

A collage of four diamond-shaped images: a modern brick and glass building, hands using a compass on architectural plans, hands pointing at a laptop screen displaying charts, and hands writing on a document with a yellow pencil.

ANNUAL PERFORMANCE PLAN

2024/25



public works
& infrastructure
Department:
Public Works and Infrastructure
REPUBLIC OF SOUTH AFRICA



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1. Overview

Executive Authority Statement



Reflecting on the progress we have made since taking office, I am filled with optimism and purpose. The Department of Public Works and Infrastructure (DPWI) is determined to become a cornerstone of South Africa's economic recovery and social transformation, embodying a new culture of transparency and excellence that the Government of National Unity (GNU) has prioritized.

In a landscape marked by both challenges and opportunities, our commitment to transparency and a renewed standard of excellence is the foundation on which we will achieve our goals. Every action we undertake is designed to deliver visible, tangible results that directly contribute to economic recovery, enhance public trust, and uplift communities across the nation. The revised 2024-25 APP, therefore, aligns not only with the department's core mandate but also with the GNU's commitment to economic recovery, social equity, and inclusive growth.

Our roadmap is anchored in four priorities that will enable us to drive change meaningfully and sustainably as we transition into the 7th Administration:

1. **Public Assets for Public Good:** Effective management of state assets is critical to achieving the Department's goal. By establishing a robust digital asset register, we aim to optimize government-owned properties, ensuring they serve as catalysts for economic growth and social services. This initiative will allow the Department to identify underutilized buildings, transforming them from financial burdens into valuable resources that benefit local economies and communities. In doing so, we embody the GNU's vision of using public resources to promote inclusive growth and reduce inequalities.
2. **Infrastructure-Led Growth:** Infrastructure is the backbone of any resilient economy, and through Infrastructure South Africa (ISA), we are positioning infrastructure

investment as a central pillar for national recovery. This priority involves fast-tracking high-impact, catalytic projects that stimulate long-term social and economic benefits, create jobs, and foster community upliftment. By centralising project coordination, we are addressing fragmentation and building confidence within the industry to minimize disruptions, reduce project costs, and ensure the safety of contractors and workers. These efforts are essential to instil trust, enable effective collaboration, and demonstrate that government projects can deliver on time and within budget.

3. **Expanded Public Works Programme (EPWP) Reform:** Historically, the EPWP has provided temporary employment to vulnerable communities. However, we are committed to transforming it into a sustainable employment and skills development platform, focusing on equipping participants for long-term jobs in key economic sectors. By prioritising skills development, our new EPWP approach will empower South Africans to contribute meaningfully to the economy, reducing dependence and fostering independence. This reform is directly aligned with the GNU's priority 1 of Inclusive Growth and Job creation, ensuring that our people gain both economic resilience and opportunities for lasting personal growth.
4. **Strengthening Governance, Accountability, and a Culture of Excellence:** Building a new culture of transparency and excellence requires dedication and accountability from every member of the department. Our collective success depends on each individual's commitment to upholding the highest standards, delivering on promises, and creating a DPWI that South Africans can rely on with pride. To this end, we have implemented clear performance metrics, reporting structures, and anti-corruption measures to ensure that all initiatives reflect responsible stewardship. By fostering this culture, we are not only restoring public trust but also ensuring that the resources entrusted to us are used effectively to generate tangible benefits for the public.

A Vision for the Future

Guided by the GNU's priorities, this Annual Performance Plan lays out a path for a DPWI committed to delivering real and measurable progress for South Africa. Our goal is to

build a future where public assets are optimized, infrastructure drives growth, and the EPWP provides sustainable work opportunities. Success depends on the dedication and accountability of every member of the department. Together, we are working to create a transparent, efficient, and trusted DPWI that embodies excellence and delivers on its commitments.

With the strength of our collective resolve and the invaluable partnerships we cultivate, we will help South Africa emerge stronger, more inclusive, and more resilient. Our shared objective is clear: to make a meaningful difference that uplifts communities, drives economic recovery, and restores confidence in government initiatives. This is not just our commitment to every South African.

Together, Let build SA and a future in which every South African can thrive.

I hereby present the re-tabling Department of Public Works and Infrastructure's 2024/25 Annual Performance Plan.



Mr Dean Macpherson MP
Minister of Public Works and Infrastructure

Accounting Officer Statement



I am pleased to present the 2024/25 Annual Performance Plan of the Department of Public Works and Infrastructure. This plan is a continuation of the short to medium term plans of DPWI and the Government, as outlined in the 2020-2025 Strategic Plan, and is the final plan of the 6th Administration.

The economic outlook for our country is very bleak, with GDP growth constrained to below 1% year on year, and a decline in public infrastructure expenditure and revenue collection. Additionally, debt costs are rising and unemployment reached 32.9% in the second quarter of 2023. As a result, National Treasury has cut budgets and halted new infrastructure projects and recruitment. Despite these challenges, the DPWI should still strive to maximize its current resources to ensure full service delivery to its clients and the general public.

In the medium term, the Department will continue to focus on creating work opportunities and promoting skills development in the construction and built environment sectors. The EPWP remains the government's main programme for alleviating poverty and fostering entrepreneurship, especially for women, youth and people with disabilities. Studies show that participating in the EPWP improves participants' chances of finding employment, with a significant number securing jobs or starting their own businesses after leaving the programme. According to the Quarterly Labour Survey for quarter 2 of 2022/23, 39% of EPWP participants who left the programme obtained written employment contracts in various sectors of the South African economy.

The DPWI aims to develop skills in the built environment through its skills development programmes, with the goal of meeting the country's long-term infrastructure delivery objectives. The programme focuses on providing, restoring and replacing the skills needed in the built environment sector, specifically targeting youth and young women, who make up 55% of the total participants. The Department plans to increase the number

of beneficiaries in skills pipeline intervention programmes from 1 200 in 2023/24 to 1 300 in 2026/27, using the allocated budget of R94 million. The coordinated sector targets aim to create an additional 4 779 opportunities for beneficiaries in the 2024/25 financial year.

The delivery of infrastructure will furthermore contribute to job creation. Infrastructure South Africa (ISA) acts as the central coordinating body for national priority infrastructure projects and oversees the implementation of officially announced Strategic Integrated Projects (SIPs), which cover crucial infrastructure networks in energy, water and sanitation, transportation and digital communications. The SIPs also include initiatives related to human settlements, agriculture, and agro-processing. ISA has been allocated R600 million to assist in the preparation of projects to ensure their financial viability and feasibility. ISA will support project sponsors by helping with business planning, packaging, pre-feasibility and feasibility studies, technical designs and legal and regulatory approvals, all in line with the Infrastructure Development Act 23 of 2014 (as amended).

In the consolidation of the work of the 6th Administration, we emphasise the efforts made to professionalise DPWI and transform it into a high-performance centre in line with our values.

These efforts are based on 10 key interventions adopted by the Department to enhance organisational performance, namely:

- Change Management Programme
- Service Delivery Improvement Plan (SDIP)
- Business Process Management programme
- Information and Communication Technology (ICT)
- Macro business and delivery model for DPWI
- Ethics & Compliance, Infrastructure and Management
- Contract Management and Monitoring Capability
- Organisation-Wide Skills Assessment
- Organisation-Wide Maturity in Strategic Management
- Clean Audit

These interventions tackle the root causes of operational deficiencies within the Department. They focus on key areas of the balanced scorecard, which are centred on people, processes and systems, as outlined in the Resilient, Ethical, and Capable DPWI outcome.

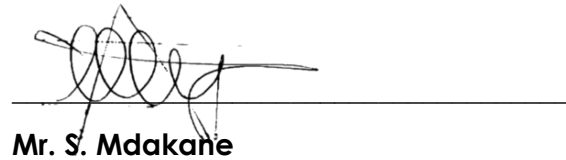
The Department is striving for a Clean Audit by implementing the audit action plan. Our focus is on closing the year with improved performance levels, better audit outcomes and having addressed risk areas such as accruals and the asset register. In the 2022/23 FY, the DPWI Main Account maintained an unqualified opinion, with qualifications on performance information (EPWP), Construction Project Management (CPM) and risk evaluation and mitigation strategies (REMS)). The Property Management Trading Entity (PMTE) improved from a disclaimer opinion to a qualified opinion owing to improvements in the Immovable asset register. However, there was an increase in the number of qualification items in other areas.

It is essential for DPWI management to lead by example in professionalising the state. This involves practicing servant leadership and having the foresight to navigate the challenges ahead. Staff members must also possess strong technical skills to deliver much-needed services to the citizens of South Africa. The transformation of the property sector and the economic empowerment of women, youth, and people living with disabilities will remain priorities in DPWI programmes. Our commitment to fight Gender-Based Violence and Femicide (GBV-F) is unwavering. In response to GBV-F, the Department provides unutilized state buildings available to the Department of Social Development as shelters for GBV survivors. Additionally, the DPWI uses state-owned properties for GBVF awareness messaging.

The transition to the 7th Administration necessitated the re-tabling of Annual Performance Plans (APPs) to ensure alignment with the strategic priorities of the Government of National Unity. The primary focus is to ensure that the 2024/25 APP accurately reflects updated performance indicators and aligns with the commitments outlined in the 2024 State of the Nation Address (SONA) and the Minister's Budget Vote. The Department undertook a comprehensive review of the output indicators within the 2024/25 APP to guarantee alignment with the new administration's goals. The process necessitated that

some indicators be refined, rephrased and others removed from the APP. Resulting in the re-tabling of the 2024/25 Annual Performance Plan.

This is our pledge for future generations and in service of a better world.

A handwritten signature in black ink, consisting of several loops and a long horizontal stroke, positioned above a solid horizontal line.

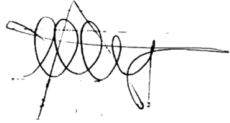

Mr. S. Mdakane

Deputy Director General: NDPWI

Official Sign-Off

It is hereby certified that this Annual Performance Plan 2024/25:

- Was developed by the management of the Department of Public Works 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 is responsible.
- Accurately reflects the Impact and Outcomes which the Department will endeavour to achieve over the period 2024-2025.

Mr S Mdakane Director-General of Public Works and Infrastructure	
Hon. D Macpherson (MP) Minister of Public Works and Infrastructure	

2. 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.

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 makes reference 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 has to observe 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

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

	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 disadvantaged people, women and designated groups with particular emphasis on learnerships, 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.

Legislative and Policy Mandates

The legislative mandate of DPWI is underpinned by the Acts listed in Table A3 that the Department is directly responsible for administering and implementing in fulfilling 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 coordination 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, established 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.

DPWI Legislative Mandates	
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 rescripts.
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, and 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	Organises the built environment professions to serve the imperatives of Government, including transformation, public protection, good governance, etc.
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 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.
Spatial Planning and Land Use Management, 2013 (Act 16 of 2013)	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

Legislation of Relevance to DPWI	
	<p>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 PMFA regulates financial management at national government and provincial government levels; to ensure that all revenue, expenditure, assets and liabilities of those government 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 PPPs.</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 a 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 60 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 a work environment that is safe and 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 the management of protected natural state forests and clarifies the obligations of the owner.
Water Services Act, 1997 (Act 108 of 1997)	Section 2: Provides for access to water and basic sanitation to ensure that the environment is not harmful to human health and wellbeing.
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 electricity 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; it regulates 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)	<p>Promotes the objective of good financial management to maximise service delivery through the proficient use of the limited resources.</p> <p>Section 38(d): Provides for the management, safeguarding and maintenance of assets; implements a procurement system that is fair, equitable, transparent, competitive and cost effective.</p> <p>Section 54(d): Ensures that National Treasury and the Accounting Officer approve the acquisition and disposal of immovable assets.</p> <p>Section 16 read with 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 in order to advance economic transformation.
Public Service Act, 1994 as amended in 2007	Regulates 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: Prohibits direct or indirect discrimination against any persons on the ground of disability in terms of accessing 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 by eliminating unfair discrimination and implementing affirmative action measures to redress the disadvantages in employment experienced by designated groups, in order 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, and 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>
The Broad-Based Black Economic Empowerment Act, 2003 (Act 53 of 2003)	<p>As these relate to the property sector and, 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 in order to improve productivity and employment.
Labour Relations Act, 1995 as amended (Act 66 of 1995)	Provides 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)	Encourages 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)	Ensures availability of records in accordance with PAIA.
The Promotion of Administrative Justice Act, 2000 (Act 3 of 2000)	Establishes fair administrative processes to ensure those affected by the administrative decisions have the necessary recourse.
The National Archives and Record Service of South Africa Act, 1996 (Act 43 of 1996)	Section 13.5: Provides 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	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 (or DPWI?) 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 socioeconomic 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 facilitate growth of the emerging construction sector.
Construction Sector Transformation Charter, 2006 (Charter 2006)	<p>The Charter 2006, <i>inter alia</i>, aims to:</p> <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 and 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.
Amended Property Sector Code of Good Practice on Broad-Based Black Economic Empowerment, Notice 464, GG 40926 of 9 June 2017	<p>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) as these relate to the property sector and, 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

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.
Property Management Strategy on BBEE, Job Creation and Poverty Alleviation, 2007 (PMS B-BBEE 2007)	<p>The objective of the PMS B-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.
Green Building Policy, 2013	<p>Outlines the Department's commitments to address key elements in the New Growth Path and the Industrial Policy Action Plan by, amongst others, promoting sustainable development, reducing greenhouse gas emissions, promoting energy efficiency and stimulating new green industries. The Integrated Renewable Energy and Resource Efficiency Programme (IREREP) was developed out of the Green Buildings Policy.</p>
Property Management Empowerment Policy, 31 January 2018	<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>
The National Water Resource Strategy, 2013	<p>Governs the protection and management of water resources to enable equitable and sustainable access to water and sanitation services in support of socioeconomic growth and development for the wellbeing of current and future generations.</p>
National Energy Efficiency Strategy, 2009	<p>Encourages sustainable energy sector development and energy use through efficient practices, thereby minimising the undesirable impacts of energy usage on human health and the environment, and contributing towards secure and affordable energy for all.</p>
National Waste Management Strategy, 2011	<p>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 context and agenda of</p>

Policies and Strategies Supporting the Mandate	
	socioeconomic 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 Framework	Applies the principles of sustainability to property development, including all related processes and activities, through the direct and responsible involvement of all interested parties.
FM Policy, Strategy and Guidelines	To establish and set out the direction that the PMTE proposes to follow in order to provide service excellence 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 lifecycle cost.
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 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 PHSHDAs on 23 February 2020.

Institutional Legislation, Policies and Strategies and Government-Wide Alignment over the Five-Year Planning Period

Emanating from DPWI's strategic planning process, the legislation, policies and strategies listed in Table A4 were identified as critical interventions that would assist the Department in realising its intended impact and identified outcomes over the five-year period. Some of the existing Acts will be reviewed and possibly amended or repealed to account for the current environment.

The 2024/25 APP highlights some of the key achievements of the Department in each of the main outcome areas. The aim of this is to focus the Department on the remaining priorities, whether in progress or yet to be actioned.

Table A7: Institutional Legislation, Policies and Strategies & Key Achievements

- The introduction of the Expropriation Bill to Parliament and its enactment.
- Development of the Public Works General Laws and Repeal Bill.²
- Amendment of the Construction Industry Development Board Act, 2000 (Act 38 of 2000).
- Drafting of the Public Works and Infrastructure Bill.³
- Infrastructure Development Amendment Bill⁴.

Achievements:

- The Expropriation Bill was introduced to Parliament.
Infrastructure Development Regulations, in terms of the Infrastructure Development Act, No. 23 of 2014, as amended, was gazetted on 2 June 2022.

Policies and Strategies	
DPWI Outcomes	Identified Institutional Policies/Strategies and Key Achievements
A Resilient, Ethical and Capable DPWI	<ul style="list-style-type: none"> • 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. • Retention of core competencies and requisite experience through the Retention Policy. • Digital Transformation Strategy - enable strategy through

² The Intention of the Bill is to repeal outdated, redundant and obsolete pieces of legislation relevant to the Public Works and Infrastructure mandate.

³ This drafting is based on 1997 and 1999 Public Works White Papers cited above under "Policies and Strategies supporting the Mandate of the Department".

⁴ The intention of the Bill is to amend the Infrastructure Development Act, No 23 of 2014, as amended, to allow for the incorporation of Infrastructure South Africa (ISA) as a Schedule 2A Public Entity, once ISA's Business Case has been approved by the Minister of Public Service and Administration and the Minister of Finance.

Policies and Strategies	
DPWI Outcomes	Identified Institutional Policies/Strategies and Key Achievements
	<p>technology, including e-gov.</p> <ul style="list-style-type: none"> • Organisation-wide Change Management Strategy – to improve the culture of the organisation
Integrated Planning and Co-ordination	<ul style="list-style-type: none"> • Implementation of an effective DPWI Sector-wide Monitoring and Evaluation Strategy and an automated performance reporting system. • Develop and implement a Stakeholder Value Management Strategy (to coordinate external stakeholders outside the sector). • Continue the implementation of the urban regeneration precinct planning, with Salvokop as the lead project and test case. • Programme manage the New City Initiative starting with the development of a brief for the Framework and brief.
Sustainable Infrastructure Investment	<ul style="list-style-type: none"> • Review and roll out of the Infrastructure Delivery Management System (IDMS) and its relationship with the ISA 5-Case Model plus how the two processes can be streamlined into one.⁵ • Develop an Infrastructure Investment Strategy based on research into international best practices and lessons learned. • Infrastructure Development Strategy and Plan in terms of the Infrastructure Development Act to enable targeted, demand-driven infrastructure development and investment across the asset management lifecycle. • In terms of the Infrastructure Development Act's formulation of the 2050 National Infrastructure Plan, informed by the National Spatial Development Framework and the District Development Model. • Review of Strategic Integrated Projects (SIPs), Cabinet-approved projects and other projects in terms of the new inclusive DPWI mandate. • Develop and Implement a Project Performance and Monitoring System (Investment in Construction-related Technology). • Infrastructure Modular and Costed Design Programme for all public facilities. • Upscale the Welisizwe Rural Bridges Programme and ensure increased implementation so as to link communities and prevent drowning when crossing rivers.

⁵ The IDMS system assists government to manage planning, budgeting, procurement, delivery, maintenance, operation, monitoring and evaluation of infrastructure.

Policies and Strategies	
DPWI Outcomes	Identified Institutional Policies/Strategies and Key Achievements
Productive assets	<ul style="list-style-type: none"> Implement a Green Building Policy to inform the development and implementation of two Green Building Rating Tools for all new and selected existing buildings, coupled with the implementation of the PV Programme for all government buildings. Utilisation Optimisation Strategy intended to optimise portfolio utilisation to improve productivity, save costs, improve efficiencies and freeing up buildings for other uses. Disposal Strategy developed to guide the strategic releases of immovable assets gratis (as donations) for purposes of land reform and human settlement, in support of government imperatives. Further, various pieces of legislation require that DPWI derives the highest and best possible value from its immovable assets to enhance revenue generation. Cost Containment Strategy In addressing the fiscal constraints faced by Government, the DPWI must devise strategies and initiate plans to extract maximum value for money from the property portfolio by <i>arresting exorbitant expenditure and quantifying potential savings</i>. Return on Investment Optimisation Strategy to optimise surplus for utilisation and comprehensive revenue generation. Develop and implement revised Resource Efficiency Interventions and Capacity Building Strategy in Regions. Acquisition Strategy. Despite the magnitude and widespread nature of its portfolio, there are numerous instances where DPWI cannot accommodate the requirements of User Department. Although every effort is made to ensure optimum utilisation of its property portfolio, the Department is frequently faced with the necessity to acquire stock in the form of land and/ or buildings to provide the necessary accommodation for government services. Backlog and Maintenance Strategy intended to improve the state of the portfolio to better deliver services. The delivery and maintenance of infrastructure is a critical intervention to turn around an economy trapped in structural problems that reproduce low levels of growth, a high rate of unemployment and massive poverty.
Transformed built Environment	<ul style="list-style-type: none"> To address the Spatial Transformation Agenda, establish a joint working committee between the Department and other National, Provincial and Local Departments responsible for Land Reform and Human Settlements, for the purpose of Land Release under the custodian of the Department. Built Environment Professions Development Strategy outlining areas for skills development in terms of the Skills Gap Analysis

Policies and Strategies	
DPWI Outcomes	Identified Institutional Policies/Strategies and Key Achievements
	<p>and an identified interventions process for creating a multidisciplinary team internally within the Department; addressing value chain empowerment initiatives (cradle-to-grave economic sustainability), including facilitating the registration of designated groups with professional bodies to advance their economic sustainability in the built environment.</p> <ul style="list-style-type: none"> • Revise and implement transformative SCM Prescripts and Procurement Policy. • Review, implement and monitor the Contractor Development Programme, including ringfenced projects, in partnership with the CIDB. • Aggressive implementation of the Contractor Development/Incubator Programme in the procurement of construction-related services, i.e. Capital Projects and Built Environment Professional Services at design and execution stages of construction/major maintenance projects in conjunction with the 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) and soft services, leasing, property brokering, etc., in conjunction with the 2017 Preferential Procurement Regulations.
Optimised Job Opportunities	<ul style="list-style-type: none"> • Review and implement the Procurement Framework for the property and construction industry. • Restructure the EPWP Coordination Strategy to guide how DPWI monitors, evaluates and reports on EPWP performance by implementing bodies across the country. Furthermore, it is intended to ensure functionality of coordination mechanisms, and direct the process of developing the 5-year implementation plan. • Enable the mainstreaming of EPWP across the built environment sector in all three spheres of government. • EPWP Massification and exit plan put into place during 2024/25. • EPWP Phase V Plan will be drafted and completed going into 2024/25.
Dignified Client Experience	<ul style="list-style-type: none"> • Develop and implement a Stakeholder Value Management Strategy to enhance departmental client satisfaction. Improve Business Processes, Standard Operating Procedures (SOPs) and Service Delivery Standards in line with the Batho Pele Principles.

Alignment to NDP and MTSF

The DPWI Outcomes, which have been unpacked in the tables in section 3.1 of the Strategic Plan, and the institutional policies, strategies and priorities that will be implemented over the five-year period, are essentially aligned to the National Development Plan and seven National priorities. They are aligned as per Table A5:

Table A8: DPWI Outcomes Alignment to the MTSF

Impact (ultimate result)	DPWI Outcomes	MTSF Priority	MTSF Outcome
Infrastructure-led Economic Growth	Integrated Planning and Coordination	Priority 5: Spatial integration, human settlements and local government	A spatially just and transformed national space economy that enables equal access to social services and economic opportunities in cities, regions and rural areas.
			Reduced vulnerability of key sectors to climate change.
			Reduction of total GHG emissions in South Africa.
			Reduced waste disposal by landfill and improved state of ecology.
Infrastructure-led Economic Growth	Productive Assets Sustainable Infrastructure Investment	Priority 2: Economic transformation and job creation	Inclusive economic growth.
Infrastructure-led Economic Growth	Sustainable Infrastructure Investment	Priority 7: A better Africa and world	Increased investment opportunities for foreign direct investment in the South.
Infrastructure-led Economic Growth	Optimised Job Opportunities	Priority 2: Economic transformation and job creation	Creating more decent jobs.
Infrastructure-led Economic Growth	Transformed Built Environment	Priority 2: Economic transformation and job creation	Increased ownership and participation by historically disadvantaged individuals.
			Competitive and accessible markets through reduced share of dominant firms.
		Priority Cross Cutting: Economic transformation and job creation	Zero discrimination based on gender.

Impact (ultimate result)	DPWI Outcomes	MTSF Priority	MTSF Outcome
Infrastructure-led Economic Growth		Priority 3: Education, skills	Improved education, training and innovation.
		Priority 3: Education, Skills	Improved employability of youth through skills training.
	Resilient, Ethical and Capable DPWI	Priority 1: A capable, ethical and developmental state	Integrated government and social compact with the citizenry.
			Ethical, efficient operations and effective accountability mechanisms.

Implementing the Ministerial Priorities

The following Ministerial Priorities have been incorporated into the planning processes of the Department as per Table A9:

Table A9: 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

Priority Area	Ministerial Priorities	
	Strategies/ Interventions to implement Ministerial Priorities	
Priority 1: Public Assets for Public Good	<ul style="list-style-type: none"> • Digitized State Asset records: Develop a digital, risk focused system to track the location, condition, value, and usage of all state-owned properties. Crucial for new focus going forward. • Modernize Asset Management: Use digital tools and geospatial technologies to ensure that assets are constantly updated and monitored for efficiency and value generation. • 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. • Utilisation of buildings over leases: Leasing costs 	

Ministerial Priorities	
Priority Area	Strategies/ Interventions to implement Ministerial Priorities
	<p>and systems are problematic which are a source of public unhappiness and alleged corruption</p>
Priority 1: Public Assets for Public Good – Addressing Hijacked and Dilapidated Buildings	<ul style="list-style-type: none"> • Reclamation Programme: Using courts, collaborate with local government to reclaim hijacked and dilapidated buildings. • Repurposing Strategy: Once reclaimed, these buildings will be repurposed for through partnerships with government spheres, departments or agencies, social housing, commercial use, or community services.
Priority 2: Infrastructure-Led Growth	<ul style="list-style-type: none"> • Position ISA as central point for infrastructure: ISA should and must become the central point of major infrastructure co-ordination. Currently, infrastructure is too fragmented. • Local government infrastructure: LG is unable to design, prepare and delivery bulk infrastructure on the scale that is needed. ISA can step in to assist • Social infrastructure backlog: The department has numerous failed or stalled projects due to poor project management. ISA, through patterns can work to deliver projects on time and on budget.
Priority 2: Infrastructure-Led Growth – Catalytic Projects	<ul style="list-style-type: none"> • Fast-Track Implementation: Establish dedicated project teams to oversee the completion of these projects • Funding Mechanisms: Leverage public-private partnerships, international financing, and development banks to secure additional funding. • Regulatory Streamlining: Work with government entities to remove bureaucratic hurdles that slow down project approval and implementation.
Priority 2: Infrastructure-Led Growth – Tackling the Construction Mafia	<ul style="list-style-type: none"> • Increased Security: Partner with law enforcement, and private security firms to safeguard project sites and ensure

Priority Area	Ministerial Priorities Strategies/ Interventions to implement Ministerial Priorities
	<p>uninterrupted project execution.</p> <ul style="list-style-type: none"> • Community Engagement: Develop community outreach programmes to involve local communities in projects legally and productively, offering local contractor opportunities. • Policy Enforcement: Enforce strict procurement policies to ensure fairness and transparency, with severe penalties for criminal interference.
Infrastructure-Led Growth – Local Contractor Involvement	<ul style="list-style-type: none"> • Capacity Building: Develop training and mentorship programmes for local contractors to improve their capacity and compliance with project requirements. • Procurement Reforms: Ensure transparent, fair procurement processes that allow smaller contractors to compete. • Monitoring and Support: Provide ongoing monitoring, support, and capacity development to ensure that local contractors deliver quality work.
Priority 3: Expanded Public Works Programme (EPWP)	<ul style="list-style-type: none"> • Partnerships with Training Institutions: Collaborate with vocational training centres, technical colleges, and private sector companies to offer skills-based training to EPWP participants. • Certification Programmes: Establish certification frameworks for EPWP graduates, ensuring their skills are recognised in the formal job market. • Internship and Apprenticeship Models: Integrate on-the-job training, internships, and apprenticeships to enhance skills development, linking participants with formal employment opportunities. • Reform EPWP to emphasise skills development, entrepreneurship, and long-term job opportunities in key economic sectors such as construction, agriculture, and services

Ministerial Priorities	
Priority Area	Strategies/ Interventions to implement Ministerial Priorities
Priority 4: Build a new culture based on excellence and transparency	<ul style="list-style-type: none"> • Success depends on the dedication and accountability of every member of the department. • Our collective goal is to create visible, tangible results that contribute to economic recovery, improve public trust, and uplift communities • The department must build confidence in the industry to minimise disruptions, reduce project costs, and ensure the safety of contractors and workers

Direct Links to Other Plans

In development of its strategic plan, the DPWI also took the following National plans into consideration as per Table A7. These plans are clearly articulated in Part B (Situational Analysis) and Part C (Performance Measures) of the APP.

