public works

Department:
Public Works
REPUBLIC OF SOUTH AFRICA

ANNUAL PERFORMANCE PLAN

2017|18

SOUTH AFRICA WORKS BECAUSE OF PUBLIC WORKS

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MINISTER'S FOREWORD

When introducing my Updated Policy Statement in June 2016, I emphasised the importance of moving from conceptualisation to implementation - increasingly, and definitely for the next cycle. We are focused on what we will actually deliver. This entails firm commitments to deliver on targets, and the actual roll-out and timelines thereof. In the last two years we have made real progress in strengthening our planning processes. They key is now to implement the plans we have made.

These sentiments are in line with our Seven Year Turnaround Strategy. Having stabilised the Department – improving governance, compliance, risk management and audit outcomes and combatting fraud and corruption – and having established the Property Management Trading Entity and restructured the Department, we are now firmly into the 'Efficiency Enhancement' phase of our Turnaround Strategy and focussed on improving the way that we do business.

The five key priorities outlined in the Department's Strategic Plan – aligned to Government's Medium Term Strategic Framework and the National Development Plan – have not changed and continue to guide the priorities and targets that the Department has set for itself in the 2017/18 Annual Performance Plan. These include the following:

1. In light of Government's efforts to reduce spending, the Department will focus on its cost containment measures.

2. Government has committed to creating 6 million employment opportunities through the Expanded Public Works Programme, as set out in the National Development Plan and Medium Term Strategic Framework. As the national coordinator of the Expanded Public Works Programme, the Department will continue to place emphasis on the coordination between agencies and the facilitation of community participation in order to provide tangible benefits. The Department is committed to addressing the current challenges within the Expanded Public Works Programme by enhancing the technical capacity of public bodies implementing the Expanded Public Works Programme, improving the reporting of Expanded Public Works Programme, and ensuring the attainment of targets for youth, women and people living with disabilities, as well as implementing guidelines to ensure uniformity across all the sectors.

3. The Department and its entities are working in partnership to transform the built environment to better represent the demographics of the country.

4. The Department has established an Intergovernmental Relations Branch to provide oversight of the Public Works Sector and to ensure effective and efficient delivery of the public works mandate.

5. The Department will strengthen its oversight of the public entities and the six professional councils so that work is directed in line with the priorities set by the Department.

6. The shortage of built environment skills continues to remain a challenge for the country and the Department. In this regard, the Department has established a Professional Services Branch to create the technical capacity required by the State for the delivery of built environment services.

7. The fight against corruption has been a priority in the programme of Government as well as the Seven Year Turnaround Strategy to Rebuild Public Works. Reducing fraud and corruption

and strengthening internal controls are some of the highest priorities of the Governance, Risk and Compliance function.

8. A new service delivery improvement plan will be developed for the Medium Term Expenditure Framework based on current areas of poor and under performance. This will become central to the Turnaround Strategy of the Department. The Department will continue to focus on the completion of a detailed business model supported by business processes, standard operating processes and service delivery standards in the coming year. Significant progress has already been made in this regard.

9. The Department is committed to strengthening its research and policy development capacity. The Department has commenced with the review of the Council for the Built Environment and Construction Industry Development Board legislation, as well as of the Public Works White Papers. This will assist the Department to refresh its mandate to oversee and lead the transformation of the built environment.

10. The Department has made significant improvements in the management of the Prestige portfolio, which has now been centralised to the Office of the Director General. With the necessary policy improvements now firmly in place, the Department will focus on the maintenance of accommodation and reducing costly breakdowns.

11. A new organisational structure has been finalised for the Department, the focus of which is on providing policy direction, transformation of the built environment, oversight of the sector (including Public Entities) and coordination of the Extended Public Works Programme.

Looking forward, in my Updated Policy Statement of June 2016, I encouraged senior management to ask themselves a few very basic questions, designed to address the strategic priorities we have set for ourselves for the five years of this Administration:

- What can we do to create jobs and work opportunities? [We are on track to deliver the 6 million work opportunities that government has committed to by 2019.]
- What are we contributing to skills development and rebuilding the built environment professional and technical capacity of Public Works and the State? [The new Professional Services Branch, working with entities and professional associations, will provide leadership in this regard.]
- What are we doing to transform the built environment and drive black economic empowerment? [The Policy Branch is working with the entities and stakeholders to craft a clear vision, policy and regulatory environment, whilst the Property Management Trading Entity drives implementation.]
- What are we doing to achieve savings and contain costs – a critical task in the current economic and budgetary environment? [This is not the task of Finance and Corporate Services alone. It goes to the heart of core business.]

The answers to these questions, and the priorities we have set for the Department, lie in the targets and timelines captured in this Annual Performance Plan for 2017/18.

Mr. T.W Nxesi
MINISTER
DEPARTMENT OF PUBLIC WORKS

DIRECTOR-GENERAL'S OVERVIEW

This year's Annual Performance Plan is the third year of implementation of the Department's five year Revised Strategic Plan 2015-2020 and provides further guidance to achieve the Department's strategic goals and strategic objectives. Our performance over the past two years has provided a solid basis from which progress can be measured since the operationalisation of the Property Management Trading Entity (which has resulted in the separation of Plans). In this Annual Performance Plan, the Department focuses on major economic and social challenges facing the sector, and identifies actions to accelerate service delivery, employment creation and skills development.

The performance data gathered over the past two years has been used to strengthen management systems and internal controls and to inform changes where necessary. The Department will continue to work towards clear, measurable targets and objectives, and will conduct quarterly assessments to ensure the maximum performance of the deliverables. The 2017/18 Annual Performance Plan will continue to entrench good governance and embed integrated service delivery. It places emphasis on working smarter, and establishing and improving partnerships, innovations and synergies aimed at creating maximum socio-economic impact and building public value. As part of this Annual Performance Plan, I give my commitment to improve governance, accountability and financial management to further strengthen and advance the Department.

The 2017/18 financial year is another opportunity for the Department to build on our successive gains. This is an exciting period for the Department as we accelerated the functions of the Property Management Trading Entity, and intensified our flagship programme, the Expanded Public Works Programme (EPWP), which contributes meaningfully to create job opportunities. The goal of the EPWP Phase III is to create six million work opportunities, equal to 2,5 million Full Time Equivalents, over the 2014/15 to 2018/19 financial years. EPWP Phase III builds on lessons from the previous phases of the Programme, and, coupled with lessons learnt from international experience, aims to increase the role of public employment. This will, in part, endeavour to achieve the work opportunities targets set in the Medium Term Strategic Framework, whilst realising the real development potential of the EPWP.

At present, one of our main focus areas is the review of the Department's two existing White Papers, namely *Public Works, Towards the 21st Century* (1997); and *Creating an Enabling Environment for Reconstruction, Growth and Development in the Construction Industry* (1999), in order to assess the extent to which the policy positions in these White Papers have been achieved and their continued relevance in realising Government's national priorities and the goals of a developmental state. Through the development of the new White Paper, the Department will clarify its role in carrying out oversight and performance management functions relating to the Department's provincial counterparts' delivery capabilities, in order to bring about sustainable development; integrated delivery of public goods and services; and effective implementation of legislation.

South Africa needs built environment skills to deliver on the National Infrastructure Plan, which aims to transform the country's economic landscape, whilst simultaneously improving service delivery. Through the newly established Professional Services function, the Department will create technical capacity for the State in the built environment. The two areas of focus will be the coherent consolidation, development and management of the Built Environment Skills Pipeline with both State and non-State actors, and the building of institutional State capacity. The outcome of the Skills Pipeline Programme is to produce competent, skilled and motivated built environment professionals through supported learning interventions and focused experiential learning processes. The intervention starts at an early stage in the built environment professional's life

and continues after professional registration. An added bonus is that, in the process, the professionals in the built environment sector get exposure from an early point in the learner's school career.

The Prestige portfolio is intended to provide office and residential accommodation to Prestige clients as specified in the Ministerial Handbook. This is a unique portfolio, which requires innovative solutions to provide services that are often urgent, critical and unique with regard to security requirements. The lack of a single set of standards in the Department's Prestige accommodation portfolio has previously resulted in duplicated, uncoordinated functions and responsibilities. The Department has, however, made strides in developing policies to regulate Prestige services in line with the Ministerial Handbook. In addition, the establishment of term contracts will significantly improve turnaround times in the provision of these specialised services.

We are intensifying the implementation of the Turnaround Strategy and are now beginning to refocus our attention on the transition from the Efficiency Enhancement Phase towards Sustainable Growth. In 2017/18, all our efforts will be directed at enhancing the implementation of the holistic Fraud Prevention Strategy (with an emphasis on the application of proactive measures in the fight against fraud and corruption in order to enhance operational efficiency), the full implementation of the Service Delivery Improvement Programme (as a cornerstone for strategic and operational performance of the Department, addressing critical aspects of service delivery), and the implementation of a robust Change Management Strategy (to facilitate readiness and support stakeholders during the operationalisation of the Department).

