrastructure-led growth. This leads to improved efficiency and cost-effectiveness in project

management, adherence to higher quality standards, and better coordination among stakeholders. Such advancements foster a favourable investment climate, promote sustainable practices, and cultivate a skilled workforce. Additionally, they facilitate public-private partnerships and encourage community engagement, ensuring that infrastructure developments align with local needs. Together, these factors drive economic productivity and growth.

7.3. Programme 3: Expanded Public Works Programme

Purpose	Coordinate the implementation of the expanded public works programme, which aims to create work opportunities and provide training for unskilled, marginalised and unemployed people in SouthAfrica.
Description	To provide work opportunities and income support to poor and unemployed people through labour-intensive methods in the delivery of public and community assets and services, thereby contributing to development.

Sub-Programmes:

This Programme is constituted by the following Sub-programmes:

3.1 Monitoring and Evaluation	To monitor, evaluate and report on the implementation of the Expanded Public Works Programme (EPWP).
3.2 Operations	To support sector lead departments in the coordination of EPWP for successful implementation in the Infrastructure, Social and Environment and Culture Sectors. Mainstream implementation of EPWP in the Non-State sector through the Non-Profit Organisations programme.
3.3 Partnership Support	Managing stakeholder relations, coordinating economic development through enterprise development and training initiatives.
3.4 Infrastructure	Coordinates the use of labour-intensive methods in the construction and maintenance of public sector funded infrastructure projects. Labour intensive infrastructure projects under the EPWP entails: <ul style="list-style-type: none"> • using labour-intensive construction methods to provide work opportunities to local unemployed people; • providing training and skills development to the locally unemployed people; and • building cost effective and quality assets. <p>Technical support in this regard is provided to implementing public bodies.</p>
3.5 Sustainable Livelihoods Convergence and compliance	<ul style="list-style-type: none"> • Develop the EPWP Frameworks (i.e. Policies, Guidelines, and SOPs) and manage the convergence of other sectors in relation to the EPWP. • Manage the analysis of EPWP programme reports Quarterly reports to DPWI Monitoring and Evaluation (M&E), Ministry, DG, MINTOP (consolidated), MINMEC, NEDLAC, PEP-IMC, Outcomes 4, Cabinet Clusters, Parliamentary Committees. • Execute all secretariat functions of the PEP-IMC. • Coordinate audit processes for the EPWP, development of the branch Strategic Plans, APPs and quarterly reporting thereof to

various stakeholders such as NEDLAC and DPW M&E.

- Manage Knowledge Management in the EPWP Branch.

FUNCTIONS AND OUTCOME RELATION

This Programme has synergies with the Strategic Outcome namely, **Coherent Government and employability**. The Programme derives its mandate from Chapter 3 of the National Development Plan (NDP) which envisages a significant up scaling of the EPWP through to 2030 as well as, Chapter 11 which locates the EPWP as a key contributor towards social protection through income transfer into poor households. The NDP emphasises: “The provision of Work Opportunities is one of the best forms of social protection”. This is in line with the EPWP's current primary objective of providing work opportunities.

The Expanded Public Works Programme creates work opportunities through the use of labour-intensive methods across the different spheres of government as well as the creation and reporting of sustainable jobs through the operations of DPWI programmes that contributes towards the outcome of “Optimised Job Opportunities”.

Outcomes, outputs, performance indicators and targets

Table C5: Programme (Expanded Public Works Programme) - Outcomes, Outputs, Performance Indicators and Targets

Outcome	Output	Output Indicator	Annual Targets						
			Audited Performance			Estimated Performance	MTEF Period		
			22/23	23/24	24/25	25/26	26/27	27/28	28/29
Coherent Government and employability	Created work opportunities reported in the EPWP-RS by Public Bodies and/or Implementing Agents	3.1 Number of work opportunities reported by Public Bodies and/or Implementing Agents, as captured in the Expanded Public Works Programme Reporting System (EPWP-RS).	-	-	-	New Indicator	1 035 589 work opportunities reported by Public Bodies and/or Implementing Agents, as captured in the Expanded Public Works Programme Reporting System (EPWP-RS).	1 050 903 work opportunities reported by Public Bodies and/or Implementing Agents, as captured in the Expanded Public Works Programme Reporting System (EPWP-RS).	1 064, 43 work opportunities reported by Public Bodies and/or Implementing Agents, as captured in the Expanded Public Works Programme Reporting System (EPWP-RS).

Output indicators: annual and quarterly targets

Table C6: Programme (Expanded Public Works Programme) - Indicators, Annual and Quarterly Targets

Output indicator	Annual targets	Q1	Q2	Q3	Q4
3.1 Number of work opportunities reported by Public Bodies and/or Implementing Agents, as captured in the Expanded Public Works Programme Reporting System (EPWP-RS).	1 035 589 work opportunities reported by Public Bodies and/or Implementing Agents, as captured in the Expanded Public Works Programme Reporting System (EPWP-RS).	255 889 work opportunities reported by Public Bodies and/or Implementing Agents, as captured in the Expanded Public Works Programme Reporting System (EPWP-RS).	515 789 work opportunities reported by Public Bodies and/or Implementing Agents, as captured in the Expanded Public Works Programme Reporting System (EPWP-RS).	775 689 work opportunities reported by Public Bodies and/or Implementing Agents, as captured in the Expanded Public Works Programme Reporting System (EPWP-RS).	1 035 589 work opportunities reported by Public Bodies and/or Implementing Agents, as captured in the Expanded Public Works Programme Reporting System (EPWP-RS).

In addition to the work opportunities, the EPWP will also report on coordination reports produced on EPWP Implementation, analysis reports on performance by public bodies produced with regard to EPWP performance targets and EPWP Data Quality Forums convened to support reporting on the Expanded Public Works Programme Reporting System (EPWP-RS).

Explanation of planned performance over the medium-term period

Created work opportunities reported in the EPWP-RS by public bodies: Measuring work opportunities created reported in the EPWP-RS by public bodies (of which some will be created by the Department) helps ensure coherent government action and promotes employability by tracking the impact of public sector job creation on unemployment. This data allows the DPWI to align employment initiatives with national development goals, adjust strategies based on real-time feedback, and improve the quality of jobs by enhancing workers' skills. It also enables the DPWI to assess the transition from temporary EPWP roles to sustainable employment, fostering long-term career prospects. Furthermore, the measurement facilitates coordination between public and private sector efforts, ensuring a unified approach to job creation and economic growth.

Created work opportunities reported by DPWI on the EPWP-RS: Measuring Created work opportunities reported by DPWI on the EPWP-RS contributes to Coherent Government and employability by enabling the DPWI to track the effectiveness of public works programs in generating jobs, ensuring alignment with employment goals, and facilitating policy evaluation and adjustment. It promotes transparency, allowing for greater accountability in the use of public funds. Additionally, it supports skills development through job opportunities, enhancing long-term employability, and helps allocate resources efficiently to areas most in need. This data-driven approach ensures targeted interventions, fosters local economic development, and ultimately strengthens the government's ability to create meaningful employment opportunities.

7.4. Programme 4: Property and Construction Industry Policy and Research

Purpose	Promote the growth and transformation of the construction and property industries. Promote a standardised approach and best practice in construction and immovable asset management in the public sector.
Description	Promotes growth and transformation of and competition in the property sector through research and the development of policies, legislation and best practices.

Sub-Programmes:

This Programme is constituted by the following Sub-programmes:

4.1 Construction Policy Development Programme	Regulates the construction sector and related professions; Monitors the impact of policies and legislation giving effect to the regulation and transformation of the construction sector; Promotes skills development in the construction sector; and provides proactive policy responses to Government's national objectives.
4.2 Property Policy Development Programme	Regulates the property sector and related professions; Monitors the impact of policies and legislation giving effect to the regulation and transformation of the property sector; Promotes skills development in the property sectors; Develops and promotes best practice and uniformity in the management of State immovable assets throughout their lifecycle; and provides proactive policy responses to Government's national objectives.
4.3 Infrastructure programme (SIPS reports)	Establishment of Infrastructure SA as a public entity Implement; Eight Pillars of Reform to drive investment in infrastructure; Support municipalities through the Adopt-a-Municipality programme.

FUNCTIONS AND OUTCOME RELATION

This programme has synergies with the **Strategic Outcome namely, Transformed and Professionalised Built Environment, Productive Assets and Coherent Government and employability**. The Programme is to promote the growth and transformation of the Construction and Property Industries. It also promotes a standardised approach and best practice in construction and immovable asset management in the public sector.

Outcomes, Outputs, Performance Indicators and Targets³

Table C7: Programme (Property and Construction Industry Policy and Research) - Outcomes, Outputs, Performance Indicators and Targets

Outcome	Output	Output Indicator	Annual Targets							
			Audited Performance			Estimated Performance	MTEF Period			
			22/23	23/24	24/25	25/26	26/27	27/28	28/29	
Coherent Government and employability	Developed Construction Industry Development Board Amendment Bill	4.1. Construction Industry Development Board Amendment Bill Developed	CIDB Amendment Bill not submitted to Minister	CIDB Amendment Bill submitted to Minister towards introduction to Cabinet	Inputs for public participation processes were consolidated.	CIDB Amendment Bill introduced to Parliament for parliamentary process	Draft CIDB Amendment Bill produced for Parliamentary Processes	-	-	
	Developed Public Works Bill	4.2. Public Works Bill Developed	-	-	Internal Memorandum was not submitted to Minister. Draft Public Works Bill not revised.	Public Works Bill introduced to Parliament for parliamentary process	Draft Public Works Bill produced for Parliamentary Processes	-	-	
	Developed GIAMA Amendment	4.3. GIAMA Amendment Bill amended	-	-	New indicator	GIAMA Amendment Bill introduced	GIAMA Amendment Bill	-	-	

³ Where a target is not included in the indicator, the parliamentary process will take place whereby the DPWI supports the process through oral and written responses.

Outcome	Output	Output Indicator	Annual Targets							
			Audited Performance			Estimated Performance	MTEF Period			
			22/23	23/24	24/25	25/26	26/27	27/28	28/29	
	nt Bill						to parliament for parliamentary process	produced for Parliamentary Processes		
	Amended Infrastructure Development Act	4.4. Infrastructure Development Act amendment Bill developed.	New Indicator	Infrastructure Development Act Amendment Bill submitted to Minister for introduction to Cabinet for public consultations	Infrastructure Development Act Amendment Bill developed Pre-certified by the Office of the Chief State Law Adviser (OCSLA).		Infrastructure Development Act amendment Bill submitted to Minister for submission and approval by Cabinet.	Infrastructure Development Act amendment Bill submitted to Minister for submission and approval by Cabinet for introduction to parliament.	Infrastructure Development Act amendment Bill undergoing parliamentary processes.	-

Outcome	Output	Output Indicator	Annual Targets							
			Audited Performance			Estimated Performance	MTEF Period			
			22/23	23/24	24/25	25/26	26/27	27/28	28/29	
	Implementation reports on the status of Strategic Integrated Projects (SIPs) submitted	4.5. Number of implementation reports on the status of Strategic Integrated Projects (SIPs) submitted	-	New indicator	4 implementation reports on the status of Strategic Integrated Projects (SIPs) submitted	4 implementation reports on the status of Strategic Integrated Projects (SIPs) submitted	3 implementation reports on the status of Strategic Integrated Projects (SIPs) submitted	3 implementation reports on the status of Strategic Integrated Projects (SIPs) submitted	3 implementation reports on the status of Strategic Integrated Projects (SIPs) submitted	
	Infrastructure projects submitted for funding / financing platforms	4.6. Number of infrastructure projects submitted to funding / financing platforms	-	-	New indicator	New indicator	4 infrastructure projects submitted to funding / financing platforms	4 infrastructure projects submitted to funding / financing platforms	4 infrastructure projects submitted to funding / financing platforms	
Increase d infrastructure	Infrastructure projects completed in	4.7. Number of infrastructure projects completed in	-	New indicator	2 projects completed	6 Business Cases	Funding for 6 projects in 4	Implementation of 6 projects	-	

Outcome	Output	Output Indicator	Annual Targets						
			Audited Performance			Estimated Performance	MTEF Period		
			22/23	23/24	24/25	25/26	26/27	27/28	28/29
	municipalities through the Adopt-a-Municipality Pilot programme	municipalities through the Adopt-a-Municipality Pilot programme			in 1 municipality	completed for 4 municipalities	municipalities mobilised	completed in 4 municipalities	

Output indicators: annual and quarterly targets

Table C8: Programme (Property and Construction Industry Policy and Research) Indicators, Annual and Quarterly Targets

Output indicator	Annual targets	Q1	Q2	Q3	Q4
4.1 Construction Industry Development Board Amendment Bill Developed.	CIDB Amended Bill produced for Parliamentary Processes.	Engagement with the drafter to revise the Draft Bill for Nedlac Processes.	None	Memo to Gazette Minister's intention to take the final revised Bill for cabinet's consideration produced and routed.	Memo to the Minister produced for processing the Bill for Parliamentary Processes.
4.2 Public Works Bill Developed	Public Works Bill produced for Parliamentary Processes.	Memo to Gazette the Draft Bill for Public Comments produced and routed.	Revised Draft Bill produced and sent for certification by OCSLA.	Memo for approval to engage with Nedlac produced and routed.	Memo to the Minister produced for processing the Bill for Parliamentary Processes.
4.3 GIAMA Amendment Bill Developed	GIAMA Amendment Bill produced for Parliamentary Processes.	Memo to Gazette the Draft Bill for Public Comments produced and routed.	Revised Draft Bill produced and sent for certification by OCSLA.	Memo for approval to engage with Nedlac developed and routed.	Memo to the Minister produced for processing the Bill for Parliamentary Processes.
4.4 Infrastructure Development Act amendment Bill developed.	Infrastructure Development Act amendment Bill submitted to Minister for submission and approval by Cabinet for introduction to parliament.	Consultation engagements conducted and concluded with National Treasury and the Department of Public Service and Administration on the Infrastructure Development Act Amendment Bill	Infrastructure Development Act Amendment Bill submitted to the Minister for submission to Cabinet for consideration and approval for public consultation.	Infrastructure Development Act Amendment Bill gazetted for public consultation.	Infrastructure Development Act amendment Bill submitted to Minister for submission and approval by Cabinet for introduction to Parliament

Output indicator	Annual targets	Q1	Q2	Q3	Q4
		and supporting Business Case.			
4.5 Number of implementation reports on the status of Strategic Integrated Projects (SIPs) submitted	3 implementation reports on the status of Strategic Integrated Projects (SIPs) submitted	-	1	1	1
4.6 Number of infrastructure projects submitted to funding / financing platforms	4 infrastructure projects submitted to funding / financing platforms	1 infrastructure project submitted to funding / financing platforms	1 infrastructure project submitted to funding / financing platforms	1 infrastructure project submitted to funding / financing platforms	1 infrastructure project submitted to funding / financing platforms
4.7 Number of infrastructure projects completed in municipalities through the Adopt-a-Municipality Pilot programme	Funding for 6 projects in 4 municipalities mobilised	Inception reports completed on 6 draft Business Cases (Feasibility)	Options analysis reports completed on 6 draft Business Cases (Feasibility) Potential financiers identified and funding options submitted	Cost benefit analysis financial modelling and draft Business Case developed	Final Business case (feasibility studies) approved for 6 infrastructure projects in 4 municipalities Funding for 6 projects in 4 municipalities mobilised

Explanation of planned performance over the medium-term period

Implementation of the legislative reform programme over the medium-term period will be undertaken within a complex intergovernmental and Cabinet approval environment. Progress on the amendments to the Construction Industry Development Board Act, the Public Works Bill, the GIAMA Amendment Bill, and the Infrastructure Development Act is dependent on interdepartmental consultations, regulatory impact assessments, Cabinet processes, and Parliamentary programming. These processes have resulted in extended timeframes for finalisation. As a result, planned performance over the medium term will prioritise completion of outstanding consultations, refinement of policy and legislative drafts, submission to Cabinet, and preparatory institutional arrangements to ensure readiness for implementation once legislation is enacted.