Table A10: 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.
The Energy Action Plan	Support by the Department's programmes and projects of the Energy Action Plan by making land available for Eskom projects and facilitating renewable energy programmes for our facilities

Relevant Court Rulings

The following court rulings remain relevant:

Table A 11. Relevant Court Rulings

Case Number:	28993/2020
Plaintiff	LBMC Consulting (Pty) Ltd
Defendants	Minister of Public Works and Infrastructure and Department of Public Works and Infrastructure

Case Number:**28993/2020****Mini Summary:**

This is a breach of contract claim against the Department resulting in loss of revenue in the amount of R1 943 943.00, loss of expenses in the amount of R6 464 137.18, standing time in the amount of R3 648 616.90 and contract price adjustment in the amount of R1 169 943.00.

The scope of the project consisted of renovations of existing offices, alterations of the public toilet and construction of a new double storey structural frame office block at Alberton Police Station. In addition, the existing porta cabins on site were to be removed and the cells had to be upgraded.

The plaintiff accepted the bid after meeting with the second defendant informing the plaintiff that its bid was lower than the second defendant's estimated cost for completion of the work. The second defendant afforded the plaintiff an opportunity to withdraw its tender. The plaintiff informed the second defendant that it would complete the project at the indicated price of R14 291 940.88. The contract period was eighteen (18) months, commencing on 22 September 2017 with practical completion on 23 March 2019.

After signing the contract and commencing the work, the plaintiff discovered that there was a discrepancy between the bill of quantities (BoQ) furnished by the second defendant and the work required. The plaintiff continued with the work until December 2019, but sent the second defendant a letter in August 2019 seeking to adjust the contract price on the basis that there was a huge financial discrepancy between the BoQ and the drawings given to all bidders. The plaintiff informed the defendant that it would take the builder's holiday and resume work in January 2020.

The second defendant placed the plaintiff in mora and afforded it 5 days to resume work and indicate how it would catch up with the programme. The plaintiff did not return to work after the builder's holiday, whereupon the second defendant cancelled the contract.

The parties were not able to resolve their dispute and the plaintiff issued summons for loss and damages. The

Case Number: 28993/2020	
	<p>defendants opposed the claim and lodged a counterclaim.</p> <p>The issues in dispute were whether the plaintiff was entitled to issue a letter of suspension and whether the defendants were entitled to cancel the contract (JBCC construction agreement, version 4.5 of 2005), concluded by the parties in 2017.</p>
Judgement	The plaintiff's claim was dismissed with costs as he failed to prove breach of contract and losses allegedly suffered.
Remedial action (policy/strategy) to reduce or avoid recurrence)	Although the matter was found in favour of the defendants, the DPWI must ensure that tender documents accurately detail the works to be carried out.
Case Number: 48624/2020	
Applicants	David William Napier Davel (represented by Adv Pieter Andries Venter)
Respondent	Minister of Public Works and Infrastructure
Claim summary	<p>A duty of care and delictual damages claim where Mr Davel, an independent contractor, suffered damages after falling from the roof of a DPWI building occupied by the SANDF. It is alleged that Mr Davel was injured when he unknowingly stepped onto a fiberglass roof covered in a layer of dust, leaves and other debris, while attending to work requested by a senior member of staff of the third defendant Mr Davel was critically injured and rushed to hospital.</p> <p>Adv Venter argued that the defendants knew or ought reasonably to have known of the hazard and were negligent in failing to warn Mr. Davel that parts of the roof were covered in fiberglass.</p> <p>The department denied the allegations and argued that Mr Davel was negligent and had no authority to be on the roof. It further contended that Mr Davel was an independent contractor and therefore responsible for his own safety.</p>
Judgment	<p>The court found that the actions of the defendants were wrongful and negligent and that</p> <ul style="list-style-type: none"> the defendants were jointly and severally liable for the plaintiff's proven or agreed damages

Case Number:	28993/2020
	<ul style="list-style-type: none"> the issue of quantum was separated from liability in terms of Rule 33 (4) and was postponed sine die the defendants must pay the plaintiff's taxed or agreed costs on the high court scale, including the costs of counsel and the curator ad litem.
Remedial action (policy/strategy) to reduce or avoid recurrence)	The department must ensure that there are safety warning signs on and in all its buildings to prevent occurrences such as this.

3. Part B: Our Strategic Focus

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"

MISSION

"To provide strategic direction and quality services that offer innovative and proactive socio-economic Infrastructure delivery and maintenance of public assets, while protecting the environment and the cultural and historic heritage, safety in the working environment and safer communities towards sustainable development."

VALUES

We PRIDE ourselves with the following values:

- **Professionalism:** by demonstrating a high degree of skill, competency and character.
- **Responsiveness:** by anticipating the needs of the clients and the citizens we serve.
- **Integrity:** by consistently honouring our commitments, upholding ethical, honest behaviour and transparent communication.
- **Dependability:** by being trustworthy and reliable in the services we provide.
- **Efficiency:** by striving towards simplified ways of doing things and optimising the client's mandate, thus creating more value.

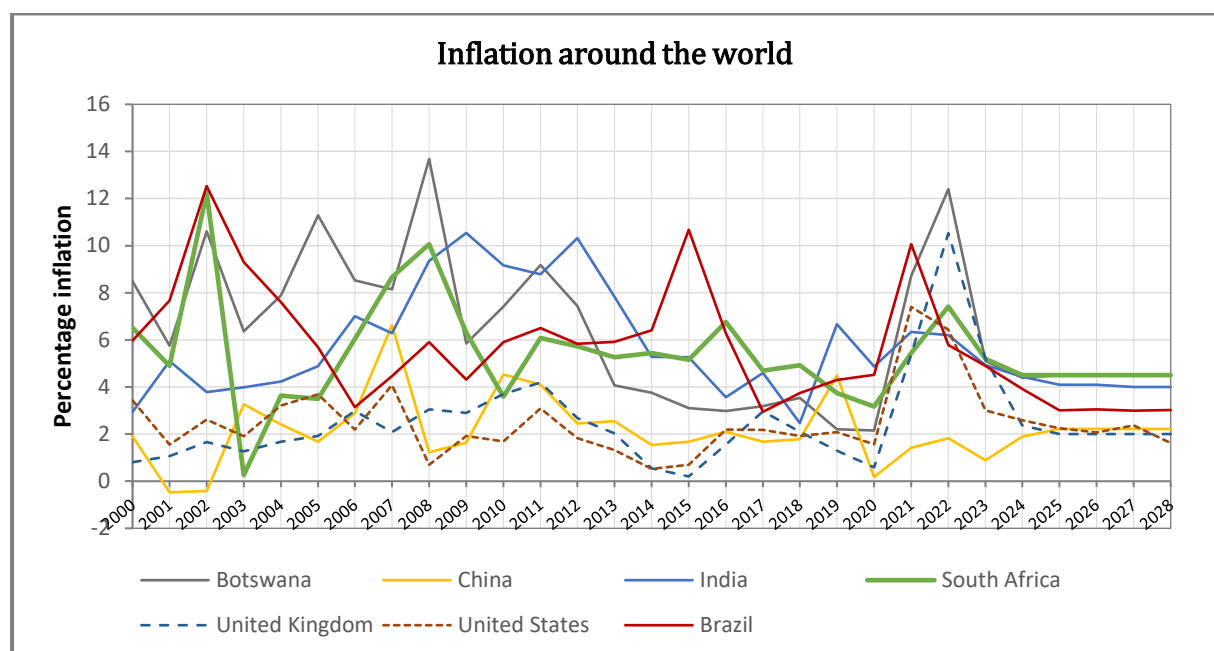
SITUATIONAL ANALYSIS

3.1 External Environment

Global Economic Overview

Over the past few years, following the Covid-19 pandemic, global growth remained somewhat constrained. The slight recovery in 2022 was negatively impacted by the Russia and Ukraine war and growth has remained below pre-pandemic levels, with inflation spiking across the world. Energy constraints, mostly due to supply shortages, have driven global prices higher, resulting in restrictive monetary policies worldwide in an effort to ease cost-of-living pressures.

The table below shows inflation figures for most of SA's trading partners and dominant global economies, based on the International Monetary Fund's (IMF) 2023 October outlook. The upward trend in inflation between 2020 and 2022 is clearly evident. Inflation is expected to ease for most economies in 2023 and remain stable in the forecast period until 2028. The IMF's January 2024 economic update presented even lower inflation forecast figures for 2024 and 2025 when compared with the October estimates.



Data source: IMF World Economic Outlook

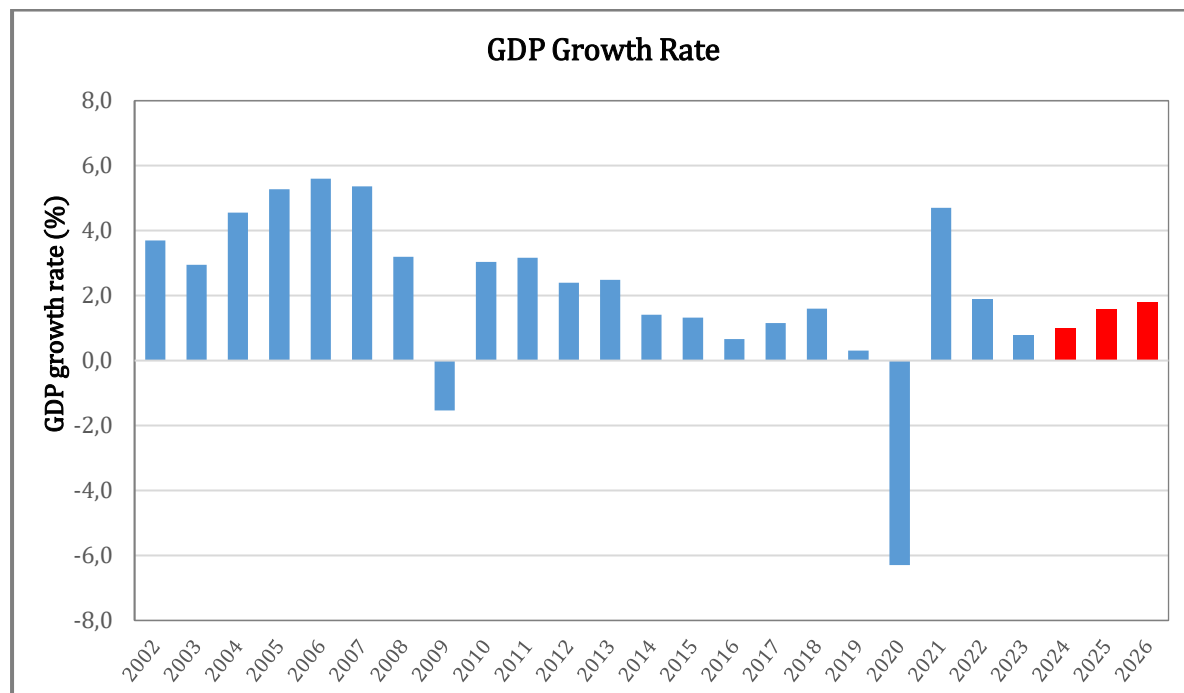
In light of the above-mentioned challenges, global growth is estimated to have dropped from 3.5% in 2022 to 3.1% in 2023. The projected growth rates for 2024 and 2025 are 3.1% and 3.2% respectively, which is an improvement compared to October forecasts. The improvement is due to better than predicted economic growth in the United States and other major emerging markets.

Risks to global growth remain, however, in the form of restrictive monetary policies, commodity and energy price instability, reduced productivity, geopolitical tensions

and depleted fiscal resources in many countries. In view of these, one can expect global investment to be more restricted, which will find expression in the already constrained local economic domain. Global inflation and oil prices are predicted to decrease in the year.

Local Economic Overview

In contrast with the expected 3.1% global growth rate in 2024, South Africa's growth is forecast to be at 1.0% in 2024 compared to 0.8% in 2023 (2022: 1.9%). GDP declined by 0.2% in the third quarter of 2023 after the 0.5% increase in the second quarter.

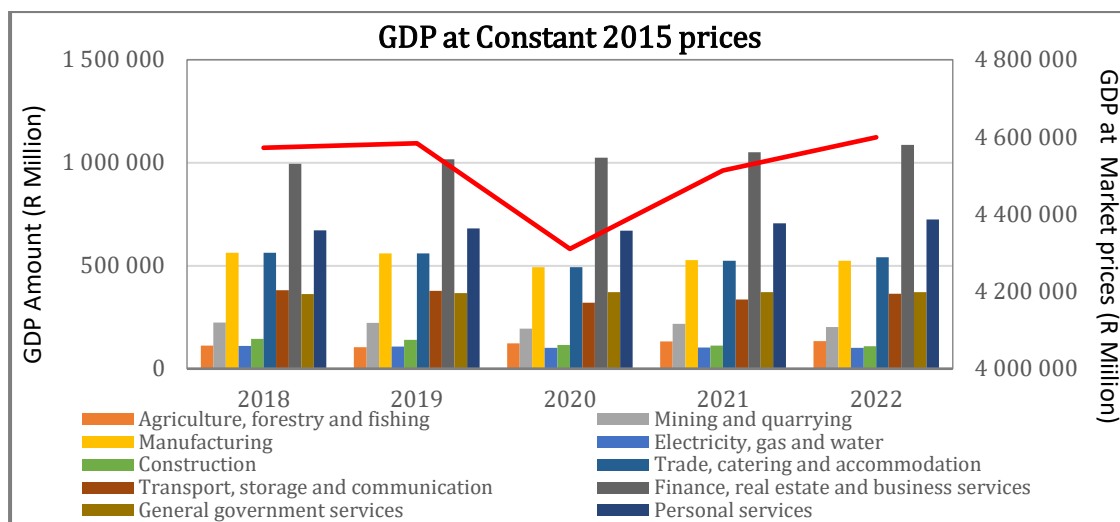


Data Source: Stats SA, National Treasury

Economic growth is severely hampered by persistent power outages and infrastructure failures in the port and rail sector. High levels of inflation also contribute to the slow growth.

Government has outlined an economic recovery plan to address these issues, which includes the establishment of the National Energy Crisis Committee to mitigate loadshedding and accelerate energy generation, and the creation of the Ministry of Electricity. The reforms initiated could significantly improve economic growth over time.

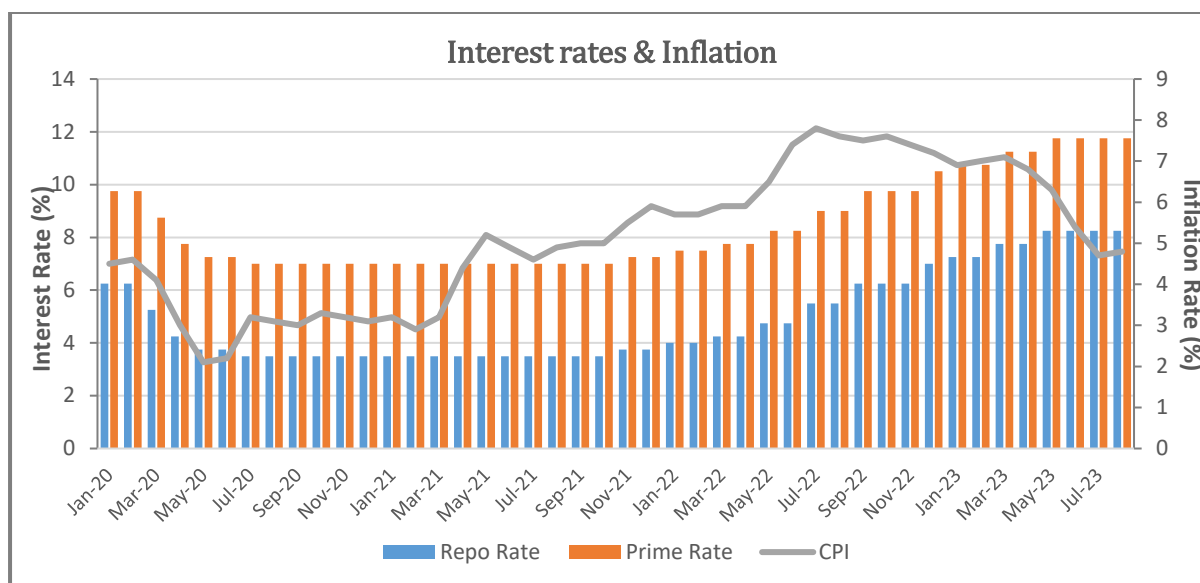
The graph below shows the value added to GDP per industry. The finance, real estate and business services sector added the most, with a 26% contribution exceeding R1 trillion. Personal services was the next biggest contributor with R724 billion (17%).



Data Source: Stats SA, National Treasury

Interest rates and inflation

South Africa's inflation rate has eased towards the median of the inflation target band of 3% - 6%, with food and crude oil prices causing inflationary pressures. The headline consumer price index (CPI) was estimated at 4.8% in August 2023 from 4.7% in July 2023; average CPI is expected to soften to 5.3% in 2023 from 6.9% in 2022. Headline inflation was at its lowest level in 2020 at 3.3%, and at a 13-year high of 7.8% in July 2022.



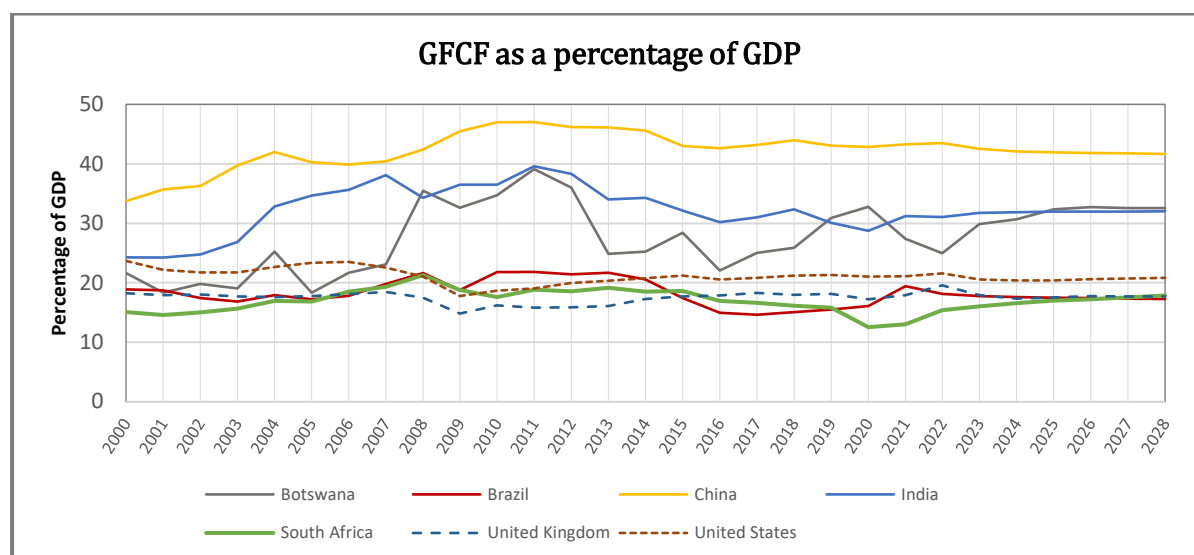
Data Source: Reserve Bank, Stats SA

The graph gives a combined view of the repo, prime and inflation rates. The South African Reserve Bank (SARB) has increased the rates with the aim of anchoring inflation to the mid-point range. Against the backdrop of very low economic growth, increased interest rates are necessary to reduce costs. As global and local economic conditions improve and prices stabilise, interest rates may be lowered in future.

The repo and prime rates are currently at the levels announced in July 2023, namely, 8.25% and 11.75% respectively. Higher interest rates translate to higher cost of credit, thus reducing the disposable income of individuals and businesses with debt as debt-servicing costs increase.

Gross fixed capital formation

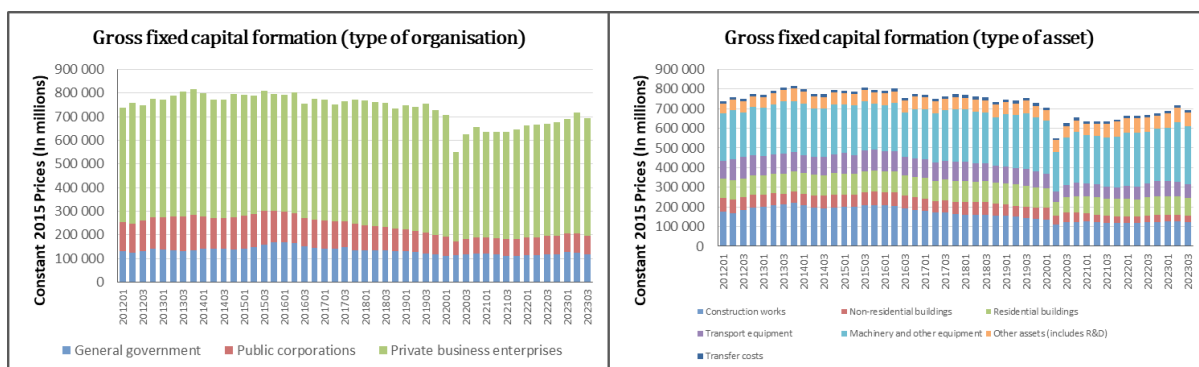
Gross fixed capital formation (GFCF) (also referred to as fixed investment expenditure) is an important aspect of an economy's expenditure. Countries with higher levels of GDP growth, also have GFCF at a higher percentage of GDP, mostly above 30%. The GFCF of China, Botswana and India, for instance, exceeded 25% of GDP in 2022 and is forecast to exceed 30% in 2023 according to the IMF. South Africa's overall GFCF has been slightly below 20% of GDP for most of the years shown in the chart below and is predicted to remain below 20% over the forecast period. This is concerning and indicates that unless major strides are made to correct investment spending in the country, growth will remain subdued and well below the National Development Plan (NDP) targets.



Data Source: IMF

The charts below show GFCF by type of organisation and asset. The private sector still contributes the highest share to GFCF, followed by public corporations. General government and public corporations contributed about 35% of the total capital formation in 2012. This had dropped below 30% by 2019, showing the extent to which the public sector's share of investment spending has decreased.

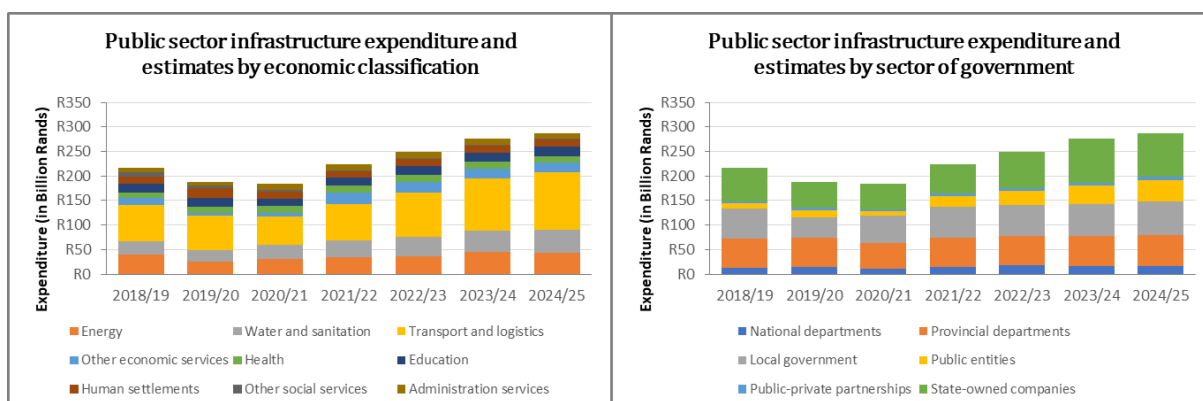
The graph below shows that even though the private sector has maintained a higher contribution, total capital formation has been decreasing in real terms (at 2015 constant prices). The graph on the right shows the contribution to capital formation by asset type. Construction of residential and non-residential buildings accounted for just below 50% of capital formation in 2012, but only about 35% as at the second quarter of 2023.



Data Source: Stats SA

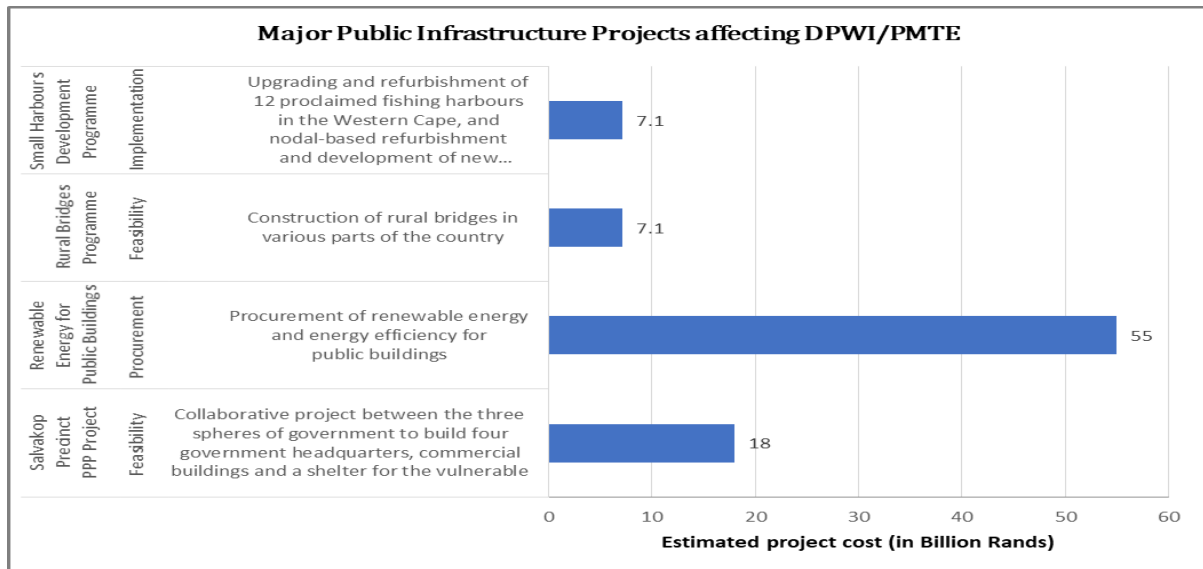
Public Infrastructure

The charts below show actual (2018/19 to 2020/21) and estimated (remaining years) expenditure (in billions) on infrastructure by the public sector. Following declines due to Covid-19 in 2019/20 and 2020/21, spending is estimated to have recovered to above pre-pandemic levels. The energy, transport and logistics, and water and sanitation industries are expected to receive the most investment in the medium term. After falling below provincial and local government infrastructure spending, state-owned entities are expected to regain the lead in public sector capital formation for the medium term. The public sector is projected to spend R903 billion on infrastructure over this period.



Data Source: National Treasury

Multiple major projects are at advanced stages of preparation, procurement and implementation and expected to kick off in the near future. Most of the projects are expressed in the NIP 2050 and will see the public sector partnering with the private sector for delivery. The chart below shows those projects that have a direct impact to DPWI and the PMTE. As part of the infrastructure investment plan, the Salvokop Precinct Development Project in Tshwane has been launched and is anticipated to create 80 000 jobs. This project will build four government headquarters, commercial buildings and shelter for the vulnerable. Renewable energy for public buildings, the Kopanong Precinct PPP project, Limpopo Central Hospital PPP project, Midvaal electricity distribution project and the Small Harbours Development Programme are further projects geared to create employment. These projects are currently in the implementation or procurement phase.