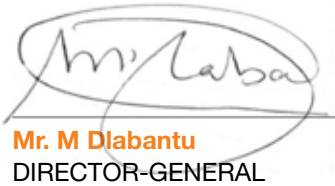
To drive and support the achievement of the business objectives, the Department will implement supportive supply chain management processes to deliver on its Strategic Demand Management Plan in line with Master Plans which apply to multi-year projects. Benefits from its supply chain management efficiency will result in time savings, more cost-effective management of goods and services, and improved product forecasting.

In order to ensure that the Department can execute its mandate within an increasingly constrained economic environment, part of the task that lies ahead involves continually improving organisational development. The approved organisational structure will go a long way in helping us to fill critical vacant posts and streamline existing resources to make sure that the right people are employed and that they are sufficiently skilled to do their work. The implementation of the organisational structure commenced in phases during 2016, and will continue in 2017, balancing the need for appropriate structure implementation with budgetary compliance.

The implementation of information systems that are integrated with, aligned to, and informed by, the work of the Department and the sector, remains a priority. The focus in 2017/18 will be on implementing these interventions, to enable us to function with optimal efficiency, security, reliability and superior network performance.

This year's Annual Performance Plan continues to prioritise the Department's commitment to the National Development Plan and the Medium Term Strategic Framework, particularly with regard to Outcomes 4 (Decent employment through inclusive economic growth), 5 (Skilled and capable workforce to support an inclusive growth path) and 13 (An inclusive and responsive social protection system). The aim is to focus the activities and decisions of the Department on key areas leveraging high impact for improved and sustainable long term socio-economic development.

The plans, projects and performance targets set in the Annual Performance Plan require our staff to serve with purpose. As we strive to do more with less under on-going public sector constraints, we appreciate the employees within the Department who not only take pride in their work, but whose work also remains beyond reproach, and who efficiently deliver an improved quality service. Any issues which are picked up along the implementation chain must be factored in by management so that the Plan does not remain static.



Mr. M Dlabantu
DIRECTOR-GENERAL
DEPARTMENT OF PUBIC WORKS

OFFICIAL SIGN OFF

It is hereby certified that:

This Annual Performance Plan was developed by the management of the Department of Public Works under the guidance of Minister T.W. Nxesi, in line with the 2015-2020 Revised Strategic Plan of the Department, and accurately reflects the performance targets which the Department will endeavour to achieve, given the resources made available in the budget for the 2017/18 financial year.

Mr. I. Fazel
Deputy Director-General:
Governance, Risk and Compliance
Department of Public Works

Signature

Mr. B.C. Mokgoro
Chief Financial Officer
Department of Public Works

Signature

Mr. M. Dlabantu
Director-General
Department of Public Works

Signature

Mr. J.P. Cronin, MP
Deputy Minister of Public Works

Signature

Approved by:

Mr. T.W. Nxesi, MP
Minister of Public Works

Signature

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Corporate Services

Signature

Mr. M.S. Thobakgale *(Acting)*
Professional Services

Signature

Mr. S. Henderson
Expanded Public Works Programme

Signature

Ms. M. Fatyela-Lindie *(Acting)*
Property and Construction Industry Policy and Research

Signature

Mr. M. Sazona
Prestige Policy

Signature

Mr. M.I.B. Matutle
Intergovernmental Relations

Signature

ACRONYMS

ACRONYM	FULL DESCRIPTION
AGSA	Auditor-General of South Africa
APP	Annual Performance Plan
ASA	Agrément South Africa
BBBEE	Broad-Based Black Economic Empowerment
BCP	Business Continuity Plan
BEE	Black Economic Empowerment
BEPCs	Built Environment Professional Councils
BEPs	Built Environment Professions
C-AMP	Custodian Immovable Asset Management Plan
CBE	Council for the Built Environment
CBOs	Community-based Organisations
CCCs	Construction Contact Centres
CETA	Construction Education Training Authority
CIDB	Construction Industry Development Board
CIP	Contractor Incubator Programme
CMS	Change Management Strategy
CPD	Continuous Professional Development
CPIs	Customised Performance Indicators
CPO	Chief Procurement Officer
CSIR	Council for Scientific and Industrial Research
CWP	Community Work Programme
DHET	Department of Higher Education and Training
DMS	Document Management System
DORA	Division of Revenue Act
DPME	Department of Planning, Monitoring and Evaluation
DPSA	Department of Public Service and Administration
DPWNIF	Department of Public Works National Intergovernmental Forum
DRDLR	Department of Rural Development and Land Reform
DRP	Disaster Recovery Plan
DTI	Department of Trade and Industry
DWS	Department of Water Affairs and Sanitation
ECD	Early Childhood Development
EDMS	Employee Development and Management System
EEC	Economic and Employment Cluster
EHW	Employee Health and Wellness

ACRONYM	FULL DESCRIPTION
ENE	Estimates of National Expenditure
EPWP	Expanded Public Works Programme
EPWPRS	EPWP Reporting System
ERP	Enterprise Resource Planning
ETQA	Education and Training Quality Assurance
EXCO	Executive Management Committee
FET	Further Education and Training
FTE	Full Time Equivalent
FY	Financial Year
G&A	Governance and Administration
GAAP	Generally Accepted Accounting Principles
GC	Government Component
GDP	Gross Domestic Product
GIAMA	Government Immovable Asset Management Act 19 of 2007
GRAP	Generally Recognised Accounting Practice
HCBC	Home and Community-Based Care
HCI	Human Capital Investment
HDIs	Historically Disadvantaged Individuals
HO	Head Office
HOD	Head of Department
HQ	Head Quarters
HR	Human Resources
HRD	Human Resources Development
IA	Implementing Agent
IAR	Immoveable Asset Register
ICT	Information Communication and Technology
IDMS	Infrastructure Delivery Management System
IDT	Independent Development Trust
IFMS	Integrated Financial Management System
IGC	Intergovernmental Coordination
IGP	Integrated Growth Plan
IGR	Intergovernmental Relations
ILO	International Labour Organisation
IPAP	Industrial Policy Action Plan
IRMF	Integrated Risk Management Framework
ISS	Intenda Solution Suite
IT	Information Technology
ITAC	Information Technology Acquisition Centre
ITP	Information Technology Procurement

ACRONYM	FULL DESCRIPTION
JTT	Joint Task Team
LOGIS	Logistical Information System
M&E	Monitoring and Evaluation
MDGs	Millennium Development Goals
MIG	Municipal Infrastructure Grant
MINMEC	Minister and Members of the Executive Council
MINTOP	Minister and Top Management
MIS	Management Information System
MOA	Memorandum of Agreement
MPAT	Management Performance Assessment Tool
MPAT-LSIP	MPAT Low Score Improvement Plan
MTBPS	Medium Term Budget Policy Statement
MTEF	Medium Term Expenditure Framework
MTSF	Medium Term Strategic Framework
NCC	National Coordinators Committee
NCDP	National Contractor Development Programme
NDP	National Development Plan
NGP	New Growth Path
NIMS	National Infrastructure Maintenance Strategy
NIP	National Infrastructure Plan
NPOs	Non-profit Organisations
NSF	National Skills Fund
NSNP	National School Nutrition Programme
NSS	Non-State Sector
NT	National Treasury
NYS	National Youth Service
OBB	Operation Bring Back
OSD	Occupation-specific Dispensation
PBB	Performance-based Building
PCC	Property Charter Council
PCDF	Provincial Contractor Development Forum
PEP-IMC	Public Employment Programmes Inter-Ministerial Committee
PEPs	Public Employment Programmes
PFMA	Public Finance Management Finance Act 1 of 1999
PICC	Presidential Infrastructure Coordinating Committee
PMDS	Performance Management and Development System
PMTE	Property Management Trading Entity
PRASA	Passenger Rail Agency of South Africa
PSCs	Provincial Steering Committees
RIA	Regulatory Impact Assessment
RMC	Risk Management Committee

ACRONYM	FULL DESCRIPTION
SACAP	South African Council for the Architectural Profession
SACLAP	South African Council for the Landscape Architectural Profession
SACPCMP	South African Council for the Project and Construction Management Professions
SACPVP	South African Council for the Property Valuers Profession
SACQSP	South African Council for the Quantity Surveying Profession
SADC	Southern African Development Community
SAIA	South African Institute of Architects
SAIBPP	South African Institute of Black Property Practitioners
SAPOA	South African Property Owners Association
SAPS	South African Police Service
SARB	South African Reserve Bank
SAS	Strategic Management System
SCM	Supply Chain Management
SDGs	Sustainable Development Goals
SDIP	Service Delivery Improvement Programme
SDMF	Service Delivery Model and Framework
SET	Science, Engineering and Technology
SETAs	Sector Education and Training Authorities
SIPs	Strategic Integrated Projects
SIU	Special Investigating Unit
SIYB	Start and Improve Your Business
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
SPM	Strategic Performance Management
ToR	Terms of Reference
TVET	Technical and Vocational Education and Training
U-AMP	User Asset Management Plan
UIF	Unemployment Insurance Fund
VPN	Virtual Private Network
VRP	Voluntary Rebuild Programme
WBS	Web-based Reporting System
WCS	Works Control System
WEF	World Economic Forum

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Department of Public Works

PART A
STRATEGIC OVERVIEW

STRATEGIC OVERVIEW

1 VISION

Convenient access to dignified public services.