Amended Construction Industry Development Board Act, 2000 (Act 38 of 2000):

Over the medium term, the focus will be on finalising the proposed amendments and advancing the legislative process through Cabinet and Parliamentary stages. The amendments are intended to strengthen the CIDB's regulatory mandate, support transformation objectives, and improve compliance across the construction sector. While enactment timelines remain subject to external legislative processes, preparatory work will continue to enhance regulatory frameworks, promote inclusive participation, and support improved performance of public and private sector clients. These interventions are expected to contribute to improved industry standards, increased employment opportunities, and enhanced investor confidence once implemented.

Developed Public Works Bill:

Planned performance will centre on progressing the Public Works Bill through the required legislative stages, including stakeholder engagements and Cabinet processes. The Bill seeks to establish a coherent legal framework for public works delivery, clarify institutional roles and responsibilities, strengthen coordination across spheres of government, and enhance financial accountability. During the medium term, emphasis will be placed on completing policy alignment and legislative drafting to enable future implementation that supports strategic infrastructure planning, evidence-based decision-making, and improved governance of public works programmes.

GIAMA Amendment Bill:

Medium-term activities will focus on advancing amendments to the Government Immovable Asset Management Act to strengthen asset planning, maintenance, and utilisation across government. While enactment is subject to legislative timelines, preparatory measures will continue to standardise asset management practices, improve data quality on immovable assets, and enhance coordination between departments. These efforts are intended to improve transparency, reduce duplication, and support more informed budgeting and service delivery decisions once the amendments come into effect.

Infrastructure Development Act amendments and establishment of Infrastructure South Africa (ISA):

Performance over the medium term will prioritise submission of the Infrastructure Development Act amendments to Parliament and continued institutional preparations for the establishment of

Infrastructure South Africa as a public entity. These amendments are critical to strengthening infrastructure planning, prioritisation, and delivery. In parallel, interim arrangements will support monitoring of priority projects, refinement of infrastructure pipelines, and alignment with national development objectives, pending formal establishment of ISA.

Implementation reports on the status of Strategic Integrated Projects (SIPs):

Regular reporting on SIPs will continue throughout the medium-term period to support transparency, accountability, and evidence-based decision-making. These reports will track project progress, expenditure, and employment impacts, enabling optimisation of resources and early identification of implementation constraints. This monitoring function also supports workforce development planning and alignment of skills supply with infrastructure demand.

Status reports on project preparation:

The Department will continue producing status reports on project preparation to strengthen readiness for implementation. These reports will inform prioritisation, highlight bottlenecks, and guide corrective actions. Ongoing monitoring of project preparation contributes to improved planning quality, stakeholder alignment, and more efficient infrastructure delivery over time.

The Medium-Term Development Plan (MTDP) outlines key interventions including the implementation of the Eight Pillars of Infrastructure Reform, advancement of mega projects worth 3 billion, support to municipalities through the Adopt-a-Municipality programme, tracking of public sector infrastructure investment, and execution of public-private partnership projects. Pending the formal establishment of ISA, these interventions will be supported through interim coordination mechanisms and regular performance reporting to ensure continuity of oversight, transparency, and alignment with national priorities.

Over the medium term, increased Gross Fixed Capital Formation (GFCF) as a percentage of GDP remains a key indicator of infrastructure investment and economic recovery. While legislative reforms provide an enabling framework, parallel efforts will focus on strengthening project pipelines, improving preparation quality, and attracting private sector participation. These measures are expected to stimulate job creation, support inclusive economic growth, and enhance the sustainability of infrastructure delivery, subject to the successful progression of the legislative programme.

7.5. Programme 5: Prestige Policy

Purpose	Provide norms and standards for the prestige accommodation portfolio and meet the protocol responsibilities for State functions.
Description	To oversee the efficient delivery of identified services to Prestige

Sub-Programmes:

This programme is constituted by the following sub-programmes:

5.1 Prestige accommodation and State functions	To manage the delivery of services to prestige clients in accordance with approved prestige policy frameworks. The frameworks direct the provision and maintenance of movable and immovable assets for prestige clients aligned to the Ministerial Handbook and the effective management of State events.
5.2 Parliamentary Villages Management Board	To oversee the Parliamentary Villages with respect to general oversight, client relationship management and providing service excellence with respect to identified services to Prestige Clients

FUNCTIONS AND OUTCOME RELATION

This programme has synergies with one **Strategic Outcome namely, Coherent Government and employability**. The Prestige Policy Programme is responsible for the development of policy norms and standards for strategic institutions used by Prestige clients which includes the National Parliament and the Union Buildings as well as the development of policy and norms and standards for the provision of accommodation for Prestige clients. The Programme is also responsible for the provision and maintenance of movable assets (office and residential) and movable structures for State events.

Prestige clients comprise of the President, Deputy President, Former President and Former Deputy President (referred to as Category I (a) and (b) clients), Members of the Executive, Presiding Officers, Chairperson and Deputy Chairperson of the house of Traditional Leaders, Chief Justice and Deputy Chief Justice, eminent persons declared by the President (referred to as Category II clients), Members of Parliament, Directors- Generals and Sessional Officials (referred to as Category III clients).

The strategies that will be pursued include improved customer relations through active management of client relations, effective management of lease related payments by Prestige clients and improved accommodation through accommodation enhancement

Outcomes, Outputs, Performance Indicators and Targets

Table C9: Programme (Prestige Policy) - Outcomes, Outputs, Performance Indicators and Targets

Outcome	Output	Output Indicator	Annual Targets						
			Audited Performance			Estimated Performance	MTEF Period		
			22/23	23/24	24/25	25/26	26/27	27/28	28/29
Coherent Government and employability	Planned state events supported with movable structures	5.1. Number of Planned state events supported with movable structures	5 (+ 7 unplanned events resulting of 12 state events supported for the year)	5 Planned	23 successful State events with supported infrastructure, 9 planned events 14 unplanned events	8 Planned State events supported with movable structures	8 Planned State events supported with movable structures	8 Planned State events supported with movable structures	8 Planned State events supported with movable structures
	Complete movable asset register	5.2. A complete movable asset register	-	-	New indicator	1 complete movable asset register	1 complete movable asset register	1 complete movable asset register	1 complete movable asset register
	Provision of moveable assets from a condition assessment register of moveable assets	5.3. Percentage of provision of moveable assets from a condition assessment register of moveable assets.	-	100% of provision of moveable assets from a condition assessment register of moveable assets	83,86%	100%	100% Outsource service and complete condition assessment &	20% of residences (approx. 80 dwellings) provisioned, replace	40% of residences provisioned/replaced/dissposed (≈160 dwellings) 60% Acceleration phase

Outcome	Output	Output Indicator	Annual Targets							
			Audited Performance			Estimated Performance	MTEF Period			
			22/23	23/24	24/25	25/26	26/27	27/28	28/29	
								comprehensive movable asset register.	disposed of furniture and movable assets informed by the asset condition assessment register.	(scaled implementation)

Output indicators: annual and quarterly targets

Table C10: Programme (Prestige Policy) - Indicators, Annual and Quarterly Targets

Output indicator	Annual targets	Q1	Q2	Q3	Q4
5.1 Number of planned state events supported with movable structures	8	2	2	1	3
5.2 A complete movable asset register	1 complete movable asset register	-	-	-	1 complete movable asset register
5.3 Percentage of provision of moveable assets from a condition assessment register of moveable assets	100%	25%	25%	25%	25%

Explanation of planned performance over the medium-term period

Planned state events supported with movable structures: The programme has two main functions: providing moveable assets for state events and maintaining prestige client accommodation. It manages support for state events such as SONA, Budget speeches, inaugurations, state visits, and presidential awards. The programme also oversees the maintenance of prestigious accommodations for clients, including presidential, ministerial, and parliamentary residences. The programme will be reorganized within the Department to prioritise client needs and improve service delivery.

Complete movable asset register: The Department will maintain compliance with asset management frameworks governing the provision and maintenance of movable and immovable assets for prestige clients, in alignment with the Ministerial Handbook. This will be supported by the development, completion, and maintenance of a comprehensive and verified movable asset register for prestige properties, ensuring accurate accounting, tracking, and reporting of assets.

7.6. Programme 6: PMTE Administration

Purpose	Provide leadership, strategic management, governance and administrative support to the Property Management Trading Entity (PMTE).
Description	The programme ensures effective leadership in accordance with legislation and accountability through organisational strategy and performance driven management, strengthened by sound governance, and appropriate administrative systems to enable the PMTE through converged innovative best practice solutions and standards.

SUB-PROGRAMMES:

This Programme is constituted by the following four Sub-Programmes:

6.1 Management Leadership	Office of the Head of PMTE and related services providing strategic leadership, governance and administration support.
6.2 Operations Support Management	Provision of operations support and enabling services.
6.3 Financial and Accounting Management (Finance)	Provision of effective and efficient financial management through sustainable sound internal control measures.
6.4 Supply Chain Management (SCM)	Provision of effective purpose orientated Supply Chain Management to realize inclusive economic growth.

FUNCTIONS AND OUTCOME RELATION

This Programme has synergies with the Strategic Outcome namely, **A Resilient, Ethical and Capable DPWI**. The key role of the Programme is aligning people to processes and systems to drive organisational performance and therefore create an inculcated culture conducive to an effective and efficient working environment which delivers ethically in a developmental state.

The Programme will strive to change the corporate culture, realign management and leadership so that the strategic direction and focus can be embraced. Through aligned strategy, systems, processes and people, the DPWI can become efficient, effective and economical to improve a well governed institutional organization with an excellent reputation and image for the materialization of the transformational agenda.

Outcomes, Outputs, Performance Indicators and Targets

Table C11: Programme (PMTE Administration) – Outcomes, Outputs, Performance Indicators and Targets

OUTCOME	OUTPUTS	OUTPUT INDICATOR	ANNUAL TARGETS						
			Audited/Actual Performance			Estimated Performance	MTEF Period		
			22/23	23/24	24/25	25/26	26/27	27/28	28/29
A Resilient, Ethical and Capable DPWI	Financial Performance Level	Percentage Financial Performance Level	97%	97%	97%	100%	100%	100%	100%

Output indicators: annual and quarterly targets

Table C12: Programme (PMTE Administration) - Indicators, Annual and Quarterly Targets

OUTPUT INDICATOR	ANNUAL TARGET	Q1	Q2	Q3	Q4
Percentage Financial Performance Level	100%	23%	49%	76%	100%

7.7. Programme 7: Real Estate Investment Services

Purpose	To optimise utilisation and maximise the value of the State Property Portfolio.
Description	This Programme aims at achieving an efficient, effective and competitive State Property Portfolio in order to provide cost-effective accommodation to other state departments, so they derive at costs savings, meet their service delivery objectives and to realise the preservation and growth of the State's asset portfolio. This is done through the optimal utilisation and maximising (investment stock) the value of the State Property Portfolio. The Programme further aims to integrate the planning and development of government infrastructure with the sector departments, provinces and municipalities to address historic spatial imbalances and to pursue future development.

Sub-Programmes

This Programme is constituted by the following four Sub-programmes:

7.1 User Demand Management	To determine user needs by developing comprehensive knowledge of user requirements in line with their service delivery priorities and ensure optimal level of statutory compliance for compilation of development of User Asset Management Plans in line with GIAMA.
7.2 Planning and Precinct Development	To plan and develop integrated government precincts in urban and rural areas for improved government accommodation and enhanced service delivery.
7.3 Property Performance Management	To manage property performance and provide investment decisions to ensure sustainable life cycle immovable asset management and a responsive and value driven property portfolio under the custodianship of the Department of Public Works and Infrastructure.
7.4 Portfolio Analysis	To ensure appropriate investment decisions supporting accommodation solutions that optimise the performance of the immovable asset portfolio under PMTE custodianship.
7.5 Technical Services	To provide built environment technical services to DPWI and User departments, oversee the compliance with the acceptable norms, standards and specifications, and provide advice during planning, designing and procurement phases.

FUNCTIONS AND OUTCOME RELATION

This Programme has synergies with all five Outcomes namely, *Resilient, Ethical and Capable DPWI; Coherent Government and employability; Sustainable Infrastructure Investment and Infrastructure Delivery; Asset management Optimisation; Transformed and Professionalised Built Environment (part of professionalising the State).*

Outcomes, Outputs, Performance Indicators and Targets

Table C13: Programme (Real Estate Investment Services) - Outcomes, Outputs, Performance Indicators and Targets

Outcome	Output	Output Indicator	Annual Targets						
			Audited Performance			Estimated Performance	MTEF Period		
			22/23	23/24	24/25	25/26	26/27	27/28	28/29
Coherent Government and employability	Properties processed for investment decision to facilitate: letting out & strategic development	7.1. Number of properties processed for investment decision to facilitate: letting out & strategic development	-	-	396 properties processed for letting of government properties	200 properties processed for letting out	100 properties processed for letting out	100 properties processed for letting out	100 properties processed for letting out
			-	-	37 properties identified and confirmed for strategic development	25 properties processed for strategic development	10 properties processed for strategic development	10 properties processed for strategic development	10 properties processed for strategic development
	Precinct Plans	7.2. Number of Precinct Plans developed.	1 Precinct Plan completed for Polokwane Precinct	1 Precinct Plan completed for Kunye precinct in Johannesburg	7 Precinct Plans developed	5 Precinct Plans Developed	5 Precinct Plans Developed	5 Precinct Plans Developed	5 Precinct Plans Developed
	Fully functional C-	7.3. GIAMA compliant	-	-	New indicator	1	1	1	1

Outcome	Output	Output Indicator	Annual Targets						
			Audited Performance			Estimated Performance	MTEF Period		
			22/23	23/24	24/25	25/26	26/27	27/28	28/29
	AMP and U-AMP (GIAMA compliant)	fully functional C-AMP and U-AMP (Section 6)							

Outcomes, Outputs, Performance Indicators and Targets

Table C14: Programme (Real Estate Investment Services) - Indicators, Annual and Quarterly Targets

Output indicator	Annual targets	Q1	Q2	Q3	Q4
7.1. Number of properties processed for investment decision to facilitate: letting out & strategic development	100 properties processed for letting out	20 properties processed for letting out	40 properties processed for letting out	20 properties processed for letting out	20 properties processed for letting out
	10 properties processed for strategic development	2 properties processed for strategic development	3 properties processed for strategic development	2 properties processed for strategic development	3 properties processed for strategic development
7.2. Number of Precinct Plans developed.	5 Precinct Plans Developed	-	-	-	5 Precinct Plans Developed
7.3. GIAMA compliant fully functional C-AMP and U-AMP (Section 6)	1	-	-	-	1

Explanation of planned performance over the medium-term period

Properties processed for investment decision to facilitate: letting out & strategic development:

Measuring the number of properties processed for letting out and strategic development contributes to coherent governance by providing data for informed policy decisions, efficient resource allocation, and sustainable urban planning. This helps governments manage housing markets, prevent economic instability, and ensure infrastructure meets demand. For employability, it creates job opportunities in construction, real estate, and property management while fostering skill development and entrepreneurship in related fields. Furthermore, tracking property development can promote affordable housing, social equity, and community engagement, ultimately improving access to housing and enhancing economic participation.