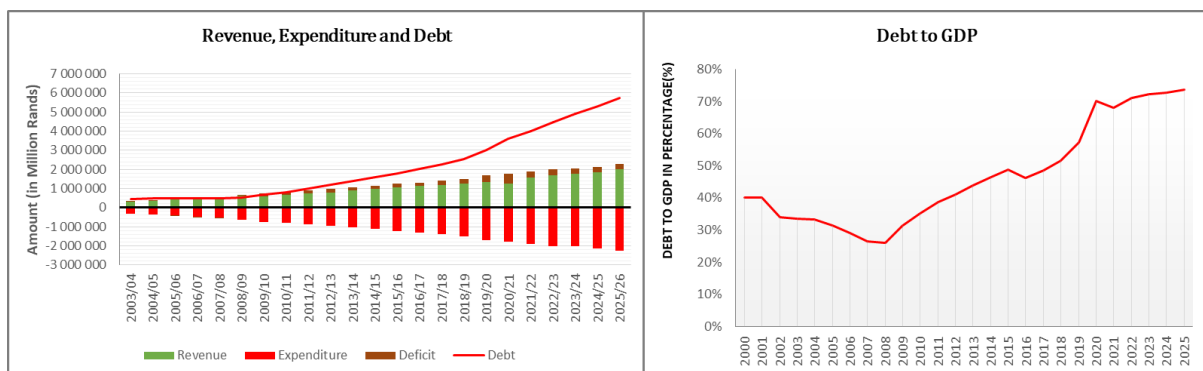


Data Source: National Treasury

Public Finances

Government's current fiscal policy statement aims to reduce and stabilise public debt and finances. Current government spending exceeds collected revenue; the last revenue surplus was experienced in 2008. Revenue for 2023/24 is expected to reach R1.787 trillion and translates to 25.5% of GDP. The current gross debt-to-GDP ratio for 2023/24 is 72.2%.

Government spending comprises largely of the wage bill and debt-servicing cost. The latter is currently 4.9% of GDP and 19.4% of revenue. National Treasury issued a circular on cost-containment measures to be implemented in all spheres of government. The aim of the circular was to reduce the fiscal gap by ensuring that all expenditure incurred are necessary and appropriate. Line items in the circular include restrictions on travel, vehicle rental, conferences, capital spending, spending on goods and services and recruitment. Only critical and service delivery items are exempted.

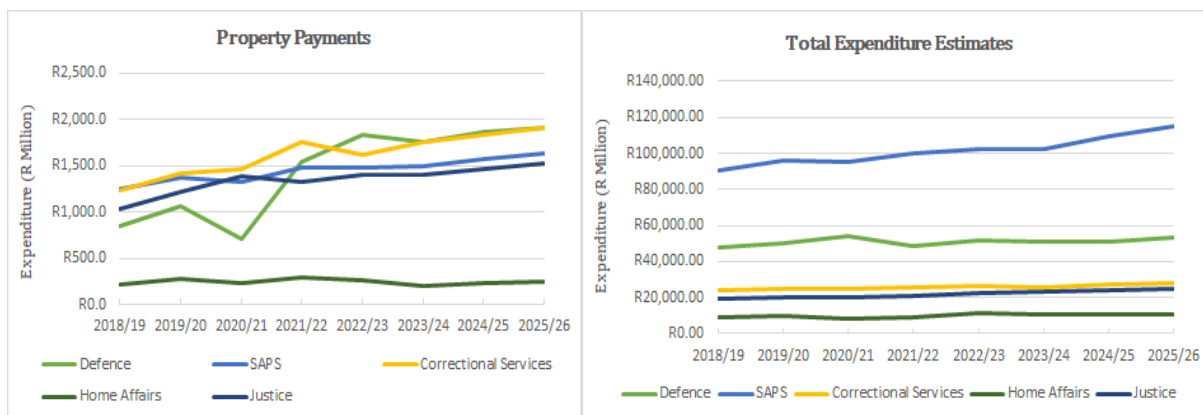


Data Source: National Treasury

There was a debt relief proposal of R254 billion for Eskom in the 2023 budget. The budget also allocated an additional R227 billion to extend the social relief grant until March 2024. Other state-owned entities that have increased government debt due

to bailouts are South African Airways (SAA), the South African Post Office (SAPO) and the South African Broadcasting Corporation (SABC). The country's gross loan debt is expected to rise from R4.73 trillion in 2022/23 to R5.84 trillion in 2025/26.

The charts below show the portion of the budget going towards property payments for the security cluster departments, which occupies the majority of DPWI's buildings. The total expenditure estimates for each client are also shown, depicting a slow growth for all departments and the reduction during the Covid-19 period. At a percentage level, property payments are expected to fall for the 2023/24 financial year before growing at an average of 5.4% for 2024/25. Total budgets are expected to fall by 0.62% for 2023/24 and increase by an average of 4.01% for 2024/25. These low growth rates pose a threat to DPWI, at a time when the results of the itemised billing project suggest that these client departments have significant shortfalls on their accommodation budgets.

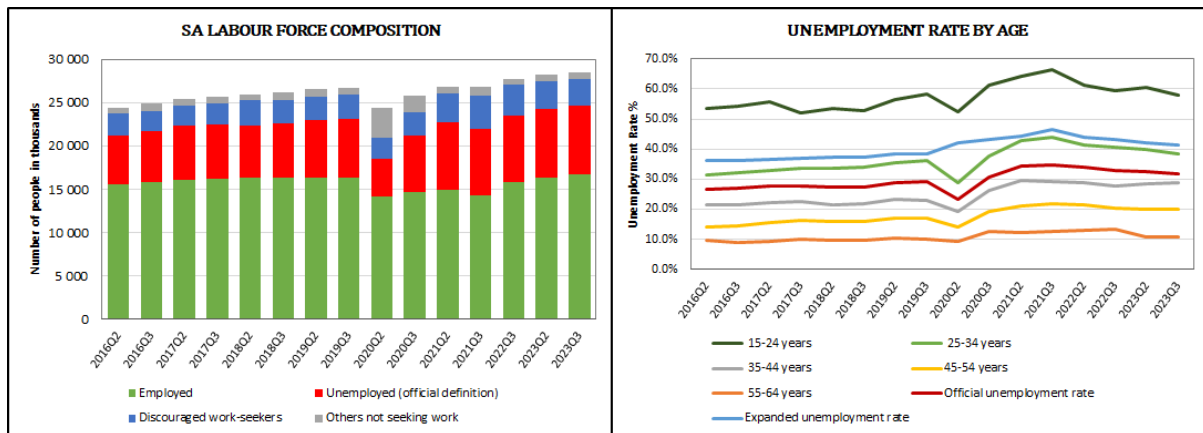


Data Source: *National Treasury*

Employment

The Quarterly Labour Force Survey (QLFS) published by Statistics South Africa shows that the labour force increased by 326 000 from 24.27 million people in the second quarter of 2023 to 24.49 in the third quarter. At the same time, the number of employed people increased from 16.3 to 16.7 million individuals and the officially unemployed decreased from 7.9 and 7.8 million. The official unemployment rate fell from 34.9% to 31.9% year on year from the third quarter of 2023. From the third quarter of 2022 to the third quarter of 2023, the number of discouraged job seekers reduced by 358 000. This is a positive sign that job seekers are regaining confidence.

The graphs below show the composition of the labour force and the unemployment rate for various age categories from the second and third quarter of 2016 to 2023.



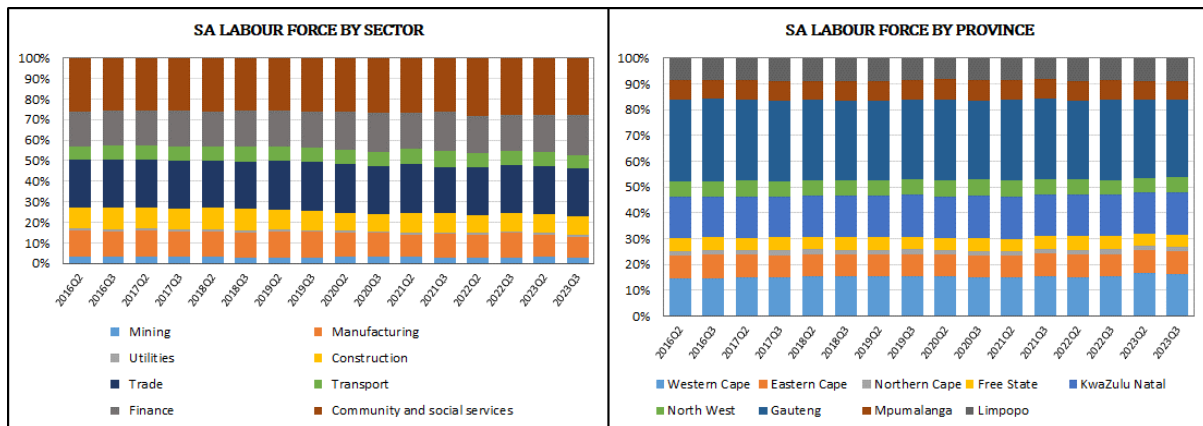
Source: STATS SA

The youth unemployment rate persists as a pain point, with 58% of young people aged 15 to 24 without a job in the third quarter of 2023. Youth unemployment has been slightly above 60% for the past three years; the recent decline puts the rate close to what it was in the third quarter of 2019 (58.2%). The persistently high unemployment and sluggish job market are indicative of the devastating impacts of extended loadshedding. Not having the skills required to find or create their own jobs is a major challenge for South African youth.

Government continues its efforts to address youth unemployment with interventions such as the Expanded Public Works Programme (EPWP) which is poised to enter its fifth phase. As part of the Presidential Youth Employment Initiative (PYEI), which aims to transition young people from learning to earning, the SAYouth.mobi zero-rated platform was established to enable unemployed youth to access opportunities. The Presidential Employment Stimulus (PES) is another intervention aimed at addressing and responding to youth unemployment.

Despite challenges experienced, construction sector employment is expected to steadily grow in the upcoming quarters of 2023 and 2024. The QLFS 2023 indicated a 1% employment growth in the sector between the first and second quarters of 2023. The finance sector saw a similar positive increase in employment over the same period. Government welcomed strategic integrated infrastructure investment projects that are geared towards unlocking opportunity, creating new jobs, strengthening the delivery of basic services and supporting the integration of African economies. Minister of Finance, Enoch Godongwana, stated in February 2023 that government is projected to spend R903 billion in infrastructure development over the medium term, including public-private partnerships (PPPs). Investment in renewable energy is expected to stimulate employment and in the construction sector in the medium term.

At a provincial level, KwaZulu-Natal realised a 0.5% increase in employment in the second quarter of 2023, while Limpopo and North West both recorded 0.2% employment growth. The Western Cape and Free State both shed 0.1%, and 27 700, of their jobs between the second and third quarter of 2023. Gauteng, KwaZulu-Natal and the Western Cape have the highest share of employment in the country.

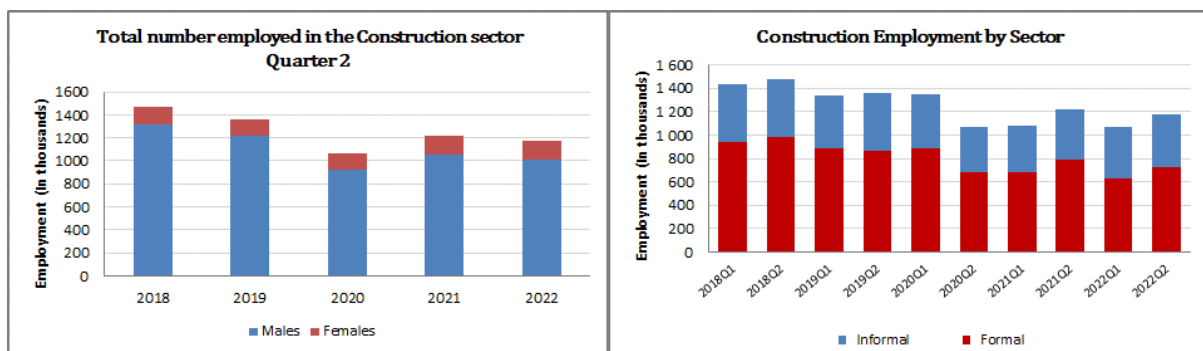


Source: STATS SA

Construction sector employment

The charts below were drawn from the QLFS data and shows that bridging the inequality gap is a long and difficult process in the construction industry. The number of women dropped to 154 000 in June 2023 compared to 165 000 in the same period of the previous year. Men, however, increased by 12% year on year, from 1 012 000 in June 2022.

Coming off a low base due to the Covid lockdown, the formal and informal sectors increased employment opportunities by 62 000 and 42 000 respectively between the first and second quarter of 2023. Although the formal sector appears to be creating more jobs, both sectors have high job-creation potential.



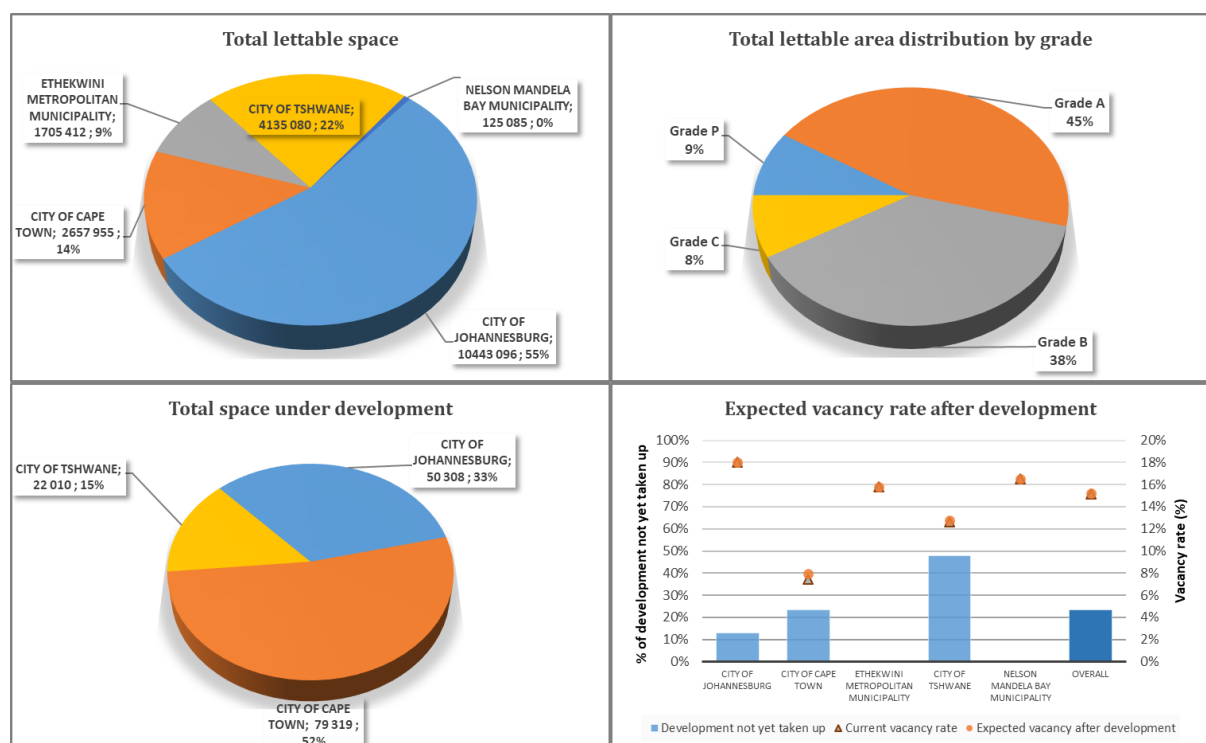
Source: Stats SA

At R47 812, the electricity, gas and water supply industry boasted the highest average earnings in 2022. Not only did the construction sector employ more in quarter 3 of 2022 compared to the previous quarter, average earnings also increased from R18 484 in 2021 to R21 021 in 2022. This was a healthy recovery from R14 865 in 2020 when Covid-related restrictions were lifted. The pick-up may be due to improving conditions and/or wages reacting to inflation; however, an analysis of the earnings using 2015 constant prices confirms the increase in earnings. Using the average earnings for all industries as a base measure, the 13.7% growth in earnings for the construction industry surpassed the 4.3% industry growth recorded in the same period of the previous year.

Property Sector

Offices Market

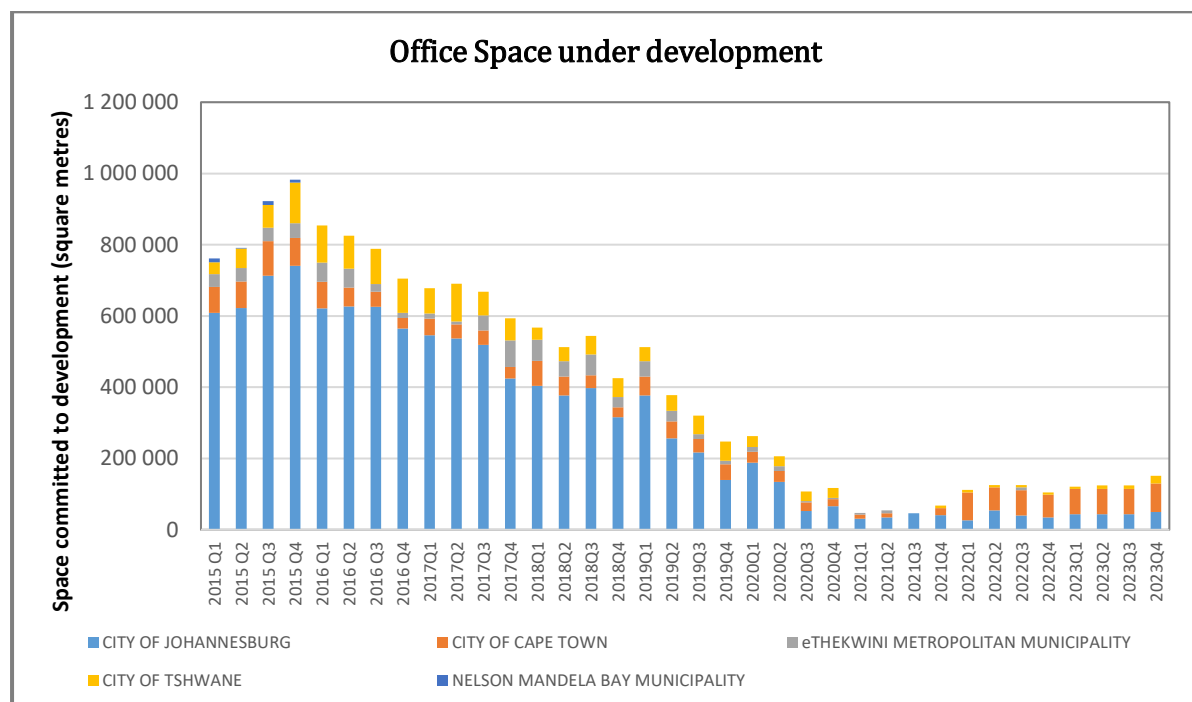
The charts below summarise the office sector of the property industry using office-vacancy data published by the South African Property Owners Association (SAPOA) in the fourth quarter of 2023. The top-left chart shows that City of Johannesburg had the highest lettable area – 10.44 million square metres of office space – of the five metropolitans covered by the report in the second quarter of 2023. Grade-A and grade-B offices account for the highest share of space across the five metros as shown in the top-right graph. The bottom-left chart shows the space under development in the three metros where development activity was reported. According to the fourth quarter report, there were no office-space developments in the Nelson Mandela Bay and eThekweni metropolitan municipalities.



Despite slight improvements in overall vacancy rates since the drop experienced in the Covid-19 period, much of the country's office space remains unoccupied. High vacancy rates are mainly due to low economic growth, movement of companies towards remote and hybrid working setups and an over-supply of office space in certain nodes following prolonged development periods.

The bottom-right chart shows vacancy rate and the impact of current development on vacancies. As at the fourth quarter of 2023, 87% of the 50 308 square metres of office space under development in the City of Johannesburg was taken up, leaving 13% to be added to vacant space. Despite being the only metro with a recent increase in development activity, City of Cape Town has the lowest vacancy rate at just 7.5%; this will rise to 7.9% if the 18 434 square metres of space under development and not yet committed to is not taken up. The City of Tshwane has the second lowest vacancy rate in the country at 12.6%, which is set to rise to 12.8% given that 10 510 square metres of the space under development has not been taken up.

The office sector experienced a boom around 2015 when rental growth was above inflation. This sparked an increase in office development activity across the country as investors sought to benefit from rising rents. The slowdown in the economy also slowed rental growth and increased vacancies. The time series chart below shows that development had slowed even before Covid, although the pandemic had probably prolonged the trough in the property cycle for the office sector. Most the developments were in Gauteng in Sandton, Waterfall, Midrand and Rosebank where rentals were approaching the R200 per square metre mark. Currently, only the City of Cape Town has increased development activity, which is consistent with the low vacancy rates and slightly high rental growth recorded in this metro. The last time development activity in Cape Town was higher than the current level was in the fourth quarter of 2015.



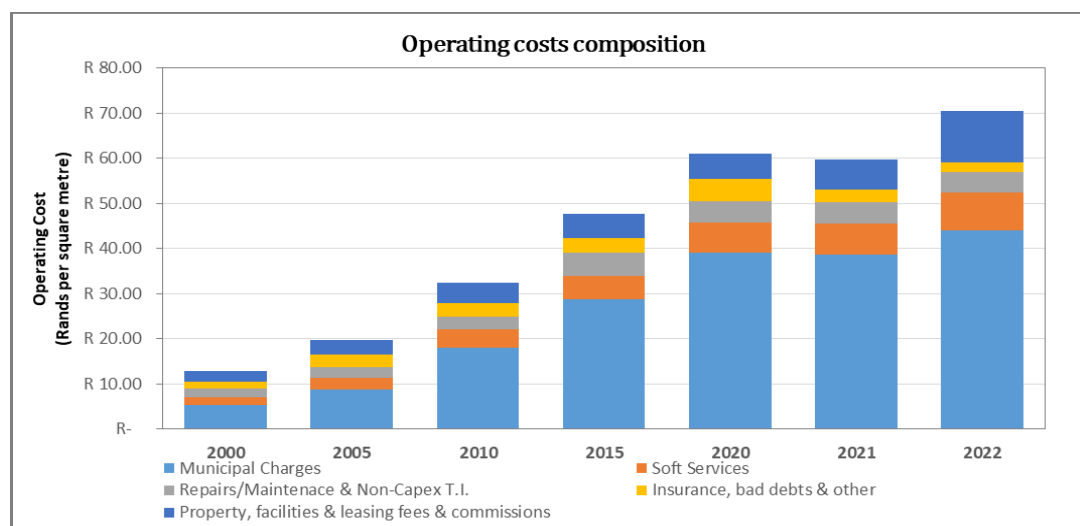
The charts below show the shift in available space and vacancy rate since the first quarter of 2015. The City of Tshwane and eThekweni metros had the highest increase in available space since 2015. Space in the other metros also increased but at a more gradual rate. The chart on the right shows that current vacancy rates are higher than those in 2015 in the cities of Tshwane, Johannesburg and eThekweni. Cape Town and Nelson Mandela Bay have lower vacancy rates than in 2015.



Given the high vacancy rates, rental growth is expected to remain below normal (except in the City of Cape Town), as tenants are in a position to negotiate aggressively. The PMTE must therefore actively seek such benefits when renewing existing leases or entering into new ones. For example, the Rhode Report reported the average rental for grade-B offices in the Pretoria CBD at R90 per square metre in the first quarter of 2015 and R75 in the second quarter of 2023. At the same time, the average rental for grade-B offices in the Cape Town CBD moved from R93.75 per square metre in 2015 to R112.78 in 2023.

Operating costs

Operating costs are a growing headache and increasing risk in the commercial property space. SAPOA reported an increase of 11% in total operating costs in its operating cost report published in October 2022. Using this data, the chart tracks operating costs in rands per square metre. Electricity and rates and taxes, included in municipal charges, make up 30% and 25% respectively overall operating costs. Municipal charges account for 23.6% of gross income in the office segment. The persistent reality of energy supply constraints, shrinking budgets, climate change and an overall rise in expenses makes it difficult for the industry to streamline costs. Landlords are therefore most likely to shift a larger percentage of costs to tenants.



Data source: SAPOA

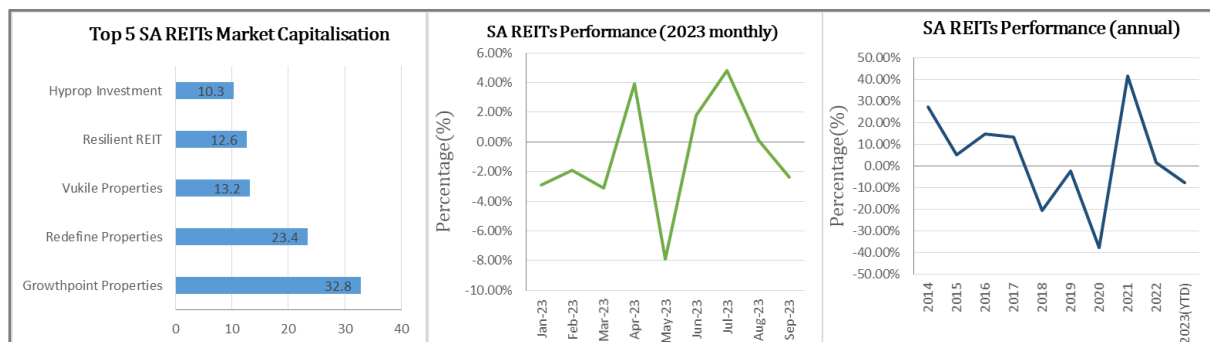
The increase in electricity tariffs by 18.65% in 2023 and 12.74% in 2024 granted by the National Energy Regulator of South Africa (NERSA), will motivate landlords to look more carefully at their buildings' power consumption profiles in order to remain attractive to tenants. All parties will need to focus on activities that reduce energy consumption.

Real Estate Investment Trusts

Real estate investment trusts (REITs) invest directly in real estate through the purchase of properties or mortgages and are an avenue for investors to expand their portfolios beyond stocks and bonds. Investments in REITs come with risks related to market volatility, interest rate fluctuations and regulatory changes. Interest rate risk is the most significant, given that the value of a REIT is based on the real estate market. Should

interest rates increase and thereby reduce the demand for properties, the resultant drop in property values will impact the REIT investment.

The graph below on the right shows the top five REIT companies by market capitalisation as stated by the SA REITs Association in September 2023. Growthpoint Properties is the largest listed primary REIT with a market capitalisation of R32 billion in September 2023, down from R49 billion in December 2022. It was followed by Redefine Properties with R23.4 billion. Vukile Properties, Resilent and Hyprop had market caps of R13.2 billion, R12.6 billion and R10.3 billion respectively. It is worth noting that Fortress (A) converted to a REIT in 2015 but lost this status in February 2023 after the JSE concluded that the company no longer met the minimum requirements. It is therefore excluded from this analysis. The SARB reported that as of 30 June 2023, there were 49 property companies listed on the JSE.