2 MISSION

The Department of Public Works (the Department) is committed to the attainment of a transformed built environment sector by:

- Providing strategic leadership to the South African construction and property industries;
- Establishing and ensuring compliance to policy and legislative prescripts for the:
  - Management of State-owned and leased-in immovable assets; and
  - South African construction and property sectors;
- Providing strategic direction on the integration of public works priorities; and
- Contributing to the national goals of job creation and poverty alleviation through public works programmes.

3 VALUES

The Department's values align with the values espoused in the Constitution. The core values that underpin the culture of the Department are:

- **Innovation:** by tirelessly seeking opportunities for service delivery improvement by thinking without restraint and unconfined by old, non-functional, or limiting structures, rules, or practices.
- **Integrity:** by consistently honouring our commitments, upholding ethical, honest behaviour and transparent communication.
- **Motivation:** by ensuring our best efforts and actions toward the realisation of our organisational goals.
- **Professionalism:** by treating our clients with respect and delivering, reliably, against expectations.
- **Accountability:** by discharging our duties in a responsible manner in compliance with the relevant legislative prescripts.
- **Results-oriented:** by knowing what results are important and focusing resources to achieve them.
- **Teamwork:** by respecting our diversity while sharing a common purpose and working in cooperation with each other.

4 STRATEGIC OUTCOME-ORIENTED GOALS

4.1 In its Revised Strategic Plan 2015-2020 (SP), the Department identified five strategic outcome-oriented goals that define its direct service delivery responsibilities. An additional strategic outcome-oriented goal has been identified for the 2017/18 financial year. The six strategic outcome-oriented goals are as follows:

i. Transform the Construction and Property Sectors through the development of policy and legislative prescripts;
ii. Provide oversight of the public works sector;
iii. To provide an oversight role in the implementation of Public Employment Programmes (PEPs) through Expanded Public Works Programme (EPWP) standardised frameworks;
iv. Oversee the efficient delivery of identified services to Prestige clients;
v. Support service delivery in a smart, proactive and business centric manner that is aligned to statutory requirements; and
vi. To build State capacity in the Built Environment Professions

4.2 The detailed description of the strategic outcome-oriented goals follow in the tables hereunder.

Table 1: Strategic outcome-oriented goal 1

Strategic goal 1	To transform the construction and property sectors through the development of policy and legislative prescripts.
Goal statement	To provide leadership to the South African construction and property sectors whilst ensuring transformation and regulation thereof through the development of the Public Works White Paper and the Public Works Act.
Programme name	Programme 4: Property and Construction Industry Policy and Research
Justification	The Department is responsible for regulating and promoting growth and transformation in the property and construction sectors.
Links	Through the development of legislation and best practices, the Department contributes to government-wide goals of transformation and skills development (Outcome 4 and Outcome 5).[1]
Related Strategic Objective	To research and develop policies and legislative prescripts for the construction and property sectors

Table 2: Strategic outcome-oriented goal 2

Strategic goal 2	To provide oversight of the public works sector
Goal statement	To support the sector on concurrent functions through the Technical Minister and Members of the Executive Council (MINMEC) sub-committees (Infrastructure Delivery Management System (IDMS), Immovable Asset Register (IAR), Government Immovable Asset Management Act 19 of 2007 (GIAMA), Property Management, Finance, and Monitoring and Evaluation (M&E)) for coordinated and integrated implementation of priorities within the public works sector
Programme name	Programme 2: Intergovernmental Coordination (IGC)
Justification	Provinces are mainly responsible for implementation, in accordance with the nationally determined policy and implementation guidelines. To ensure efficient delivery of concurrent functions, there must be proper coordination of policy, budgeting, planning, implementation and reporting within the public works sector
Links	In accordance with Schedule 4 (Part A and Part B) of the Constitution (functional areas of concurrent national and provincial legislative competence), all spheres of Government and organs of State must collaborate to fulfil the legislative requirements for the effective, efficient, transparent, accountable and coherent delivery of services[2]
Related Strategic Objective	To ensure integrated planning and coordination of concurrent functions

1 Medium Term Strategic Framework: Outcome 5: Page 15-16
2 Republic of South Africa. 1996. Constitution of the Republic of South Africa, 1996: Part 4

Table 3: Strategic outcome-oriented goal 3

Strategic Goal 3	To provide an oversight role in the implementation of PEPs through EPWP standardised frameworks
Goal Statement	Oversee the implementation of PEPs through labour intensive delivery methodologies and skills programmes for the participation of the unemployed and unskilled in delivering identified services and the creation of assets
Programme name	Programme 3: EPWP
Justification	The Department is responsible for the overall coordination of the EPWP that is directed at providing work opportunities and income support to poor and unemployed people through the labour intensive delivery of public and community assets and services
Links	Alignment with Government's strategic interventions to deal with the challenges of unemployment, poverty, inequality and creating a more inclusive society as outlined in Outcome 4[3]
Related Strategic Objectives	▪ To monitor and evaluate the implementation of PEPs within the EPWP ▪ To support NPOs to implement PEPs within EPWP in the Non-State Sector. ▪ To support public bodies to implement PEPs within EPWP in the Infrastructure, Social and Environment and Culture Sectors ▪ To provide strategic guidance on Sector Convergence through the development of implementation frameworks

Table 4: Strategic outcome-oriented goal 4

Strategic Goal 4	To oversee the efficient delivery of identified services to Prestige clients
Goal Statement	To set Prestige policies, guidelines, norms and standards and ensure the delivery of services to Prestige clients in accordance with the relevant frameworks
Programme name	Programme 5: Prestige Policy
Justification	The Department is required to provide movable and immovable assets to Prestige clients in accordance with the Ministerial Handbook. These assets must be provided in the correct quantities, at the required time and within the allocated budget
Links	Provide reasonable functional accommodation that facilitates the attainment of user departments' service delivery objectives as outlined in Outcome 12[4]
Related Strategic Objective	To improve the delivery of services to Prestige Clients

3 Medium Term Strategic Framework: Outcome 4: Page 3
4 Revised Medium Term Strategic Framework: Outcome 12: Page 12

Table 5: Strategic outcome-oriented goal 5

Strategic Goal 5	To support service delivery in a smart, proactive and business-centric manner that is aligned to statutory requirements.
Goal Statement	Drive the Efficiency Enhancement Phase (Phase II) of the Turnaround Strategy of the Department and the Property Management Trading Entity (PMTE) to improve efficiencies for rebuilding the Department by 2020.
Programme name	Programme 1: Administration
Justification	The Turnaround Strategy and its implementation is a prerequisite for the strategic performance of the Department and the PMTE. The Turnaround Strategy is based on the need to address critical and foundational aspects of service delivery as well as to ensure immediate improvements that can be used to elicit further success.
Links	Prioritising the objectives set out in the National Development Plan (NDP), including well-run and effectively coordinated State institutions with skilled public servants who are committed to the public good and capable of delivering consistently high-quality services[5].
Related Strategic Objectives	▪ To improve governance processes within the Department and PMTE. ▪ To combat fraud and corruption within the Department and PMTE. ▪ To provide compliant internal control, financial and SCM service. ▪ To facilitate organisational transformation through effective performance management. ▪ To provide an enterprise ICT architecture to support all business functions. ▪ To protect the interest the Department by providing legal services.