Precinct Plans: Measuring the number of precinct plans developed plays a crucial role in promoting sustainable infrastructure investment and delivery. These plans facilitate strategic planning by identifying development areas that align with sustainability goals, ensuring efficient resource allocation. They encourage community engagement, leading to inclusive projects that address local needs, and help manage risks by highlighting potential challenges in infrastructure

delivery. As performance metrics, it is based on the analysis of the DPWI Strategic Spatial Framework, which guides spatial planning in prioritised areas to support integrated development and optimise infrastructure delivery. Furthermore, they motivate a focus on sustainable practices and enable the integration of various infrastructure systems, promoting synergy and efficiency. Overall, the development of multiple precinct plans contributes to a comprehensive vision for urban growth, ensuring that infrastructure investments are resilient and adaptable to future challenges.

7.8. Programme 8: Construction Project Management (CPM)

Purpose	To provide effective and efficient delivery of accommodation needs for DPW and user departments through construction.
Description	To provide project and programme management through project implementation planning and design development for the Department by delivering the construction of projects for the user departments.

Sub-Programmes

This Programme is constituted by the following two Sub-programmes:

8.1 Construction Project Planning	To plan for project delivery through project implementation planning, procurement of professionals, design development and appointment of contractors based on the needs of user departments.
8.2 Construction Project Management	To programme and project manage the delivery of construction projects within the parameters of time, cost and quality as per the requirements of user department.

FUNCTIONS AND OUTCOME RELATION

The Programme manages infrastructure projects for client departments, contributing to **Coherent Government** by integrating planning, creating jobs, and promoting Sustainable Infrastructure Investment from planning, site clearance, project monitoring to project completion Performance indicators, such as on-time and on-budget project completion, will measure efficiency. Planning new projects will include maintenance costs to prevent deterioration. Monitoring progress will involve implementing a project management system for efficient management and decision-making.

Outcomes, Outputs, Performance Indicators and Targets

Table C15: Programme (Construction Project Management) - Outcomes, Outputs, Performance Indicators and Targets

Outcome	Output	Output Indicator	Annual Targets						
			Audited Performance			Estimated Performance	MTEF Period		
			22/23	23/24	24/25	25/26	26/27	27/28	28/29
Sustainable Infrastructure Investment and Infrastructure Delivery	Completed infrastructure projects	8.1. Number of infrastructure projects completed capital works projects	95	109	77	78	60	65	65
	Designs completed	8.2. Number of Designs Completed	87	154	54	105	74	80	80
	Infrastructure projects at Procurement stage	8.3. Number of infrastructure projects at Procurement stage	-	-	New indicator	68 consultants	48 consultants	60 consultants	60 consultants
						88 Contractor	95 Contractor	100 Contractor	100 Contractor

Outcome	Output	Output Indicator	Annual Targets						
			Audited Performance			Estimated Performance	MTEF Period		
			22/23	23/24	24/25	25/26	26/27	27/28	28/29
		8.4. Number of created work opportunities reported by DPWI (CPM) on the EPWP-RS.	-	-	-	New indicator	5 162	5 162	5 162

Outcomes, Outputs, Performance Indicators and Targets

Table C16: Programme (Construction Project Management) Indicators, annual and quarterly targets

Output indicator	Annual targets	Q1	Q2	Q3	Q4
8.1 Number of infrastructure projects completed	60	7	19	33	60
8.2 Number of Designs Completed	74	19	27	18	10
8.3 Number of infrastructure projects at Procurement stage	48 Consultants	7	13	18	10
	95 Contractor	13	28	27	27
8.4 Number of created work opportunities reported by DPWI (CPM) on the EPWP-RS.	5 162	516	1 032	1 549	2 065

Explanation of planned performance over the medium-term period

Completed infrastructure projects: Measuring the number of completed infrastructure projects is vital for promoting sustainable infrastructure investment and delivery. The intention is to accelerate service delivery by ensuring that all infrastructure projects are completed. This data enables performance evaluation, informs resource allocation, and enhances risk management by providing clear accountability. It also helps assess the environmental, social, and economic impacts of projects, guiding policymakers in developing effective strategies. Furthermore, transparency in project outcomes builds stakeholder confidence and contributes to better long-term planning, ensuring future infrastructure aligns with sustainability goals and community needs.

The **Welisizwe Rural Bridges Programme** is being rolled out to help rural communities access schools, workplaces, and amenities safely and easily. The Department is collaborating with local municipalities, and Provincial Transport Departments and the Defence force to implement this initiative. The programme seeks to contribute to infrastructure development, job creating, skills development and economic impact in those communities.

The **Small Harbours Programme** will continue on the redevelopment of existing small harbours and the development of new harbours in identified provinces and regions. These initiatives seeks to unlock economic value, stimulate regional development, and attract private sector investment.

7.9. Programme 9: Real Estate Management Services

Purpose	To timeously provide and manage suitable accommodation in support of user needs to meet their service delivery objectives.
Description	The Real Estate Management division (REMS) is structured and capacitated to implement the asset management strategy by providing suitable and cost-effective accommodation to state departments, to facilitate service delivery objectives through the effective deployment of freehold properties, and the efficient acquisition and management of leasehold accommodation.

Sub-Programmes

This Programme is constituted by the following Sub-programmes:

9.1 Management of Freehold Property	To optimally manage the freehold portfolio to support service delivery and generate revenue and extend the life cycle of the properties.
9.2 Land Administration and Management	Management of land parcels.
9.3 Surplus Freehold Stock (Revenue) Management	To drive and create a funding stream for capital maintenance and improvements to extend the life cycle of existing freehold properties.
9.4 Leasehold Management	To effectively and efficiently manage the leasehold portfolio and ensure accommodation is procured in accordance with approved user departments' needs.

FUNCTIONS AND OUTCOME RELATION

This Programme has synergies with four main Outcomes namely, ***Asset Management Optimisation, Transformed and Professionalised Built Environment (part of professionalising the State) and Coherent Government and employability.***

In terms of Asset Management Optimisation and Transformed and Professionalised Built Environment the Programme contributes to the GDP through reduction of unemployment, reduction of lease expenditure from government and taxes, and also leases will generate revenues from property.

With respect to Coherent Government and employability, the role of the Programme relates to the provision of the classes of Assets components UCA/ Government owned property which are suitable and compliant. There is a disposal portion to make property available, create jobs, land available for human settlement so citizens can gain.

Outcomes, Outputs, Performance Indicators and Targets

Table C17: Programme (Real Estate Management Services) - Outcomes, Outputs, Performance Indicators and Targets

Outcome	Output	Output Indicators	Audited/ Actual Performance			Estimated Performance	Medium-Term Targets		
			22/23	23/24	24/25	25/26	26/27	27/28	28/29
Asset Management Optimisation	Reduction in size of leased in portfolio	9.1 Square meter reduction in size of leased in portfolio	-	-	New indicator	10 000	15 000	20 000	30 000
	Leases converted to lease to own (LTO) agreements	9.2 Number of leases converted to lease to own (LTO) agreements	-	-	New indicator	5	5	3	5
	State-owned properties utilised productively	9.3 Number of state-owned accommodations productively utilised (by state or private sector)	-	-	New indicator	100	125	150	200
	Publications on the property performance report	9.4 Number of publications on the property performance report	-	-	New indicator	0	1	1	1

Outcome	Output	Output Indicators	Audited/ Actual Performance			Estimated Performance	Medium-Term Targets		
			22/23	23/24	24/25	25/26	26/27	27/28	28/29
	Change in projected revenue generation	9.5 Percentage change in projected revenue generation	80%	20% increase in revenue generation through letting of state-owned properties	12,64%	20%	15%	15%	15%
	State Properties Regularized/ Recovered	9.6 Number of State Properties Regularized/ Recovered (OBB Programme)	-	New indicator	22	30	45	55	65
Transformed and Professionalised Built Environment (part of professionalising	State owned properties let out	9.7 Number of state-owned properties let out	35	134 unutilized vacant state-owned properties let out	22	60	70	85	100
Coherent Government and employability	Ha of land released	9.8 Ha of land released from the DPWI portfolio	120 997.71 Hectares (110 land parcels)	10 126 ¹⁵ hectares	48,3058	8 832	4 000	2 000	1 000

Outcome	Output	Output Indicators	Audited/ Actual Performance			Estimated Performance	Medium-Term Targets		
			22/23	23/24	24/25	25/26	26/27	27/28	28/29
Asset Management Optimisation	Commercial, Prime, Public land and buildings released to the market	9.9 Number of commercial, prime, public land and buildings released to the market	-	-	New Indicator	24	30	35	40
	Non-core assets disposed	9.10 Number of non-core assets disposed	-	-	New indicator	50	60	100	150

Output indicators: annual and quarterly targets

Table C18: Programme (Real Estate Management Services) - Indicators, Annual and Quarterly Targets

Output indicator	Annual targets	Q1	Q2	Q3	Q4
9.1. Square meter reduction in size of leased in portfolio	15 000	-	-	-	15 000
9.2. Number of leases converted to lease to own (LTO) agreements	5	-	-	-	5
9.3. Number of state-owned accommodation productively utilised (by state or private sector)	125	-	-	-	125
9.4. Publication of an annual property performance report that measures the cost of occupation space utilisation and water and electricity consumption of portfolios of state occupied accommodation to compare efficiency and benchmark against applicable benchmarks	1	-	-	-	1
9.5. Percentage change in projected revenue generation	15%	-	5%	5%	5%
9.6. Number of State Properties Regularized/ Recovered (OBB Programme)	45	-	-	-	45
9.7. Number of state-owned properties let out	70	-	35	-	35

9.8. Ha of land released from the DPWI portfolio	4000	1000	1000	1000	1000
9.9. Number of commercial, prime, public land and buildings released to the market	30	-	-	-	30
9.10. Number of non-core assets disposed	60	-	-	-	60

Explanation of planned performance over the medium-term period

Reduction in size of leased in portfolio, leases converted to LOT agreements, change in projected revenue generation and State Properties Regularized/ Recovered: Measuring the reduction in private leases, leases converted to LTO agreements, projected revenue generation from state-owned properties, and the number of state properties regularized/ recovered under the OBB Programme contributes to asset management optimization by providing data-driven insights for strategic decision-making. These metrics help assess lease performance, forecast revenues, and identify underperforming assets, enabling better financial planning and resource allocation. Regularizing/ recovered properties mitigates risks and unlocks hidden value, while improved operational efficiency leads to reduced costs and enhanced service delivery. Overall, these measurements support informed strategies that drive growth and optimise the asset portfolio.

State owned properties let out and leases let out to companies with BBEE level 1- 4 and private individuals: Measuring and managing state-owned properties in order to empowering local businesses through specific lease categories can significantly enhance the built environment. This performance measure supports economic transformation objectives by promoting inclusive participation in the property sector and ensuring compliance with procurement and leasing frameworks. It encourages collaboration among government, private companies, and non-profits, leading to innovative solutions and better service delivery. Additionally, data-driven decision-making enhances accountability, while community engagement fosters ownership and sustainability. Ultimately, these efforts align with broader social goals, promoting a more inclusive and professionalized built environment.

Ha of land released from the DPWI portfolio: The release of hectares of land from the DPWI portfolio measures the extent of state land made available in a financial year to support socio-economic objectives and promote spatial justice. Land releases are informed by programmes that address the needs of communities previously dispossessed of land, initiatives aimed at improving security of land tenure and redistribution, programmes supporting the development of human settlements and housing. This transparency promotes accountability, fosters economic opportunities for new businesses, and supports sustainable development aligned with community needs. As development projects arise, they create job opportunities and necessitate skills training, thereby boosting local employability and engaging communities in meaningful ways. Overall, effective land measurement contributes to a more integrated approach to government planning and economic growth.

Public land and buildings released to the market and non-core assets disposed: Measuring public land and buildings released to the market, as well as non-core assets disposed optimises asset management by providing accurate valuations, which helps maximise revenue and make informed decisions about whether to sell, lease, or repurpose assets. It allows for better portfolio management, ensuring that valuable assets are retained, and underperforming ones are strategically disposed of. Regular measurement also aids risk management by identifying maintenance needs and tracking market trends, reducing financial or legal risks. Furthermore, it enhances transparency and accountability, fostering public trust, and enables data-driven decision-making for long-term planning. Ultimately, this approach ensures more efficient use of public resources, including repurposing assets for community benefits and promoting sustainability.

7.10. Programme 10: Real Estate Information and Registry

Purpose	To develop and maintain the Immovable Asset Register (IAR) which supports DPWI/PMTE business requirements and to provide oversight, regulation and monitoring of the IAR for the State.
Description	To maintain an accurate and reliable Immovable Asset Register which is an authoritative source and core tool of DPWI/PMTE being utilised to discharge its mandate of providing accommodation and land to various client departments and custodians of immovable assets in order to meet the service delivery and socio-economic objectives of the State. Provide guidance and support to other custodians in the compilation of the compliant immovable asset registers that will inform a single integrated Immovable repository to be used by National, Provincial and Local Government for integrated planning and implementation of infrastructure projects.

Sub-Programmes

This Programme is constituted by the following two Sub-programmes:

10.1 Asset Registry Services	The development and finalization of processes in respect of user asset management plans and custodian asset management plans ensure the effective utilization of State immovable assets for various capital, refurbishment and maintenance projects and a uniform approach for budgetary programmes. In this regard, the IAR remains core to the business of PMTE. In fact, it serves as the primary catalyst for enabling investment decisions and portfolio management.
10.2 State Land Management and AR Concurrent Mandate	Surveying of State Domestic Facilities, Vesting of land parcels and endorsement of title deeds in collaboration with other National and Provincial custodians of immovable assets through the Government Implementation Technical Committee and other governance structures of the Public Works Sector. Address management assertions, develop and review policies and frameworks to ensure uniformity and compliance in the management of immovable assets.

FUNCTIONS AND OUTCOME RELATION

This Programme has synergies with **four Outcomes namely, Asset management Optimisation, Sustainable Infrastructure Investment and Infrastructure Delivery and Coherent Government and Employability**. The Programme contributes to Coherent Government and Employability by providing physical verification in terms of the IAR enhancement Programme. The Programme plays a primary role with the following value chain stakeholders (National, Provincial and Local Government and State-Owned Entities) in the execution of DPWI mandate. Furthermore, the Programme's role is to provide the information on land available for socio-economic infrastructure investment, coordination oversight for vesting and disposal processes. The outcomes of Asset management Optimisation and Sustainable Infrastructure Investment and Infrastructure Delivery is

to facilitate the reduction in socio-economic infrastructure development backlogs; faster turnaround time in terms of transfers and ensuring Service Level Agreements with all the relevant stakeholders.