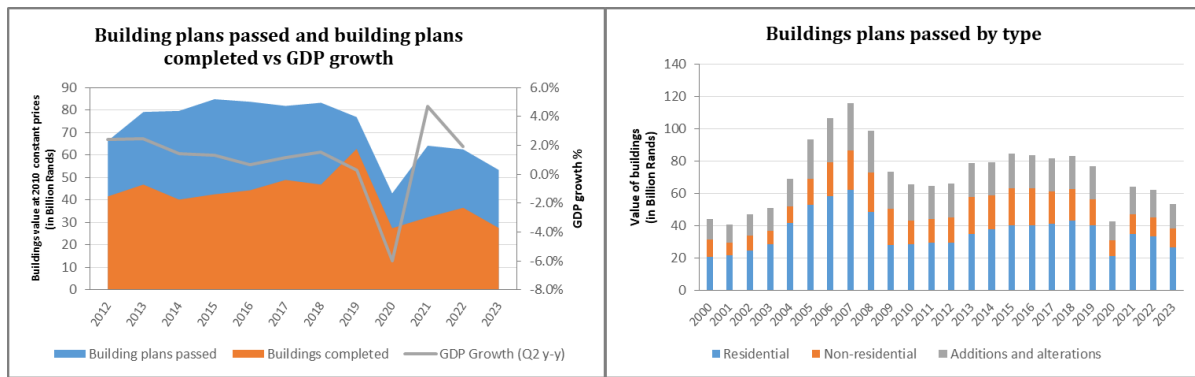


Data Source: SA REITS, JSE

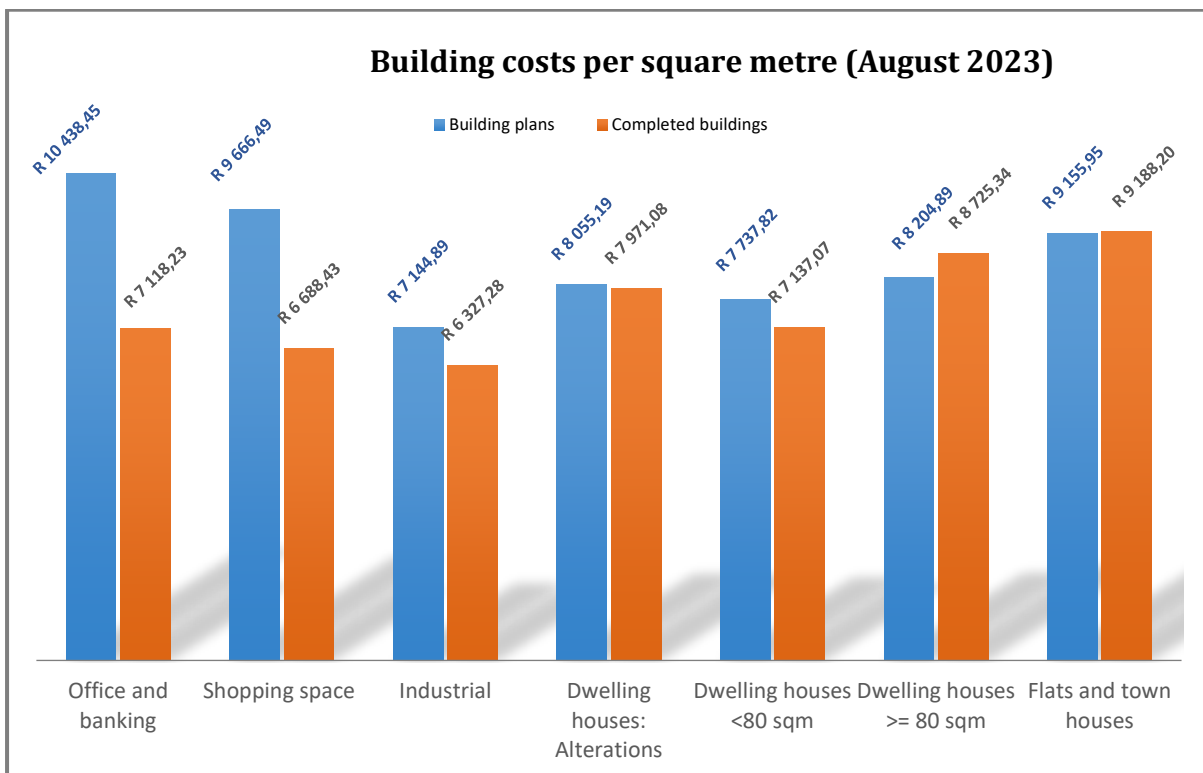
The graphs in the middle and on the right above depict the performance of South African REITs on a monthly and annual basis, respectively. Post 2014, the annual returns from REITs have been decreasing, with losses between 2018 and 2020. The REITs have performed below the other asset classes (i.e. bonds and equities) for the past five years, with the exception of 2021.

Building Activity

The following charts show building activity as reported by Stats SA at the end of August 2023. The value of planned buildings decreased by 14.6% from R62.52 billion in 2022 to R53.37 billion in 2023 (expressed in 2015 constant prices) for the period January to August of both years. The decrease was mostly due to the 20.6% drop in the value of residential building plans, from R33.51 billion to R26.60 billion. Rising interest rates and prices might exert further pressure and slow building activity. In the same period, the value of completed buildings decreased from R36.56 billion to R27.53 billion (2015 constant prices,; corresponding to a 24.7% decrease.

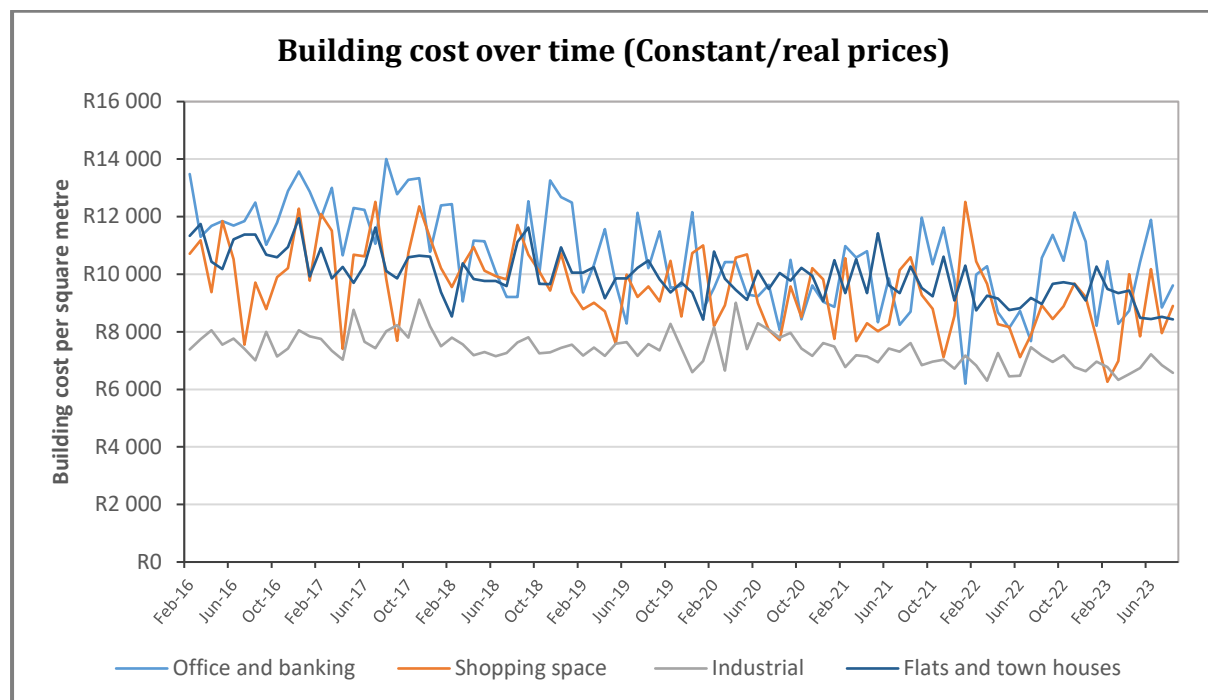


Based on the data from Stats SA, average building costs can be derived for the different types of building based on the value of buildings (current prices) and their size (extent). Office and banking spaces planned for construction had the highest average cost per square metre (R10 438) compared to other building types in August 2023. The average cost will vary per project but is useful to track the difference between the departmental average and those shown here.



Escalating building costs remains a concern when planning projects. The entity has to ensure that enough budget is provided to complete construction despite changing prices in the post-planning period. The building cost index by the Bureau of Economic Research (BER) is used alongside Stats SA construction material prices data to estimate changes in building costs. According to the 2023 third quarter edition of the BER's building cost report, the building index for 2022 measured 8.7%, which is high compared to the 3.2% realised in 2021. The construction sector expects even higher costs in 2023 as the building cost index is expected to increase by 8.8%.

The graph below shows the building cost for various building types at constant prices (the BER index was used to derive the constant values). Unlike CPI, building costs show a slight downward trend, which could reflect the fact that the BER index takes sentiment around tender prices into consideration and not just raw material prices.



Technological advances and impact

Construction price pressures, which have been exacerbated by increasing material costs and project turnaround times, and the slow recovery following Covid among many more challenges, call for a drive towards digital transformation in the built environment. Integrated and streamlined use of technology will optimise service delivery and operations.

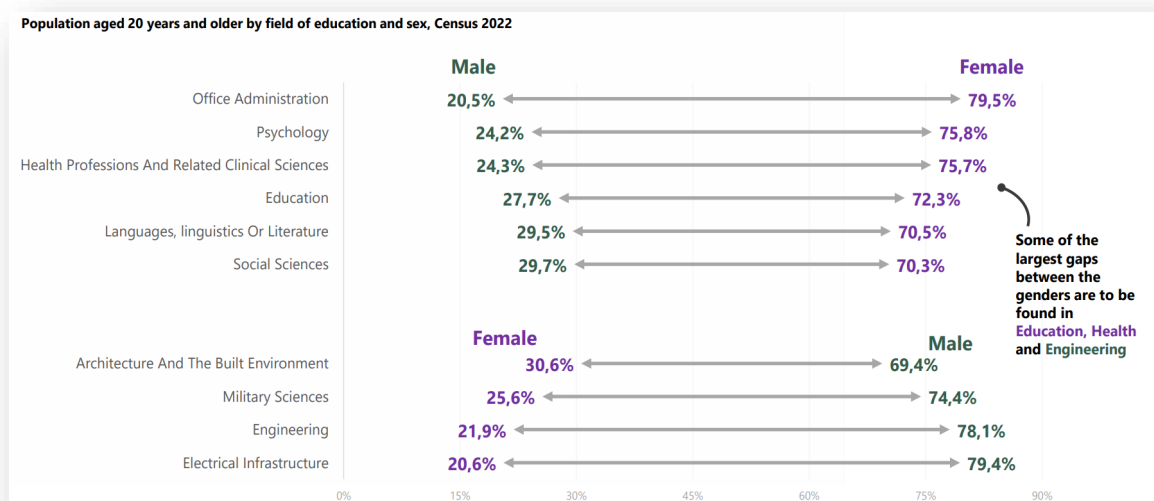
Covid-19 has led the industry towards virtual planning, which in turn prompted the use of virtual reality (VR) in the form of three-dimensional (3D) computer-generated models that allow planners and developers to view, virtually walk through and interact with a building model prior to construction. Although VR technology comes at a premium, architects and designers see the value in it. Investment in wearable construction technology, such as smart watches, boots, helmets, glasses and body wear, can improve site-condition monitoring and site safety and track worker productivity.

Built environment practitioners' use of data science to mine and analyse big data to enhance construction planning has grown exponentially in recent years. The PMTE has a large property portfolio and a pool of previous and current project data, which can and should be analysed to inform business decisions. Digitisation of existing manual data can aid in the application of big data for the PMTE.

The adoption of building information modelling (BIM) in South Africa is limited; however, DPWI can leverage the technology to track and monitor its asset base from initial design to construction, operation and maintenance.

Women, Youth and Persons with Disabilities

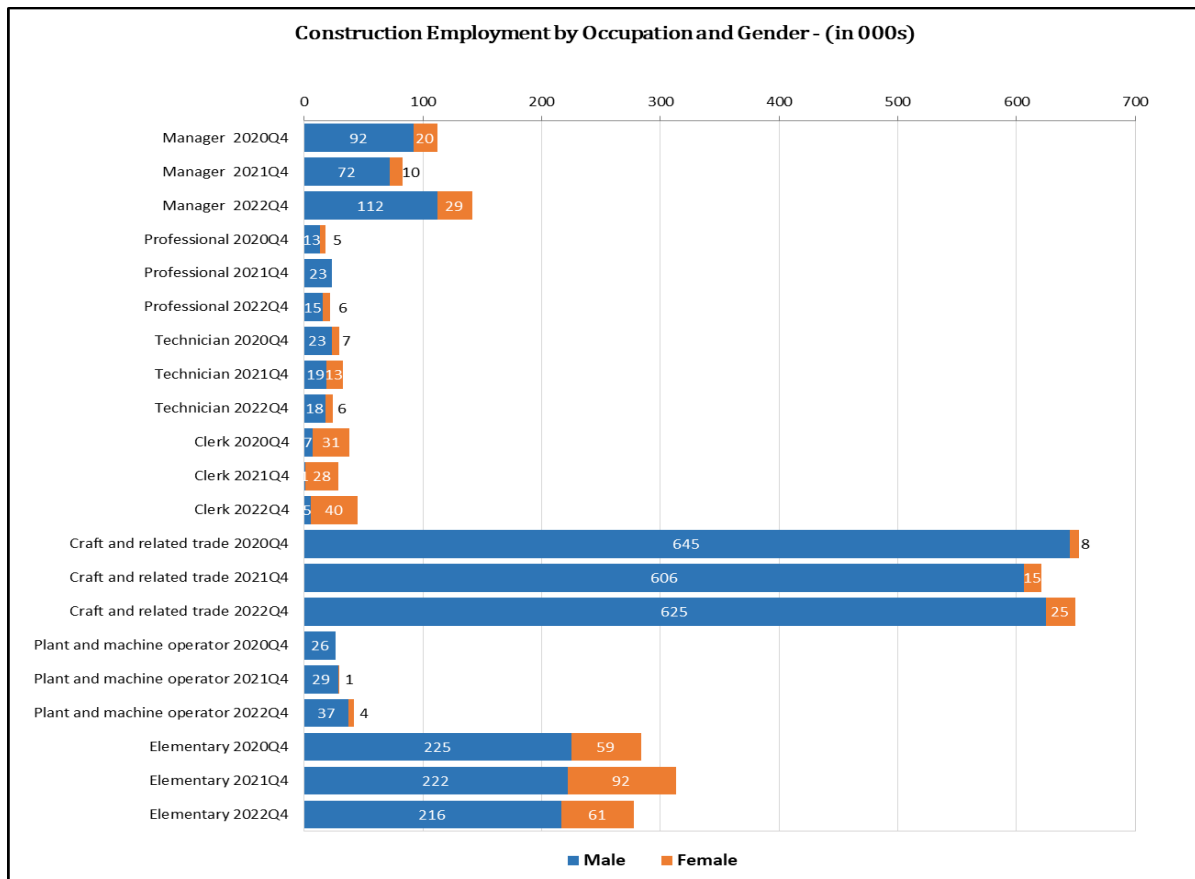
According to Census 2022 data, women make up 51.1% of the total population and tend to live longer than men. Just over 61% of South Africa's population is under 35 years old. Census 2022 further revealed that women hold 30.6% (architecture and the built environment) and 21.9% (engineering) of the industry's formal qualifications, and men 69.4% (architecture and the built environment) and 78.1% (engineering).



Source: Stats SA: Figure: Population aged 20 years and older by field of education and sex, Census 2022

Construction Employment by education and Gender

The chart below shows the number of males and females employed by occupation in the construction sector for the fourth quarters of 2020, 2021 and 2022. Since 2020, women fill on average 13% of construction sector jobs. While the imbalance has existed for many years and despite ongoing barriers to entry, women are continuing to make inroads in the industry. The gender gap for professionals in the industry is narrowing, with women filling 29% of these positions in the fourth quarter of 2022, compared to 0% in quarter 4 of 2021. Similar movement is evident in managerial levels: in quarter 4 of 2022, 21% of managers were women, up from 12% in the same quarter of 2021. Unfortunately, the same cannot be said for technicians. Between the third and fourth quarter of 2022, the industry lost 18% of its female technicians. Amending policies to focus on the inclusion females may be helpful to address gender inequality, provided that society-wide efforts to break down gender stereotypes continue and intensify.



Source: Stats SA

Strategies to Respond to the External Environment

DPWI has identified and is currently implementing several strategies – with actionable plans, clear measurements and reporting mechanisms – to ensure that it responds appropriately to the emerging issues in the external environment. These issues include:

- Constrained GDP growth below 1% and the decline in public infrastructure spending.
- Declining revenue collection and rising debt costs.
- Stagnant, high unemployment at 32.9%.
- High vacancy rates in the property sector.
- Increasing building operating costs, mainly due to high electricity costs at 11%.
- Decreasing valuation of buildings at 14.6%.
- Lack of technological advances in the built environment.

The following sustainable infrastructure investment initiatives have been developed to improve public infrastructure as part of the infrastructure-led economic growth strategies envisaged by Infrastructure South Africa (ISA) and DPWI.

Refurbishment Operate and Transfer Programme (ROTP)

Through its PMTE, DWI is responsible for providing office accommodation to government departments. DPWI has envisioned a programme to refurbish some of its facilities and to this end approached ISA for assistance in developing a renovate, operate and transfer programme (ROTP), which aims to attract private sector capital and skills to execute some of the refurbishment projects. The ROTP is part of the DPWI plan to pursue a more efficient strategy to improve the state of its infrastructure asset base. This will support client departments in service delivery and have a developmental impact through:

- The improvement of office accommodation through efficient asset management throughout the planned life of an asset and the orientation of the state towards a long-term view of public infrastructure management.
- The promotion of spatial inclusivity and integration and equitable access by planning, developing and refurbishing state assets within mixed-use precincts to counter the historical spatial injustices and afford citizens the benefit of upgraded infrastructure.
- The promotion of sustainability and contributing to the NDP 2030 and sustainable development goals by stimulating the green economy through sustainable buildings and precinct design in line with DPWI's Green Building Policy.
- Unlocking national priorities by promoting economic development and driving inclusive growth through job creation, women and youth development, SMME development and skills development and training along the entire build environment value chain.
- Leveraging funding from public and private sector sources.

Integrated Renewable Energy and Resource Efficiency Programme (iREREP)

The request for proposals for the iREREP was published in June 2023. Intended to introduce up to 3 740 MW of equivalent capacity, the iREREP is registered as a strategic integrated project (SIP) in terms of the Infrastructure Act and has secured National Treasury approval and PPP registration. It has reached the market engagement and procurement stage of implementation and marks an improvement on previous resource efficiency interventions of the DPWI. The plan is implemented in conjunction with provincial departments of public works and infrastructure.

Strategic integrated Projects (SIPs)

Between 2020 and 2023, some 76 SIPs have been gazetted, covering foundational infrastructure networks in energy, water and sanitation, transport and digital communications infrastructure, as well as human settlements, agriculture, and agro-processing.

The following updated information was reported between July and September 2023:

- Projects completed between 2020 and 2023 in mainly roads and human settlements - R 4.63 billion.
- Total value of projects currently under construction - R 257.28 billion.
- Projects in procurement - R 169.10 billion.
- Energy sector infrastructure projects registered with ISA include:

- Embedded generation investment programme - R 225.80 billion.
- Risk Mitigation Independent Power Producer Programme (RMIPPP) - R60.2 billion.
- REIPPP programme for bid window 6 - R 14.7 billion, and
- REIPPP programme for bid window 7 - R50.1 billion.

ISA has already unlocked 225 MW of solar, wind and PV capacity worth approximately R16 billion for Scatec, as part of the RMIPPP.

As part of the REIPPP, Red Rocket (Brandvalley, Rietkloof and Wolf wind farms) and EDF Renewables (Phezukomoya, San Kraal and ColesKop) built six projects in South Africa with an investment value of approximately R17 billion and a total capacity of 784 MW.

Precinct Planning and Development

The purpose of the precinct planning and development (PPD) programme is to develop integrated government precincts in metros, urban and rural areas that, in terms of the Spatial Planning and Land Use Management Act (SPLUMA), are aligned with spatial development frameworks (SDFs) and integrated development plans (IDPs) to ensure services accessible to the public. The programme supports the development of projects aligned to the National Spatial Development Framework (NSDF) and sector programmes, such as the district development model, priority housing areas and rural development strategy. Government precincts act as catalysts for development in urban and rural area to address spatial imbalances in terms of the National Development Plan (NDP).

The DPWI, in partnership with the City of Tshwane metropolitan municipality and National Treasury's government technical advisory centre, is currently planning the development of various government precincts in accordance with the 1997 and 2005 cabinet directives that all government departments remain within the inner city of Tshwane in order to advance socioeconomic resilience.

The Salvokop government precinct, to the south of the Tshwane inner city, provides state-owned accommodation for head offices of national government departments. The installation of bulk engineering services in the 360 000m² government office precinct is at an advanced stage and should be completed in 2024. The development of a further mixed-use 524 000m² in three phases will provide permanent, state-owned accommodation for five national government departments, as well as commercial, residential and recreation facilities.

Construction of the Stats SA head office was completed in 2016, with the engineering works to be completed by mid-2024.

The Northern-gateway precinct, a second mixed-use precinct to the north of the inner city, is currently in the planning stage, with another three national government department head offices to be constructed, supplemented by commercial amenities and public open spaces.

Other precincts developments underway include:

- **Kunye Government Precinct in Johannesburg CBD** – the site has been cleared and bulk engineering services paid for. The precinct development plan, in line with smart city principles, is due for completion during the 2023/24 FY.
- **Howick government precinct** – the site has been cleared and service level agreements concluded with the municipality. The design and installation of the bulk engineering services will commence during the 2024/2025 FY.
- **Carolina government precinct** – the site has been cleared and service level agreements concluded with the municipality. The design and installation of the bulk engineering services will commence during the 2024/2025 FY.

Currently 71 precinct development projects are in different stages of development, from precinct identification to site analysis and enablement, with land development applications, conclusion of municipal service level agreements and payment and installation of bulk engineering services underway.

Maintenance and Improvements of the Immovable Asset Register (IAR)

The IAR is an accounting tool that serves as an asset database of all physical, financial and legal information. The IAR also informs asset and property management decisions and records resultant immovable asset transactions. The IAR is reconciled against deeds records and IARs of other national and provincial custodians to address completeness and rights and obligations assertions.

The DPWI, through its asset register enhancement project, is collaborating with provincial custodians and relevant public entities to ensure completeness of the IARs for the entire sector. DPWI appointed Professional Mobile Mapping to develop a mobile application for data collection, including a geographic spatial representation of the assets on the ground. Physical verification and spatial representation of the land and buildings are made possible by the geographic information systems (GIS).

DPWI/PMTE received a disclaimer of audit opinion in the prior financial period due to the restatements that were made on the opening balances of the 31 March 2022 IAR. The Auditor-General (AGSA) acknowledged significant progress made by management in addressing the disclaimer by providing a detailed reconciliation of the restatement and supporting schedules during the interim audit in March 2023. An unqualified audit opinion was received on the IAR for the 2022/23 financial year, a great improvement on the preceding year.

Maintenance of Public Infrastructure

Maintenance of existing immovable assets optimises the cost of service delivery and ensures a dignified client experience. Depending on the budget availability and the client's facility maintenance needs, DPWI offers:

- Total facilities management contracts (TFMCs) that cover hard and soft services;
- Comprehensive term contracts that cover hard services in a single facility;
- Term contracts that cover the maintenance of critical components in various facilities; and
- Corrective maintenance.

TFMCs have been implemented at three sites in Pretoria for a period of three years with an extension for another year. Similar contracts are to be rolled out in four courts located in Polokwane, Cape Town and Nelspruit, and engagements are underway to establish TFMCs for five Department of Sport, Arts and Culture (DSAC) facilities, which are the Robben Island Museum, the Mthatha Nelson Mandela Museum, the National Archives, the Afrikaans Language Monument and the Amazwi Museum. Two TFMCs are at award stage and two more at tender stage.

During the MTEF, DPWI plans to conduct approximately 700 condition assessments of its properties to determine the required maintenance. Term contracts are in place regionally to cater for all areas of maintenance, namely electrical, mechanical, building and soft services (cleaning and gardening). All contracts exceeding R50 million include provisions for the designated groups. Three currently running TFMCs also include designated-groups provisions, as will future contracts valued at more than R400 million over a period of three years.

Small Harbours and Ocean Economy

Small harbour development and management addresses historically neglected areas and promotes inclusive socioeconomic growth in poor communities along the coast by mapping and developing new value chains. By stimulating economic activities and social cohesion, the intent is to contribute directly to the achievement of the NDP goals and the reduction of the triple challenges of unemployment, poverty and inequality. The project management office (PMO) is currently managing a number of distinct but interlinked programmes to rehabilitate existing and develop new small harbours in South Africa.

The R500 million+ rehabilitation of existing proclaimed fishing harbours in the Western Cape was completed by the PMO in 2023 through a special intervention repair and maintenance programme. The programme created 925 jobs and empowered over 100 local SMMEs to the value of R137 million.

The focus for the development of new small harbours is on priority areas in the Eastern Cape, Northern Cape and KwaZulu-Natal to offset the skewed historical development

of small harbours primarily in the Western Cape. The South African and Chinese governments have agreed to cooperate on a project that will carry out feasibility studies in three small harbours, namely, Port Nolloth in Northern Cape, Port St Johns in the Eastern Cape and Port Shepstone in KwaZulu-Natal.

Agile Construction Project Management

The Construction Project Management (CPM) department is responsible for meeting the accommodation needs of DPWI and its user departments. In the 2022/23 financial year, R3.05 billion was spent on contractors and consultants for infrastructure projects. Some 165 infrastructure projects are planned to be completed during the 2024/25 financial year.

The department has identified 50 priority projects in terms of budget allocation and significance that will be closely monitored to meet delivery deadlines. They include:

- The Durban High Court in KwaZulu-Natal.
- Burgersdorp Correctional Centre in the Joe Gqabi District, Eastern Cape.
- Groote Schuur Estate Heritage in Cape Town.

To unlock stalled projects, the following measures are put in place:

- All delayed projects and their challenges have been identified and intervention measures with clear actions plans and start and finish dates put in place. Strong monitoring mechanisms that target role players at all levels have also been implemented.
- Turnkey implementation methodology was adopted to implement projects and reduce planning, design and procurement cycles.

Project monitoring will be enhanced with outsourced programme management units that are currently being established.

Property Management Initiatives

DPWI's Real Estate Management Services provides accommodation to government departments in private and state-owned properties. The department currently spends about R5 billion per annum on private sector leases but receives less than R100 million in revenue from letting out its properties.

DPWI has to meet a growing demand for new and better infrastructure services, yet funding from traditional sources and the capacity to implement multiple projects simultaneously pose significant challenges.

The following interventions have been identified to improve our functions and the leveraging of our asset portfolio:

- **Eradication of month-to-month leases:** We will ensure that client departments submit the mandates DPWI need to source state-owned properties early enough so that procurement processes can start well before existing contracts lapse.

- **Market-related rentals:** Adopt the Rhode Report as an independent tool to guide the department regarding rental rates across the country.
- **Over-paying of leases:** The incorrect capturing of information on the ARCHIBUS system and system-related errors are the main causes of over-payments. Staff training on capturing procedures will be expedited and repeated frequently.
- **Operational bring-back:** We will continue to identify, investigate prosecute, recover and resolve all instances of misappropriation of state land and buildings. To this end, DPWI works with other institutions of government, such as the SIU, NPA, SAPS and the courts to bring perpetrators to justice.

Built Environment Skills Programmes

The Infrastructure Development Act mandates DPWI to coordinate infrastructure development across all levels of government.