Table 6: Strategic outcome-oriented goal 6

Strategic Goal 6	To build State capacity in the Built Environment Professions
Goal Statement	To restore a managed skills pipeline in the built environment and establish institutional capacity to manage public infrastructure programme(s)
Programme name	Programme 2: Intergovernmental Coordination
Justification	To 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. To create institutional capacity within the PMTE and public works sector for GIAMA implementation
Links	Medium Term Strategic Framework (MTSF) Outcome 5: A skilled and capable workforce to support an inclusive growth path and NDP Chapter 9: Improving education, training and innovation
Related Strategic Objectives	▪ To restore the skills pipeline in the built environment ▪ To introduce Asset Management Tools that enable establishment of institutional capacity to manage the public infrastructure programme(s)

5 National Development Plan: Chapter 13: Page 363

4.3 Goals linked to the Medium Term Strategic Framework (2015-2020)

The Strategic outcome-oriented goals of the Department are aligned to the priority areas within the Revised Medium Term Strategic Framework (2014-2019) (MTSF) as set out below:

Table 7: Alignment between strategic outcome-oriented goals and MTSF priorities:

MTSF priority	National outcome	Strategic outcome-oriented goal	Programme
Radical economic transformation, rapid economic growth and job creation.[6]	4: Decent employment through inclusive economic growth[7]	4: To provide an oversight role in the implementation of Public Employment Programmes through EPWP standardised frameworks.	Programme 3
		1: To transform the construction and property sectors through the development of policy and legislative prescripts.	Programme 4
Improving the quality of and expanding access to education and training	5: A skilled and capable workforce to support an inclusive growth path	6: To build State capacity in the Built Environment Professions.	Programme 2
Social cohesion and nation building: Create employment to ensure that the country is kept working, individuals are engaged in meaningful activity, and vulnerable groups and citizens are protected from the effects of poverty.[8]	13: An inclusive and responsive social protection system[9]	4: To provide an oversight role in the implementation of Public Employment Programmes through EPWP standardised frameworks.	Programme 3
Contributing to a better Africa and a better world: Building a developmental state, including improving public services and strengthening democratic institutions.[10]	12: An efficient and effective development-oriented public service[11]	5: To support service delivery in a smart, proactive and business centric manner that is aligned to statutory requirements.	Programme 1
		2: To provide oversight of the public works sector.	Programme 2
		4: To oversee the efficient delivery of services to Prestige clients.	Programme 5

6 The Strategic Agenda of Government: A summary: Page 8-9
7 Medium Term Strategic Framework: Outcome 4, Sub Outcome 9: Page 27
8 The Strategic Agenda of Government: A summary: Page 8-9
9 Medium Term Strategic Framework: Outcome 13, Sub Outcome 2: Page 11
10 The Strategic Agenda of Government: A summary: Page 8-9
11 Medium Term Strategic Framework: Outcome 12, Sub Outcome 4: Page 15

5 LINKS TO GOVERNMENT-WIDE PLANS

The Department's Revised Strategic Plan has been synchronised with plans and programmes of Government and describes both direct and indirect links with the priorities of National Government. The alignment with existing and revised MTSF chapters is indicated hereunder.

5.1 Direct links to the National Development Plan (NDP), New Growth Path (NGP) and Medium Term Strategic Framework (MTSF)

Table 8: Direct links to NDP Chapter 3, NGP Job Driver 4 and MTSF Outcome 4

NDP Chapter & MTSF National Outcome	NDP Chapter 3: Economy and employment New Growth Path: Jobs Driver 4 : Investing in social capital MTSF Outcome 4: Decent employment through inclusive economic growth
Sub Outcome 3	Spatial imbalances in economic opportunities are addressed through and public employment schemes to provide relief for the unemployed and build community solidarity and agency.
MTSF action	EPWP Phase 3 (including CWP) implemented, monitored and evaluated[12]
Description	The EPWP continues to be a successful income-generating programme which benefits the poor and the youth. The fundamental objectives are to increase employment opportunities so that individuals, who cannot find work and/or have a low income, can earn an income and gain experience and skills through productive work. Phase III of the EPWP, which covers the period 2014/15 to 2018/19, aims to create 6 million work opportunities. The EPWP must continue to select and deliver assets and services that directly benefit the poor in order to fulfil its transformative and developmental social protection potential. As referenced in the NDP, the EPWP will: ▪ Contribute to the reduction in unemployment by creating temporary employment in response to the number of unemployed South Africans; and ▪ Address gaps in social protection for the unemployed who have no access to UIF by providing income support to the unemployed. Further the NGP advances the EPWP as "Growing public-service employment to meet public needs, including lower-skilled auxiliary support through the EPWP". A total of 1 845 523 work opportunities have been created by EPWP in the two years of Phase III implementation, with various outputs reported. This includes the 40 000 km of routine road maintenance carried out, 3 717 km gravel roads re-gravelled, and 589 Ventilation Improvement Pit (VIP) latrines constructed.
MTEF Budget	The medium-term budget allocation for EPWP (including compensation of employees and goods and services) is R7.6 billion.
Related Key Performance Indicator	▪ Number of work opportunities reported in the EPWP-RS by public bodies aligned to the approved EPWP Phase III Business Plan targets.[13] ▪ Percentage EPWP participation among designated groups (women, youth and persons with disabilities) reported on the EPWP RS by public bodies[14]

12 Revised MTSF Outcome 3: Sub Outcome 6: Page 7
13 Department of Public Works: 2017/18 Annual Performance Plan: Programme 3
14 Department of Public Works: 2017/18 Annual Performance Plan: Programme 3

5.2 Indirect links to the National Development Plan (NDP) and Medium Term Strategic Framework (MTSF)

In addition to the national outcomes mentioned above, the Department indirectly contributes to the following Government priorities in the NDP and the MTSF as indicated in the table below:

Table 9: Indirect links to NDP Chapter 9 and MTSF Outcome 5

NDP Chapter & MTSF National Outcome	NDP Chapter 9 : Improving education, training and innovation MTSF Outcome 5 - Skilled and capable workforce to support an inclusive growth path.
Sub Outcome 3	Increase access to high-level occupationally directed programmes in needed areas
MTSF action	Produce and retain a new generation of university academics, transforming the historical and social composition of the academic work force[15]
Description	The Department has a combination of development programmes for built environment professionals and other professions such as the Young Professionals Programme, the Internship Programme, the Learnership Programme and the Artisan Development Programme. Participating candidates are involved in a structured programme where they gain valuable on-the-job experience that will lead towards professional registration. During 2015/16 a total of 1 294 beneficiaries participated in the Department's Skills Development Programme and 133 artisans participated in the Artisan Development Programme. The Department, through the Professional Services Branch, will create technical capacity for the State in the built environment. The two areas of focus will be (1) the coherent consolidation, development and management of the Built Environment Skills Pipeline with both State and non-State actors and (2) creating institutional State capacity. The outcome of the Skills Pipeline Programme is to produce competent, skilled and motivated built environment professionals through supported learning interventions and focused experiential learning processes. The intervention starts at an early stage in the built environment professional's life and continues after professional registration. An added bonus is that in the process, the professions in the built environment sector get exposure from an early point in the learner's school career. EPWP training is a cross-cutting function which supports all the four EPWP Sectors i.e. Infrastructure, Social, Non-State and Environment & Culture. EPWP training is implemented in all nine provinces across the three spheres of the Government i.e. the National, Provincial and Local spheres. Accredited training, which is quality assured by the Sector Education and Training Authorities (SETAs) and other Education and Training Quality Assurance (ETQA) is provided to the EPWP participants through skills programmes, learnership programmes and artisan development programmes.
MTEF Budget	The medium-term budget allocation for Professional Services is R77 million.
Related Key Performance Indicator	Number of beneficiaries participating in the Department's Skills Development Programme[16].

15 MTSF Outcome 5: Sub Outcome 3: Page 11
16 Department of Public Works: 2017/18 Annual Performance Plan: Programme 1

Table 10: Indirect links to NDP Chapter 11 and MTSF Outcome 13

NDP Chapter & MTSF National Outcome	NDP Chapter 11 : Social protection MTSF Outcome 13: An inclusive and responsive social protection system
Sub Outcome 1 **Sub-Outcome 2** **Sub Outcome 4**	A reformed social welfare sector and services Improved provision (improved quality and access) of Early Childhood Development Services for children aged 0-4 Strengthened community development interventions
MTSF action	Contribute to the strengthening of existing partnership model through consultative processes to realise availability of the partnership mode[17] Contribute towards the regulatory framework aligned to ECD policy to ensure delivery of ECD services according to the EPWP principles resulting in creation of work opportunities. Collaborate and facilitate involvement of infrastructure managers of provincial departments of public works and social development in the development of the ECD Infrastructure Plan[18] Contribute to the alignment of the community care workers' policy to EPWP principles for expansion of work opportunities in all programmes delivered through the community-based approaches.[19]
Description	The NDP argues that "[t]he provision of work opportunities is one of the best forms of social protection" while Outcome 13 of the MTSF identifies the need for an "inclusive and responsive social protection system". The EPWP's objective of providing work opportunities to the unemployed is aligned to both Chapter 11 of the NDP and Outcome 13 of the MTSF. Notably, the EPWP contributes to the following broader social protection functions: ▪ The income transfer, as wages, into poor communities not only reduces poverty but is also a form of economic stimulus, targeted directly at the poor. The increased focus on Community Works Programmes also allows this stimulus to address spatial inequality, target the poorest areas and strengthen productive activities in marginalised local economies; ▪ Participation in work through public employment can assist in building self-esteem and social networks, providing structure in people's lives, and recognising their value to their communities; ▪ The assets and services provided can have transformative impacts on development through various sectors. These sectors comprise the Infrastructure Sector, the Social Sector and the Environment & Culture Sector through programmes such as food security, community safety, building community institutions (including schools and clinics), and improving the quality of life in communities; and ▪ The increased emphasis on participatory approaches, as well as the use of non-profit agencies in delivery, starts to build new forms of partnership between Government, civil society and communities and deepens participation in development planning and ownership of the process. In addition, it has the potential to unlock new forms of agency and active citizenship by enabling communities to take action in relation to their priority challenges.
MTEF Budget	The medium-term budget allocation for EPWP Social Sector Grant is R1.2 billion. R2.1 billion fot the EPWP Non State Sector (Non Profit Organisations)
Related Key Performance Indicator	Number of contracted Non Profit Organisations (NPOs) to implement the Non-State Sector (NSS): NPO Programme supported[20].