Outcomes, Outputs, Performance Indicators and Targets

Table C19: Programme (Real Estate Information and Registry) - Outcomes, Outputs, Performance Indicators and Targets

Outcome	Outputs	Output Indicator	Annual Target						
			Audited/Actual Performance			Estimated Performance	MTEF Period		
			22/23	23/24	24/25	25/26	26/27	27/28	28/29
Asset management Optimisation	Immovable assets physically verified to validate existence and assess condition	10.1. Number of immovable assets physically verified to validate existence and assess condition	18 692	21 587	19 497	21 916	21436	21 436	21 436
	Registered immovable assets aligned to municipal valuations	10.2 Number of registered immovable assets aligned to municipal valuations	-	New indicator	9 221	12 000	12 000	12 000	10 000

Output indicators: annual and quarterly targets

Table C20: Programme (Real Estate Information and Registry) - Indicators, Annual and Quarterly Targets

Output indicator	Annual targets	Q1	Q2	Q3	Q4
10.1 Number of immovable assets physically verified to validate existence and assess condition	21 436	2 000	6 478	6 479	6 479
10.2 Number of registered immovable assets aligned to municipal valuations	12 000	3 000	3 000	3 000	3 000

Explanation of planned performance over the medium-term period

Immovable assets physically verified to validate existence and assess condition: Measuring immovable assets through physical verification is essential for optimising asset management. It ensures accurate valuation and condition assessment, enabling better financial reporting and informed decision-making. Regular checks foster accountability and compliance with regulations, while also identifying maintenance needs and risks related to asset performance. This process enhances asset utilization and supports strategic planning by providing reliable data, ultimately leading to reduced costs and improved organizational efficiency.

Registered immovable assets aligned to municipal valuations: Measuring registered immovable assets in alignment with municipal valuations enhances asset management optimization by ensuring accuracy, which facilitates informed decision-making and effective financial planning. This alignment allows for improved monitoring of asset performance, compliance with regulations, and risk management. It also supports strategic decisions regarding acquisitions and disposals while promoting transparency and accountability to stakeholders. Ultimately, accurately valuing assets can attract investment and drive local economic development, creating a robust framework for maximizing value and minimizing risk in asset management.

7.11. Programme 11: Facilities Management

Purpose	To ensure that immovable assets used by government departments and the public, are optimally utilised and maintained in a safe, secure healthy and ergonomic environment while contributing to job creation, skills development and poverty alleviation.
Description	The Programme will also provide property maintenance and improvement service to the Real Estate Asset Management to meet the requirements of users in order to comply with regulatory and other policy imperatives at an acceptable life

Sub-Programmes

This Programme is constituted by the following three Sub-programmes:

11.1 Scheduled Maintenance	To provide planned maintenance (preventive maintenance and refurbishment) on state buildings to extend their useful life based on user department's basic facilities management needs in a manner consistent with regulatory and other policy imperatives at an acceptable life cycle cost.
11.2 Safety, Health, Environment, Risk & Quality Management (SHERQ-M)	To ensure compliance with SHERQ-M regulatory framework, by conducting proactive and re-active inspections at workplaces.
11.3 Unscheduled Maintenance Management	To provide unscheduled maintenance (corrective, day-to-Day emergency maintenance). To ensure appropriate response times to user departments unscheduled maintenance needs without service delivery interruptions and to promote technical and professional skills development through Service Centers.

FUNCTIONS AND OUTCOME RELATION

This Programme has synergies with **three Outcome namely, Asset management Optimisation, Sustainable Infrastructure Investment and Infrastructure Delivery and Coherent Government and Employability**. Government is the largest estate holder in the country. However, the condition of buildings is very poor and in most cases does not enable user departments to fulfil their service delivery mandate. Several buildings are an eye-sore while others are vacant and become nests

for vagrants, a haven for criminals and a health hazard. If these buildings and equipment are not maintained, it could endanger public safety.

High level condition assessments reveal a very daunting scenario indicating that the suitability, performance and functionality of these buildings is very poor and therefore requires millions of financial injections to restore them to habitable and reliable conditions.

Research has proven that it is more cost effective to provide planned maintenance for an asset rather than wait for deterioration of the building and our equipment. Additionally, properties which do not comply with legislation or regulations may result in government being faced with litigation by communities due to accidents, hazardous substances or security breaches. In 2006, the Department developed the National Infrastructure Management and Maintenance Strategy which recognises major backlogs in relation to the maintenance of public infrastructure to ensure that efforts are harnessed to resuscitate immovable assets from further extinction.

Facilities management becomes a quick fix activity which is not planned or budgeted for. Legislation governing protection, safety and health is minimally applied thus posing negative exposure to both user departments and visitors of government facilities. A review of NIMS is underway to ensure that implementation occurs.

Facilities Management offers an opportunity for government to salvage further deterioration of immovable assets and loss of value. Currently, facilities management is applied in a fragmented approach and in some cases not in line with Supply Chain Management processes⁴.

Please note that with respect to the Output Indicators various measurements are incorporated in the operational plans of this and other branches.

Outcomes, Outputs, Performance Indicators and Targets

Table C21: Programme (Facilities Management) - Outcomes, Outputs, Performance Indicators and Targets

OUTCOME	OUTPUTS	OUTPUT INDICATOR	ANNUAL TARGET						
			AUDITED/ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MTEF PERIOD		
			22/23	23/24	24/25	25/26	26/27	27/28	28/29
Asset management Optimisation	Operational term contracts	11.1 Number of operational Term contracts	163	200	466	242	266	293	322
	Facilities maintained through the Total Facilities Management Contract.	11.2 Number of Facilities maintained through the Total Facilities Management Contract.	3	4	2	12	12	12	15
	Buildings with Solar PV panels with hybrid inverter systems and BESS installed	11.3 Number of buildings with Solar PV panels with hybrid inverter systems and BESS installed	-	-	New indicator	8	1	2	4
	GBCSA new building design rated minimum 4-star Green Star certified buildings	11.4 Number of GBCSA new building design rated minimum 4-star Green Star certified buildings	-	-	New indicator	1	1	2	5

OUTCOME	OUTPUTS	OUTPUT INDICATOR	ANNUAL TARGET						
			AUDITED/ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MTEF PERIOD		
			22/23	23/24	24/25	25/26	26/27	27/28	28/29
	Office building GBCSA Existing building performance certified with minimum 4-star Green Star rating.	11.5 Number of Office building GBCSA Existing owned office buildings performance certified with minimum 4-star Green Star rating.	-	-	New indicator	1	1	0	0
	DPWI built sector professionals (including asset managers) certified as GBCSA Accredited Professionals on any GBCSA certification tools	11.6 Number of DPWI built sector professionals (including asset managers) certified as GBCSA Accredited Professionals on any GBCSA certification tools	-	-	New indicator	10	1	4	8
	Major renovation projects GBCSA certified on Net Zero Waste	11.7 Number of Major renovation projects GBCSA certified on Net Zero	-	-	New indicator	1	1	4	8

OUTCOME	OUTPUTS	OUTPUT INDICATOR	ANNUAL TARGET						
			AUDITED/ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MTEF PERIOD		
			22/23	23/24	24/25	25/26	26/27	27/28	28/29
	(certification at level 1 - construction waste)	Waste (certification at level 1 - construction waste)							
	Publication of a State of DPWI Green Building Report	11.8 Annual Publication of a State of DPWI Green Building Report in accordance with the Public Works Green Building Policy (2018)	-	-	New Indicator	1	1	1	1
		11.9 Number of created work opportunities reported by DPWI (FM: Cleaning and Gardening) on the EPWP-RS.	-	-	-	New KPI	2365	2365	2365

Output indicators: annual and quarterly targets

Table C22: Programme (Facilities Management) - Indicators, Annual and Quarterly Targets

Output indicator	Annual targets	Q1	Q2	Q3	Q4
11.1 Number of operational Term contracts	266	70	70	40	86
11.2 Number of Facilities maintained through the Total Facilities Management Contract.	12	0	4	4	4
11.3 Number of buildings with Solar PV panels with hybrid inverter systems and BESS installed	1	0	0	0	1
11.4 Number of GBCSA new building design rated minimum 4-star Green Star certified buildings	1	0	0	0	1
11.5 Number of Office building GBCSA Existing owned office buildings performance certified with minimum 4-star Green Star rating.	1	0	0	0	1
11.6 Number of DPWI built sector professionals (including asset managers) certified as	1	0	0	0	1

Output indicator	Annual targets	Q1	Q2	Q3	Q4
GBCSA Accredited Professionals on any GBCSA certification tools					
11.7 Number of Major renovation projects GBCSA certified on Net Zero Waste (certification at level 1 - construction waste)	1	0	0	0	1
11.8 Annual Publication of a State of DPWI Green Building Report in accordance with the Public Works Green Building Policy (2018)	1	0	0	0	1
11.9 Number of created work opportunities reported by DPWI (FM: Cleaning and Gardening) on the EPWP-RS.	2365	355	473	710	827

Explanation of planned performance over the medium-term period

Term contracts implemented: Measuring term contracts enhances asset management optimisation by enabling performance evaluation, cost control, and risk management. Regular assessments help identify underperforming contracts, ensuring better resource allocation and effective negotiations with suppliers. This approach supports strategic forecasting and planning, promotes compliance and accountability, and ultimately leads to improved efficiency and value from assets. By

leveraging insights gained from contract measurement, DPWI can make informed decisions that align with its broader business goals.

Facilities maintained through the Total Facilities Management Contract: Measuring facilities maintained through a Total Facilities Management contract enhances asset management optimization by enabling performance monitoring and data-driven decision-making. This approach identifies cost-saving opportunities and supports effective lifecycle management of assets, ensuring they are maintained for maximum longevity. Regular assessments also help ensure compliance with regulations and mitigate risks, while fostering improved communication among stakeholders. Additionally, tracking maintenance activities aids sustainability efforts and enhances user experience, ultimately leading to more efficient resource utilization and strategic asset management.

8. Programme Resource Considerations

DPWI Main Vote

Programmes	Audited outcome	Audited outcome	Audited outcome	Adjusted Appropriation	Medium term estimate		
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Administration	501 103	581 309	535 062	611 482	658 371	686 656	705 368
Intergovernmental Coordination	47 774	48 322	49 278	59 891	63 717	66 567	67 741
Expanded Public Works Programme	2 982 841	2 943 671	2 204 626	2 293 995	2 255 653	2 477 029	2 557 435
Property and Construction Industry Policy and Research	4 329 002	4 667 500	4 694 895	4 599 000	4 784 105	4 926 052	5 079 324
Prestige Policy	49 447	63 237	86 548	83 354	73 691	77 193	80 053
Total for Programmes	7 910 167	8 304 039	7 570 409	7 647 722	7 835 537	8 233 497	8 489 921

Expenditure overview (Summary budget)

Over the medium term, the department will continue to focus on creating work opportunities by leading and coordinating the expanded public works programme, providing policy and legislative oversight to the sector, building state capacity through facilitating skills development and strengthening the skills pipeline, and supporting sponsors of priority public infrastructure projects.

Expenditure is expected to increase at an average annual rate of 3.5 per cent, from R7.6 billion in 2026/27 to R8.5 billion in 2028/29. An estimated 82.3 per cent (R20.3 billion) of this spending is allocated to transfers and subsidies for the operations of the department's entities, the payment of wages by non-profit institutions for people employed through the expanded public works programme, and for conditional grants to provinces and municipalities for implementing the programme.

An estimated 17.6 per cent (R4.3 billion of spending over the period ahead is allocated to compensation of employees and goods and services.

The department will continue to lead and coordinate the expanded public works programme, which aims to create work opportunities using labour-intensive methods across the 3 spheres of government. An estimated R6.2 billion over the medium term is allocated for transfers and subsidies, mainly to public bodies, to carry out activities as part of the programme. In its efforts to continually improve the programme, the

department plans to monitor and evaluate reports and impact studies on the programme's implementation over the period ahead and provide a targeted 200 public bodies, such as provinces and municipalities across government, as well as non-profit organisations, with technical support in the infrastructure, social, environment and culture sectors. All departmental activities related to the expanded public works programme are carried out through the Expanded Public Works Programme programme, which is allocated R7.4 billion over the next 3 years. Of this amount, an estimated R677 million is earmarked for compensation of employees for the administration of the expanded public works programme and an estimated R539 million is allocated for goods and services, particularly for data capturing and verification, and monitoring and evaluation.

The department leads and coordinates policies and legislative frameworks that guide the implementation of the public works function at the provincial and municipal levels and oversees and manages the provinces' performance. These include the Intergovernmental Relations Framework Act (2005) and the district development model, which guide the implementation of the public works function at all levels of government. The department gives effect to these frameworks by supporting joint programmes across all 3 spheres of government through its provision of coordination and intervention services, which are aimed at improving the coherence and impact of government's service delivery across the country. The department's work in this regard involves regular meetings with sector governance structures such as the committee of the public works and infrastructure minister and members of the executive council. For the department to carry out its oversight role, R89.2 million is allocated over the period ahead in the Intergovernmental Relations and Coordination subprogramme in the Intergovernmental Coordination programme.

Building state capacity in the property management and built environment sectors is central to the department's work. To improve infrastructure delivery in the public works sector, the department plans to increase the productive capacity of built environment graduates over the next 3 years through its skills pipeline strategy. The strategy provides technical bursary schemes, internships, learnerships, property management training, artisan development and structured workplace training to expedite professional development and registration. The department plans to

implement the programme for a targeted 3 800 beneficiaries over the medium term through initiatives such as the economic reconstruction and recovery programme. For this purpose, R96 million is allocated over the period ahead in the Professional Services subprogramme in the Intergovernmental Coordination programme.

To expedite investor-friendly infrastructure projects, the department's Infrastructure South Africa division provides direct support through the allocation of project preparation services to sponsors of priority public infrastructure projects. The department will continue to support sponsors over the medium term with business planning, packaging, prefeasibility and feasibility studies, technical designs, and legal and regulatory approvals in line with the Infrastructure Development Act (2014), as amended. To prepare these projects, R983.8 million is allocated over the period ahead in the Infrastructure Development Coordination subprogramme in the Property and Construction Industry Policy and Research programme.

Programme: Resource Considerations

Management Trading Entity (PMTE)

Programmes	Audited outcome			Approved budget	Medium term expenditure estimates		
	2022/23 R'000	2023/24 R'000	2024/25 R'000	2025/26 R'000	2026/27 R'000	2027/28 R'000	2028/29 R'000
Administration	874 749	872 837	1 070 101	980 719	1 074 123	1 071 170	1 113 823
Real Estate Investment Services	179 229	159 579	170 094	195 187	200 704	206 488	214 307
Construction Management Services	3 139 999	2 744 590	2 439 951	3 451 613	3 692 769	3 841 672	3 999 809
Real Estate Management Services	12 006 339	11 780 205	12 035 426	9 127 238	9 257 289	9 989 823	10 674 929
Real Estate Registry Services	68 612	82 492	90 853	64 894	64 767	62 516	65 304
Facilities Management	3 987 626	4 258 661	3 827 870	3 644 825	3 594 174	3 743 089	3 898 008
Total	20 256 554	19 898 364	19 634 295	17 464 476	17 883 826	18 914 758	19 966 180

The Property Management Trading Entity (PMTE)

The Property Management Trading Entity was established after a decision in 2006 to devolve accommodation costs from the then Department of Public Works to client departments. The entity performs immovable asset management functions on behalf of the department, including the provision of residential and office accommodation for user departments at the national government level; and acquires, manages,

operates, maintains and disposes of immovable assets in the department's custody. The entity was established to apply professional business approaches in managing and optimising the state's immovable asset portfolio for maximum return. On a cost recovery basis, the entity finances the purchase, construction, refurbishment and maintenance of nationally owned government properties; and manages the leases of privately owned properties accommodating national departments.