It also mandates DPWI to coordinate the allocation of technical capabilities and resources in the interest of infrastructure delivery and skills development. Appropriate skills are essential to ensure that infrastructure delivery addresses national development goals by identifying, packaging and efficiently delivering viable and sustainable projects. This is also extended into the Economic Recovery and Reconstruction Programme (ERRP), which emphasises that the delivery of infrastructure should incorporate skills development.

The public works sector coordination programme is part of building, integrating, synergising and reporting on capacity building initiatives in the public sector. The strengthening of the programme will continue by identifying and entering into meaningful partnerships, and by increasing monitoring and evaluation.

The minister has committed to a target of 4 779 beneficiaries participating in the public works sector skills programmes as part of the massification plan.

3.2 Internal Environment

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 intended to bring about a Capable and Ethical DPWI. The close-out report on organisational culture change has been submitted to and acknowledged by the Accounting Officer.

The following are 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 results that prioritise culture building; and designing operational processes to support and advance the Departmental core values.

Human Resources and Communications: Implement strategies and programmes that enable the organisation to fulfil its culture-building responsibilities, advance 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 and 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 behaviours with the desired culture.

Task team leaders: Implement the identified task team activities.

Service Delivery Improvement Plan (SDIP)

The SDIP emphasises customer centricity throughout the value chain (Batho Pele). It focuses on the development of service standards and charters to service our clients' needs. DPWI has developed a road map for the implementation of the SDIP and engagements with the Department of Public Service and Administration (DPSA) in terms of advancing the plan from the processes and procedures stage are unfolding. The User Demand Management Unit (UDM) has developed the SDS, which will form part of the departmental SDIP.

The Facilities Management section has reported good progress, with letters of appreciation received from DOD and DCS to DPWI service providers acknowledging the good work done in the shared savings programme. Total facilities management (TFM) contracts have been extended for both DPSA and DOD to achieve service delivery that is aligned to our outcome of dignified client experience.

Business Process Management programme

The infrastructure delivery management system (IDMS) and SIDS methodologies are used to address, among others, the lack of coordination in the property management and infrastructure delivery business.

The IDMS is government's asset lifecycle model for the management of public sector infrastructure delivery. It is an integral part of the public sector's planning and service delivery systems. At the core of the IDMS lies the legislative and regulatory requirements for asset management, planning and budgeting, and infrastructure procurement, all of which are linked and interrelated. The IDMS toolkit provides a documented body of knowledge and a set of processes that represent generally recognised best practices in the delivery management of infrastructure.

Progress on implementation:

- DPWI undertook an internal stakeholder review to ensure updated business processes are aligned with the framework for infrastructure delivery and procurement management (FIDPM) and the new functions of the DPWI branches to enhance efficiency.
- Pilot implementation of the SOPs will commence, enabling the finalisation of all new operating methods and practices in line with Infrastructure South Africa's Sustainable Infrastructure Development Symposium (SIDS), IDMS and the FIDPM in time for the next MTSF.
- The final verification of the SOPs will be based on gaps identified during the pilot implementation stage and recommendations from Internal Audit's adequacy audit on the SOPs during the MTEF. The intention is to have the SOPs fully signed off and linked with individual and organisational performance by the end of the current MTSF.

Information and Communication Technology (ICT)

ICT has substantially improved DPWI's resilience and ability to ensure availability and continuity of IT services after disasters. We will continue to optimise the controls around

governance, risks, security, networks and systems management. The successful implementation of the backup and recovery solution addresses business continuity risk. In this regard, DPWI will optimise the system and the governance controls around ICT continuity by ensuring that backups and replications are done as per the approved policy. As part of adherence to the policy, ICT will regularly test the backups and invest in alternative energy solutions like solar and batteries in data centres to counter the impact of loadshedding.

Five automation solutions are planned for roll out in the 2024/2025 financial year. As part of the ICT digital strategy, we will pursue a paperless environment through business processes automation. ICT will champion the call for DPWI to leverage Fourth Industrial Revolution (4IR) technologies like block chain, the internet of things (IoT) and artificial intelligence (AI), especially in the areas of procurement, contract management, finance, lease management, facilities management, investment analysis and asset management.

Macro Business and Delivery Model for DPWI

A review of the macro business and delivery model of the DPWI is underpinned by the associated revision of the department's structural model (and consequently the regional and head office models) and associated governance and accountability arrangements. The governance reporting lines of the department – specifically between head office and regional offices – have been amended and the regional matrix was approved on 8 April 2022.

The roles and responsibilities of regional managers are clarified through an approach that seeks to improve the department's overall performance and delivery of services.

In addition to clarified reporting and accountability lines, and to ensure efficient feedback and transversal input, regional managers will present regional perspectives on performance and risks to the Accountability Management Committee (AMC) and Risk Management Committee (RMC).

Ethics and Compliance, Infrastructure and Management

An ethics and compliance, infrastructure and consequence management unit in the department is to guide and enforce expected standards of behaviour. The position of director: governance and compliance has been advertised. Pending the determination of cost containment measures and prioritisation of positions by National Treasury and DPSA, the department should be able to appoint before the end of the financial year.

In the meantime, the following activities are taking place:

- Top 20 compliance is managed quarterly by M&E.
- Quarterly performance information managed by M&E.
- Fraud and ethics awareness sessions conducted by ACU.
- RWOPs concluded within 30 working days and a register being compiled by GRC.
- Financial disclosure taking place annually in April at all levels and CS submits a conflict in interest report to GRC.

- SCM in progress on contract management.
- GRC investigating cancellation of projects at design stage.
- GRC assessing the performance of CPM (infrastructure); ToRs concluded and any adverse findings referred to Labour Relations for disciplinary cases and Legal for recoveries.

DPWI does not a consequence management unit. Consequence management is the function of every manager, depending on the case at hand.

Contract Management and Monitoring Capability

A contract management and monitoring capability and strategy to mitigate contract delivery risk throughout the department has been initiated. Notwithstanding the establishment of a new contract management unit in the head office structure, the posts remain vacant thus impacting the implementation of a contract management and monitoring capability. Engagements are currently underway with HR to urgently staff these posts so that the function can be rolled out.

The department has an approved contract management policy in place that clearly spells out the roles and responsibilities of each stakeholder in contract management. The collaboration of contract users (line function) and SCM in relation to managing supplier performance and delivery is crucial to mitigate contract delivery risk.

The SCM unit, using external resources, has developed a register of contracts that dates back to 2016. This to align with the National Treasury prescripts on implementation of contract management. The register is in Excel format but requires an update which is constrained by the lack of resources. In the absence of a dedicated electronic system for managing contracts and associated expenditure, SCM is exploring the use of the contract management capability included in the National Treasury e-tender portal.

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 conducted a comprehensive skills audit of all senior managers and the implementation of training interventions linked to personal development plans are well underway.

A skills audit for the infrastructure and frontline service delivery departments, as underpinned by the Presidential pronouncement during the 2023 State of Nation Address (SONA) pertaining to the professionalisation of the public service, is underway. The audit targets all middle management services (MMS) and senior management service (SMS) for both DPWI and PMTE in head office and regional offices. The project is led by the National School of Government (NSG) in collaboration with the Human Sciences Research Council (HSRC) and is envisaged to be completed in the 2024/25 financial year.

The department has provided NSG with the headcount information and relevant documents (i.e. legislation, policies, strategic plans, annual performance plans, previous skills audit/training needs analysis reports and other relevant reports) to assist

with the document review process. The NSG arranged a theory of change workshop (TOC) on transversal and critical skills in the public sector in November 2023. The departmental situational analysis report will be submitted to the department by the end of December 2023 and will include an assessment of the available critical skills and skills gaps and the TOC for critical and transversal skills.

On completion of the first cohort (MMS and SMS), the skills audit will be cascaded to other levels of employees.

Organisation-Wide Maturity in Strategic Management

The GRC branch, through the risk management unit, performed a strategic risk review/assessment for the 2022/23 financial year in order to realise the seven outcomes of the department. This resulted in the identification of 13 institutional (strategic) risks for the 2023/24 financial year, as well as operational risks. The strategic and operational risks for the 2023/24 financial year were reviewed in consultation with the branches.

The risk management unit also embarked on the process to embed risk indicators in the departmental risk register. There is an ongoing process to enhance the risk registers, taking into consideration the inputs from the various governance structures.

SNG-Grant Thornton has been appointed to assist GRC to develop a business continuity management programme. A business impact analysis and strategy have been developed, incident response plans have been drafted and confirmed in consultation with the branches, and the validation and testing of the draft incident plans has been conducted. This project is anticipated to be concluded by end of October 2023.

Department risk maturity is at level 3, i.e. the normalised stage. The department has built formal risk management structures and integrated risk management into planning and business processes across all its functions.

Clean Audit

The department is working towards a clean audit on all fronts by implementing the audit action plan. The priority is to close the year showing decent levels of performance, an improved audit outcome and addressing key risk areas (accruals/asset register). In FY 2022/23, the DPWI main account maintained its unqualified opinion status, with qualification on performance information (EPWP, CPM and REMS).

The PMTE audit, concluded on 8 September 2023, indicated that the unit had improved from a disclaimer opinion to a qualified opinion with an increase in the number of items, i.e., the immovable assets register was qualified. Since the conclusion of the audit, the following activities were undertaken to address some of the issues emanating from the audit reports:

- Audit action plans were developed to address the findings from the 2022/23 regulatory audit.
- The audit action plan is tracked on a weekly basis through the Audit Steering Committee.

The department has intensified processes on the following line items:

- PMTE will focus on and submit workbooks to AGSA in January 2024 on qualified matters, instead of a full set of interim financial statements (IFS). The workbook (limited IFS) will address deficiencies and differences on opening balances for payables from exchanged transactions (*leases, accruals*) and *revenue from exchanged transactions, commitments (PPE)*.
- 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.
- **Audit war room** meetings are held to monitor progress at regional offices and head office.
- Constant engaging with client departments to resolve all **disputes**.

4. Part C: Measuring Our Performance

Institutional Programme Performance Information

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-programme

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, international relations, 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:

A Resilient, Ethical and Capable DPWI and its respective Sub Outcomes. The role of the programme is aligning 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.

With respect to the sub-outcomes the following strategies will be implemented:

- **Effective Governance:** This will be realised through continual monitoring of the fraud risk index.
- **Empowered Human Capital:** The Programme will increase staff motivation, capabilities and performance through the rollout of an employee performance management and reward system, and up-skilling and reskilling initiatives to make DPWI not only resilient, but an employer of choice.
- **Agile Technology and Systems:** The Programme will apply agile, up-to-date technology and fully use its legacy systems to improve organisational performance to be on par with the best in the industry.
- **Accountable Performance:** Performance-based budgeting and accountability for the achievement of departmental outcomes, in compliance with applicable prescripts, will result in sound financial performance

Outcomes, outputs, performance indicators and targets

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

Outcome	Outputs	Output Indicator	Annual Targets							
			Audited/Actual Performance			Estimated Performance	MTEF Period			
			20/21	21/22	22/23	23/24	24/25	25/26	26/27	
A Resilient, Ethical and Capable DPWI	Good Governance	1.1 Ethics and Fraud Perception rating ⁶	17,8% Good progress, 67,8 in progress and 14,2% interventions required	35,4%	(31 , 36%)	(20%-40%)	20%-40%)	(0-20%)	(0-20%)	
	Good Governance	1.2 Compliance Rate (Basket of key compliance matters)	No compliance rate to be determined, Compliance Policy drafted (version 2) Compliance Universe Development in progress.	92%	86%	100%	100%	100%	100%	
	Performance Measurement	1.3 Percentage Performance Information Level	55%	60% (27 of 45)	58%	80-100%	80-100%	80-100%	80-100%	

⁶ The intention of this KPI is to determine level of perception with regards to ethical conduct and fraud. The response will be used to determine the extent of ethics and fraud categorised into various classes. The least category (0-20%) is ideal as this may reflect improvements in ethical conduct and perceptions around fraud is to seek the least level of perception – the targets were revised from highest level (80%-100%) to the lowest (0%-20%) over the period.

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OUTCOME	OUTPUTS	OUTPUT INDICATOR	ANNUAL TARGETS						
			AUDITED/ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MTEF PERIOD		
			20/21	21/22	22/23	23/24	24/25	25/26	26/27
	Spend of the allocated budget	1.4 Percentage Financial Performance Level	97.5%	97%	97%	100%	100%	100%	100%
	Vacancy Rate	1.5 Percentage Vacancy Rate	10% as at end of 31 March 2021 against the DPSA norm of 10% and DPWI target of 2%	11%	11% Vacancy Rate	10%	10%	10%	10%
	Designated groups Empowerment and opportunity	1.6 Percentage of Designated groups in SMS level in the Department (Women and PWD)	Women: 38.46% (towards 50%)	Women: 40%	Women in SMS: 40.88%	Women: 45%	Women: 48%	Women: 50%	Women: 50%
			PWD: 2%	PWD: 1,18%	PWD: 1.13%	PWD: 2%	PWD: 3%	PWD: 3%	PWD: 3%
	HR Delegations	1.7 Approved HR Delegations	-	-	-	-	1	-	-
	Ethics Officer	1.8 -Appointment of an Ethics Officer	-	-	-	-	1	-	-
	ICT architecture to enable modernisation of systems	1.9 Number of Business Processes Automated	100% Business Processes Automated.	10%	23%	50%	1 Business Process Automated	1 Business Processes Automated	1 Business Processes Automated
	ICT architecture to enable modernization of systems	1.10 Number of business solutions	No digital enterprise Architecture .	42%	24%	50%	Assessment of ICT Systems	-	-

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

OUTCOME	OUTPUTS	OUTPUT INDICATOR	ANNUAL TARGETS						
			AUDITED/ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MTEF PERIOD		
			20/21	21/22	22/23	23/24	24/25	25/26	26/27
		for digitisation ⁷							

⁷ The indicator percentage of business solutions for digitization is under assessment/review by ICT and therefore 2024/25 APP focuses on the assessment/ review which will inform the process going forward.

Output indicators: annual and quarterly targets

Table C2: Programme (DPWI Administration) - Indicators, Annual and Quarterly Targets

Output Indicator	Annual Target	Q1	Q2	Q3	Q4
1.1 Ethics and Fraud Perception rating	20%-40%)				20%-40%)
1.2 Compliance Rate (Basket of key compliance matters)	100%	100%	100%	100%	100%
1.3 Percentage Performance Information Level	80-100%	40-60%	40-60%	80-100%	80-100%
1.4 Percentage Financial Performance Level	100%	27%	53%	76%	100%
1.5 Percentage Vacancy Rate	10%	10%	10%	10%	10%
1.6 Percentage of Designated groups in SMS level in the Department (Women and PWD)	Women: 48%	Women: 45%	Women: 46%	Women: 47%	Women: 48%
	PWD: 3%	PWD: 3%	PWD: 3%	PWD: 3%	PWD: 3%
	1 Approved HR Delegation	1 Approved HR Delegation			
1.8 An Ethics Officers Appointed	An Ethics Officer Appointed	An Ethics Officer Appointed			
1.9 Number of Business Processes Automated	1 Business Process Automated	-	-	-	1 Business Process Automated
1.10 Number of business solutions for digitisation ⁸	Assessment of ICT systems	-	-	-	Assessment of ICT systems

⁸ The indicator percentage of business solutions for digitization is under assessment/review by ICT and will not be measured in the 2024/25 APP until the assessment/ review is completed.

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-PROGRAMMES:

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, **Integrated Planning and Co-ordination, Transformed Built Environment, Dignified Client Experience, A Resilient, Ethical and Capable DPWI** and their respective Sub-Outcomes. 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	OUTPUTS	OUTPUT INDICATOR	ANNUAL TARGET						
			AUDITED/ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MTEF PERIOD		
			20/21	21/22	22/23	23/24	24/25	25/26	26/27
Integrated Planning and Co-ordination	Sector Performance	2.1 Approved 2025 – 2030 Sector Plan	New indicator	5 year Sector Plan approved	-	Revised 5 year sector plan approved	2025 – 2030 sector plan approved	-	-
		2.2 Number of approved Sector performance reports on the implementation of the 2020 – 2025 Sector Plan	No performance review done during the period under review	3 governance cluster reports tabled to Technical MinMEC	2 Sector Performance reports	2 Sector Performance reports	2	2	2
	Disputes resolved	2.3 No. of Disputes resolved	-	-	-	-	20	24	28
Transformed Built Environment	Reduced Built Environment Skills Gap	2.4 Number of Beneficiaries participating in the DPWI's skills Pipeline Intervention Programmes ⁹	1 009	2 008	1 100	1 200	1200	1200	1200

⁹ This target includes the bursaries awarded to those participating in the Built environment

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		2.5 No. of reports on Interventions implemented on the BE Professionalisation and skills development strategy for the Public Sector	-	-	-	-	4 Reports	4 Reports	4 Reports
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Indicators, Annual and Quarterly Targets

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

Output Indicator	Annual Target	Q1	Q2	Q3	Q4
2.1 Approved 2025 – 2030 Sector Plan	2025 – 2030 sector plan approved			Capture target	Capture target
2.2 Number of approved sector performance reports on the implementation of the 2020 – 2025 Sector Plan	2	-	1	-	1
2.3 No. of Disputes resolved	20	-	10 disputes resolved	5 disputes resolved	5 disputes resolved
2.4 Number of Beneficiaries participating in the DPWI's skills pipeline intervention programmes	1200				1200
2.5 No of reports on Interventions implemented on the BE Professionalisation and skills development strategy for the Public Sector	4 reports	1 report	1 report	1 report	1 report

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 South Africa.
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 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, **Optimised Job Opportunities** and its respective Sub Outcomes. 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 programme also contributes towards the priority of the Six Administration of Economic Transformation and Job Creation.

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".

MINISTER'S PRIORITIES	OUTPUTS	OUTPUT INDICATOR	ANNUAL TARGETS						
			AUDITED/ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MTEF PERIOD		
			20/21	21/22	22/23	23/24	24/25	25/26	26/27
Integrated Planning and Coordination	Work Opportunities reported	3.1 Number of verified work opportunities reported in the EPWP-RS by public bodies	New indicator	New indicator	4 Progress reports on EPWP-RS validated work opportunities reported by public bodies	4 Progress reports on EPWP-RS validated work opportunities reported by public bodies.	1 004 746	1 022 631	1 035 589
Massifying job creation through the Expanded Public Works Programme	EPWP Phase 5 Business Plan	3.2 EPWP Phase 5 Business Plan developed	-	-	-	-	EPWP Phase 5-Business Plan developed	-	-
	Validated work opportunities reported	3.3 Number of validated work opportunities reported by DPWI on the EPWP-RS.	-	-	-	-	62 313 validated work opportunities reported by DPWI on the EPWP-RS.	63 367 validated work opportunities reported by DPWI on the EPWP-RS.	65 033 validated work opportunities reported by DPWI on the EPWP-RS.

Indicators, Annual and Quarterly Targets

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

Output Indicator	AnnualTarget	Q1	Q2	Q3	Q4
3.1 Number of verified work opportunities reported in the EPWP-RS by public bodies	1 004 746	-	-	753 559	1 004 746
3.2 EPWP Phase 5 Business Plan developed	EPWP Phase 5 Business Plan developed	Communicate EPWP Phase 5 targets per public body.	EPWP Phase 5 business plan developed and approved.	-	-
3.3 Number of validated work opportunities reported by DPWI on the EPWP-RS.	62 313 validated work opportunities reported by DPWI on the EPWP-RS	5,000 validated work opportunities reported by DPWI on the EPWP-RS.	25,100 validated work opportunities reported by DPWI on the EPWP-RS.	46 734 validated work opportunities reported by DPWI on the EPWP-RS.	62 313 validated work opportunities reported by DPWI on the EPWP-RS.

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.

FUNCTIONS AND OUTCOME RELATION

This programme has synergies with the **Strategic Outcome namely, Transformed Built Environment, Productive Assets and its respective Sub Outcomes**. 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. This will be effected through the following strategies:

Reduced built environment skills gap

- Review Skills Pipeline document
- Review of legislation governing BEPs (Built Environment Professions)

Spatial Justice

- Finalise Expropriation Bill
- Finalise the Public Works Bill for consultation, take the Bill through the consultation process and make amendments in accordance with the comments received.
- Development of the Public Works General Laws and Repeal Bill and present it to Cabinet for consultation.¹⁰
- Construction Industry Development Board Act, 2000 (Act 38 of 2000) Amendment Bill taken through the consultation process, comments incorporated and presented to Parliament.

Outcomes, Outputs, Performance Indicators and Targets¹¹

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

OUTCOME	OUTPUTS	OUTPUT INDICATOR	ANNUAL TARGET						
			AUDITED/ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MTEF PERIOD		
			20/21	21/22	22/23	23/24	24/25	25/26	26/27
Transformed Built Environment	Infrastructure Legislative Programme	4.1 Expropriation Bill introduced in Parliament ¹²	The Expropriation Bill [B23-2020] has been introduced to Parliament for parliamentary process	-	-	-	-	-	-
		4.2 Public Works Bill submitted to Minister to introduce to Parliament.	New indicator	Draft Public Works Bill was not gazetted	Public Works Bill not gazetted	Public Works Bill revised	Draft Public Works Bill revised for submission to Parliament	-	-
		4.3 Amendment of the Construction Industry Development Board Act, 2000 (Act 38 of 2000)	New indicator	New indicator	CIDB Amendment Bill not submitted to Minister	CIDB Amendment Bill submitted to Minister towards	Public Participation on CIDB Amendment Bill	Parliamentary Processes on CIDB Amendment Bill	-

¹¹ Where a target is not included in the indicator, the parliamentary process will take place whereby the branch supports the process through oral and written responses.

¹² Expropriation Bill [B23-2020] is currently before the Portfolio Committee (PC) on Public Works and Infrastructure for Oral and Public hearing Sessions. The PC has considered the report that has been produced from Oral and Public hearings conducted across the country in November 2021. The Department of Public Works and Infrastructure (DPWI) has supported the PC in all Oral and Public hearings.

OUTCOME	OUTPUTS	OUTPUT INDICATOR	ANNUAL TARGET						
			AUDITED/ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MTEF PERIOD		
			20/21	21/22	22/23	23/24	24/25	25/26	26/27
						introduction to Cabinet			
		4.4 Development of the Public Works General Laws Amendment and Repeal Bill	New indicator	New indicator	New indicator	Draft Public Works General Laws Amendment and Repeal Bill submitted to Minister for approval to submit to Cabinet.	Revised Bill introduced to Parliament for Parliamentary processes	Support to Parliamentary processes	Support to Parliamentary processes
Sustainable Infrastructure Investment	Infrastructure Legislative Programme	4.5 Infrastructure Development Act amendments submitted to Cabinet	New indicator	New indicator	Infrastructure Development Amendment Bill was not introduced to Parliament.	Infrastructure Development Act Amendment Bill submitted to Minister for introduction to Cabinet for public consultations	Infrastructure Development Act Amendment Bill submitted to Minister for introduction to Cabinet for public consultations.	Infrastructure Development Act amendment Bill introduced to Parliament by the Minister.	Implementation of the Infrastructure Development Act and monitoring.
		4.6 Number of implementation reports on the status of Strategic Integrated Projects (SIPs) submitted	New indicator	New indicator	4 Integrated Reports on Strategic Integrated Projects (SIPs) submitted	4	4	4	4

OUTCOME	OUTPUTS	OUTPUT INDICATOR	ANNUAL TARGET						
			AUDITED/ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MTEF PERIOD		
			20/21	21/22	22/23	23/24	24/25	25/26	26/27
Unleashing Infrastructure Development and Maintenance	Improved coordination of infrastructure project roll-out between the three spheres of government	4.7 Analyse the trend in public and private sector Gross Fixed Capital Formation.	-	-	-	-	1 Annual Infrastructure Investment Report (An Analysis of Infrastructure Investment in South Africa – Historical and Recent Trends from Key Indicators)	1 Annual Infrastructure Investment Report (An Analysis of Infrastructure Investment in South Africa – Historical and Recent Trends from Key Indicators)	1 Annual Infrastructure Investment Report (An Analysis of Infrastructure Investment in South Africa – Historical and Recent Trends from Key Indicators)
	Implementation of Green Hydrogen projects registered under SIPs	4.8 Number of Green Hydrogen projects registered under SIPs implemented	-	-	-	-	3 projects supported for unlocking of permits, regulatory challenges and licenses.	-	-
	Operationalise the Infrastructure Fund	4.9 Number of Blended finance projects to reach financial close	-	-	-	-	4 projects	7 projects ;	7 projects

Indicators, Annual and Quarterly Targets

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

Output Indicator	Annual Target	Q1	Q2	Q3	Q4
4.1 Expropriation Bill introduced in Parliament	-	-	-	-	-
4.2 Public Works Bill submitted to Minister to introduce to Parliament.	Draft Public Works Bill revised	-	Final submitted to SEIAS Presidency.	Certification by the Office of the Chief State Law Adviser (OCSLA) on the Draft Public Works Bill.	Internal Memorandum submitted to Minister on the Public Works Bill towards Parliamentary processes Draft Public Works Bill revised
4.3 Amendment of the Construction Industry Development Board Act, 2000 (Act 38 of 2000)	CIDB Amendment Bill submitted to Minister towards introduction to Cabinet	Internal Memorandum submitted to Minister on CIDB Amendment Bill towards Parliamentary processes.	-	Gazette Amendment Bill for public participation	CIDB Consolidate input from public participation processes CIDB Amendment Bill submitted to Minister towards introduction to Cabinet
4.4 Revised Bill introduced to Parliament for Parliamentary processes	Revised Bill introduced to Parliament for Parliamentary processes	Internal Memorandum submitted to Minister on the Bill towards gazetting for public comments.	Public comments report produced towards final SEIAS Report	The Revised Draft Public Works General Laws Amendment and Repeal Bill produced	Draft Public Works General Laws Amendment and Repeal Bill submitted to Minister for approval to submit to Cabinet.
4.5 Infrastructure Development Act amendments submitted to Cabinet	Infrastructure Development Act Amendment Bill submitted to Minister	Stakeholder analysis and public consultation report on the Infrastructure	Infrastructure Development Act amendment Bill revised in line with	Infrastructure Development Act amendment Bill submitted for	Infrastructure Development Act Amendment Bill submitted to Minister for

Output Indicator	Annual Target	Q1	Q2	Q3	Q4
	for introduction to Cabinet for public consultations.	Development Act amendment Bill developed.	comments and inputs received from public consultations	certification by the Office of the Chief State Law Adviser (OCSLA)	introduction to Cabinet for public consultations.
4.6 Number of implementation reports on the status of Strategic Integrated Projects (SIPs) submitted	4 Intergrated Reports on Strategic Integrated Projects (SIPs) submitted	1	1	1	1
4.7 Analyse the trend in public and private sector Gross Fixed Capital Formation.	Infrastructure Investment Report	-	-	-	Infrastructure Investment Report
4.8 Number of Green Hydrogen projects registered under SIPs implemented	3 projects supported for unlocking of permits, regulatory challenges and licenses.	-	-	-	3 Project Supported
4.9 Number of Blended finance projects to reach financial close	4	-	-	-	4

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 framework directs 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, Dignified Client Experience and its respective Sub Outcomes**. 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 progressed 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) - Outmes, Outputs, Performance Indicators and Targets

UTCOMES	OUTPUTS	OUTPUT INDICATOR	ANNUAL TARGET						
			AUDITED/ACTUAL PERFORMANCE			ESTIMATED PERFORMANC E	MTEF PERIOD		
			20/21	21/22	22/23		23/24	24/25	25/26
Dignified Client Experience	Infrastructure Delivery	5.1 Number of planned state events supported with movable structures	1 Planned State events supported With movable structures	6 Planned state events	5 (+ 7 unplanned events resulting of 12 state events supported for the year)	5 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

UTCOMES	OUTPUTS	OUTPUT INDICATOR	ANNUAL TARGET						
			AUDITED/ACTUAL PERFORMANCE			ESTIMATED PERFORMANC E	MTEF PERIOD		
			20/21	21/22	22/23		23/24	24/25	25/26
	Moveable Assets Delivery	5.2 Percentage of moveable assets provided within 120 working days after approval by Prestige clients ¹³	83.3%	100%	100%	100% moveable Assets requests Provided within 120 working days after approval by prestige client	100%moveable Assets requests Provided within 120 working days after approval by prestige client	100% moveable Assets requests Provided within 120 working days after approval by prestige client	100% moveable Assets requests Provided within 120 working days after approval by prestige client
	Management of moveable assets	5.3 Percentage of provision of moveable assets from a condition assessment register of moveable assets	New indicator	New indicator	0 ¹⁴	100% 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	100% 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
Unleashing Infrastructure	Management of moveable assets	5.4 Establishment of a Turnkey Solution for provision of moveable assets	-	-	-	-	Establishment of a Turnkey Solution for provision of moveable assets	Review of the turnkey solution for provision of moveable assets	Re-establishment of a turnkey solution for provision of moveable assets

¹³ Reactive KPI

¹⁴ The target was not achieved.