17 Revised MTSF Outcome 13: Sub Outcome 1: Page 8
18 Revised MTSF Outcome 13: Sub Outcome 2: Page 10
19 Revised MTSF Outcome 13: Sub Outcome 3: Page 14
20 Department of Public Works: 2017/18 Annual Performance Plan: Programme 3

6 LEGISLATIVE AND OTHER MANDATES

The Department's roles and responsibilities are determined by a range of legislative and other mandates, as described hereunder.

6.1 Constitutional mandate

The Constitutional mandate for the Department is provided in Schedule 4, Part 4, of the Constitution of the Republic of South Africa, 1996 (Act No. 108 of 1996) [Constitution] which makes reference to "Functional Areas of Concurrent National and Provincial Legislative Competence."

In executing its mandate, the Department also has to observe the principles of good cooperative governance and intergovernmental relations, as provided for in Section 41 of the Constitution.

6.2 Legislative mandates

The legislative mandates of the Department are underpinned by the following Acts:

6.2.1 The Government Immovable Asset Management Act, 2007 (Act No. 19 of 2007), aims to ensure competent immovable asset management in National and Provincial Government in order to improve service delivery;

6.2.2 The Construction Industry Development Board Act, 2000 (Act No. 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;

6.2.3 The Council for the Built Environment Act, 2000 (Act No. 43 of 2000) makes provision for the establishment of a juristic person known as the Council for the Built Environment (CBE), the composition, functions, powers, assets, rights, duties and financing of that Council and for matters connected thereto;

6.2.4 The Professional Council Acts regulate the six Built Environment Professions (BEPs) to organise the built environment professions to serve the imperatives of Government, including transformation, public protection, good governance, etc.;

6.2.5 The Agrément South Africa Act, 2015 (Act No. 11 of 2015) establishes Agrément South Africa (ASA) as a juristic person and makes the Public Finance Management Act, 1999 applicable to it. ASA is mandated to, among others, evaluate the fitness-for-purpose of non-standardised construction related products or systems for use in the construction industry, and for which a national standard does not exist. The legislation will come into operation on a date to be proclaimed by the President.

6.2.6 The Public Finance Management Act, 1999 (Act No. 1 of 1999) promotes the objective of good financial management to maximise service delivery through the proficient use of limited resources; and

6.2.7 Other Acts, placing specific responsibilities on the Department, as listed in Annexure A.

6.3 Policy Mandates

The Department's policy mandates are derived from the following:

6.3.1 Department of Public Works White Paper: Public Works, Towards the 21st Century (1997) [White Paper (1997)]

The White Paper (1997) documented the challenges faced by the Department and continues to serve as an overarching policy framework for the Department's restructuring process. This has led to directing the Department to meet Government's socio-economic objectives by becoming a client-orientated organisation which will focus on policy and service reform; Property Investment, Property and Facilities Management and the implementation of the National Public Works Programmes.

6.3.2 Department of Public Works White Paper: Creating an Enabling Environment for Reconstruction, Growth and Development in the Construction Industry, 1999 [White Paper (1999)]

The White Paper (1999), sets out Government's policy objectives for the construction industry and focuses on the need to enhance delivery, achieve greater stability, improve industry performance,

create value for money and facilitates growth of the emerging construction sector.

6.3.3 Construction Sector Transformation Charter, 2006 (Charter 2006):

The Charter 2006, *inter alia*, aims to:

- Provide the construction sector with the first quantitative method of monitoring and evaluating the progress of an enterprise towards achieving Broad-Based Black Economic Empowerment (BBBEE) 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.

6.3.4 Property Sector Transformation Charter, 2007 (Charter 2007)

The Charter 2007 aims to promote the objectives contained in Section 2 of the Broad-Based Black Economic Empowerment Act, 2003 (Act No. 53 of 2003) [BBBEE Act) as these relate to the Property Sector and, in particular but without limitation, *inter alia*, to:

- 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
- Facilitate the accessibility of finance for property ownership and property development.

6.3.5 DPW Broad-based Black Economic Empowerment Strategy, 2006 (DPW BBBEES 2006)

This strategy guides the Department to give effect to the BBBEE Act by addressing enterprise development, preferential procurement, skills development and employment equity.

6.3.6 Property Management Strategy on BBBEE, Job Creation and Poverty Alleviation, 2007 (PMS BBBEE 2007):

The objective of the PMS BBBEE 2007 is to:

- 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.

6.3.7 Green Building Framework, 2001.

This Framework outlines the Department's commitments to address key elements in the NGP and the Industrial Policy Action Plan (IPAP) by promoting, *inter alia*, sustainable development, reducing greenhouse gas emissions, promoting energy efficiency, stimulating new green industries, etc.

6.4 Relevant court rulings

While there were no court rulings, which were relevant to the Department, in the previous financial year, the court rulings reflected in the Revised Strategic Plan 2015-2020 remain relevant and include the following:

6.4.1 **Case Number: 576 / 2011**
(Eastern Cape High Court, Mthatha)

Applicant: Azcon Projects CC

Respondent: The Minister of Public Works and three others

Mini Summary: The Applicant obtained an order to review and set aside the awarding of tender MTHPCOL and ordering the Respondent to reconsider the tender. The Respondent had disqualified the bidder on the basis of an outstanding tax clearance certificate. The court order had an adverse impact on service delivery as the project, which involved the renovation of the Mthatha Central Police Station, was put on hold pending the conclusion of the litigation process, which effectively lasted for a year.

Judgement: The judgement for the case reinforces the fact that the Public Finance Management Act, 1999 (Act No. 1 of 1999), as amended by Act 29 of 1999, should be strictly followed in the procurement process.

6.4.2 Case Number: 2845/12 (Magistrate's Court, Newcastle)

Applicant: Anton van Kaampen

Respondent: The Minister of Public Works

Mini Summary: The Applicant obtained an eviction order against the Respondent in respect of a building occupied by the South African Police Service (SAPS). The lease for the relevant premises had expired and the Respondent owed rentals on the property. Consequently, the Respondent was locked out of the premises, and police officers had to work from official vehicles.

Judgement: The implication of the judgment is that the backlog in the leasing portfolio is impeding service delivery of user departments

6.5 Planned Policy Initiatives

The principal drivers for the policy formulation programme of the Department as described in the 2015-2020 Strategic Plan has been updated to the following Planned Policy Initiatives:

6.5.1 The Expropriation Bill [B 4D-2015] was passed by the National Assembly and the National Council of Provinces in 2016 and was submitted to the President for assent. During the State of the Nation Address in February 2017, the President announced that the Bill must be referred back to Parliament on the basis that it may not pass constitutional muster. This is due to inadequate public participation during the processing of the Bill. The legislation will ultimately replace the Expropriation Act, 1975 which is inconsistent with the spirit and provisions of the Constitution, 1996. The legislation will provide certainty to those involved in an expropriation by prescribing uniform procedures to be followed by expropriating authorities in all spheres of Government

6.5.2 Following an investigation by the South African Law Reform Commission, the Department is processing the draft Public Works General Laws Amendment and Repeal Bill that has been developed to repeal or amend legislation or provisions in legislation assigned to the Department that are inconsistent with the Constitution or are redundant or obsolete;

6.5.3 Emanating from the current review of its White Papers (Public Works towards the 21st Century, 1997 and Creating an Enabling Environment for Reconstruction, Growth and Development in the Construction Industry, 1999) the Department will develop enabling legislation ("Public Works Act") to, among others, address the concurrent nature of the public works function and the pivotal role of the national department in overseeing this function in the provincial sphere of Government;

6.5.4 The Department will review the Council for the Built Environment Act, 2000 (Act No. 43 of 2000) to address the various challenges within the regulatory environment that have been experienced within the built environment over the past few years. The review of the Act seeks to ensure that the CBE effectively discharges its mandate, provides effective oversight and creates synergies between the Built Environment Professions.

6.5.5 Sixteen (16) years after the promulgation of the Construction Industry Development Board Act 38 of 2000, consultation with industry raised the need for the review of the cidb Act taking into consideration the need to strengthen the regulatory role of the cidb and other areas within its mandate, programmes and processes, maturity of the industry, low levels of transformation of the industry as well as to ensure alignment to legislation issued by other organs of State such as National Treasury, the Department of Labour etc.