Over the medium term, the entity will continue to focus on repairing, refurbishing and disposing of its assets to support efficient and integrated government service delivery for the buildings in its portfolio. To achieve these objectives, the entity plans to spend R56.7 billion over the medium term, which includes R4.4 billion for maintenance. The entity also plans to carry out refurbishment, repair and capital projects for 19 departments, including correctional service centres, police stations, courts and office buildings. These projects are expected to cost R12.5 billion over the medium term.

The entity will focus on various capital projects over the medium term to reduce its backlog of infrastructure projects and create work opportunities. Capital projects include the installation of infrastructure at the Salvokop government buildings precinct in Pretoria. Planned refurbishment work includes the Union Buildings and Bryntirion Estate in Pretoria, particularly the refurbishment of existing roads and stormwater drainage, and the construction of gates and a command centre. The parliamentary precinct, official residences and the Robben Island Museum in Cape Town are also targeted for upgrades, repairs and maintenance. An amount of R10.2 billion is set aside for this work over the medium term.

Expenditure is expected to increase at an average annual rate of 4.9 per cent, from R14.2 billion in 2025/26 to R16.4 billion in 2028/29. Spending on goods and services accounts for an estimated 71.4 per cent (R33.2 billion) of the entity's budget over the medium term, mainly for operating leases. Transfers from the department account for a projected 12.9 per cent (R6 billion) of the entity's revenue over the period ahead. Revenue is expected to increase at an average annual rate of 4.7 per cent, from R17.4 billion in 2025/26 to R20 billion in 2028/29. To provide for the devolution of funds for leased accommodation for the Commission for Gender Equality, R27.4 million over the MTEF period is shifted from the entity's budget to the budget for the commission in the Department of Women, Youth and Persons with Disabilities.

9. Key risks and mitigation

The Department has identified the following key risks which can impact on the achievement of outputs, as well as risk mitigation factors.

Outcome	Risk Title	Mitigating action
Resilient, Ethical and Capable DPWI	1. Cyber Security <i>(Cyber-attack or data breach)</i> <i>Information breach</i>	<ul style="list-style-type: none"> • Approved Cyber Security Policy (Informed by Cyber Security Acts). • Refreshing (total overhaul) of the ICT infrastructure (decommission of old systems) • Enforce the SLA/ contract clauses.
Resilient, Ethical and Capable DPWI	2. External shocks/Natural hazards <i>(Pandemic/Fires/Floods, Loadshedding , & taking into account climate change)</i>	<ul style="list-style-type: none"> • Approval of the Business Continuity Management Framework that includes the business continuity plans • Development and approval of Crisis Management Plan, Disaster recovery Plan and Business resumption Plans). • Development of Remote working Policy • Development of the emergency evacuation procedures /plan by OHS to be approved by the DG (16.1) and regions to implement OHS recommendations. • Implementation of the Welisizwe programmes.

Outcome	Risk Title	Mitigating action
Resilient, Ethical and Capable DPWI:	3. Fraud and corruption	<ul style="list-style-type: none"> • Movable assets disposal policy. • Clear policies and procedures on fraud and corruption, including zero-tolerance stance. • Consequence management (disciplinary process is informed by investigation) • Regular fraud and corruption risk assessments, especially for high-risk areas (e.g. procurement, finance, third-party relationships). • Continuous awareness campaigns and training on issues of fraud and corruption are conducted. • Review of the Departmental Consequence Management Policy in line with NT Framework to manage consequences management.
Coherent Government and Employability	4. Business Model Risk (internal to the DPWI informed by going concern, debt and overdraft owing to clients failing to pay the DPWI)	<ul style="list-style-type: none"> • Develop a robust financial model. • Update/review of the business model/SOPs.

<p>Coherent Government and Employability</p>	<p>5. Stakeholder risk</p>	<ul style="list-style-type: none"> • Stakeholder matrix (Manage Closely," "Keep Satisfied," "Keep Informed," or "Monitor) • IGR decision matrix on MINMEC agreements and interestst • SP/APP and Ops Plan Mapping (including Vision map) • EPWP Inputs: Develop and formally approve a standardised • EPWP Stakeholder Governance Framework, including escalation, dispute resolution, and • accountability protocols; Measurable Output: Framework approved by EXCO; circular issued; Target Date: 30 June 2026 • Implement a Stakeholder Risk Classification Matrix using risk-based categories (Manage Closely, Keep Satisfied, Keep Informed, Monitor) mapped to all public bodies; Measurable Output: Matrix approved and applied to 100% of stakeholders; Target Date: 31 March 2026 • Establish a formal Decision Register to track MINMEC and intergovernmental resolution commitments with compliance reporting; Measurable Output: Office of the DDG; Target Date: 31 March 2026 • Introduce a formal consequence management protocol for non-compliant public
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Outcome	Risk Title	Mitigating action
		<p>bodies, approved by EXCO; Measurable Output: Protocol approved and implemented; Target Date: 30 June 2026</p> <ul style="list-style-type: none"> • Revise Recruitment Guidelines; Measurable Output: Recruitment Guidelines approved by EXCO; Target Date: 31 March 2026

Outcome	Risk Title	Mitigating action
<p>Asset management Optimisation:</p>	<p>6. Infrastructure/Asset failures (Existential risk threatening the very mandate of the Department)</p> <p>Insufficient state resources for capital refurbishment and building of new f state assets</p>	<ul style="list-style-type: none"> • Development of Property Management Policy and strategy(including BOT, ROT, LOT and OBB). • Review OHS reporting lines internal powers (issuing of Notices for non-compliance facilities). • Develop long term funding strategies for lifecycle assets management. • Review of GIAMA and development of regulations. • Finalise PMTE Business case. • Penalties on defaulting contractors • Full implementation of the IDMS. • Disposal of non core asset.

Outcome	Risk Title	Mitigating action
<p>Transformed and Professionalised Built Environment:</p>	<p>7. Slow transformation and professionalisation on the built environment</p> <p>Untransformed and professionalised environment</p>	<ul style="list-style-type: none"> • Finalise and implement the Professionalisation of Built Environment Framework, and development of strategy for Professionalisation and Skills development for built environment for Public Service). • Facilitate the finalisation of built environment skills development strategy. • Develop an empowerment policy/master plan for transformation in the Built Environment with timelines • Develop a Professionalisation Recruitment and retention strategy. • Establish National Infrastructure skills development forum to drive the capacity building initiatives. • Revise and implement transformative SCM Prescripts and Procurement Policy. • Review, implement and monitor the Contractor Development Programme, including ring-fenced projects, in partnership with the CIDB. • Implementation of Contractor and property development/ Incubator Programme.

10. Public Entities

Public Entities reporting to the Minister of Public Works and Infrastructure:

Name of Public Entity	Mandate	Outputs	Current Budget (R thousand)	Annual
ASA	<p>Act 11 Of 2015</p> <p>The ASA derives its primary legislative mandate from ASA Act No. 11 of 2015 (hereafter the "Act"). ASA is an entity of the National Department of Public Works and Infrastructure (NDPWI), and its mandate is within the built environment domain. The legislation mandates that its impact on the built environment and public works guide the functioning and operations of ASA. In undertaking its work, ASA must consider the critical legislation that underpins the mandate of its Executive Authority, NDPWI, and generally applicable legislation that impacts ASA's core business.</p>	<ul style="list-style-type: none"> • Productive infrastructure investment • A capable ethical and development entity • Quality manufactured non-standardised products/Systems • Optimised use of non-standardised products/systems • Broadened geographic footprint of non-standardized products/systems • Dignified Client experience • Optimised job opportunities 	R33 166 000.00	
CBE	<p>Act 43 of 2000</p> <p>The Council for the Built Environment (CBE) is a Schedule 3A Public Entity as per the Public Finance Management Act (PFMA). The CBE has been a statutory body in existence since the enactment of the Council for the Built Environment Act (No 43 of 2000) (The CBE Act) in 2000. It is an entity of the Department of Public Works and Infrastructure (DPWI). The CBE is responsible for regulating the following CBEP in South Africa - Architecture, Landscape Architecture, Engineering, Property Valuation, Project and</p>	<ul style="list-style-type: none"> • Optimum Functioning Council • Transformed Built Environment • Skilled Built Environment • Informed decision-making which impacts the current and future operational requirements of the industry • Public interest in the Built Environment promoted and projected 	R53 234 000.00	

Name of Public Entity	Mandate	Outputs	Current Annual Budget (R thousand)
	<p>Construction Management Professions, and Quantity Surveying. The objectives of the CBE as per section 3 of the CBE Act are to: (a) promote and protect the interest of the public in the built environment; (b) promote and maintain a sustainable built environment and natural environment; (c) promote ongoing human resources development in the built environment; (d) facilitate participation by the built environment professions in integrated development in the context of national goals; (e) promote appropriate standards of health, safety and environmental protection within the built environment; (f) promote sound governance of the built environment professions; (g) promote liaison in the field of training in the Republic and elsewhere and to promote the standards of such training in the Republic; (h) serve as a forum where the built environment professions can discuss relevant— (i) required qualifications; (ii) standards of education; (iii) training and competence; (iv) promotion of professional status; and (v) legislation impacting on the built environment; and (i) ensure uniform application of norms and guidelines set by the councils for the professions throughout the built environment</p>		
CIDB	<p>Act 38 of 2000</p> <p>1. Provide strategic leadership to construction industry stakeholders</p>	<ul style="list-style-type: none"> Increased Participation of designated groups including 	R78 161 000.00

Name of Public Entity	Mandate	Outputs	Current Budget (R thousand)	Annual
	<ol style="list-style-type: none"> 2. Promote sustainable growth of the construction industry and the participation of the emerging sector in the industry 3. Promote improved performance and best practice of public and private sector clients, contractors and other participants in the construction delivery process 4. 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 5. Monitoring and regulating the performance of the industry and its stakeholders, including the registration of projects and contractors 	<p>blacks, women, youth and people living with disabilities</p> <ul style="list-style-type: none"> • Performance driven • Clients • Developed contractors • Ethical and Performance Driven CIDB • Reduced noncompliance and fraud 		
IDT	<p>Deed of Trust 669-91</p> <p>The Independent Development Trust (IDT) is a programme management and implementation agency of the Department of Public Works and Infrastructure. The entity manages the implementation of social infrastructure projects on behalf of [the] government in the construction, renovation, upgrading and maintenance of infrastructure facilities such as schools, clinics and hospitals, and correctional services facilities, among others. The</p>	<ul style="list-style-type: none"> • Increased Access to Quality Social Infrastructure • A Transformed Built Environment • Optimised job opportunities (through public employment Programmes) • A Compliant, Fit for Purpose Entity 	R50 808 000.00	

Name of Public Entity	Mandate	Outputs	Current Budget (R thousand)	Annual
	<p>provision and maintenance of these facilities enable the state, through relevant government departments, to achieve the progressive realisation of the following socio-economic rights provided for in the Constitution of the Republic of South Africa, 1996.</p> <p>Section 27 (1a): Everyone has the right of access to healthcare services, including reproductive healthcare:</p> <p>The IDT supports health authorities to progressively meet the right of access to health by building health facilities.</p> <p>Section 29 (1a): Everyone has the right to basic education, including adult basic education:</p> <p>The IDT supports education authorities at both national and provincial levels to provide appropriate education facilities and related infrastructure conducive to effective teaching and learning, thereby progressively achieving the right to basic education.</p> <p>Section 34 Everyone has the right to have any dispute that can be resolved by the application of law decided in a fair public hearing before a court:</p> <p>The IDT supports the Department of Justice Correctional Services in providing court and</p>			

Name of Public Entity	Mandate	Outputs	Current Annual Budget (R thousand)
	<p>correctional facilities to enable the state to deliver justice.</p> <p>Section 35(1)(e):</p> <p>The entity supports the Department of Correctional Services in delivering on its mandate of safe, humane incarceration of offenders.</p>		

11. Infrastructure Projects

No	WCS Ref	Project Description	Programme	Outputs	Start date	Completion date	Total Estimated cost	Current year Expenditure	Longitude (East/West/+X)	Latitude (North/South/-Y)
PTA REGIONAL OFFICE										
1	055180	Pretoria Rietfontein Farms PTA DPW: Replacement of Existing Perimeter Fence, Portion 25 OF THE Farm Retfontein 32 JR	Capital	Fence	21/05/2024	19/09/2026	R 32 818 558.79	R554,027.00	-26 03' 00"	27 51' 00'
2	052046	Pretoria Thaba Tshwane Emergency Dolomite call-out services (follow on to current ramp)	Capital	Water pipe burst repairs and sewer unblocking	2023/09/12	2026/09/24	R82 187 253.93	R9,184,344.77	N/A	N/A
3	052563	DOD PTA: Swartkop park Special Forces hq: repairs and upgrading of the main gate.	Capital	Repaired and upgraded guardhouse	2018/11/16	In Planning	R2 820 280.00	R0.00	25.7900' S	28.1445'E
4	053747	Pretoria SA Army college Thaba Tshwane: upgrading of kitchen equipment	Capital	UPGRADING OF KITCHEN EQUIPMENT	03 -07-2025	19-04-2019 (litigation)	R 43 000 000.00	R0.00	N/A	N/A
5	049725	Pretoria Bryntirion estate heritage, implementation of cracks repairs and underpinning of Goedehoop House	Capital	Structural repairs and underpinning of Goedehoop house	22 January 2025	22 March 2026	R12 935 322,01	R2 525 615	28°13'36 "E	"S 25°44'23

No	WCS Ref	Project Description	Programme	Outputs	Start date	Completion date	Total Estimated cost	Current year Expenditure	Longitude (East/West/+X)	Latitude (North/South/-Y)
6	056608	Pretoria central Home Affairs Regional Office: new cooperation (bvr building) request for replacement of 4 ups	Capital	Replacement	05/08/2025	15/05/2026	R 13 621 209.50	R0.00	-	-
7	056584	Pretoria Central Home Affairs DHA Bvr Building: Request For Installation of Additional Power Points, Hvac and Repairs of Fire Protection System At 12th Floor North Block	Capital	New system	10/03/2026	10/03/2027	R 5 800 000.00	R0.00	-	-
UMT REGIONAL OFFICE										
8	048275	Mthatha 14 SAI Battalion Upgrade of Finance Accounting Satelite Office	Capital	Upgrading of finance office	31/01/2026	31/06/2026	R 1 777 942	R0.00	28,65608	-31,57057
9	054093	Lusikisiki Police Station upgrading of electricity	Capital	Upgrading of electricity	15/02/2026	15/08/2026	R500 000	R0.00	-31,365793	29,564624
10	055586	Lusikisiki Police Station Installation Of Burglar Bars To Windows and Doors In Various Offices, Buidlings and Motor Gate	Capital	Installation of Burglar Bars and Motor Gate	18/02/2026	20/07/2026	R499 500	R0.00	-	-
DBN REGIONAL OFFICE										