UTCOMES	OUTPUTS	OUTPUT INDICATOR	ANNUAL TARGET						
			AUDITED/ACTUAL PERFORMANCE			ESTIMATED PERFORMANC E	MTEF PERIOD		
			20/21	21/22	22/23		23/24	24/25	25/26
									moveable assets
	Management of moveable assets	5.5 Installation of Alternative Back up power solutions on selected Prestige properties	-	-	-	-	Concept document solution and implementation at Ministerial residences in Pretoria	Concept document solution and implementation at Union Building and Dube house	Concept document and implementation at Parliament

Indicators, Annual and Quarterly Targets

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

OUTPUT INDICATOR	ANNUAL TARGET	Q1	Q2	Q3	Q4
5.1 Number of planned state events supported with movable structures	8	3	2	1	2
5.2 Percentage of movable assets provided within 120 working days after approval by Prestige clients	100% movable assets provided within 120 working days after approval by Prestige clients	100% movable assets provided within 120 working days after approval by Prestige clients	100% movable assets provided within 120 working days after approval by Prestige clients	100% movable assets provided within 120 working days after approval by Prestige clients	100% movable assets provided within 120 working days after approval by Prestige clients
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	25% of provision of moveable assets from a condition assessment register of moveable assets	25% of provision of moveable assets from a condition assessment register of moveable assets	25% of provision of moveable assets from a condition assessment register of moveable assets	25% of provision of moveable assets from a condition assessment register of moveable assets
5.4 Establishment of a Turnkey Solution for provision of moveable assets	Appointment of a turnkey solution service provider and 100% procurement through the turnkey solution service provider	Development of terms of reference and approval thereof by Chief Director: Prestige	Advertisement and Appointment of turnkey solution service provider	100% procurement of moveable assets through the turnkey solution service provider	100% procurement of moveable assets through the turnkey solution service provider

OUTPUT INDICATOR	ANNUAL TARGET	Q1	Q2	Q3	Q4
5.5 Installation of Alternative Back up power solutions on selected Prestige properties	Concept Document Solution and Implementation at Parliamentary Villages and Ministerial residences Cape Town	Concept document approval of alternative back up power system for Parliamentary Villages and Ministerial residences in Cape Town, and Issuing of Procurement Plans	Appointment of consultants and development of Scope of Work and procurement documentation.	Appointment of service providers and 20% installation of alternative back up power solutions	80% installation of alternative back up power solution.

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 and its respective Sub Outcomes**. 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, 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 efficient, effective and economical to improve a well governed institutional organization with excellent reputation and image for the materialization of the transformational agenda.

With respect to the sub-outcomes, the following strategies will be implemented:

- **Effective Governance:** This will be realised through continual monitoring of the fraud risk index.
- **Empowered Human Capital:** The programme will concentrate efforts with respect to increasing staff motivation and empowering capabilities, increasing staff performance through the roll-out of the employee performance management and reward system, up-skilling and reskilling to make DPWI not only resilient, but employer of choice.
- **Accountable Performance:** Performance based budgeting and accountability towards the achievement of departmental outcomes, in compliance with applicable prescripts, will result in sound financial performance.

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		
			20/21	21/22	22/23	23/24	24/25	25/26	26/27
A Resilient, Ethical and Capable DPWI	Spend of the allocated budget	6.1 Percentage Financial Performance Level	84%	87%	95%	100%	100%	100%	100%

Indicators, Annual and Quarterly Targets

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

OUTPUT INDICATOR	ANNUAL TARGET	Q1	Q2	Q3	Q4
6.1 Percentage Financial Performance Level	100%	24%	49%	75%	100%

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 (U-AMP) 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 optimize 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 **seven Outcomes namely, Productive Assets, Sustainable Infrastructure Investment, Integrated Planning and Co-ordination, Dignified Client Experience, Optimised Job Opportunities, A Resilient, Ethnical and Capable DPWI and Transformed Built Environment and their respective Sub Outcomes**. The programme will address the identified Outcome in association with the other Outcome programs as follows:

Integrated Planning and Co-ordination

- The Precinct Planning component will be responsible to align to sector infrastructure plans and spatially target cities, towns and rural service centers in support of the District based development model to support the development of Government Precincts as an inclusion into the prioritised project pipe-line that will direct government spending.
- User Demand Management component requires to solicit strategic plans and User Needs for new developments that align to the spatial planning imperatives of government.
- User accommodation requirements need to be transcribed into the User Asset management Plan and Custodian Plan in developing informed accommodation solutions that can inform budget planning.
- This will support the identification of significant infrastructure projects that feed into the National Infrastructure Plan 2050.

Productive Assets

- Feasibility studies that inform planning derive their input information from various programs:
 - REMS is required to provide marketing intelligence and lease data.
 - FM is required to provide information relating to the condition and performance of assets.
- Both sets of information will enable the completion of strategic portfolio and property assessments and enable the necessary feasibilities to be conducted.
- For UDM to compile User Asset Management Plans, accurate (WCS/PMIS) asset data from REIRS.

Sustainable Infrastructure Investment

- The DPWI construction programs within this Outcome must provide feedback on implementation of infrastructure development for monitoring and evaluation purposes.

Transformed Built Environment

- The relevant programs in this Outcome must ensure requisite policies and prescripts that inform the required targeting.
- The relevant programs must collate and report on the outcome targeting in the planning and implementation phases.

Optimised Job Opportunities

- The relevant programs in this Outcome must ensure requisite policies and prescripts that inform the required targeting.

- The relevant programs must collate and report on the outcome targeting in the planning and implementation phases

Dignified Client Experience

- In the compilation of UAMPS, UDM will ensure lifecycle requirements are obtained from Users and incorporated into the development of relevant infrastructure programs
- FM will ensure there is an appropriate response to the User requirements in the FM solutions developed to ensure sustainability of the infrastructure over the long term.

It should be noted that, with respect to the Output Indicators, various measurements are incorporated in the operational plans of this and other Programmes.

Outcomes, Outputs, Performance Indicators and Targets

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

OUTCOME	OUTPUTS	OUTPUT INDICATOR	ANNUAL TARGET						
			AUDITED/ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MTEF PERIOD		
			20/21	21/22	22/23	23/24	24/25	25/26	26/27
Integrated Planning and Co-ordination	Approved CAMP submitted to NT	7.1 Number of approved CAMP submitted to NT	1 CAMP submitted to National Treasury	1 CAMP submitted to National Treasury	1 CAMP submitted to National Treasury	1 CAMP submitted to National Treasury	1 CAMP submitted to National Treasury	1 CAMP submitted to National Treasury	1 CAMP submitted to National Treasury
	Properties identified and confirmed for letting and strategic development	7.2 Number of properties identified and confirmed for letting and strategic development.	New KPI	New KPI	New KPI	New KPI	430 properties identified and confirmed for letting	400 properties identified and confirmed for letting	400 properties identified and confirmed for letting
							50 properties identified and confirmed for strategic development	50 properties identified and confirmed for strategic development	50 properties identified and confirmed for strategic development

OUTCOME	OUTPUTS	OUTPUT INDICATOR	ANNUAL TARGET						
			AUDITED/ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MTEF PERIOD		
			20/21	21/22	22/23	23/24	24/25	25/26	26/27
Unleashing Infrastructure Development and Maintenance	Approved standard design guidelines	7.3 Number of standard design guidelines approved	New KPI	New KPI	New KPI	New KPI	2 Standard design guidelines approved (DCS and DOJ)	2 Standard design guidelines approved (DHA and SAPS)	-
	Precinct Plans developed	7.4 Number of Precinct Plans developed	New indicator	1 Precinct Plan completed for Salvokop	1 Precinct Plan completed for Polokwane Precinct	1 Precinct Plan completed for Kunye precinct in Johannesburg	6 Precinct Plans Developed	6 Precinct Plans Developed	6 Precinct Plans Developed

Outcomes, Outputs, Performance Indicators and Targets

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

OUTPUT INDICATOR	ANNUAL TARGET	Q1	Q2	Q3	Q4
7.1 Number of approved CAMP submitted to NT	1 CAMP approved and submitted to National Treasury	-	1 CAMP approved and submitted to National Treasury	-	-
7.2 Number of properties identified and confirmed for letting and strategic development.	430 properties identified and confirmed for letting.	-	-	-	430
	50 properties identified and confirmed for strategic development.	-	-	-	50
7.3 Number of standard design guidelines approved	2 Standard design guidelines (DCS and DOJ)	-	1 Standard design guideline for DCS	-	1 Standard design guideline for DOJ
7.4 Number of Precinct Plans developed	6 Precinct Plans developed	-	-	-	6 Precinct Plans developed.

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

This Programme has synergies with *three Outcomes namely, **Productive Assets, Sustainable Infrastructure Investment, Integrated Planning and Co-ordination** and their respective Sub Outcomes*. The key role the Programme plays in terms of Integrated Planning and Coordination is through developing accommodation solution in line with the municipal development plans, for example IDP and SDF's, development of the implementation plans that will influence the delivery of accommodation and ultimately contribute to the GDP of the Country.

Secondary functions include the effective monitoring and reporting of the government spatial plan by acquiring an automated asset management system and the evaluation of government wide infrastructure that will look at the annual review and alignment to budget allocation by the Treasury.

The key role of the Programme towards Infrastructure Investment relates to the planning for expenditure which culminate through the CMS, monitoring, immovable asset disposal and asset recommendation and determination of user charges.

Secondary functions include the reduction of service delivery backlogs, inclusive of refurbishment and the optimum utilisation of state Assets to create and value share of state property and income generated through state owned properties. Please note, that with respect to the Output Indicators various measurements are incorporated in the operational plans of this and other Programmes.

Outcomes, Outputs, Performance Indicators and Targets

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

OUTCOME	OUTPUTS	OUTPUT INDICATOR	ANNUAL TARGET						
			AUDITED/ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MTEF PERIOD		
			20/21	21/22	22/23	23/24	24/25	25/26	26/27
Integrated Planning and Co-ordination	Accessible Buildings	8.1 Number of approved infrastructure designs	1 ¹⁵	2	87	154	123	120	120
		8.2 Number of Projects completed within agreed construction period	56	76	35	99	106	106	106
	Completed Project Spend	8.3 Number of infrastructure projects completed within approved budget	78	129	95	106	124	124	124
		8.4 Number of infrastructure Project sites handed over for construction	88	112	65	168	179	178	178
Sustainable Infrastructure	Completed Project	8.5 Number of infrastructure projects completed	103	128	95	109	124	124	124

¹⁵ The targets were previously measuring the number of prototypes to standardise the designs. The current targets reflect all the designs that are identified to reflect the amount of work and effort performed by the branch.

OUTCOME	OUTPUTS	OUTPUT INDICATOR	ANNUAL TARGET						
			AUDITED/ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MTEF PERIOD		
			20/21	21/22	22/23	23/24	24/25	25/26	26/27
	Projects implemented using turnkey strategy	8.6 Number of projects implemented using Turnkey Strategy	-	-	-	80	70	60	40

PROGRAMME MANAGEMENT OFFICE (PMO)

Unleashing Infrastructure Development and Maintenance	Construction of Welisizwe rural bridges	8.7 Number of bridges constructed	-	-	-	96	96	96	96
	Infrastructure projects approved for implementation using BOT/ ROT (private investment)	8.8 Number of projects approved for BOT	-	-	-	-	5	8	10
		8.9 Number of projects approved for ROT	-	-	-	-	5	8	10
	Reviving the Oceans Economy and Small Harbour Development	8.10 Number of Spatial and Economic Development Frameworks (SEDFs) completed and preliminary designs for new small harbours	-	-	-	-	3 Spatial and Economic Development Frameworks (SEDFs) completed for new small harbours	2 Spatial and Economic Development Frameworks (SEDFs) completed for new small harbours	3 Spatial and Economic Development Frameworks (SEDFs) completed for new small harbours

OUTCOME	OUTPUTS	OUTPUT INDICATOR	ANNUAL TARGET						
			AUDITED/ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MTEF PERIOD		
			20/21	21/22	22/23	23/24	24/25	25/26	26/27
	Operationalisation of 3 small harbours	8.11 Number of Harbour development plans developed	-	-	-	-	3 Harbour development plans developed	3 Harbour development plans developed	3 Harbour development plans developed

Indicators, Annual and Quarterly Targets

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

OUTPUT INDICATOR	ANNUAL TARGET	Q1	Q2	Q3	Q4
8.1 Number of approved infrastructure designs	123	41	26	24	32
8.2 Number of Projects completed within agreed construction period	106	17	32	56	106
8.3 Number of infrastructure projects completed within approved budget	124	21	41	68	124
8.4 Number of infrastructure Project sites handed over for construction	179	45	45	46	39
8.5 Number of infrastructure projects completed	124	21	41	68	124
8.6 Number of projects implemented using Turnkey Strategy	70	15	20	20	15
PROGRAMME MANAGEMENT OFFICE (PMO)					

8.7 Number of bridges constructed	96 bridges constructed in 6 provinces	10	25	25	36
8.8 Number of projects approved for BOT	5	-	2	2	1
8.9 Number of projects approved for ROT	5	-	2	2	1
8.10 Number of Spatial and Economic Development Frameworks (SEDFs) completed and preliminary designs for new small harbours	3 Spatial and Economic Development Frameworks (SEDFs) completed for new small harbours	-	-	2	1
8.11 Number of Harbour development plans developed	3	-	-	1	2

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 to approved user departments' needs.

FUNCTIONS AND OUTCOME RELATION

This Programme has synergies with four main Outcomes namely, **Productive Assets, Sustainable Infrastructure Investment, Dignified Client Experience, Transformed Built Environment** and their respective Sub-outcomes.

In terms of Productive Asset and Sustainable Infrastructure Investment, 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 Dignified Client Experience, 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 C117: Programme (Real Estate Management Services) - Outcomes, Outputs, Performance Indicators and Targets

OUTCOME	OUTPUT	OUTPUT INDICATORS	AUDITED/ ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE 23/24	MEDIUM-TERM TARGETS		
			20/21	21/22	22/23		24/25	25/26	26/27
Productive Assets	Lease Portfolio size	9.1 Number of private leases reduced from within the Private portfolio.	0 private leases reduced within the security cluster	0 private leases reduced within the security cluster	5	8 private leases reduced	6	7	9
	Rand Value savings on identified portfolio of Assets	9.2 Savings realised on identified private leases	R1 595 025,94	R273 220 668.65	R165 million	R200 Mil Savings realised on identified private leases	R200 Mil	R210 Mil	R220 Mil
	Rand Value Revenue Generated	9.3 Percentage change in projected revenue generation through letting of State-owned properties, for leases signed within the reporting period.	0% increase in revenue generation through letting of state-owned properties	2,8% (R11 590 727.03)	80%	20% increase in revenue generation through letting of state-owned properties	20%	20%	20%
	State properties Regularised / Rectified/ recovered	9.4 Number of State Properties Regularized/ Rectified/ recovered.(OBB Programme)	-	-	-	-	200	450	617

OUTCOME	OUTPUT	OUTPUT INDICATORS	AUDITED/ ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE 23/24	MEDIUM-TERM TARGETS		
			20/21	21/22	22/23		24/25	25/26	26/27
Transformed Built Environment	State owned properties let out	9.5 Number of state owned properties let out	63 unutilized vacant state owned properties let out	37 unutilized vacant state owned properties let out	35	134 unutilized vacant state owned properties let out	150	150	200
	Unutilized state owned properties made available for GBV-F purposes	9.6 Number of unutilized state owned properties made available for GBV-F purposes	New indicator	New indicator	22	10	5	5	5
	leases awarded to category A, B and D Companies of the approved Property Management Empowerment Policy	9.7 Percentage leases awarded to category A, B and D Companies of the approved Property Management Empowerment Policy	New indicator	55%	75% (6 of 8)	55%	60%	65%	70%
	Leases let out to companies with BBBEE level 1- 4	9.8 Percentage of leases let out to companies with BBBEE level 1- 4	New indicator	0.028%	54% (19 of 35)	10%	10%	10%	10%
Integrated Planning and Coordination	Ha of land from DPWI portfolio	9.9 Ha of land released from the DPWI portfolio	32 143, 8356 hectares (92%)	20 102,3419 hectares	120 997.71 Hectares (110 land parcels)	10 126 ¹⁵ hectares	12 959	2 000	500

OUTCOME	OUTPUT	OUTPUT INDICATORS	AUDITED/ ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE 23/24	MEDIUM-TERM TARGETS		
			20/21	21/22	22/23		24/25	25/26	26/27
	released ¹⁶								

Indicators, Annual and Quarterly Targets

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

OUTPUT INDICATORS	ANNUAL TARGETS	Q1	Q2	Q3	Q4
9.1 Number of private leases reduced from within the private portfolio	6	-	-	-	6
9.2 Savings realised on identified private leases	R200 million	-	-	-	R200 million
9.3 Percentage change in projected revenue generation through letting of State-owned properties, for leases signed within the reporting period.	20%	-	5%	10%	5%
9.4 Number of State Properties Regularized/ Rectified/ recovered. (OBB Programme)	200	30	50	60	60
9.5 Number of state owned properties let out	150	30	40	40	40
9.6 Number of unutilized state owned properties made available for GBV-F purposes	5	-	2	3	-
9.7 Percentage leases awarded to category A, B and D Companies of the approved Property Management Empowerment Policy	60%	15%	15%	15%	15%

9.8 Percentage of leases let out to companies with BBBEE level 1-4	10%	2%	2%	4%	2%
9.10 Ha of land from DPWI portfolio released	12 959	3 239	3 239	3 239	3 242

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 DPW/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 IAR 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, Productive Assets, Sustainable Infrastructure Investment, Optimised Job Opportunities, Integrated Planning and Co-ordination and their respective Sub Outcomes**. The Programme contributes to Optimised Job Opportunities by providing physical verification in terms IAR enhancement Programme. The Programme plays a primary role with the following value chain stakeholders (National, Provincial and Local Government and State Owned Entities (SOEs)) in the execution of DPWI mandate. In terms of Coordinated Integrated Planning their role is to provide the information on land available for socio-economic infrastructure investment; coordination oversight for vesting and disposal processes. The outcomes of Productive Asset and Sustainable Infrastructure Investment is to facilitate the reduction in socio-economic infrastructure development backlogs; faster turnaround time in terms of transfers and ensuring SLA's 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		
			20/21	21/22	22/23	23/24	24/25	25/26	26/27
Productive Assets	National and Provincial Immovable Asset Registers assessed for compliance	10.1 Number of National and Provincial Immovable Asset Registers assessed for compliance	9	9	9	12	12	12	12
	Immovable assets physically verified to validate existence and assess condition	10.2 Number of immovable assets physically verified to validate existence and assess condition	12 035	18 692	21 587	22 273	21916	21917	21917
	Registered immovable assets aligned to municipal valuations	10.3 Number of registered immovable assets aligned to municipal valuations	-	-	-	-	10 000	10 000	10 000

Indicators, Annual and Quarterly Targets

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

OUTPUT INDICATOR		ANNUAL TARGET	Q1	Q2	Q3	Q4
10.1	Number of National and Provincial Immovable Asset Registers assessed for compliance	12	3	3	3	3
10.2	Number of immovable assets physically verified to validate existence and assess condition	21916	5479	5479	5479	5479
10.3	Number of registered immovable assets aligned to municipal valuations	10 000	2 500	2 500	2 500	2 500

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 (SHERQ) Management	To ensure compliance with SHERQ 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, Productive Assets, Sustainable Infrastructure Investment, Dignified Client Experience and their respective Sub Outcomes**. 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 injection to restore them to habitable and reliable condition.

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 or 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 (NIMMS) 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 processes¹⁷.

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		
			20/21	21/22	22/23		23/24	24/25	25/26
Productive Assets	Conditions of buildings and critical components	11.1 Number of condition assessments conducted on identified properties	118	236	107	242	266	292	321
		11.2 Number of critical components assessed at identified facilities	209	300	140	484	532	585	643
Dignified Client Experience	Term contracts implemented	11.3 Number of Term contracts implemented	New indicator	238	163	200	220	242	266
	Facilities maintained through the Total Facilities Management Contract	11.4 Number of Facilities maintained through the Total Facilities Management Contract.	-	3	3	4	8	12	12

Indicators, Annual and Quarterly Targets

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

OUTPUT INDICATOR	ANNUAL TARGET	Q1	Q2	Q3	Q4
11.1 Number of condition assessments conducted on identified properties.	266	25	100	100	41
11.2 Number of critical components assessed at identified facilities	532	50	220	220	42
11.3 Number of Term contracts implemented	220	20	100	50	50
11.4 Number of Facilities maintained through the Total Facilities Management Contract.	8	2	2	2	2

Explanation of planned performance over the medium-term period

It should be noted that the various qualitative programme indicators will need to be supported by budget funding to be completed. The contribution of programme outputs to achieve the intended outcomes and impact of the strategic plan and DPWI's mandate, including (where applicable) priorities in relation to women, youth and people with disabilities, are indicated below. A description of planned performance in relation to each programme's outputs are supplied.

Programme 1: Management

SP IMPACT: INFRASTRUCTURE-LED ECONOMIC GROWTH SP OUTCOME: A RESILIENT, ETHICAL AND CAPABLE DPWI		
Outputs	Contribution	Disaggregating priorities in relation to women, youth and people with disabilities
Ethics and Fraud Perception Rating	The indicator measures the perception among DPWI staff and external stakeholders with respect to levels of ethical conduct and the prevalence of fraud within the department.	N/A
Compliance Rate (Basket of key compliance matters)	To measure the level of compliance against criteria set for identified compliance matters.	N/A
Percentage Performance Information Level	To achieve an institutional operational performance level of ultimately, 100% as measured against predetermined objectives. The move towards a higher level of performance is indicative of a maturing organisation. Differences in the level of performance over time must be read in conjunction with both internal and external factors that hindered the desired level of performance.	N/A
Percentage Financial Performance	The Department aims to improve the spending trend on the allocated budget to 100%.	N/A
Percentage Vacancy Rate	The Department aims to maintain the 10% vacancy rate through the filling of positions.	Cognisance will be taken to address inequalities experienced by previously disadvantaged persons
Designated groups in SMS level in the Department	The Department aims at improving gender representation at SMS level and persons with disabilities from current levels to meet the national targets.	Will address inequalities experienced by previously

		disadvantaged persons
Percentage Business Process Automation	Implementation of an ICT enterprise architecture will enable modernisation of systems and automation of business processes.	N/A
Percentage of business solutions for digitisation	Will measure the implementation of business solutions developed to support digitalisation of the enterprise data.	N/A

Programme 2: Intergovernmental Coordination

SP IMPACT: INFRASTRUCTURE-LED ECONOMIC GROWTH		
SP OUTCOME: INTEGRATED PLANNING AND COORDINATION		
Outputs	Contribution	Disaggregating priorities in relation to women, youth and people with disabilities
Sector Performance Reports	Performance reviews seek to ensure implementation of plans that combine the deliverables of the national and provincial departments. These reviews will be presented at Technical MinMEC & MinMEC and progress reported bi-annually.	N/A
SP IMPACT: INFRASTRUCTURE-LED ECONOMIC GROWTH		
SP OUTCOME: TRANSFORMED BUILT ENVIRONMENT		
Outputs	Contribution	Disaggregating priorities in relation to women, youth and people with disabilities
Number of beneficiaries participating in the DPWI's skills pipeline intervention and schools programme	Improvement in the skills set within the built environment by creating training opportunities for beneficiaries in DPWI's various skills pipeline intervention programmes.	Will seek to address inequalities experienced by previously disadvantaged persons

Programme 3: Expanded Public Works Programme

SP IMPACT: INFRASTRUCTURE-LED ECONOMIC GROWTH SP OUTCOME: OPTIMISED JOB OPPORTUNITIES		
Outputs	Contribution	Disaggregating priorities in relation to women, youth and people with disabilities
Number of reports prepared on work opportunities reported in the EPWP-RS by public bodies	Coordinate, monitor and report on the number of work opportunities captured in the EPWP reporting system by public bodies in all spheres of government aligned to the approved EPWP phase IV business plan. The 5-year target of 5 million work opportunities is based on baseline funding received by public bodies from National Treasury over the MTEF.	The target will be disaggregated in terms of 60% women, 55% youth and 2% PWD

Programme 4: Property and Construction Industry Policy and Research

SP IMPACT: INFRASTRUCTURE-LED ECONOMIC GROWTH SP OUTCOME: TRANSFORMED BUILT ENVIRONMENT		
Outputs	Contribution	Disaggregating priorities in relation to women, youth and people with disabilities
Public Works Bill	The indicator responds to the transformed built environment outcome through the development of a single piece of legislation on the role of DPWI as the lead infrastructure department and by identifying areas that require regulating to enable enhanced infrastructure delivery.	N/A

Programme 5: Prestige Policy

SP IMPACT: INFRASTRUCTURE-LED ECONOMIC GROWTH SP OUTCOME: DIGNIFIED CLIENT EXPERIENCE		
Outputs	Contribution	Disaggregating priorities in relation to women, youth and people with disabilities
Number of planned state events supported	To improve client experience and realise the objectives of state events.	N/A

Percentage of movable assets provided within 120 working days after approval by prestige clients	To improve client experience and provide movable assets within 60 working days.	N/A
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Programme 6: Administration

SP IMPACT: INFRASTRUCTURE-LED ECONOMIC GROWTH SP OUTCOME: A RESILIENT, ETHICAL AND CAPABLE DPWI		
Outputs	Contribution	Disaggregating priorities in relation to women, youth and people with disabilities
Percentage financial performance	The Department aims to improve the spending trend on the allocated budget to 100%.	N/A

Programme 7: Real Estate Investment Services

SP IMPACT: INFRASTRUCTURE-LED ECONOMIC GROWTH SP OUTCOME: INTEGRATED PLANNING AND COORDINATION		
Outputs	Contribution	Disaggregating priorities in relation to women, youth and people with disabilities
Approved C-AMP submitted to NT	The C-AMP is produced annually in line with the requirements of GIAMA that requires the development of an infrastructure plan, indicating how the custodian intends to meet the accommodation requirements of user departments.	N/A

Programme 8: Construction Project Management

SP IMPACT: INFRASTRUCTURE-LED ECONOMIC GROWTH SP OUTCOME: PRODUCTIVE ASSETS		
Outputs	Contribution	Disaggregating priorities in relation to women, youth and people with disabilities
Number of completed projects on time and within budget	Asset portfolio size and value. To improve client experience.	Addressing priorities in relation to women, youth and people with disabilities.