6.5.6 The Department is finalising the business case to re-constitute the Independent Development Trust (IDT) as a Schedule 3A public entity that manages built environment project and programme management services for the State. The business case was tabled at the Governance and Administration (G & A) Cluster in 2016/17. The Department has also engaged with the National Treasury for support on the business case towards submission to Cabinet. Upon approval by Cabinet, the Department will commence with the drafting of the IDT legislation to outline the mandate of the IDT.

7.1 EXTERNAL ENVIRONMENT

7.1.1 GLOBAL OVERVIEW

At the start of 2016, the three global focal points were (a) China's growth prospects during economic rebalancing; (b) the struggles of primary commodity exporters; and (c) the timing and impact of the Federal Reserve's first interest rate increase since 2006. Halfway through the year, the United Kingdom (UK) sent shock waves across the globe when it voted to exit the European Union (EU) (Brexit). Towards the end of the year, the United States of America (USA) presidential election took place, the results of which may potentially change the global landscape.

China has, however, shown stable growth performance and thereby reduced short to medium term concerns. In addition, commodity prices have partially recovered, and the Federal Reserve's initial interest rate hike has taken place. Forecasts show improving global economic growth in the years ahead. This projected improvement is driven by emerging markets and developing economies, as economic conditions steadily normalise and China's growth rate - although declining - remains high.

Overall, growth in most advanced economies remained lacklustre, whilst prospects remained disparate across emerging markets and developing economies, with some improvement in a few large emerging markets. The global economy has an estimated growth rate of 3.1% in 2016, down from 3.4% in 2014. Most of the growth contribution was as a result of emerging and developing markets whose estimated growth rate for 2016 is 4.2%. Although recent years' events left the global market fragile and with uncertainties, global recovery is gaining traction.

At the end of the second quarter of 2016, the International Monetary Fund (IMF) projected a 3.4% economic growth for the global economy in 2017. The factors upon which this estimate is contingent, include the aftermath of Brexit, as well as the USA's future policy stances. Recent sentiments have been that globalisation has had negative effects on certain economies, and, consequently, trends of protectionism have grown in 2016 and appear to be gaining traction as more advanced economies are raising concerns over immigration and trade policies.

These sentiments manifested in the UK Brexit referendum. France, the Netherlands, Spain and Austria have followed suit in expressing nationalist sentiments. The same sentiments were sensed when the newly elected US President proposed policy stances which exhibited protectionism and nationalism. If these sentiments materialise, they could lead to inefficiencies, inflation and the impediment of technological advancement. All these contribute towards decreasing business confidence due to possible reforms and uncertainty - which could negatively affect global trade and investment flows.

South Africa's outlook is affected by events occurring across the globe. As Europe and the US are amongst South Africa's leading trade partners, events occurring in these regions are likely to affect the country's growth prospects. With China, India and Brazil offering great opportunities through the BRICS partnership, it is important to stay abreast with activities in their economies. The charts below show the actual and forecasted GDP growth for advanced, BRICS and other emerging markets and developing countries from 2014 to 2017. The overview section sets out the economic developments for 2016 in these countries.

Figure 1: GDP Growth Rates

OVERVIEW

The latest growth projections show a downward revision in growth rates for the USA, Japan and Euro area. The only two countries expected to still perform in line with prior forecasts are Germany and France. The overall growth projection for developed economies is at 3.1%, down by 0.1% from April 2016 projections.

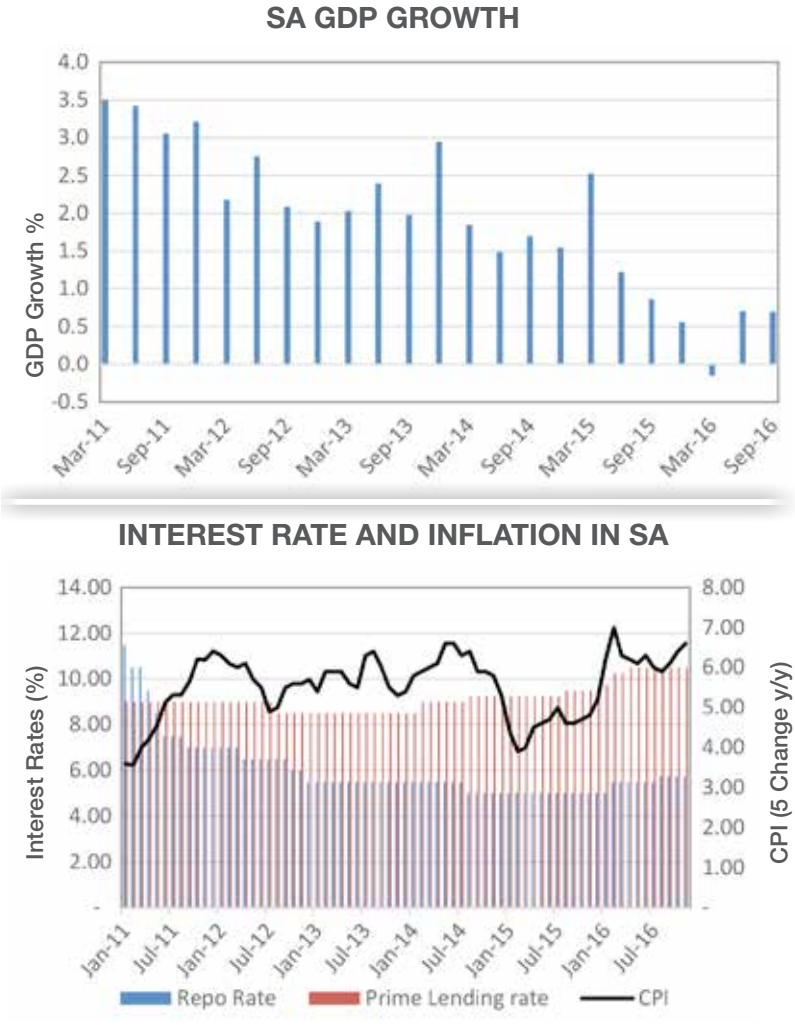
Despite efforts by the bank of Japan to increase demand and spending, the economy expanded by 0.3% in the third quarter of 2016, which was already lower than the expected 0.5% growth. The United States followed a growth of 1.2% in the second quarter of 2016, by 2.9% in the third quarter. The near future for developed economies is marked with uncertainties, as a number of major events are still expected to unfold.

The economic outlook for emerging markets and developing countries is more positive than that of the advanced economies. All the BRIC countries had a modest upward revision in growth projections for 2016. The overall growth projection for emerging market and developing economies remains at 4.1% (including South Africa and other emerging countries).

7.1.2 SOUTH AFRICAN ECONOMIC OVERVIEW

Low growth continued to persist within the South African economy, with growth increasing by 0.2% (annualised quarter on quarter) in the third quarter of 2016, down from a 3.5% increase in the second quarter. However, when compared to the previous year, both the second and third quarters of 2016 registered growth rates of 0.7%, whilst the first quarter contracted by 0.1% relative to the first quarter of 2015. The graph below shows the South African GDP growth (year on year), interest rates and inflation over time.

Figure 2: SA GDP growth, Interest Rate and Inflation



OVERVIEW

The mining industry contributed the most to GDP growth in the third quarter (0.37%), followed by general government services (0.28%) and the finance and business services industry (0.24%). Manufacturing (-0.4%), trade (-0.29%), electricity (-0.06%) and agriculture (-0.01%) contracted in this quarter and contributed to the lower growth relative to the previous quarter. Drought continued to affect the agricultural sector and this was the seventh consecutive quarter in which the industry has been contracting.