No	WCS Ref	Project Description	Programme	Outputs	Start date	Completion date	Total Estimated cost	Current year Expenditure	Longitude (East/West/+X)	Latitude (North/South/-Y)
11	050769	Kwadukuza (Stanger) Home Affairs Construction of a New Office	Capital	Construction of New Office	29 June 2026	28 February 2027	R30 000 000.00	R0.00	-29.34037	31.29168
12	052814	Durban High Court Refurbishment and Renovations Including Upgrading of Toilets and Additional Accommodation	Capital	Refurbishment and Addition to Durban High Court	06 May 2021	31 May 2026	R1 063 800 382.00	R0.00	-29.84410	31.02850
CPT REGIONAL OFFICE										
13	054365	Cape Town Various-Purchase And Installation of Generators for Official Residences of Members of The Executive (D Maseko)	Capital	Installation of Various purchase/ generators/ PV Solar Panels/ Batteries and inverters	07/12/2025	10/10/2026	R12 031 177 685.00	R0.00	-	-
14	054967	Parliament kitchens: upgrade and reconfiguration of various kitchens including replacement of equipment and associated works (a ndonyana)	Capital	Replacement of kitchen equipment	13 June 2026	12 March 2027	R23 092 062.00	R0.00	+18.4232	-33.9258
15	054350	Stellenbosch quarantine station upgrading of the sewerage system (a geldenhuys)	Capital	Upgrading of the Sewerage System	19 January 2026	19 October 2026	R8 170 137.36	R0.00	18.843°(E)	-33.913°(S)

No	WCS Ref	Project Description	Programme	Outputs	Start date	Completion date	Total Estimated cost	Current year Expenditure	Longitude (East/West/+X)	Latitude (North/South/-Y)
16	054896	Stellenbosch quarantine station investigate the rehabilitation or possible rehabilitation of two irrigation dams including repair of the dam wall (A Geldenhuys)	Capital	Rehabilitation of Two Irrigation Dams Including Repair of the Dam Wall	19 January 2026	19 October 2026	R8 747 766.30	R0.00	18.843°(E)	-33.913°(S)
17	053120	Oudsthoorn sandf-installation of facilities for people with disabilities (T Sookraj)	Capital	Installation of facilities for people with disabilities	In evaluation	In Planning	R 7 873 323.07	R0.00	-33.589636,	22.203469
NLSP REGIONAL OFFICE										
18	049866	Evander Magistrate's office construction of facilities for people with disabilities	Capital	Modify and install disability lifts	01/09/2025	01/04/2026	R4 038 283.64	R0.00	Longitude: 29° 6' East	Latitude: 26° 27' South
19	056807	Acornhoek SAPS: restoration of electricity	Capital	Restoration of electricity	20/10/2025	20/10/2026	R8 232 191.08	R0.00	Longitude: 31.06821° (E)	Latitude: - 24.8423° (S)
20	054021	Various centers: Mpumalanga Magistrate's office construction of facilities for people with disabilities: group 1: acornhoek,	Capital	Modify and install disability lifts	01/04/2026	01/03/2027	R4 815 166.84	R 828 745	Sabie(30°46'45" E longitude). Mhala(Longitude: 31.2° E) Acornhoek(31.09 7° East longitude)	Sabie(25°05'52" S latitude). Mhala(Latitude: 24.7° S) Acornhoek(24.59 3° South latitude)

No	WCS Ref	Project Description	Programme	Outputs	Start date	Completion date	Total Estimated cost	Current year Expenditure	Longitude (East/West/+X)	Latitude (North/South/-Y)
		mhala, white river, sabie								
21	055472	Tonga Magistrate Courts: Repairs and Upgrade of Rooftop Package Units and Ducting:	Capital	Upgrading and repsring of existing rooftop air-conditions	01/04/2026	01/03/2027	R2 217 268.98	R0.00	east longitude of approximately 31.8°.	Longitude: 31.877° E
POL REGIONAL OFFICE										
22	057100	Northam Magistrate's office installation of back-up power supply generator	Capital	GENERATOR INSTALLATION	15/05/2026	12/10/2026	R320.272,00	R0.00	27.220375	-25.203867
23	014335	Mankweng Police Station projects_5 star, upgrade of police station and construction of 8 additional offices, cells and living quarters	Capital	New construction of police station	13/10/2025	30/06/2026	R17 000 000	R1 245 853.00	29.72669	-23.88506
24	055013	Nebo Magistrte office: installation of a borehole	Capital	Borehole installation	13/02/2026	19/05/2026	R500.000,00	R0.00	29.76049	-24.90701
25	050734	Thohoyandou Prison med: kitchen upgrading including, replacement of kitchen equipment as well as temporary kitchen: Thohoyandou	Capital	Replacement of kitchen equipment	01/07/2026	01/02/2027	R41.959.974,00	R0.00	30.53036	-22.89450

No	WCS Ref	Project Description	Programme	Outputs	Start date	Completion date	Total Estimated cost	Current year Expenditure	Longitude (East/West/+X)	Latitude (North/South/-Y)
		correctional centre (not funded)								
JHB REGIONAL OFFICE										
26	046525	Olifantsfontein Government Building Indlela Higher Education and Training: Upgrading of Security Measures	Capital	DHET: Upgrading of Security Measures	26/01/2026	25/01/2027	R 19 149 479	R0.00	-25.97924	28.24495
27	055527	Randburg Home Affairs Building Construction of Ablution Facilities	Capital	DHA: Construction of Ablution Facilities	22/01/2026	21/01/2027	R 3 600 000	R0.00	-6.09012	27.98181
KIM REGIONAL OFFICE										
28	055327	Kimberley Regional Office: Demolition of Dilapidated Structures-	Capital	Demolition	21/01/2026	23/06/2026	R5 047 147.60	R0.00	240.45'.51.7"E	280.44'12.9"S
29	055427	Hopetown Magistrate's office conversion of post offices into offices and installation of fence	Capital	Upgrading	08/05/2026	07/09/2026	R318 825.00	R0.00	24°05'04.1"E	29°37'16.0"S
30	046641	Keimoes Magistrate's office construction of a new building including parking bays: erf 2867	Capital	Magistrate Court	20/11/2024	19/01/2027	R98 877 246.60	R11 377 269.00	20°58'04.5"E	28°42'25.3"S

No	WCS Ref	Project Description	Programme	Outputs	Start date	Completion date	Total Estimated cost	Current year Expenditure	Longitude (East/West/+X)	Latitude (North/South/-Y)
MMABATHO REGIONAL OFFICE										
31	056340	Boshoek (North West) Police Station accessibility for People with disabilities	Capital	Police Station	25/05/2026	24/01/2027	R 612 908	R0.00	24.28325	-25.72593
32	056341	Groot-marico Police Station accessibility for People with disabilities	Capital	Police Station	25/05/2026	24/01/2027	R 612 908	R0.00	26.41868	-25.59968
33	055339	Klerksdorp Jouberton Magistrate's Office: Additional accommodation for regional court	Capital	Magistrate' Court	03/11/2021	31/08/2026	R86 633 205.30	R2 286 793.00	-	-
34	055307	Report on Rustenburg magistrate office: department of justice constitutional development: conversion and upgrading of old SARS building and total upgrading of the existing court facility to include among others, upgrading of emergency generators, cash hall, air conditioning system, plumbing, roofing, electrical installation, access control and security	Capital	Magistrate' Court	22/09/2022	30/05/2026	R115 892 035.20	R5 626 265.82	27.2436° E	-25.65°

No	WCS Ref	Project Description	Programme	Outputs	Start date	Completion date	Total Estimated cost	Current year Expenditure	Longitude (East/West/+X)	Latitude (North/South/-Y)
		measures and provision of clients special operational ict requirements								
BLNF REGIONAL OFFICE										
35	055257	Tseseng Magistrate's office installation of back-up generator and ups	Capital	Installation of back-up generator	27/02/2026	27/08/2026	R 452 090.93	TBA	-28.63265	28.87008
36	055377	Tseki Magistrate's office installation of back-up generator and ups	Capital	Installation of back-up generator	27/02/2026	27/08/2026	R 525 667.93	TBA	-28.58504	28.77189
37	046395	Kroonstad Magistrate's Office revised additional accommodation	Capital	Additional accommodation	24/04/2026	25/02/2027	R 5 944 122.53	TBA	-27.66955	27.23447
38	045885	Grootvlei (FS) Prison Construction of broiler project and chicken abattoir	Capital	Chicken broiler and abattoir	08/12/2021	15/04/2026	R74 114.06 305	R59 513.68 062	26.296°E	29.288°S
39	055024	Various centres labour building phuthaditjhaba:	Capital	Water tank installation	24/11/2025	24/08/2026	R 1 698 987.00	R0.00	-5	-

⁵**NB:** The Department is in the process of implementing measures to ensure that all projects are geo-referenced going forward to support spatial planning, reporting and alignment with spatial data requirements.

No	WCS Ref	Project Description	Programme	Outputs	Start date	Completion date	Total Estimated cost	Current year Expenditure	Longitude (East/West/+X)	Latitude (North/South/-Y)
		provision of water tank								
GQEBERHA REGIONAL OFFICE										
40	057117	Gqeberha: Makhanda: Department of Justice and Constitutional Development: Supply and Installation of Generator Makhanda Magistrate Offices.	Capital	New Generator	25/08/2026	24/02/2027	R 1 693 557	R 0.00	26.5208 E	33.3108 S
41	057118	Gqeberha: Middledrift & King Williams Town Magistrate: Department of Justice and Constitutional Development: Revised Planning Instruction For Installation of Uninterruptible Power Supply For Either a Generator & OR Solar/Inveter or Hybrid Solution.	Capital	Power supply for Generator or Solar or Hybrid Solution	25/08/2026	24/02/2027	R 6 843 183	R 0.00	26.5922 E	32.4909 S
42	057001	Department of Employment and Labour: Port Elizabeth Regional Office: Mdantsane Labour Centre: Supply and Installation of Six	Capital	New Carports	15/01/2026	14/07/2026	R 486 278	R 0.00	27.7753 E	32.9483 S

No	WCS Ref	Project Description	Programme	Outputs	Start date	Completion date	Total Estimated cost	Current year Expenditure	Longitude (East/West/+X)	Latitude (North/South/-Y)
		Carports at Existing Parking Area.								
43	056628	Department of Employment and Labour: Port Elizabeth Regional Office: East London Provincial Office: Supply and Installation of Water Tank	Capital	New Water Tank	15/01/2026	13/11/2026	R 1 357 003	R 0.00	27.9033 E	33.0216 S
44	056632	Department of Employment and Labour: Port Elizabeth Regional Office: Mdantsane Labour Center: Supply and Installation of Water Tank	Capital	New Water Tank	15/01/2026	14/09/2026	R922 195	R 0.00	27.7753 E	32.9483 S
45	055557	Queenstown Police Complex: Installation of 5 X 10 000lt water tanks	Capital	New Water Tanks	15/01/2026	14/04/2026	R 901 090	R 0.00	26.8777 E	31.9140 S
46	055621	Queenstown Police Complex Public Order Police: Installation of 2 X 10 000lt water tanks with pumps	Capital	New Water tanks and pumps	15/01/2026	14/04/2026	R 366 072	R 0.00	26.8765 E	31.9194 S
47	055624	Queenstown Mlungisi Police Complex: Installation of 4 X 10	Capital	New water tanks and pumps	15/01/2026	14/04/2026	R 228 632.36	R 0.00	26.8652 E	31.9109 S

No	WCS Ref	Project Description	Programme	Outputs	Start date	Completion date	Total Estimated cost	Current year Expenditure	Longitude (East/West/+X)	Latitude (North/South/-Y)
		000 litre water tanks and pumps								
48	037705	Burgersdorp Prison upgrading, repair and renovation of the existing facility including additional accomodation, security fence, system and sportfield	Capital	Additional Accommodation , Security fence, system and sport field	14/04/2022	28/01/2027	R 571 062 469	R 129 106 865	23.3305 E	30.9966 S
HEAD OFFICE: EXECUTING UNITS										
49	CPM 2									
	056682	DEPARTMENT OF JUSTICE CONSTITUTIONAL DEVELOPMENT, INSTALLATION OF BACKUP GENERATORS AND UNINTERRUPTED POWER SYSTEM AT SECUNDA AND ORGIES MAGISTRATE COURT	Capital	Installation of the back-up Generator	04/04/2026	04/10/2026	R3 635 942,63	R0.00	-29.2068.E	26.5127.S

No	WCS Ref	Project Description	Programme	Outputs	Start date	Completion date	Total Estimated cost	Current year Expenditure	Longitude (East/West/+X)	Latitude (North/South/-Y)
50	056683	DEPARTMENT OF JUSTICE CONSTITUTIONAL DEVELOPMENT, INSTALLATION OF BACKUP GENERATORS AND UNITERRUPTABLE POWER SYSTEM AT SABIE ACORNHOEK AND BUSHBUCKRIDGE MAGISTRATE COURT	Capital	Installation of the back-up Generator	04/04/2026	04/10/2026	R4 002 092,92	R0.00	-24.8420.S	31.084041.E
51	056681	DEPARTMENT OF JUSTICE CONSTITUTIONAL DEVELOPMENT, INSTALLATION OF BACKUP GENERATORS AND UNITERRUPTABLE POWER SYSTEM AT PIET RITIEF, AMSTERDAM, CAROLINE AND ERMELO MAGISTRATE COURT	Capital	Installation of the back-up Generator	04/04/2026	04/10/2026	R7 751 454,33	R0.00	-26.5333.S	29.9833.E
52	040352	TOLWE POLICE STATION: REPAIRS AND UPGRADING TO COMMUNITY CENTRE, UPGRADING OF CELL BLOCK AND SINGLE AND MARRIED QUARTERS	Capital	Repairs and upgrading to community centre, upgrading of cell block and single and married quarters	01/04/2026	04/12/2027	R35 987 654,76	R0.00	-22.98531. S	28.57513.E

No	WCS Ref	Project Description	Programme	Outputs	Start date	Completion date	Total Estimated cost	Current year Expenditure	Longitude (East/West/+X)	Latitude (North/South/-Y)
53	CPM 5									
	041609	PARYS PRISON: UPGRADING AND ADDITIONS	Capital	Upgrading and additions	28/02/2024	30/09/2026	R283 507 062.58	R48 103 233	27.468040	-26.899 884

12. Public Private Partnerships

12.1 The Department will implement the BOT and ROT projects as PPP initiatives. In the current financial year, the Department will set up a PPP advisory unit and register a minimum of 20 projects. The BOT projects consist of 2 SAPS projects, regional offices leased from private entities, and 5 precinct projects. The ROT projects will involve Telkom Towers, Public Works House, and Civitas Building.

Part D: Technical Indicator Descriptions

Please note that the technical indicator descriptions will be tabled with the APP and published on the DPWI website (www.publicworks.gov.za) upon approval of the final 2026/27 APP.

Part E: Annexures to the Annual Performance Plan

Annexure A: (Amendments to the Strategic Plan)

NB: There are no amendments made to the Strategic Plan.