Programme 9: Real Estate Management Services

SP IMPACT: INFRASTRUCTURE-LED ECONOMIC GROWTH SP OUTCOME: PRODUCTIVE ASSETS		
Outputs	Contribution	Disaggregating priorities in relation to women, youth and people with disabilities
Portfolio size availed for socio and economic purposes (GBV purposes)	To contribute to socioeconomic initiatives. Empowerment of designated groups.	Addressing priorities in relation to women, youth and people with disabilities.
Number of unutilised vacant state owned properties let out	The indicator measures the percentage of vacant, unused, surplus (non-strategic) state-owned properties let out within the financial year from the identified list of properties.	N/A
Lease Portfolio size	Leverage the size of the portfolio.	N/A
Rand Value Savings on identified Portfolio of Assets	The indicator is measures the savings that the user departments will realise from the enhancement of lease management through (a) the renegotiation of lease terms and/or payable rates and/or escalations for identified leases/landlords, and (b) application of the revised space and cost norms for new leases. The intervention(s) will be applied to the identified private leases in a specific financial year and the savings will be reported for the	N/A
Ha released from the DPWI portfolio for development of infrastructure programmes and socioeconomic purposes	This indicator seeks to measure the extent of State land availed in the financial year.	N/A
Rand Value Revenue Generated through letting of state-owned properties	Contribution to the constrained fiscus.	N/A

SP IMPACT: INFRASTRUCTURE-LED ECONOMIC GROWTH SP OUTCOME: DIGNIFIED CLIENT EXPERIENCE		
Outputs	Contribution	Disaggregating priorities in relation to women, youth and people with disabilities.
Percentage of new private leases procured with a maintenance plan	To improve client experience	N/A

Programme 10: Real Estate Information and Registry

SP IMPACT: INFRASTRUCTURE-LED ECONOMIC GROWTH SP OUTCOME: INTEGRATED PLANNING AND COORDINATION		
Outputs	Contribution	Disaggregating priorities in relation to women, youth and people with disabilities
Number of Provincial Immovable Asset Registers assessed	The indicator measures the extent of compliance to the relevant prescripts and National Treasury guidelines on immovable assets.	N/A

SP IMPACT: INFRASTRUCTURE-LED ECONOMIC GROWTH SP OUTCOME: PRODUCTIVE ASSET		
Outputs	Contribution	Disaggregating priorities in relation to women, youth and people with disabilities
Number of immovable assets physically verified to validate existence and assess condition	Updated Immoveable Asset Register. To improve client experience and longevity of the assets.	N/A

Programme 11: Facilities Management

SP IMPACT: I INFRASTRUCTURE-LED ECONOMIC GROWTH SP OUTCOME: PRODUCTIVE ASSETS		
Outputs	Contribution	Disaggregating priorities in relation to women, youth and people with disabilities
Portfolio assets condition rating	To appraise the condition of properties in the state asset portfolio to inform investment priorities.	Will take cognisance of and prioritise previously disadvantaged persons, specifically youth, in the allocation of

		maintenance contacts.
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Programme: Resource Considerations
DPWI Main Vote

Programmes	Audited outcome			Adjusted budget	Medium-term expenditure estimate		
	2020/21	2021/22					2026/27
			2022/2023		2023/2024	2024/2025	2025/2026
	(R'000)	(R'000)	(R'000)		(R'000)	(R'000)	(R'000)
Administration	384 339	416 496	501 103	542 052	559 061	593 953	622 542
Intergovernmental Coordination	42 296	44 201	47 776	59 787	60 801	63 508	66 432
Expanded Public Works Programme	2 412 105	2 811 508	2 982 840	2 958 079	2 254 530	2 317 639	2 424 166
Property and Construction Industry Policy and Research	4 643 784	4 757 194	4 329 002	4 777 745	4 673 891	4 861 068	5 083 921
Prestige	48 510	52 796	49 447	68 303	63 798	68 427	71 437
Total	7 531 034	8 082 195	7 910 167	8 405 966	7 612 081	7 904 595	8 268 498

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 (EPWP); providing policy and sector oversight; building state capacity to facilitate skills development and strengthen the skills pipeline; and providing direct support to sponsors of priority public infrastructure projects.

Expenditure is expected to increase at an average annual rate of 1%, from R8.5 billion in 2023/24 to R8.6 billion in 2026/27. An estimated 72% (R17.1 billion) of the department's total budget over the next three years is allocated to transfers and subsidies for the operations of its entities, and for conditional grants to provinces and municipalities to implement the EPWP.

An estimated 17% (R4.1 billion) of the department's budget over the medium term is allocated to compensation of employees and procurement of goods and services. Cabinet-approved reductions of R5 billion over the MTEF period were implemented on the department's baseline. To effect these baseline reductions, the department reduced its transfers and subsidies budget by R3.2 billion, goods and services budget by R177 million, and capital assets budget by R3.7 million over the medium term. The department has stopped or delayed certain projects and statutory payments, such as accommodation and municipal services, in order to absorb the Cabinet-approved reduction on its baseline.

The department's transfers and subsidies budget was further reduced by R54.1 million over the medium term (R16.9 million in 2024/25, R17,. million in 2025/26 and R19.3

million in 2026/27) due to the devolution of private leased accommodation charges to the Department of Justice and Constitutional Development for the South African Human Rights Commission and the Public Protector of South Africa.

The department will continue to lead and coordinate the EPWP, which aims to create work opportunities using labour-intensive methods across the three spheres of government. An estimated R8.5 billion is allocated over the medium term for transfers and subsidies, mainly to public bodies such as provinces and municipalities, as well as non-profit organisations. In its efforts to continually improve the EPWP, the department plans to monitor and evaluate reports and impact studies on the programme's implementation over the period ahead and provide 200 public bodies with technical support in the infrastructure, social, environment and culture sectors.

To enhance the budgets of public bodies implementing and reporting on EPWP projects, R1.2 billion over the medium term is allocated through incentive grants to support the programme's coordination function. All departmental activities related to the EPWP are carried out through the EPWP, which is allocated R7.2 billion over the next three years. Of this amount, an estimated R637 million is allocated for compensation of employees for the administration of the EPWP, and an estimated R580 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 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 the provincial and municipal levels. The department gives effect to these frameworks by supporting joint programmes across all three spheres of government through its 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, R83 million is allocated over the period ahead in the Intergovernmental Relations and Coordination sub-programme 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 the delivery of infrastructure in the public works sector, the department plans to increase the throughput of built environment graduates. This imperative is facilitated by the department's skills pipeline strategy, which makes provision for technical bursary schemes, internships, learnerships, property management training and artisan development, with structured workplace training to expedite professional development and registration. The department aims to increase the number of beneficiaries participating in skills pipeline intervention programmes, such as the economic reconstruction and recovery programme, from 1 200 in 2023/24 to 1 300 in 2026/27. For this purpose, R90 million is allocated over the period ahead in the professional services sub-programme in the intergovernmental coordination programme.

The department's Infrastructure South Africa division provides direct support through the allocation of project preparation resources to sponsors of priority public infrastructure projects, with the aim of expediting investor-friendly projects. The department will support sponsors with business planning packaging, prefeasibility and feasibility studies, technical designs, and legal and regulatory approvals in alignment with the Infrastructure Development Act (2014), as amended. To prepare these projects, R899 million over the period ahead is allocated to the infrastructure development coordination sub-programme in the property and construction industry policy and research programme.

Programme: Resource Considerations

Property Management Trading Entity (PMTE)

Programmes	Audited outcome			Approved budget	Medium term expenditure estimates		
	2020/21	2021/22	2022/23		2024/25	2025/26	2026/27
	R'000	R'000	R'000		R'000	R'000	R'000
Administration	1 015 645	861 722	874 749	882 980	899 439	978 534	1 005 115
Real Estate Investment Services	177 800	171 358	179 229	211 383	210 521	202 815	206 372
Construction Management Services	3 030 737	3 476 790	3 019 667	3 982 115	3 611 983	3 806 075	3 954 756
Real Estate Management Services	11 365 606	11 547 487	12 006 339	8 578 222	9 245 018	9 933 723	10 713 903
Real Estate Registry Services	59 856	57 006	68 612	86 260	86 307	68 738	69 988
Facilities Management	2 912 215	3 629 905	3 987 626	3 734 478	3 891 300	4 065 881	4 236 337
Total	18 561 859	19 744 268	20 136 222	17 475 439	17 944 568	19 055 767	20 186 471

The Property Management Trading Entity (PMTE)

The current status of the PMTE: (Policy imperatives)

The PMTE business manages the property side of the department's operations. Six programmes are designed to give effect to the outcomes of the department and in turn contribute to the broader government priorities. Critical at this stage is to ensure delivery of construction projects within budget and on time and the maintenance of facilities.

The department will release land to other departments as part of its contribution to their socioeconomic initiatives, such as land reform initiatives. The entire value chain in property management is critical and with the infrastructure component, the department will focus on ensuring that infrastructure and property matters are addressed. The PMTE/DPWI and Infrastructure South Africa will forge ways to build on infrastructure and property value chain.

Expenditure overview (Budget summary)

Over the medium term, the total transfer has been budgeted at R13.041 billion (R4.158 billion in 2024/25, R4.341 billion in 2025/26 and R4.542 billion in 2026/27). The outer year will increase by 4.5% to allow for inflationary growth. This represents a decrease in the total transfer as a result of the budget cut implemented by National Treasury, amounting to R1.618 billion (R514 million in 2024/25, R540 million in 2025/26 and R564 million in 2026/27).

The other main source of revenue is accommodation charges on state-owned facilities. Taking into consideration that the clients are not paying a full cost-recovery rate even though the PMTE has been implementing itemised billing, any reduction in this baseline will make it impossible for the entity to maintain its assets to an acceptable productive level and deliver a dignified client experience with sustainable infrastructure investment.

The entity has been struggling over the last few years to recover all the funding due to it and has proposed that these amounts be ringfenced again in clients' budgets to prevent them from reprioritising their baselines when funding is scarce. The National Treasury must issue an instruction to prevent user departments from cutting property and infrastructure related budgets, indicating the impact of such cuts.

Implementation Programmes

The PMTE is implementing the following key programmes:

Infrastructure programme

The infrastructure programmes of the DPWI and user departments will deliver sustainable infrastructure and accommodation to user departments while supporting economic growth and socioeconomic transformation. Infrastructure projects include the upgrading of facilities to ensure access for people with disabilities; the upgrading and construction of departmental offices; the development of national government precincts; the refurbishment of infrastructure-related border post centres, correctional centres and police stations; and the maintenance of existing facilities.

It should be noted that client departments allocate far less budget to PMTE than what has been allocated in their baselines and the National Treasury should consider the centralisation of a DPWI capital budget.

The PMTE will actively pursue more efficient practices and interventions to improve the state of immovable assets under its custodianship. The DPWI is faced with significant asset maintenance challenges attributed to a culmination of various systemic issues with respect to historic operating and funding models. As stated above, the automation and digitisation programme seeks to address some of these challenges. The continued reduction of the infrastructure budgets of DPWI and its user departments has posed additional risk with regard to development, repair, upgrades

and refurbishments. This lack of maintenance will result in the continued deterioration of the buildings currently assessed to be in a “fair” condition. A total 329 infrastructure projects are planned to be completed in the medium term, inclusive of capital maintenance and refurbishment of facilities.

Currently, the capital infrastructure budgets are decentralised and allocated on client departments' votes. This causes some challenges when executing capital projects. Projects and payments are sometimes delayed due to clients not responding to requests for funding on time. This leads to interest claims and litigation. There have also been instances where projects were cancelled after the design stage. This results in fruitless and wasteful expenditure to government.

DPWI: Capital Programme

In the endeavour to improve border management and security, the department will assist the Department of Home Affairs in the construction of six land ports of entry. ISA will be instrumental in the process, working with various stakeholders involved in the project. The repair and maintenance of 51 existing facilities will be prioritised, with plans to continue the contract management activities for the functionality of the facilities and implement follow-on repair and maintenance contracts in the medium term. Work is continuing in terms of town planning activities to acquire the land-use rights in terms of SPLUMA to enable the border management and security programme. The allocated budget over the MTEF period is R2.379 billion (R717 million in 2024/25, R788 million in 2025/26 and R871 million for 2026/27 financial year).

Maintenance Programme

Efficient and effective maintenance of existing immovable assets are central to optimising the cost of service delivery and ensuring a dignified client experience. The department has commenced with the implementation of the national immovable asset maintenance management (NIAMM) framework in the context of the infrastructure delivery management system (IDMS).

As part of the sustainability of the PMTE, the maintenance focus during the MTEF cycle will be on clients paying the user accommodation charges. Maintenance plans will be prioritised based on the risk of the asset and affordability. In line with the NIAMM framework, the implementation of preventative and condition-based maintenance for highly critical components with a priority condition rating will be prioritised, followed by moderately and less critical components.

Depending on the budget availability and the client's facility maintenance needs, the department offers a:

- Total facilities management contract, comprising of hard and soft services;
- Comprehensive term contract, comprising of hard services in a single facility;
- Term contract, comprising of maintenance of critical components in various facilities; and
- Corrective maintenance.

The plans for the MTEF include a condition assessment of 783 identified properties; a condition assessment of 1 556 components such as lifts, generator sets and HVAC and water systems, and ensuring that there are 225 preventative maintenance contracts in place to reduce reactive maintenance. The PMTE will also revive workshops in the

various regions to create the in-house capacity to address the maintenance backlogs and address unemployment. This is at the conceptual stages.

A desktop analysis based on the condition of properties calculated the maintenance backlog at R33.6 billion. This amount will be refined through conditioning assessment and the real funding need established.

Precinct Development

The department's precinct planning and development programme responds directly to the integrated planning and coordination outcome. The programme ensures that infrastructure planning is responsive to spatial justice, and integrates with sector departments' development plans and sustainable development goals. The programme was gazetted as a strategic infrastructure project (SIP 36).

The precinct development programme is guided by legislation, policy and frameworks that include GIAMA, the Infrastructure Development Act, the Spatial Planning & Land Use Management Act (SPLUMA) and the National Spatial Development Framework (NSDF).

The location of government services within the urban and rural context is not only critical to ensure access to services for all, but has the potential to play a role in addressing spatial imbalances, while serving as a catalyst for investment in targeted areas as espoused in the department's strategic spatial framework (SSF).

Aligned to the afore-mentioned legislation and SSF, the department plans government precincts across the country with the approval of precinct development plans in consultation with relevant municipalities. Examples are the Salvokop and Polokwane precincts. In the MTEF, precinct plans for Kunye in Johannesburg, the Tshwane Northern Gateway and Carolina in Mpumalanga will be developed.

The development of government precincts is not only critical to improve access to services, but also supports the planning and budgeting for projects in the construction project pipeline with a view to reduce lease costs substantively. The programme's prioritised 20 precincts remain the focus over the next 10 years.

The planning and precinct programme within Tshwane, known as the Tshwane Inner City Regeneration Programme, is progressing. The development of an approximately 524 000m² mixed-use precinct in Salvokop comprises of three phases. Phase 1 has been concluded and permanently accommodates the Statistics South Africa (Stats SA) head office that was completed in 2016. Phase 2 is anticipated to commence in 2024 and will accommodate the head offices of Home Affairs, Social Development, the South African Security Agency and the National Development Agency, Correctional Services and Higher Education and Training. These four head offices are registered as public-private partnerships (PPP) with the National Treasury's Government Technical Advisory Centre.

The bulk earthworks and engineering services installations for the Salvokop Precinct is nearly at 50% completed. Funding for the PPP programme currently comes from the DPWI capital budget and the implementation will depend on user funding for acquisition of sites, site clearance and installation of bulk services.

Border Management Authority (BMA)

The BMA was officially announced as an autonomous Schedule 3A Public Entity on 01 April 2023. As such, in addition to its border law enforcement functions, the BMA is also responsible for the management of facilities at the ports of entry and border law enforcement areas. BMA is now the custodian of this function and will be responsible for its own infrastructure accommodation requirements and budgets. DPWI is currently in the process of transferring 19 BMA facilities with their allocated budgets to BMA. The devolution process is anticipated to be finalised within the current financial year, after which BMA will be responsible for securing funds for its programmes. Over the medium term, a total budget of R1.2 billion has been allocated to BMA.

5 Part E: Links to Other Plans

Key Risks per Outcome

The Department has identified the following key risks in addition to those reflected in the Strategic Plan which can impact on the achievement of outputs, as well as risk mitigation factors.

OUTCOME	RISK	RISK MITIGATION
Outcome 1: A Resilient, Ethical and Capable DPWI	1. Cyber Security (Cyber-attack or data breach)	<ul style="list-style-type: none">• Acquire digital Signature solution• Acquire Enterprise Security solution to address Cyber security• Awareness campaign, Cyber security assessments and vulnerability Management and Intrusion prevention.• Acquire additional IT specialised skilled resources• Alignment of the sector to device norms and standards to guide the Public Works Sector. (Workstream on Immovable assets and FM, responsible.
	2. External shocks/Natural hazards (Covid-19 / Pandemic / Fires)	<ul style="list-style-type: none">• BCPs• (Crisis Management Plan, Disaster recovery Plan and Business resumption Plans)• Raising awareness campaign, training of Health and Safety members (reps, Fire Fighters, First Aiders and Floor Marshalls• Conduct evacuation drills
	3. Fraud and corruption	<ul style="list-style-type: none">• Implementation of Consequence management

OUTCOME	RISK	RISK MITIGATION
		<p>(disciplinary process is informed by investigation)</p> <ul style="list-style-type: none"> • Awareness and training. • Issuing of Media Statements to set the record straight (communicating of facts) • Rollout the implementation of the lifestyle
Outcome 2: Integrated planning and Coordination	4.Perceived stakeholder interference/interest and influence	<ul style="list-style-type: none"> • Conduct EPWP Learning Programmes. • Workshops on Labor intensity. • Framework submitted for approval. • Training sessions by M&E in reporting to public bodies. • Remote validations of compliance conducted. • Public body visits conducted. • National Coordination Committee meetings. • Finalisation and approval of Prestige guidelines. • Provide inputs on the draft regulations for infrastructure of different categories of funerals. • Implementation of the reviewed sector governance model • Clusters and Work Streams process and update progress reports against the Sector Plan Implementation Matrix, including Technical MinMec and MinMec resolutions.
Outcome 3: Sustainable Infrastructure Investment	5. Project Hijack	<ul style="list-style-type: none"> • Development of the standardised guidelines for the Project Steercom Committee (PSC) • Subcontracting (mandatory to designated groups) after award of contract within the framework of the various types of contracts (e.g. JBCC, GCC, FIDIC etc.) • Full Advocacy and Implementation of the BUILD Programme • Develop New Social Facilitation Methodologies to align with

OUTCOME	RISK	RISK MITIGATION
		current Procurement Regulations.
	6. Low Investor Confidence	<ul style="list-style-type: none"> • Development of a Long-Term Infrastructure investment Plan • Finalisation and approval of Country investment strategy • Roll out 5 Case Model (5CM) and Project Delivery Routemap (PDR). (Training interventions) (New mitigation) • Implementation of a digital platform (SOURCE) for wider monitoring of the pipeline and enhance the visibility of ISA. • Implementation of project preparation support
Outcome 4: Productive Assets	7. Infrastructure/Asset failures	<ul style="list-style-type: none"> • Integrated Asset and property management system (ERP) (ICT) • FM to provide PPM with Condition assessment reports for budgeting • Conducting of condition assessment. • Provision of training on building inspection.
	8. Possible Lock-outs by Landlords	<ul style="list-style-type: none"> • Ongoing Stakeholder engagements with (landlords and DPWI and all other stakeholders)
Outcome 5: Transformed Built Environment	9. Possible Collusion and Fronting	<ul style="list-style-type: none"> • Structured training and development of registered built environment professionals. (Registration of candidates, skills development.) • Training and development of unemployed young people and existing employees within the built environment. • Collaboration with CETA's private sector government department and other funding institutions.
	10. Perceived stakeholder interference/interest and influence	<ul style="list-style-type: none"> • Determine policy position towards the development of Draft Public Works Bill.

OUTCOME	RISK	RISK MITIGATION
Outcome 6: Optimised Job Opportunities	11. Demand risk for certain designated groups	<ul style="list-style-type: none"> • Public bodies provided with support on EPWP across all spheres of government. • Public bodies provided with programme coordination support on EPWP.
Outcome 7: Dignified Client Experience	12. Reputational damage.	<ul style="list-style-type: none"> • Finalisation and approval of Prestige guidelines. • Provide inputs on the draft regulations for infrastructure of different categories of funerals. • Finalisation of Communication Strategy and Social Media policy. • Collaborative meeting with internal stakeholders - REIS, CPM, Finance and SCM • Review of Maintenance guidelines, development of FM Policy and Strategy • Implementation of the Recommendations from the results of Condition assessments. (Output of CA - Maintenance Plan). • Finalisation of FM Policy and Strategy.

Public Entities

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

Name of Public Entity	Mandate	Outcomes	2024/25 Budget (R '000)
Construction Industry Development Board (CIDB)	The CIDB was established in terms of the Construction Industry Development Board Act 38 of 2000.	<ul style="list-style-type: none"> • Increased black-ownership and participation. • Increased woman-ownership and participation. • Contractor Development. • Performance driven clients. • Reduced non-compliance and fraud. • Ethical and Performance driven CIDB. 	75 183

Name of Public Entity	Mandate	Outcomes	2024/25 Budget (R '000)
Council for the Built Environment (CBE)	CBE was established in terms of the Council for the Built Environment Act 43 of 2000.	<ul style="list-style-type: none"> • Optimum Functioning CBE • Transformed Built Environment • Skilled Built Environment Professionals • Informed decision making that impacts the current and future operational requirements of the industry. • Promote and protect public interest in the Built Environment. 	51 205
Agrément South Africa (ASA)	ASA was established in terms of the Agrément South Africa Act 11 of 2015.	<ul style="list-style-type: none"> • A capable, ethical and developmental entity. • Optimised use of Non-Standardised construction related products and systems. • Quality manufactured Non Standardised products and systems • Broadened geographic footprint of Non-standardised products and systems. 	31 902
Independent Development Trust (IDT)	The IDT was integrated into the public service delivery system in 1999 with the promulgation of the Public Finance Management Act (PFMA) (Act 1 of 1999), as a schedule 2 Entity.	<ul style="list-style-type: none"> • Increased access to quality social infrastructure • A transformed built environment • Decent employment through public (infrastructure) programmes • A financially sustainable and compliant entity 	NA ¹⁸

¹⁸ IDT does not get an allocation prior to the start of the Financial Year, because it is a Schedule 2 Public Entity, which means it is running as a company and is supposed to generate its own funds.

Infrastructure Projects

The table below represents a list of DPWI infrastructure projects that are planned for completion in the 2024/25 financial year:

No.	Description	WCS Ref	Type	Output	Start date	Completion date	Total estimated cost	Current expenditure
1.	Cape Town Contract for the modernisation, repair and maintenance of lifts in the Western Cape	052134	Repairs & refurbishment	Sustainable Infrastructure Investment	29-01-2016	02-07-2029	88 220 941,48	924 385,57
2.	Stanger Home Affairs Construction of a new office	050769	Capital	Sustainable Infrastructure Investment	30-03-2021	30-04-2024	R46 465 175	R20 928 995
3.	Alberton Police Station Repairs and maintenance	050183	Repairs & refurbishment	Sustainable Infrastructure Investment	26-06-2023	23-06-2024	R45 000 000	R920 477
4.	De Aar Magistrates Office Repair of fire damage (anticipated site handover for March 2024)	055677	Repairs & refurbishment	Sustainable Infrastructure Investment	31-03-2024	16-05-2025	R35 644 318	-
5.	Kimberley Prison Replacement of heat pumps at Tswelopele Correctional Centre	055411	Capital	Sustainable Infrastructure Investment	22-05-2024	20-03-2026	R36 265 060	-
6.	Secunda Police Station and single quarters Repairs and maintenance of electrical, civil, mechanical and structural elements	051762	Repairs & refurbishment	Sustainable Infrastructure Investment	23-03-2023	25-04-2025	R72 482 704.04	R12,644,447.78

No.	Description	WCS Ref	Type	Output	Start date	Completion date	Total estimated cost	Current expenditure
7.	Globlersbridge, Stockpoort	055248	LPOE	Sustainable Infrastructure Investment	20-08-2020	20-08-2024	R 39 247 318.39	R33 447 984.71
8.	Skilpadshek, Bray, Makgobistad, Ramatlabama	055130	LPOE	Sustainable Infrastructure Investment	17-02-2021	16-08-2024	R 75 281 483.76	R55 034 624.97
9.	Golela, Onverwacht	055246	LPOE	Sustainable Infrastructure Investment	07-04-2021	06-07-2024	R 52 866 993.20	R44 076 311.68
10.	Joubertina Police Complex erf 1200 Repairs and maintenance of electrical, civil, mechanical & structural elements of the complex	051843	Repair	Sustainable Infrastructure Investment	10-07-2023	09-03-2025	R47 622164.00	R22,112,885
11.	Hankey Sarah Baartman Remembrance Centre	047427	Capital	Sustainable Infrastructure Investment	31-01-2024	28-02-2025	R94,000,000	-
12.	Soshanguve Magistrates Offices Additional accommodation, repair of storm water drains and roads	043872	Capital	Sustainable Infrastructure Investment	03-12- 2019	17-08- 2024	R 399 714 254	R 255 520 628
13.	SAPS Telkom Tower IT building Remedial work to address occupational health and safety compliance parameters	056173	Planned maintenance	Sustainable Infrastructure Investment	01-04-2024	30-11-2024	R163 000 000	-

No.	Description	WCS Ref	Type	Output	Start date	Completion date	Total estimated cost	Current expenditure
14.	DOJ Mamelodi Magistrates Court Construction of new court	044028	Capital	Sustainable Infrastructure Investment	03-06-2024	02-06-2025	R 50 000 000	R 0
15.	Pretoria Concillium Building Repairs & refurbishment	056352	Repairs & refurbishment	Sustainable Infrastructure Investment	28-05-2025	28-08-2027	R55,811,448.00	R0

6 Part E: Technical Indicator Descriptions

Please note that the technical indicator descriptions will be published on the DPWI website (www.publicworks.gov.za) upon approval of the final 2024/25 APP.

7 Part F: Annexures to the Annual Performance Plan

Annexure A (Amendments to the Strategic Plan)

There are no amendments made to the strategic plan.