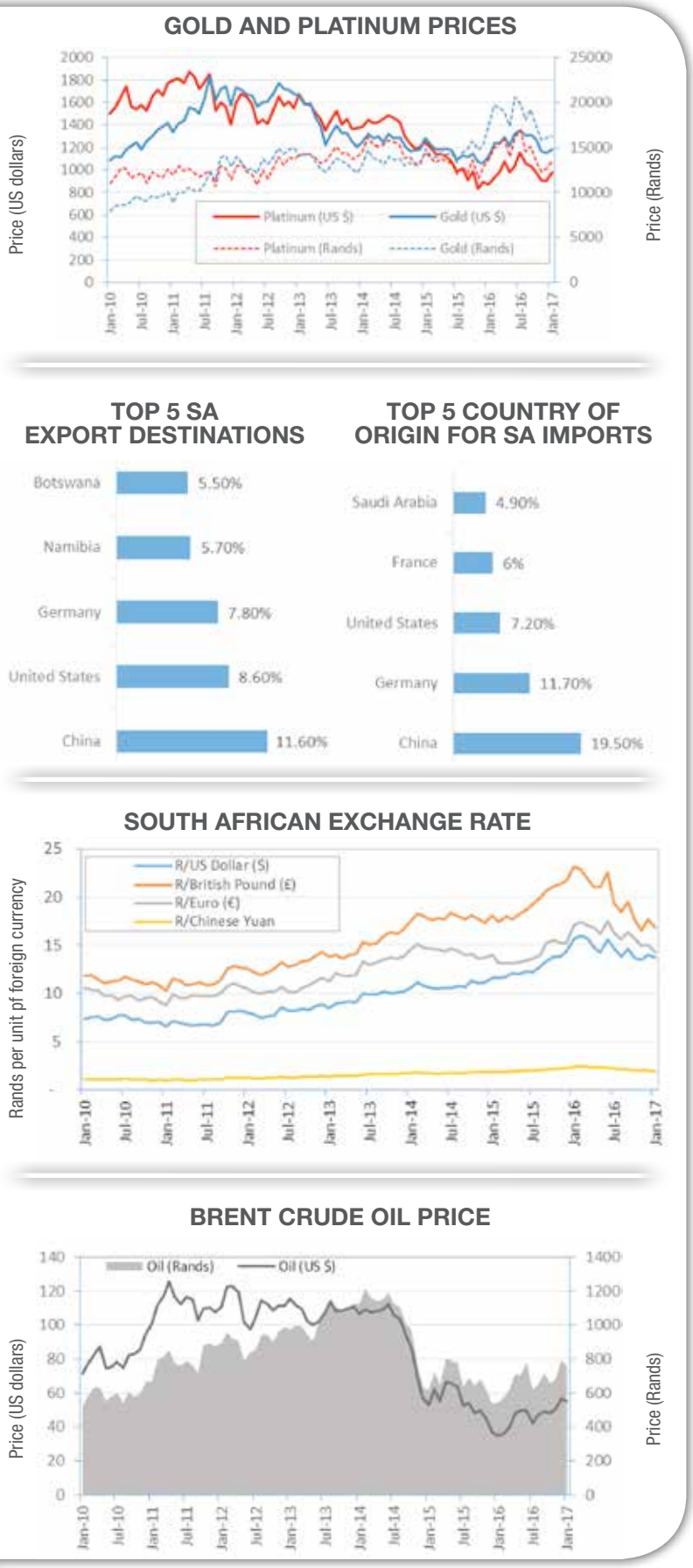
Inflationary pressures persisted through 2016, as the continued effects of drought fuelled food price inflation. Increasing energy prices contributed to high inflation, and although volatility is expected in the near term, it is generally expected to be on an upward trajectory. The November headline CPI measured 6.6% year on year, which is well outside the targeted inflation band of 3 - 6%.

The Reserve Bank Monetary Policy Committee (MPC) decided to keep the repo rate unchanged at 7% in November 2016. This decision comes on the backdrop of uncertainties in advanced economies and persisting tough times domestically as growth remains low and inflation risks continue to rise.

The recovery of the mining sector is largely dependent on commodity prices. Commodity prices were on a prolonged downward trend in 2015 due to weakened global demand, but have shown recovery in 2016. The effect of the drought continues to impact on the agricultural sector. However, given the level of expected rainfall in early 2017, the performance of the sector is likely to improve.

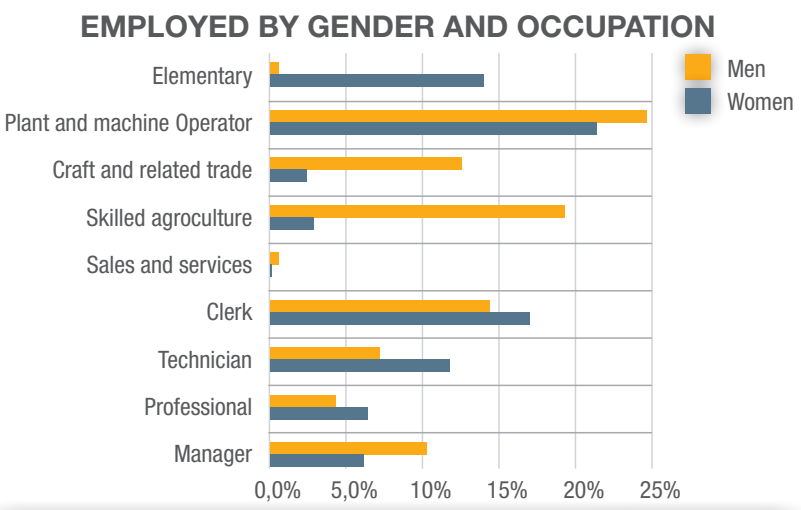
Minerals are a major export product of the country, and as such a rise in the price of minerals is a boost to the economy through the resources sector. The impact of recovering mineral prices can be seen in the corresponding appreciation of the rand against foreign currencies, although there are other global factors adding to the appreciation. The graphs below show the movements in commodity prices over time and the rand's performance against foreign currencies. On the other hand, the recent upward movement in oil prices exerts downward pressure on the rand and increases inflation risks. This is as a result of oil being a major import and input in the South African economy. Therefore, the recovery of commodity prices has had opposing effects on the South African economy.

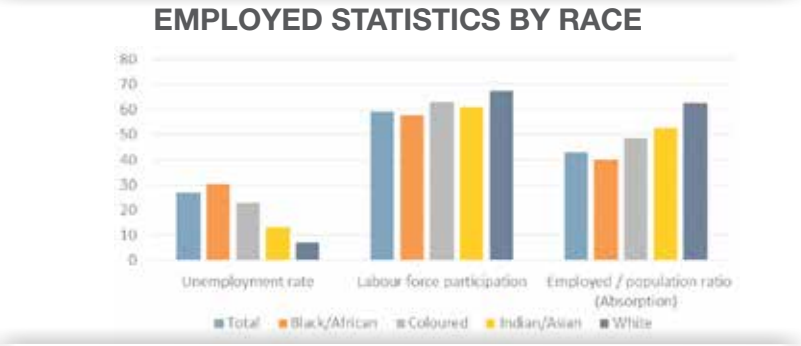
Figure 3: Commodity prices and trade data



As a developing country, job creation is fundamental for the alleviation of poverty and reduction in inequality. Accordingly, the NDP has set an employment target of 24 million jobs by 2030. As at the end of the third quarter of 2016, the total number of employed people was 15 833 000. The charts below show the breakdown of employment across gender, occupation and race.

Figure 4: Employment Statistics





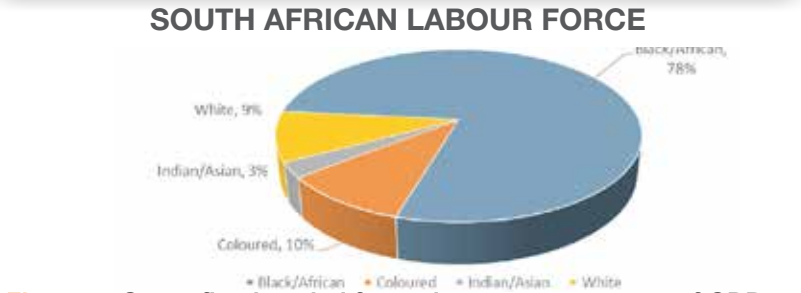
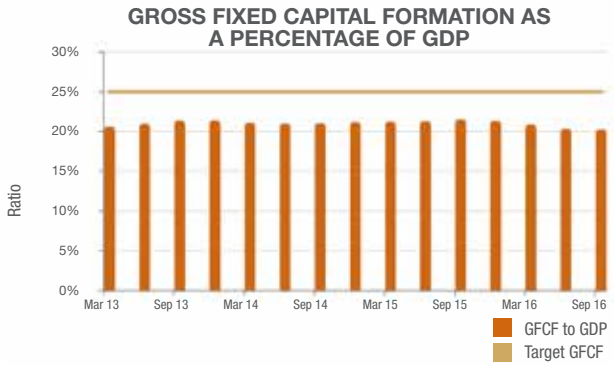


Figure 5: Gross fixed capital formation as a percentage of GDP



The unemployment rate increased by 0.5% as at the end of the third quarter of 2016 to 27.1%. The effects of the increase in the number of employed people was offset by an increase in the number of new entrants to the labour force, as well as job losses.

Government plays a major role in the growth of any economy, through policy and participation. Total government expenditure was 20% of gross domestic expenditure as at end of the third quarter of 2016. Government revenue for the corresponding period was 23.8% of the GDP, which is very low relative to the set target of 30.2%. The government budget deficit for the corresponding period was -8.7% of the GDP.

The continuous increase in the Government's gross loan debt is of concern. Gross loan debt for the third quarter of 2016 was 50.9%, which equals the figure projected in the 2016/2017 budget by National Treasury. The weak business and consumer confidence places additional pressure on Government to spend, which could lead to an increase in borrowings. Government's efforts to reduce spending is critical as the revenue generating potential is currently limited.