Annexure B: Conditional Grants

Name of grant	Purpose	Outputs	Current annual budget (R thousands) 2026/27	Period of grant
EPWP Integrated Grant for Municipalities	<p>To incentivise municipalities to expand work creation efforts through the use of labour-intensive delivery methods in the following identified focus areas, in compliance with the EPWP guidelines:</p> <ul style="list-style-type: none"> • road maintenance including but not limited to block paving and pothole patching • maintenance of buildings • low traffic volume roads and rural roads • basic services infrastructure, including water and sanitation reticulation (excluding bulk infrastructure) • other economic and social infrastructure • tourism and cultural industries • waste management and cleaning services • parks and beautification 	<ul style="list-style-type: none"> • Number of Full-Time Equivalents (FTEs) to be created through the grant • Number of people employed, trained and receiving income through the EPWP in the Social, Infrastructure and Environment and Culture sectors. • Number of days worked per work opportunity created 	593 271 000	2026/27 financial year

Name of grant	Purpose	Outputs	Current annual budget (R thousands) 2026/27	Period of grant
	<ul style="list-style-type: none"> • sustainable land-based livelihoods • energy including but not limited to retro-fitting and solar • Home Community Based Care services • Early Childhood Development services • Community Nutrition programme • Community Safety programme • Sports programme • Other social services programmes 			
EPWP Integrated Grant for Provinces	<p>To incentivise provincial departments to expand work creation efforts through the use of labour-intensive delivery methods in the following identified focus areas, in compliance with the EPWP guidelines:</p> <ul style="list-style-type: none"> • road maintenance including but not limited to block paving and pothole patching • maintenance of buildings • low traffic volume roads and rural roads • other economic and social infrastructure • tourism and cultural industries • sustainable land-based livelihoods • energy including but not limited to retro-fitting, solar • waste management and cleaning services • home community-based services 	<ul style="list-style-type: none"> • Number of people employed, trained and receiving income through the EPWP in the Social, Infrastructure and Environment and Culture sectors. • Number of days worked per work opportunity created • Number of Full-Time Equivalents (FTEs) to be created through the grant • Number of beneficiaries provided with social services 	656 000 000	2026/27 financial year

Name of grant	Purpose	Outputs	Current annual budget (R thousands) 2026/27	Period of grant
	<ul style="list-style-type: none"> • early childhood development services • community nutrition programme • community safety programme • sports programme • national school nutrition programme • other social services programmes 			

Annexure C: Consolidated Indicators

The Medium-Term Development Plan (MTDP) has indicators that relate to the public employment programmes. The DPWI as a coordinating department lists the departments and public bodies that should report work opportunities created.

INSTITUTION	OUTPUT INDICATOR	AGGREGATED ANNUAL TARGETS	DATA SOURCE
NATIONAL DEPARTMENTS			
Public Works and Infrastructure	Number of validated EPWP Work Opportunities reported by Public Bodies into the EPWP-RS.	19,072	EPWP-RS
South African National Roads Agency Limited		8,908	
Water and Sanitation		174	
Forestry, Fisheries and the Environment		71,311	
Mineral Resources and Energy		252	
Tourism		6,174	
Independent Development Trust (Non-State Sector Non-Profit Organisations)		45,961	
Cooperative Governance and Traditional Affairs (Non-State Sector Community Work Programme)		260,000	

INSTITUTION	OUTPUT INDICATOR	AGGREGATED ANNUAL TARGETS	DATA SOURCE
EASTERN CAPE PROVINCE			
Department of Community Safety	Number of validated EPWP Work Opportunities reported by Public Bodies into the EPWP-RS.	165	EPWP-RS
Department of Cooperative Governance and Traditional Affairs		184	
Department of Economic Development, Environmental Affairs and Tourism		472	
Department of Education		15,005	
Department of Health		6,370	
Department of Human Settlements		1,000	
Department of Public Works and Infrastructure		5,000	
Department of Social Development		3,628	
Department of Sport, Recreation, Arts and Culture		241	
Department of Transport		34,000	
MUNICIPALITIES (EC- local Level per District)			
Buffalo City Metropolitan Municipality	Number of validated EPWP Work Opportunities reported by Public Bodies into the EPWP-RS.	3,433	EPWP-RS
Nelson Mandela Bay Metropolitan Municipality	Number of validated EPWP Work Opportunities reported by Public Bodies into the EPWP-RS.	4,698	EPWP-RS
Alfred Nzo District Municipality	Number of validated EPWP Work Opportunities reported by Public Bodies into the EPWP-RS.	1,933	EPWP-RS
Matatiele Local Municipality		748	
Umzimvubu Local Municipality		513	
Winnie Madikizela-Mandela Municipality		461	
Ntabankulu Local Municipality		472	
Amathole District Municipality		2,209	

INSTITUTION	OUTPUT INDICATOR	AGGREGATED ANNUAL TARGETS	DATA SOURCE
Mbhashe Local Municipality	Number of validated EPWP Work Opportunities reported by Public Bodies into the EPWP-RS.	771	
Mnquma Local Municipality		547	
Great Kei Local Municipality		217	
Amahlathi Local Municipality		366	
Ngqushwa Local Municipality		400	
Raymond Mhlaba Local Municipality		515	
Chris Hani District Municipality	Number of validated EPWP Work Opportunities reported by Public Bodies into the EPWP-RS.	1,700	EPWP-RS
Inxuba Yethemba Local Municipality		522	
Intsika Yethu Local Municipality		524	
Emalahleni Local Municipality		377	
Engcobo Local Municipality		813	
Sakhisizwe Local Municipality		261	
Enoch Mgijima Local Municipality		705	
Joe Gqabi District Municipality		Number of validated EPWP Work Opportunities reported by Public Bodies into the EPWP-RS.	
Elundini Local Municipality	630		
Senqu Local Municipality	358		
Walter Sisulu Local Municipality	318		
O.R.Tambo District Municipality	Number of validated EPWP Work Opportunities reported by Public Bodies into the EPWP-RS.	3,637	EPWP-RS
Ingquza Hill Local Municipality		430	
Port St Johns Local Municipality		387	
Nyandeni Local Municipality		519	
Mhlontlo Local Municipality		388	
King Sabata Dalindyebo Local Municipality		1,046	
Sarah Baartman District Municipality	Number of validated EPWP Work Opportunities reported by Public Bodies into the EPWP-RS.	96	EPWP-RS
Dr Beyers Naude Local Municipality		232	
Blue Crane Route Local Municipality		225	
Makana Local Municipality		197	

INSTITUTION	OUTPUT INDICATOR	AGGREGATED ANNUAL TARGETS	DATA SOURCE
Ndlambe Local Municipality		302	
Sundays River Valley Local Municipality		150	
Kouga Local Municipality		306	
Kou-Kamma Local Municipality		233	
FREE STATE PROVINCE			
Department of Agriculture and Rural Development	Number of validated EPWP Work Opportunities reported by Public Bodies into the EPWP-RS.	650	EPWP-RS
Department of Economic, Small Business Development, Tourism and Environmental Affairs		450	
Department of Education		7,706	
Department of Health		3,126	
Department of Human Settlements		1,450	
Department of Police, Roads and Transport		7,646	
Department of Public Works and Infrastructure		528	
Department of Social Development		1,000	
Department of Sport, Arts, Culture and Recreation		230	
MUNICIPALITIES FS- local Level per District)			
Mangaung Metropolitan Municipality	Number of validated EPWP Work Opportunities reported by Public Bodies into the EPWP-RS.	3,419	EPWP-RS
Fezile Dabi District Municipality	Number of validated EPWP Work Opportunities reported by Public Bodies into the EPWP-RS.	152	EPWP-RS
Moqhaka Local Municipality		282	
Ngwathe Local Municipality		360	
Metsimaholo Local Municipality		293	
Mafube Local Municipality		150	

INSTITUTION	OUTPUT INDICATOR	AGGREGATED ANNUAL TARGETS	DATA SOURCE
Lejweleputswa District Municipality	Number of validated EPWP Work Opportunities reported by Public Bodies into the EPWP-RS.	118	EPWP-RS
Masilonyana Local Municipality		184	
Tokologo Local Municipality		172	
Tswelopele Local Municipality		162	
Matjhabeng Local Municipality		709	
Nala Local Municipality		213	
Thabo Mofutsanyana District Municipality	Number of validated EPWP Work Opportunities reported by Public Bodies into the EPWP-RS.	728	EPWP-RS
Setsoto Local Municipality		365	
Dihlabeng Local Municipality		845	
Nketoana Local Municipality		173	
Maluti-a-Phofung Local Municipality		2,368	
Phumelela Local Municipality		153	
Mantsopa Local Municipality		158	
Xhariep District Municipality	Number of validated EPWP Work Opportunities reported by Public Bodies into the EPWP-RS.	154	EPWP-RS
Letsemeng Local Municipality		145	
Kopanong Local Municipality		156	
Mohokare Local Municipality		169	
GAUTTENG PROVINCE			
Department of Agriculture and Rural Development	Number of validated EPWP Work Opportunities reported by Public Bodies into the EPWP-RS.	3,464	EPWP-RS
Department of Community Safety		3,099	
Department of Economic Development		150	
Department of Education		17,771	
Department of Health		6,976	
Department of Human Settlements		7,053	
Department of Infrastructure Development		3,695	
Department of Roads and Transport		7,030	

INSTITUTION	OUTPUT INDICATOR	AGGREGATED ANNUAL TARGETS	DATA SOURCE
Department of Social Development		7,166	
Department of Sport, Arts, Culture and Recreation		275	
MUNICIPALITIES GP- local Level per District)			
City of Ekurhuleni Metropolitan Municipality	Number of validated EPWP Work Opportunities reported by Public Bodies into the EPWP-RS.	12,110	EPWP-RS
City of Johannesburg Metropolitan Municipality	Number of validated EPWP Work Opportunities reported by Public Bodies into the EPWP-RS.	9,996	EPWP-RS
City of Tshwane Metropolitan Municipality	Number of validated EPWP Work Opportunities reported by Public Bodies into the EPWP-RS.	11,426	EPWP-RS
Sedibeng District Municipality	Number of validated EPWP Work Opportunities reported by Public Bodies into the EPWP-RS.	79	EPWP-RS
Emfuleni Local Municipality		954	
Midvaal Local Municipality		403	
Lesedi Local Municipality		158	
West Rand District Municipality	Number of validated EPWP Work Opportunities reported by Public Bodies into the EPWP-RS.	114	EPWP-RS
Mogale City Local Municipality		938	
Merafong City Local Municipality		414	
Rand West City Local Municipality		759	
KWAZULU-NATAL PROVINCE			
Department of Agriculture and Rural Development	Number of validated EPWP Work Opportunities reported by Public Bodies into the EPWP-RS.	1,440	EPWP-RS
Department of Arts and Culture		1,028	
Department of Community Safety and Liaison		1,700	
Department of Cooperative Governance and Traditional Affairs		478	

INSTITUTION	OUTPUT INDICATOR	AGGREGATED ANNUAL TARGETS	DATA SOURCE
Department of Economic Development, Tourism and Environmental Affairs		8,341	
Department of Education		25,068	
Department of Health		10,223	
Department of Human Settlements		4,542	
Department of Public Works		4,084	
Department of Social Development		5,840	
Department of Sport and Recreation		290	
Department of Transport		49,754	
MUNICIPALITIES KN- local Level per District)			
eThekwini Metropolitan Municipality	Number of validated EPWP Work Opportunities reported by Public Bodies into the EPWP-RS.	13,025	EPWP-RS
Amajuba District Municipality	Number of validated EPWP Work Opportunities reported by Public Bodies into the EPWP-RS.	345	EPWP-RS
Newcastle Local Municipality		1,088	
eMadlangeni Local Municipality		144	
Dannhauser Local Municipality		608	
Harry Gwala District Municipality	Number of validated EPWP Work Opportunities reported by Public Bodies into the EPWP-RS.	1,160	EPWP-RS
Greater Kokstad Local Municipality		477	
Ubuhlebezwe Local Municipality		235	
Umzimkhulu Local Municipality		551	
Dr Nkosazana Dlamini-Zuma Local Municipality		322	
iLembe District Municipality	Number of validated EPWP Work Opportunities reported by Public Bodies into the EPWP-RS.	1,139	EPWP-RS
Mandeni Local Municipality		320	
KwaDukuza Local Municipality		577	
Ndwedwe Local Municipality		509	
Maphumulo Local Municipality		296	

INSTITUTION	OUTPUT INDICATOR	AGGREGATED ANNUAL TARGETS	DATA SOURCE
King Cetshwayo District Municipality	Number of validated EPWP Work Opportunities reported by Public Bodies into the EPWP-RS.	1,060	EPWP-RS
uMfolozi Local Municipality		369	
City of uMhlathuze Local Municipality		735	
uMlalazi Local Municipality		817	
Mthonjaneni Local Municipality		312	
Nkandla Local Municipality		367	
Ugu District Municipality	Number of validated EPWP Work Opportunities reported by Public Bodies into the EPWP-RS.	2,079	EPWP-RS
Umdoni Local Municipality		485	
Umzumbe Local Municipality		244	
Umuziwabantu Local Municipality		186	
Ray Nkonyeni Local Municipality		928	
uMgungundlovu District Municipality	Number of validated EPWP Work Opportunities reported by Public Bodies into the EPWP-RS.	719	EPWP-RS
uMshwathi Local Municipality		257	
uMngeni Local Municipality		248	
Mpofana Local Municipality		116	
Impendle Local Municipality		159	
Msunduzi Local Municipality		1,399	
Mkhambathini Local Municipality		245	
Richmond Local Municipality		203	
uMkhanyakude District Municipality	Number of validated EPWP Work Opportunities reported by Public Bodies into the EPWP-RS.	1,422	EPWP-RS
uMhlabuyalingana Local Municipality		550	
Jozini Local Municipality		539	
Mtubatuba Local Municipality		408	
Big 5 Hlabisa Local Municipality		341	
uMzinyathi District Municipality	Number of validated EPWP Work Opportunities reported by Public Bodies into the EPWP-RS.	1,383	EPWP-RS
Endumeni Local Municipality		273	
Nquthu Local Municipality		180	
Msinga Local Municipality		266	

INSTITUTION	OUTPUT INDICATOR	AGGREGATED ANNUAL TARGETS	DATA SOURCE
Umvoti Local Municipality		427	
uThukela District Municipality	Number of validated EPWP Work Opportunities reported by Public Bodies into the EPWP-RS.	1,212	EPWP-RS
Okhahlamba Local Municipality		445	
Inkosi Langalibalele Local Municipality		270	
Alfred Duma Local Municipality		526	
Zululand District Municipality		1,397	
eDumbe Local Municipality	Number of validated EPWP Work Opportunities reported by Public Bodies into the EPWP-RS.	182	EPWP-RS
uPhongolo Local Municipality		514	
AbaQulusi Local Municipality		569	
Nongoma Local Municipality		585	
Ulundi Local Municipality		596	
LIMPOPO PROVINCE			
Department of Agriculture and Rural Development	Number of validated EPWP Work Opportunities reported by Public Bodies into the EPWP-RS.	2,783	EPWP-RS
Department of Cooperative Governance, Human Settlements and Traditional Affairs		1,617	
Department of Economic Development, Environment and Tourism		783	
Department of Education		13,198	
Department of Health		11,028	
Department of Public Works, Roads and Infrastructure		2,692	
Department of Social Development		2,500	
Department of Sport, Arts and Culture		232	
Department of Transport and Community Safety		10,034	
MUNICIPALITIES LP- local Level per District)			
Capricorn District Municipality		1,530	EPWP-RS