Annexure B (Conditional Grants)

Name of grant	Purpose	Outputs	Current annual budget (R thousands) 2024/25	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 (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 and receiving income through the EPWP • Number of days worked per work opportunity created 	560 103 000	2024/25 financial year

Name of grant	Purpose	Outputs	Current annual budget (R thousands) 2024/25	Period of grant
	<ul style="list-style-type: none"> o sustainable land-based livelihoods o social services programmes o energy (retrofitting, solar) 			
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 Expanded Public Works Programme (EPWP) guidelines:</p> <ul style="list-style-type: none"> o road maintenance (block paving and pothole patching) o maintenance of buildings o low traffic volume roads and rural roads o other economic and social infrastructure o tourism and cultural industries o sustainable land-based livelihoods o waste management and cleaning services o Energy (retrofitting, solar) 	<ul style="list-style-type: none"> • Number of people employed and receiving income through the EPWP • Number of days worked per work opportunity created • Number of full-time equivalents (FTEs) to be created through the grant 	311 641 000	2024/25 financial year
Social Sector EPWP Incentive Grant for Provinces	To incentivise provincial social sector departments, identified in the EPWP social sector plan, to increase work	<ul style="list-style-type: none"> • Number of full-time equivalents (FTEs) funded through the grant 	305 704 000	2024/25 financial year

Name of grant	Purpose	Outputs	Current annual budget (R thousands) 2024/25	Period of grant
	opportunities by focusing on the strengthening and expansion of social sector programmes that have employment potential	<ul style="list-style-type: none"> • Number of people employed and receiving income through the EPWP grant • Average duration of person days for work opportunities created • Number of beneficiaries provided with social services 		

Annexure C (Consolidated Indicators)¹⁹

The MTSF 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	14,507	EPWP-RS
South African National Roads Agency Limited		8,079	
Water and Sanitation		158	
Forestry, Fisheries and the Environment		75,471	
Mineral Resources and Energy		238	
Tourism		5,820	
Independent Development Trust (Non-State Sector Non Profit Organisations)		47,806	
Cooperative Governance and Traditional Affairs (Non-State Sector Community Work Programme)		260,000	
EASTERN CAPE PROVINCE			
Department of Community Safety	Number of validated EPWP work opportunities reported by public bodies into the EPWP-RS	115	EPWP-RS
Department of Cooperative Governance and Traditional Affairs		154	
Department of Economic Development, Environmental Affairs and Tourism		556	

¹⁹ These figures are based on the 23/24 EPWP targets and will be revised once EPWP phase 5 has been finalised and new targets provided to all reporting bodies

INSTITUTION	OUTPUT INDICATOR	AGGREGATED ANNUAL TARGETS	DATA SOURCE
NATIONAL DEPARTMENTS			
Department of Education		15,019	
Department of Health		6,376	
Department of Human Settlements		1,000	
Department of Public Works and Infrastructure		4,725	
Department of Social Development		3,628	
Department of Sport, Recreation, Arts and Culture		192	
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	3,148	EPWP-RS
Nelson Mandela Bay Metropolitan Municipality	Number of validated EPWP work opportunities reported by public bodies into the EPWP-RS	4,637	EPWP-RS
Alfred Nzo District Municipality	Number of validated EPWP work opportunities reported by public bodies into the EPWP-RS	1,800	EPWP-RS
Matatiele Local Municipality		779	
Umzimvubu Local Municipality		501	
Winnie Madikizela-Mandela Municipality		445	
Ntabankulu Local Municipality		408	
Amathole District Municipality	Number of validated EPWP work opportunities reported by public bodies into the EPWP-RS	2,056	EPWP-RS
Mbhashe Local Municipality		747	
Mnquma Local Municipality		521	

INSTITUTION	OUTPUT INDICATOR	AGGREGATED ANNUAL TARGETS	DATA SOURCE
NATIONAL DEPARTMENTS			
Great Kei Local Municipality		212	
Amahlathi Local Municipality		357	
Ngqushwa Local Municipality		392	
Raymond Mhlaba Local Municipality		503	
Chris Hani District Municipality	Number of validated EPWP work opportunities reported by public bodies into the EPWP-RS	1,600	EPWP-RS
Inxuba Yethemba Local Municipality		471	
Intsika Yethu Local Municipality		454	
Emalahleni Local Municipality		368	
Engcobo Local Municipality		801	
Sakhisizwe Local Municipality		256	
Enoch Mgijima Local Municipality		687	
Joe Gqabi District Municipality		733	EPWP-RS
Elundini Local Municipality		618	
Senqu Local Municipality		352	
Walter Sisulu Local Municipality		242	
O.R.Tambo District Municipality	Number of validated EPWP work opportunities reported by public bodies into the EPWP-RS	3,391	EPWP-RS
Ingquza Hill Local Municipality		411	
Port St Johns Local Municipality		377	
Nyandeni Local Municipality		506	
Mhlontlo Local Municipality		374	

INSTITUTION	OUTPUT INDICATOR	AGGREGATED ANNUAL TARGETS	DATA SOURCE
NATIONAL DEPARTMENTS			
King Sabata Dalindyebo Local Municipality	Number of validated EPWP work opportunities reported by public bodies into the EPWP-RS	1,026	EPWP-RS
Sarah Baartman District Municipality		94	
Dr Beyers Naude Local Municipality		225	
Blue Crane Route Local Municipality		222	
Makana Local Municipality		184	
Ndlambe Local Municipality		293	
Sundays River Valley Local Municipality		140	
Kouga Local Municipality		298	
Kou-Kamma Local Municipality		228	
FREE STATE PROVINCE			
Free State Department of Agriculture and Rural Development	Number of validated EPWP work opportunities reported by public bodies into the EPWP-RS	500	EPWP-RS
Free State Department of Economic, Small Business Development, Tourism and Environmental Affairs		400	
Free State Department of Education		5,625	
Free State Department of Health		2,597	
Free State Department of Human Settlements		1,471	
Free State Department of Police, Roads and Transport		7,075	
Free State Department of Public Works and Infrastructure		479	
Free State Department of Social Development		1,000	

INSTITUTION	OUTPUT INDICATOR	AGGREGATED ANNUAL TARGETS	DATA SOURCE
NATIONAL DEPARTMENTS			
Free State Department of Sport, Arts, Culture and Recreation		205	
MUNICIPALITIES (FS - local level per district)			
Mangaung Metropolitan Municipality	Number of validated EPWP work opportunities reported by public bodies into the EPWP-RS	3,218	EPWP-RS
Fezile Dabi District Municipality	Number of validated EPWP work opportunities reported by public bodies into the EPWP-RS	142	EPWP-RS
Moqhaka Local Municipality		248	
Ngwathe Local Municipality		326	
Metsimaholo Local Municipality		267	
Mafube Local Municipality		142	
Lejweleputswa District Municipality	Number of validated EPWP work opportunities reported by public bodies into the EPWP-RS	107	EPWP-RS
Masilonyana Local Municipality		176	
Tokologo Local Municipality		157	
Tswelopele Local Municipality		146	
Matjhabeng Local Municipality		647	
Nala Local Municipality		193	
Thabo Mofutsanyana District Municipality	Number of validated EPWP work opportunities reported by public bodies into the EPWP-RS	697	EPWP-RS
Setsotho Local Municipality		328	
Dihlabeng Local Municipality		732	
Nketoana Local Municipality		154	
Maluti-a-Phofung Local Municipality		2,210	
Phumelela Local Municipality		136	

INSTITUTION	OUTPUT INDICATOR	AGGREGATED ANNUAL TARGETS	DATA SOURCE
NATIONAL DEPARTMENTS			
Mantsopa Local Municipality	Number of validated EPWP work opportunities reported by public bodies into the EPWP-RS	151	EPWP-RS
Xhariep District Municipality		144	
Letsemeng Local Municipality		139	
Kopanong Local Municipality		149	
Mohokare Local Municipality		153	
GAUTENG PROVINCE			
Department of Agriculture and Rural Development	Number of validated EPWP work opportunities reported by public bodies into the EPWP-RS	3,209	EPWP-RS
Department of Community Safety		3,099	
Department of Economic Development		150	
Department of Education		17,803	
Department of Health		5,738	
Department of Human Settlements		7,156	
Department of Infrastructure Development		3,352	
Department of Roads and Transport		6,500	
Department of Social Development		6,500	
Department of Sport, Arts, Culture and Recreation		275	
MUNICIPALITIES (GP - local level per district)			

INSTITUTION	OUTPUT INDICATOR		AGGREGATED ANNUAL TARGETS	DATA SOURCE
NATIONAL DEPARTMENTS				
City of Ekurhuleni Metropolitan Municipality	Number of validated opportunities reported by public bodies into the EPWP-RS	EPWP work	11,590	EPWP-RS
City of Johannesburg Metropolitan Municipality	Number of validated opportunities reported by public bodies into the EPWP-RS	EPWP work	9,383	EPWP-RS
City of Tshwane Metropolitan Municipality	Number of validated opportunities reported by public bodies into the EPWP-RS	EPWP work	10,855	EPWP-RS
Sedibeng District Municipality	Number of validated opportunities reported by public bodies into the EPWP-RS	EPWP work	79	EPWP-RS
Emfuleni Local Municipality			893	
Midvaal Local Municipality			392	
Lesedi Local Municipality			149	
West Rand District Municipality	Number of validated opportunities reported by public bodies into the EPWP-RS	EPWP work	113	EPWP-RS
Mogale City Local Municipality			871	
Merafong City Local Municipality			390	
Rand West City Local Municipality			727	
KWAZULU-NATAL PROVINCE				
KwaZulu-Natal Department of Agriculture and Rural Development	Number of validated opportunities reported by public bodies into the EPWP-RS	EPWP work	1,300	EPWP-RS
KwaZulu-Natal Department of Arts and Culture			819	
KwaZulu-Natal Department of Community Safety and Liaison			1,500	
KwaZulu-Natal Department of Cooperative Governance and Traditional Affairs			450	

INSTITUTION	OUTPUT INDICATOR	AGGREGATED ANNUAL TARGETS	DATA SOURCE
NATIONAL DEPARTMENTS			
KwaZulu-Natal Department of Economic Development, Tourism and Environmental Affairs		8,347	
KwaZulu-Natal Department of Education		24,816	
KwaZulu-Natal Department of Health		9,466	
KwaZulu-Natal Department of Human Settlements		4,609	
KwaZulu-Natal Department of Public Works		3,705	
KwaZulu-Natal Department of Social Development		5,780	
KwaZulu-Natal Department of Sport and Recreation		280	
KwaZulu-Natal Department of Transport		46,000	
MUNICIPALITIES (KZN - local level per district)			
eThekweni Metropolitan Municipality	Number of validated EPWP work opportunities reported by public bodies into the EPWP-RS	12,342	EPWP-RS
Amajuba District Municipality	Number of validated EPWP work opportunities reported by public bodies into the EPWP-RS	324	EPWP-RS
Newcastle Local Municipality		1,024	
eMadlangeni Local Municipality		136	
Dannhauser Local Municipality		572	
Harry Gwala District Municipality	Number of validated EPWP work opportunities reported by public bodies into the EPWP-RS	1,071	EPWP-RS
Greater Kokstad Local Municipality		464	
Ubuhlebezwe Local Municipality		224	
Umzimkhulu Local Municipality		518	
Dr Nkosazana Dlamini-Zuma Local Municipality		305	

INSTITUTION	OUTPUT INDICATOR	AGGREGATED ANNUAL TARGETS	DATA SOURCE
NATIONAL DEPARTMENTS			
iLembe District Municipality	Number of validated EPWP work opportunities reported by public bodies into the EPWP-RS	1,067	EPWP-RS
Mandeni Local Municipality		301	
KwaDukuza Local Municipality		542	
Ndwedwe Local Municipality		483	
Maphumulo Local Municipality		284	
King Cetshwayo District Municipality	Number of validated EPWP work opportunities reported by public bodies into the EPWP-RS	985	EPWP-RS
uMfolozi Local Municipality		345	
City of uMhlathuze Local Municipality		689	
uMlalazi Local Municipality		777	
Mthonjaneni Local Municipality		298	
Nkandla Local Municipality	Number of validated EPWP work opportunities reported by public bodies into the EPWP-RS	352	EPWP-RS
Ugu District Municipality		1,967	
Umdoni Local Municipality		436	
Umzumbe Local Municipality		230	
Umuziwabantu Local Municipality		174	
Ray Nkonyeni Local Municipality	Number of validated EPWP work opportunities reported by public bodies into the EPWP-RS	878	EPWP-RS
uMgungundlovu District Municipality		680	
uMshwathi Local Municipality		245	
uMngeni Local Municipality		236	
Mpofana Local Municipality		110	
Impendle Local Municipality		150	

INSTITUTION	OUTPUT INDICATOR	AGGREGATED ANNUAL TARGETS	DATA SOURCE
NATIONAL DEPARTMENTS			
Msunduzi Local Municipality		1,305	
Mkhambathini Local Municipality		225	
Richmond Local Municipality		193	
uMkhanyakude District Municipality	Number of validated EPWP work opportunities reported by public bodies into the EPWP-RS	1,341	EPWP-RS
uMhlabuyalingana Local Municipality		525	
Jozini Local Municipality		524	
Mtubatuba Local Municipality		383	
Big 5 Hlabisa Local Municipality		321	
uMzinyathi District Municipality	Number of validated EPWP work opportunities reported by public bodies into the EPWP-RS	1,292	EPWP-RS
Endumeni Local Municipality		255	
Nquthu Local Municipality		168	
Msinga Local Municipality		250	
Umvoti Local Municipality		397	
uThukela District Municipality	Number of validated EPWP work opportunities reported by public bodies into the EPWP-RS	1,123	EPWP-RS
Okhahlamba Local Municipality		416	
Inkosi Langalibalele Local Municipality		255	
Alfred Duma Local Municipality		494	
Zululand District Municipality	Number of validated EPWP work opportunities reported by public bodies into the EPWP-RS	1,311	EPWP-RS
eDumbe Local Municipality		172	
uPhongolo Local Municipality		489	

INSTITUTION	OUTPUT INDICATOR	AGGREGATED ANNUAL TARGETS	DATA SOURCE
NATIONAL DEPARTMENTS			
AbaQulusi Local Municipality		548	
Nongoma Local Municipality		554	
Ulundi Local Municipality		564	
LIMPOPO PROVINCE			
Limpopo Department of Agriculture and Rural Development	Number of validated EPWP work opportunities reported by public bodies into the EPWP-RS	2,752	EPWP-RS
Limpopo Department of Cooperative Governance, Human Settlements and Traditional Affairs		1,641	
Limpopo Department of Economic Development, Environment and Tourism		783	
Limpopo Department of Education		13,115	
Limpopo Department of Health		10,657	
Limpopo Department of Social Development		11,442	
Limpopo Department of Sport, Arts and Culture		2,500	
Limpopo Department of Transport and Community Safety		232	
MUNICIPALITIES (LP- local level per district)			
Capricorn District Municipality	Number of validated EPWP work opportunities reported by public bodies into the EPWP-RS	1,448	EPWP-RS
Blouberg Local Municipality		562	
Molemole Local Municipality		265	
Polokwane Local Municipality		2,979	
Lepelle-Nkumpi Local Municipality		516	
Mopani District Municipality		2,401	EPWP-RS

INSTITUTION	OUTPUT INDICATOR	AGGREGATED ANNUAL TARGETS	DATA SOURCE
NATIONAL DEPARTMENTS			
Greater Giyani Local Municipality	Number of validated EPWP work opportunities reported by public bodies into the EPWP-RS	576	
Greater Letaba Local Municipality		600	
Greater Tzaneen Local Municipality		1,731	
Ba-Phalaborwa Local Municipality		253	
Maruleng Local Municipality		163	
Sekhukhune District Municipality	Number of validated EPWP work opportunities reported by public bodies into the EPWP-RS	2,528	EPWP-RS
Ephraim Mogale Local Municipality		342	
Elias Motsoaledi Local Municipality		532	
Makhuduthamaga Local Municipality		571	
Fetakgomo-Greater Tubatse Local Municipality		854	
Vhembe District Municipality	Number of validated EPWP work opportunities reported by public bodies into the EPWP-RS	2,549	EPWP-RS
Musina Local Municipality		312	
Thulamela Local Municipality		1,402	
Makhado Local Municipality		700	
Collins Chabane Local Municipality		529	
Waterberg District Municipality	Number of validated EPWP work opportunities reported by public bodies into the EPWP-RS	116	EPWP-RS
Thabazimbi Local Municipality		252	
Lephalale Local Municipality		331	
Bela-Bela Local Municipality		297	
Mogalakwena Local Municipality		945	

INSTITUTION	OUTPUT INDICATOR	AGGREGATED ANNUAL TARGETS	DATA SOURCE
NATIONAL DEPARTMENTS			
Modimolle-Mookgophong Local Municipality		335	
MPUMALANGA PROVINCE			
Mpumalanga Department of Agriculture, Rural Development, Land and Environmental Affairs	Number of validated EPWP work opportunities reported by public bodies into the EPWP-RS	1,978	EPWP-RS
Mpumalanga Department of Community Safety, Security and Liaison		429	
Mpumalanga Department of Co-operative Governance and Traditional Affairs		197	
Mpumalanga Department of Culture, Sport and Recreation		245	
Mpumalanga Department of Economic Development and Tourism		800	
Mpumalanga Department of Education		2,683	
Mpumalanga Department of Health		4,160	
Mpumalanga Department of Human Settlements		1,673	
Mpumalanga Department of Public Works, Roads and Transport		10,892	
Mpumalanga Department of Public Works, Roads and Transport		753	
MUNICIPALITIES (MP- local level per district)			
Ehlanzeni District Municipality	Number of validated EPWP work opportunities reported by public bodies into the EPWP-RS	1,146	EPWP-RS
Thaba Chweu Local Municipality		207	
Nkomazi Local Municipality		425	
Bushbuckridge Local Municipality		1,352	
City of Mbombela Local Municipality		1,603	

INSTITUTION	OUTPUT INDICATOR	AGGREGATED ANNUAL TARGETS	DATA SOURCE
NATIONAL DEPARTMENTS			
Gert Sibande District Municipality	Number of validated EPWP work opportunities reported by public bodies into the EPWP-RS	1,085	EPWP-RS
Chief Albert Luthuli Local Municipality		429	
Msukaligwa Local Municipality		450	
Mkhondo Local Municipality		428	
Dr Pixley Ka Isaka Seme Local Municipality		570	
Lekwa Local Municipality		287	
Dipaleseng Local Municipality		286	
Govan Mbeki Local Municipality		110	
Nkangala District Municipality	Number of validated EPWP work opportunities reported by ublic bodies into the EPWP-RS	518	EPWP-RS
Emalahleni Local Municipality		383	
Victor Khanye Local Municipality		350	
Steve Tshwete Local Municipality		776	
Emakhazeni Local Municipality		231	
Thembisile Hani Local Municipality		788	
Dr JS Moroka Local Municipality		1,072	
NORTH WEST PROVINCE			
Department of Agriculture and Rural Development	Number of validated EPWP work opportunities reported by public bodies into the EPWP-RS	1,335	EPWP-RS
Department of Arts, Culture, Sports and Recreation		346	
Department of Community Safety and Transport Management		460	

INSTITUTION	OUTPUT INDICATOR	AGGREGATED ANNUAL TARGETS	DATA SOURCE
NATIONAL DEPARTMENTS			
Department of Cooperative Governance and Traditional Affairs		178	
Department of Economic Development, Environment, Conservation and Tourism		490	
Department of Education		3,430	
Department of Health		5,408	
Department of Human Settlements		2,310	
Department of Public Works and Roads		15,481	
Department of Social Development		1,000	
MUNICIPALITIES (NW - local level per district)			
Bojanala Platinum District Municipality	Number of validated EPWP work opportunities reported by public bodies into the EPWP-RS	206	EPWP-RS
Moretele Local Municipality		1,229	
Madibeng Local Municipality		1,314	
Rustenburg Local Municipality		1,741	
Kgetlengrivier Local Municipality		158	
Moses Kotane Local Municipality		837	
Dr Kenneth Kaunda District Municipality	Number of validated EPWP work opportunities reported by public bodies into the EPWP-RS	420	EPWP-RS
City of Matlosana Local Municipality		591	
Maquassi Hills Local Municipality		303	
JB Marks Local Municipality		815	
Dr Ruth Segomotsi Mompati District Municipality		750	EPWP-RS

INSTITUTION	OUTPUT INDICATOR	AGGREGATED ANNUAL TARGETS	DATA SOURCE
NATIONAL DEPARTMENTS			
Naledi Local Municipality	Number of validated EPWP work opportunities reported by public bodies into the EPWP-RS	173	
Mamusa Local Municipality		218	
Greater Taung Local Municipality		341	
Lekwa-Teemane Local Municipality		120	
Kagisano-Molopo Local Municipality		317	
Ngaka Modiri Molema District Municipality	Number of validated EPWP work opportunities reported by public bodies into the EPWP-RS	1,658	EPWP-RS
Mahikeng Local Municipality		489	
Ditsobotla Local Municipality		255	
Ratlou Local Municipality		333	
Tswaing Local Municipality		282	
Ramotshere Moiloa Local Municipality		318	
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	805	EPWP-RS
Department of Co-operative Governance, Human Settlements and Traditional Affairs		495	
Department of Economic Development and Tourism		138	
Department of Education		2,251	
Department of Health		3,757	
Department of Roads and Public Works		7,680	

INSTITUTION	OUTPUT INDICATOR	AGGREGATED ANNUAL TARGETS	DATA SOURCE
NATIONAL DEPARTMENTS			
Department of Social Development		2,188	
Department of Sport, Arts and Culture		116	
Department of Transport, Safety and Liaison		90	
MUNICIPALITIES (NC - local level per district)			
Frances Baard District Municipality	Number of validated EPWP work opportunities reported by public bodies into the EPWP-RS	87	EPWP-RS
Sol Plaatjie Local Municipality		840	
Dikgatlong Local Municipality		105	
Magareng Local Municipality		82	
Phokwane Local Municipality		108	
John Taolo Gaetsewe District Municipality	Number of validated EPWP work opportunities reported by public bodies into the EPWP-RS	196	EPWP-RS
Joe Morolong Local Municipality		325	
Ga-Segonyana Local Municipality		277	
Gamagara Local Municipality		59	
Namakwa District Municipality	Number of validated EPWP work opportunities reported by public bodies into the EPWP-RS	98	EPWP-RS
Richtersveld Local Municipality		34	
Nama Khoi Local Municipality		96	
Kamiesberg Local Municipality		36	
Hantam Local Municipality		287	
Karoo Hoogland Local Municipality		38	
Khai-Ma Local Municipality		29	
Pixley Ka Seme District Municipality		100	EPWP-RS

INSTITUTION	OUTPUT INDICATOR	AGGREGATED ANNUAL TARGETS	DATA SOURCE
NATIONAL DEPARTMENTS			
Ubuntu Local Municipality	Number of validated EPWP work opportunities reported by public bodies into the EPWP-RS	43	
Umsobomvu Local Municipality		45	
Emthanjeni Local Municipality		48	
Kareeberg Local Municipality		40	
Renosterberg Local Municipality		56	
Thembelihle Local Municipality		59	
Siyathemba Local Municipality		40	
Siyancuma Local Municipality		130	
ZF Mgcawu District Municipality	Number of validated EPWP work opportunities reported by public bodies into the EPWP-RS	158	EPWP-RS
Kai !Garib Local Municipality		197	
!Kheis Local Municipality		51	
Tsantsabane Local Municipality		148	
Kgatelopele Local Municipality		46	
Dawid Kruiper Local Municipality		119	
WESTERN CAPE PROVINCE			
Department of Agriculture	Number of validated EPWP work opportunities reported by public bodies into the EPWP-RS	1,060	EPWP-RS
Department of Community Safety		759	
Department of Cultural Affairs and Sport		729	
Department of Education		3,904	
Department of Environmental Affairs and Development Planning		430	

INSTITUTION	OUTPUT INDICATOR	AGGREGATED ANNUAL TARGETS	DATA SOURCE
NATIONAL DEPARTMENTS			
Department of Health		4,498	
Department of Mobility		115	
Department of Social Development		620	
Department of Transport and Public Works		9,451	
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	29,440	EPWP-RS
Cape Winelands District Municipality	Number of validated EPWP work opportunities reported by public bodies into the EPWP-RS	105	EPWP-RS
Witzenberg Local Municipality		365	
Drakenstein Local Municipality		1,042	
Stellenbosch Local Municipality		585	
Breede Valley Local Municipality		617	
Langeberg Local Municipality		352	
Central Karoo District Municipality		Number of validated EPWP work opportunities reported by public bodies into the EPWP-RS	
Laingsburg Local Municipality	47		
Prince Albert Local Municipality	78		
Beaufort West Local Municipality	107		
Garden Route District Municipality		246	EPWP-RS
Kannaland Local Municipality		117	

INSTITUTION	OUTPUT INDICATOR	AGGREGATED ANNUAL TARGETS	DATA SOURCE
NATIONAL DEPARTMENTS			
Hessequa Local Municipality	Number of validated EPWP work opportunities reported by public bodies into the EPWP-RS	107	
Mossel Bay Local Municipality		544	
George Local Municipality		521	
Oudtshoorn Local Municipality		236	
Bitou Local Municipality		255	
Knysna Local Municipality		226	
Overberg District Municipality	Number of validated EPWP work opportunities reported by public bodies into the EPWP-RS	171	EPWP-RS
Theewaterskloof Local Municipality		243	
Overstrand Local Municipality		573	
Cape Agulhas Local Municipality		268	
Swellendam Local Municipality		234	
West Coast District Municipality	Number of validated EPWP work opportunities reported by public bodies into the EPWP-RS	148	EPWP-RS
Matzikama Local Municipality		273	
Cederberg Local Municipality		302	
Bergrivier Local Municipality		211	
Saldanha Bay Local Municipality		383	
Swartland Local Municipality		276	

Annexure D (Standardised indicators)

Programme 2: Public Works Infrastructure	
Key Area	Key Performance Indicator
Facilities	Number of facilities provided
Inspections conducted for optimal utilisation	Number of utilisation inspections conducted for office accommodation
Programme 3: Expanded Public Works Programme	
Key Area	Key Performance Indicator
Paid work opportunity created	Number of work opportunities created by provincial public works and infrastructure departments
Participation of public bodies in EPWP	Number of public bodies reporting on EPWP targets in the province

Annexure E (District Development Model) (DDM)

The DDM was approved by Cabinet as a service delivery approach that requires cooperation and collaboration across all spheres of government and also all of society (e.g. traditional leaders, business and civil society). The key themes for the model are integrated planning, joint budgeting, joint implementation and joint monitoring and evaluation.

During the inception years of DDM implementation, the DPWI's approach was to provide full support to districts where the political principals of the department are deployed as champions. In this regard, the focus of the first two years was the Overberg district where the former minister (now minister of tourism), Ms Patricia de Lille (MP) and the Frances Baard district, where the former deputy minister (now minister of public service & administration), Ms Noxolo Kiviet (MP) were deployed. The Minister of Public Works and Infrastructure, Mr Sihle Zikalala (MP) is deployed in the King Cetshwayo district and the deputy minister, Ms Bernice Swarts (MP) in the Dr Kenneth Kaunda district.

The DPWI is a key role player in the eastern seaboard development programme (ESBDP). The programme is still in the planning stage. The RSDP has been finalised in consultation with all stakeholders. The ESBDP strategic planning session scheduled for February will determine catalytic projects from all departments, entities and the ESBDP. DPWI is fully represented by officials from different branches in all six ESBDP workstreams. No projects have yet been implemented, with the ESBDP finalising the planning stage. The implementation stage will start after the strategic planning session.

At a sector level, there is an existing structure that monitors the sector's contributions to socioeconomic development projects and programmes across various districts. The sector structure also supported the DPWI IGR team which monitors progress in all districts.

The sector has encountered various challenges in the operationalisation of the plan to monitor DDM projects across various districts, starting with the districts where sector political principals are deployed as political champions.

One of the major challenges is that the projects submitted by the department and the sector were generally not considered catalytic enough and are therefore not covered in the One Plans monitored by the DDM structures per district.

Given that the DPWI sector manages a number of infrastructure projects, most of which require social facilitation, the plan is to hold a DDM and social facilitation (SF) workshop at the beginning of the 2024 financial year. This is to ensure that sector

stakeholders are capacitated on DDM and SF matters for improved implementation and reporting on the sector's contribution to infrastructure delivery across various districts.

Below is the completed table with some of the actively implemented projects that were submitted in Q3 across various districts by the department.


Area of intervention		Project description	Budget allocation	District municipality	Location: GPS coordinates	Project leader	Social partners
4.	Operation Bring Back: illegal occupation	Operation Bring Back	N/A	Various	N/A	DDG:REMS	DPWI, SAPS, DHS, Department of Justice and Constitutional Development, provincial & local government stakeholders, and communities

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 2024/25 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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