INSTITUTION	OUTPUT INDICATOR	AGGREGATED ANNUAL TARGETS	DATA SOURCE
Blouberg Local Municipality	Number of validated EPWP Work Opportunities reported by Public Bodies into the EPWP-RS.	578	EPWP-RS
Molemole Local Municipality		279	
Polokwane Local Municipality		3,099	
Lepelle-Nkumpi Local Municipality		535	
Mopani District Municipality	Number of validated EPWP Work Opportunities reported by Public Bodies into the EPWP-RS.	2,564	EPWP-RS
Greater Giyani Local Municipality		600	
Greater Letaba Local Municipality		619	
Greater Tzaneen Local Municipality		1,765	
Ba-Phalaborwa Local Municipality		264	
Maruleng Local Municipality		172	
Sekhukhune District Municipality	Number of validated EPWP Work Opportunities reported by Public Bodies into the EPWP-RS.	2,698	EPWP-RS
Ephraim Mogale Local Municipality		353	
Elias Motsoaledi Local Municipality		554	
Makhuduthamaga Local Municipality		598	
Fetakgomo-Greater Tubatse Local Municipality		884	
Vhembe District Municipality	Number of validated EPWP Work Opportunities reported by Public Bodies into the EPWP-RS.	2,735	EPWP-RS
Musina Local Municipality		321	
Thulamela Local Municipality		1,438	
Makhado Local Municipality		732	
Collins Chabane Local Municipality		559	
Waterberg District Municipality	Number of validated EPWP Work Opportunities reported by Public Bodies into the EPWP-RS.	116	EPWP-RS
Thabazimbi Local Municipality		264	
Lephalale Local Municipality		346	
Bela-Bela Local Municipality		306	
Mogalakwena Local Municipality		1,001	
Modimolle-Mookgophong Local Municipality		349	

INSTITUTION	OUTPUT INDICATOR	AGGREGATED ANNUAL TARGETS	DATA SOURCE
MPUMALANGA PROVINCE			
Department of Agriculture, Rural Development, Land and Environmental Affairs	Number of validated EPWP Work Opportunities reported by Public Bodies into the EPWP-RS.	2,099	EPWP-RS
Department of Community Safety, Security and Liaison		429	
Department of Co-operative Governance and Traditional Affairs		209	
Department of Culture, Sport and Recreation		253	
Department of Economic Development and Tourism		800	
Department of Education		2,673	
Department of Health		4,175	
Department of Human Settlements		1,648	
Department of Public Works, Roads and Transport		11,799	
Department of Social Development		753	
MUNICIPALITIES MP- local Level per District)			
Ehlanzeni District Municipality	Number of validated EPWP Work Opportunities reported by Public Bodies into the EPWP-RS.	1,224	EPWP-RS
Thaba Chweu Local Municipality		215	
Nkomazi Local Municipality		453	
Bushbuckridge Local Municipality		1,455	
City of Mbombela Local Municipality		1,736	
Gert Sibande District Municipality	Number of validated EPWP Work Opportunities reported by Public Bodies into the EPWP-RS.	1,250	EPWP-RS
Chief Albert Luthuli Local Municipality		449	
Msukaligwa Local Municipality		480	
Mkhondo Local Municipality		456	
Dr Pixley Ka Isaka Seme Local Municipality		610	

INSTITUTION	OUTPUT INDICATOR	AGGREGATED ANNUAL TARGETS	DATA SOURCE		
Lekwa Local Municipality		303			
Dipaleseng Local Municipality		303			
Govan Mbeki Local Municipality		110			
Nkangala District Municipality	Number of validated EPWP Work Opportunities reported by Public Bodies into the EPWP-RS.	552	EPWP-RS		
Emalahleni Local Municipality		394			
Victor Khanye Local Municipality		371			
Steve Tshwete Local Municipality		822			
Emakhazeni Local Municipality		244			
Thembisile Hani Local Municipality		844			
Dr JS Moroka Local Municipality		1,148			
NORTH WEST PROVINCE					
Department of Agriculture and Rural Development		Number of validated EPWP Work Opportunities reported by Public Bodies into the EPWP-RS.		1,416	EPWP-RS
Department of Arts, Culture, Sports and Recreation	367				
Department of Community Safety and Transport Management	460				
Department of Cooperative Governance and Traditional Affairs	189				
Department of Economic Development, Environment, Conservation and Tourism	519				
Department of Education	3,720				
Department of Health	5,896				
Department of Human Settlements	2,277				
Department of Public Works and Roads	16,817				
Department of Social Development	1,000				
MUNICIPALITIES NW- local Level per District)					

INSTITUTION	OUTPUT INDICATOR	AGGREGATED ANNUAL TARGETS	DATA SOURCE
Bojanala Platinum District Municipality	Number of validated EPWP Work Opportunities reported by Public Bodies into the EPWP-RS.	212	EPWP-RS
Moretele Local Municipality		1,314	
Madibeng Local Municipality		1,418	
Rustenburg Local Municipality		1,867	
Kgetlengrivier Local Municipality		169	
Moses Kotane Local Municipality		901	
Dr Kenneth Kaunda District Municipality	Number of validated EPWP Work Opportunities reported by Public Bodies into the EPWP-RS.	438	EPWP-RS
City of Matlosana Local Municipality		630	
Maquassi Hills Local Municipality		323	
JB Marks Local Municipality		869	
Dr Ruth Segomotsi Mompati District Municipality	Number of validated EPWP Work Opportunities reported by Public Bodies into the EPWP-RS.	804	EPWP-RS
Naledi Local Municipality		185	
Mamusa Local Municipality		230	
Greater Taung Local Municipality		361	
Lekwa-Teemane Local Municipality		128	
Kagisano-Molopo Local Municipality		336	
Ngaka Modiri Molema District Municipality	Number of validated EPWP Work Opportunities reported by Public Bodies into the EPWP-RS.	1,786	EPWP-RS
Mahikeng Local Municipality		521	
Ditsobotla Local Municipality		272	
Ratlou Local Municipality		355	
Tswaing Local Municipality		300	
Ramotshere Moiloa Local Municipality		340	
NORTHERN CAPE PROVINCE			
Department of Agriculture, Environmental Affairs, Rural Development and Land Reform	Number of validated EPWP Work Opportunities reported by Public Bodies into the EPWP-RS.	854	EPWP-RS

INSTITUTION	OUTPUT INDICATOR	AGGREGATED ANNUAL TARGETS	DATA SOURCE
Department of Co-operative Governance, Human Settlements and Traditional Affairs		488	
Department of Economic Development and Tourism		146	
Department of Education		2,246	
Department of Health		4,101	
Department of Roads and Public Works		8,321	
Department of Social Development		2,017	
Department of Sport, Arts and Culture		122	
Department of Transport, Safety and Liaison		95	
MUNICIPALITIES NC- local Level per District)			
Frances Baard District Municipality	Number of validated EPWP Work Opportunities reported by Public Bodies into the EPWP-RS.	88	EPWP-RS
Sol Plaatjie Local Municipality		896	
Dikgatlong Local Municipality		114	
Magareng Local Municipality		90	
Phokwane Local Municipality		117	
John Taolo Gaetsewe District Municipality	Number of validated EPWP Work Opportunities reported by Public Bodies into the EPWP-RS.	203	EPWP-RS
Joe Morolong Local Municipality		350	
Ga-Segonyana Local Municipality		300	
Gamagara Local Municipality		65	
Namakwa District Municipality	Number of validated EPWP Work Opportunities reported by Public Bodies into the EPWP-RS.	109	EPWP-RS
Richtersveld Local Municipality		38	
Nama Khoi Local Municipality		103	
Kamiesberg Local Municipality		40	
Hantam Local Municipality		305	
Karoo Hoogland Local Municipality		43	

INSTITUTION	OUTPUT INDICATOR	AGGREGATED ANNUAL TARGETS	DATA SOURCE
Khai-Ma Local Municipality		31	
Pixley Ka Seme District Municipality	Number of validated EPWP Work Opportunities reported by Public Bodies into the EPWP-RS.	101	EPWP-RS
Ubuntu Local Municipality		46	
Umsobomvu Local Municipality		49	
Emthanjeni Local Municipality		52	
Kareeberg Local Municipality		42	
Renosterberg Local Municipality		60	
Thembelihle Local Municipality		64	
Siyathemba Local Municipality		43	
Siyancuma Local Municipality		137	
ZF Mgcawu District Municipality	Number of validated EPWP Work Opportunities reported by Public Bodies into the EPWP-RS.	161	EPWP-RS
Kai !Garib Local Municipality		210	
!Kheis Local Municipality		55	
Tsantsabane Local Municipality		157	
Kgatelopele Local Municipality		51	
Dawid Kruiper Local Municipality		130	
WESTERN CAPE PROVINCE			
Department of Agriculture	Number of validated EPWP Work Opportunities reported by Public Bodies into the EPWP-RS.	1,125	EPWP-RS
Department of Community Safety		759	
Department of Cultural Affairs and Sport		749	
Department of Education		3,894	
Department of Environmental Affairs and Development Planning		456	
Department of Health		5,138	
Department of Mobility		115	
Department of Social Development		620	
Department of Transport and Public Works		9,939	

INSTITUTION	OUTPUT INDICATOR	AGGREGATED ANNUAL TARGETS	DATA SOURCE
MUNICIPALITIES WC- local Level per District)			
City of Cape Town Metropolitan Municipality	Number of validated EPWP Work Opportunities reported by Public Bodies into the EPWP-RS.	30,839	EPWP-RS
Cape Winelands District Municipality	Number of validated EPWP Work Opportunities reported by Public Bodies into the EPWP-RS.	107	EPWP-RS
Witzenberg Local Municipality		386	
Drakenstein Local Municipality		1,095	
Stellenbosch Local Municipality		605	
Breede Valley Local Municipality		648	
Langeberg Local Municipality		373	
Central Karoo District Municipality		Number of validated EPWP Work Opportunities reported by Public Bodies into the EPWP-RS.	
Laingsburg Local Municipality	49		
Prince Albert Local Municipality	80		
Beaufort West Local Municipality	114		
Garden Route District Municipality	Number of validated EPWP Work Opportunities reported by Public Bodies into the EPWP-RS.	253	EPWP-RS
Kannaland Local Municipality		123	
Hessequa Local Municipality		114	
Mossel Bay Local Municipality		577	
George Local Municipality		552	
Oudtshoorn Local Municipality		247	
Bitou Local Municipality		267	
Knysna Local Municipality		240	
Overberg District Municipality		Number of validated EPWP Work Opportunities reported by Public Bodies into the EPWP-RS.	
Theewaterskloof Local Municipality	257		
Overstrand Local Municipality	601		
Cape Agulhas Local Municipality	280		
Swellendam Local Municipality	246		

INSTITUTION	OUTPUT INDICATOR	AGGREGATED ANNUAL TARGETS	DATA SOURCE
West Coast District Municipality	Number of validated EPWP Work Opportunities reported by Public Bodies into the EPWP-RS.	152	EPWP-RS
Matzikama Local Municipality		282	
Cederberg Local Municipality		329	
Bergrivier Local Municipality		220	
Saldanha Bay Local Municipality		399	
Swartland Local Municipality		292	

Annexure D: Standardised Indicators

Standardised Sector Indicators	Targets								
	Eastern Cape	Free State	Limpopo	Gauteng	Mpumalanga	Northern Cape	North West	Western Cape	KwaZulu Natal
No of Facilities provided	10	8	7	10	15	55	245	1738	58
No of construction projects completed	16	20	25	13	96	6	3	15	9
No of condition assessments conducted on state owned buildings within the current financial year	33	24	10	25	20	10	40	427	150
No of planned maintenance projects	20		10	76	10	28	21	23	4
No of work opportunities completed/ created	4000	2000	1 600	2500	756	8533	16817	625	4084

List of Acronyms

Acronym	Full Description
AO	Accounting Officer
ASA	Agrément South Africa
B-BBEE	Broad Based Black Economic Empowerment
BOT	Build-Operate-Transfer
CBE	Council for the Built Environment
CDC	Coega Development Corporation
CIDB	Construction Industry Development Board
CMS	Change Management Strategy
CPM	Construction Project Management Branch
DALRRD	Department of Agriculture, Land Reform and Rural Development
DBSA	Development Bank of South Africa
DCS	Department of Correctional Services
DDG	Deputy Director General
DDM	District Delivery Model
DFFE	Department of Forestry, Fisheries and the Environment
DG	Director General
DHA	Department of Home Affairs
DHET	Department of Higher Education and Training
DOH	Department of Health
DPSA	Department of Public Service and Administration
DPWI	Department of Public Works and Infrastructure
DSD	Department of Social Development
ERRP	Economic Recovery and Reconstruction Programme
EA	Expropriation Act
EPWP	Expanded Public Works Programme
EPWP-RS	Expanded Public Works Programme Registration System
ERP	Enterprise Resource Planning
EXCO	Executive Management Committee
FM	Facilities Management Branch
FTE	Full Time Equivalent
FY	Financial Year
GBV-F	Gender Based Violence and Femicide
GIAMA	Government Immovable Asset Management Act 19 of 2007
GRC	Governance, Risk and Compliance Branch
HQ	Head Quarters
HVAC	Heating, Ventilation and Air Conditioning
IAR	Immoveable Asset Register
IBACF	Infrastructure Built Anti-Corruption Forum
ICT	Information and Communication Technology
IDA	Infrastructure Development Act, no 23 of 2014, as amended

Acronym	Full Description
IDMS	Infrastructure Delivery Management System
IDT	Independent Development Trust
IGR	Intergovernmental Relations Branch
IOT	Internet of Things
ISA	Infrastructure South Africa
IMF	International Monetary Fund
iREREP	Integrated Renewable Energy and Resource Efficiency Programme
IUDF	Integrated Urban Development Framework
M&E	Monitoring and Evaluation
MINMEC	Minister and Members of the Executive Council
MINTOP	Minister and Top Management
MPSA	Minister of Public Service and Administration
MoF	Minister of Finance
MTEF	Medium Term Expenditure Framework
MTSF	Medium Term Strategic Framework
NACS	National Anti-Corruption strategy
NASP	National Annual Strategic Plan
NDP	National Development Plan 2030
NEDLAC	National Economic Development and Labour Council
NIMMS	National Infrastructure Management and Maintenance Strategy
NIP2050	National Infrastructure Plan 2050
NPOs	Non-profit Organisations
NSDF	National Spatial Development Framework
NT	National Treasury
NWMS	National Waste Management Strategy
OHSA	Occupation Health and Safety Act
PAIA	The Promotion of Access to Information Act
PEP-IMC	Public Employment Programmes Inter-Ministerial Committee
PMEP	Property Management Empowerment Policy, 2018
PICC	Presidential Infrastructure Coordinating Committee
PFI	Private Finance Initiative
PFMA	Public Finance Management Finance Act 1 of 1999
PMDS	Performance Management and Development System
PMO	Programme Management Office
PMTE	Property Management Trading Entity
PSB	Professional Services Branch
PV	Photovoltaic
PWD	Persons with Disabilities
QLFS	Quarterly Labour Force Survey
REIS	Real Estate Investment Services Branch
REIRS	Real Estate Information and Registry Services Unit

Acronym	Full Description
REMS	Real Estate Management Services Branch
REITs	Real Estate Investment Trusts
RFP	Request for Proposals
RFI	Request for Information
ROTP	Renovate, Operate, Transfer Programme
SAIMI	South African International Maritime Institute
SAPOA	South African Property Owners Association
SAPS	South African Police Service
SCM	Supply Chain Management
SHERQ-M	Safety, Health, Environment, Risk and Quality Management
SIPs	Strategic Integrated Projects
SOP	Standard Operating Procedures
SPV	Special Purpose Vehicle
SLA	Service Level Agreement
SMMEs	Small, Medium and Micro-sized Enterprises
SMS	Senior Management Services
SOE	State-Owned Entity
SONA	State of the Nation Address
SP	Strategic Plan
TFM	Total Facilities Management
U-AMP	User Asset Management Plan
UDM	Urban Development Management Unit
WCS	Works Control System

The 2026/27 Annual Performance Plan for the Department of Public Works and Infrastructure is compiled with the latest available information from departmental and other sources. Some of this information is unaudited or subject to revision.

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