The Gross Fixed Capital Formation (GFCF) is an important indicator of economic activity. The NDP has set a target of the ratio of GFCF to GDP of 30% by 2030. The chart below shows how the ratio of GFCF to GDP has changed over time.

OVERVIEW

The target ratio for developing countries of GFCF to GDP in order to increase per capita income is approximately 25% (according to a report by the SARB during a 2012 budget review). The current ratio is approximately 20%. Some countries have shown significant reduction in poverty with ratios more or less at this level.

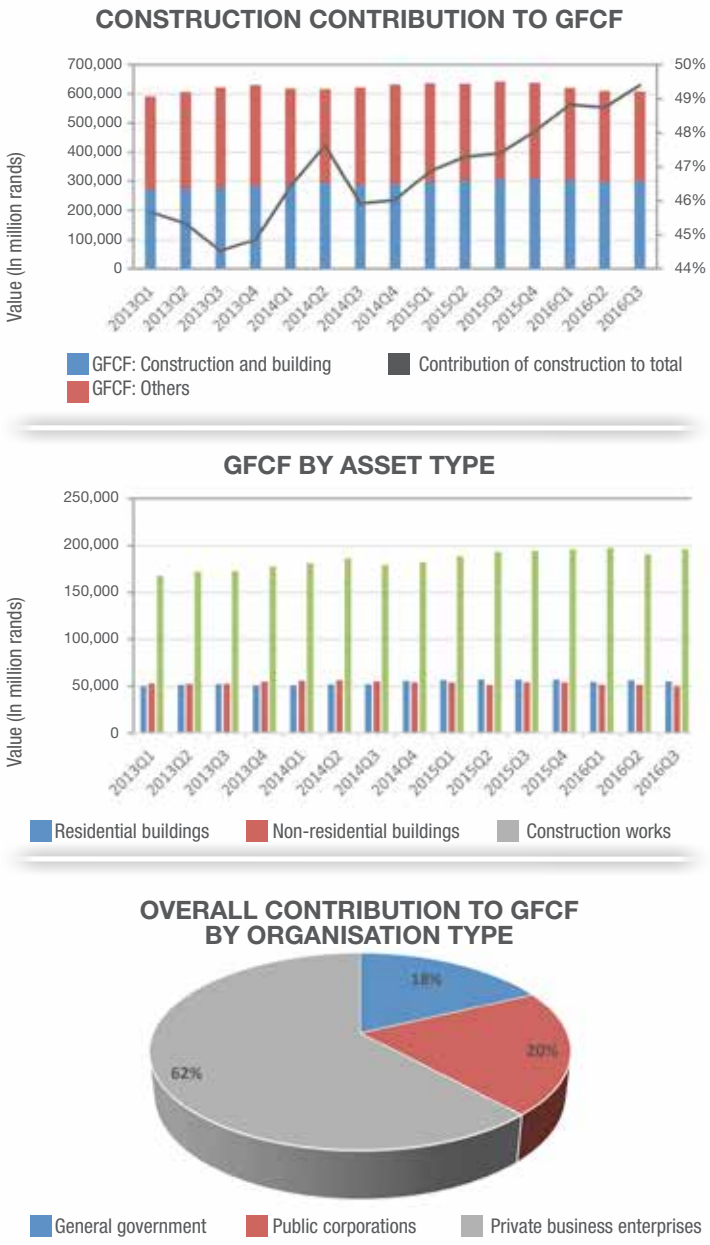
Although 2016 has been a challenging year, the outlook is expected to improve in 2017 and more so in 2018. The SARB forecasts GDP growth for 2017 to be 1.2%.

7.1.3 THE CONSTRUCTION SECTOR

The construction sector contributed 3.5% to the total GDP in the third quarter of 2016. The seasonally adjusted and annualised quarterly growth in the construction sector was 0.35% for the third quarter of 2016, a significant improvement from the 0.24% decrease in the second quarter.

An overview of the building and construction sector is provided below. The chart below shows the Gross Fixed Capital Formation (GFCF) for the country against the building and construction GFCF.

Figure 6: Construction Gross Fixed Capital Formation (GFCF)



OVERVIEW

The contribution to the country's GFCF from the building and construction sector was approximately 49% as at the end of third quarter of 2016. This is a significant contribution to the overall number, as this indicates that the building and construction sector contributes roughly 9.8% of the GDP. The sector is contributing significantly to eradicating poverty.

BUILDINGS AND CONSTRUCTION GFCF

The GFCF by asset type chart provides a breakdown of GFCF. Construction works is the main contributor to the overall GFCF, with general Government contributing on average approximately 60% in the construction works asset class. This highlights the role Government is playing through infrastructure development in addressing poverty and economic growth.

Overall contribution by organisation type shows that private business enterprises are the main contributor to overall buildings and construction GFCF.

The section below summarises the activity within the building sector as at the end of October 2016. This provides an indication of the economic environment and confidence amongst businesses and households.

Figure 7: Building plans passed and completed

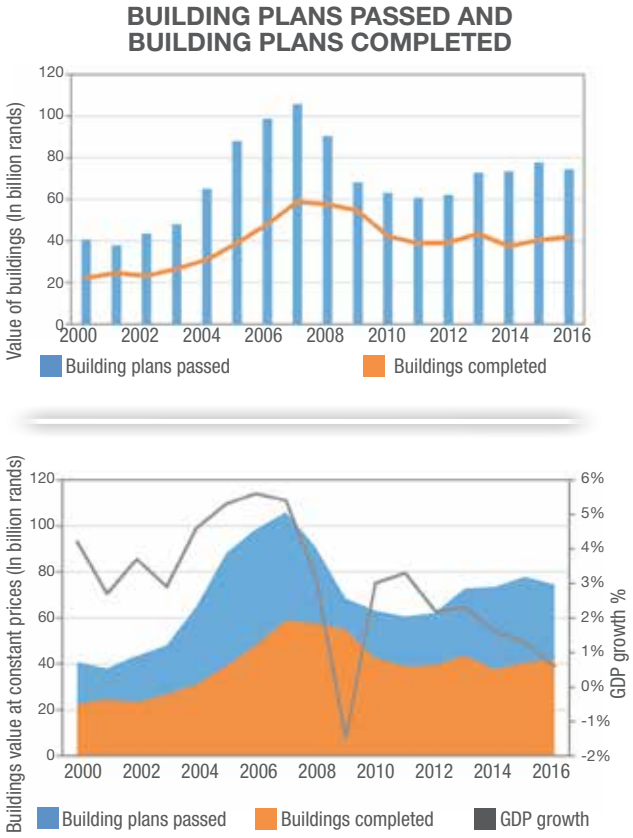
OVERVIEW

The overall (cumulative) value of building plans passed from January to the end of October 2016 decreased by 4.2% relative to the corresponding period in 2015. This is in contrast to the 5.8% increase experienced in October 2015 relative to 2014.

The value of residential building plans passed decreased by 2.6% compared to 2015, a contrast to the 7.5% increase observed between 2014 and 2015. The corresponding value of buildings completed decreased by 1.2% for 2016. This indicates that the residential property market is still struggling and expected to be under pressure in the short term, given the low economic growth, as well as the looming inflation risks.

For the same period, the value of non-residential building plans passed decreased by 7.7%, whilst the completed buildings increased by 21.6% from around R 9.6 billion to R 11.6 billion. The increase in the value of buildings completed does not necessarily reflect the current economic environment and business confidence, as projects likely commenced in prior years. The decrease in building plans passed resonates the difficult economic climate.

The bottom chart shows how building plans passed and completed buildings move in relation to GDP growth.



Although the growth in the construction sector has been subdued, there are a number of initiatives which are expected to improve growth in the sector. The increase in social infrastructure spend by Government, including investment in housing, schools and roads, creates an opportunity for growth in the sector. In addition, the announcement that the Commonwealth Games will be held in Durban in 2022 will require a host of projects, further improving the outlook for the sector.

There have been some regulatory changes within the construction sector affecting B-BBEE. In May 2015, the B-BBEE Codes were amended, with specific emphasis on direct black ownership and control of companies. The amendments to the Codes mean that there is a change in the way in which B-BBEE status is calculated, posing challenges to the construction sector. The following table shows the changes in the Codes.

Table 11: BEE codes

B-BBEE Level	Current Codes	Amended Codes
1	≥ 100	≥ 100
2	≥ 85 but < 100	≥ 95 but < 100
3	≥ 75 but < 85	≥ 90 but < 95
4	≥ 65 but < 75	≥ 80 but < 90
5	≥ 55 but < 65	≥ 75 but < 80
6	≥ 45 but < 55	≥ 70 but < 75
7	≥ 40 but < 45	≥ 55 but < 70
8	30 but < 40	≥ 40 but < 55
Non-Compliant	<30	<40

The main difference is that the revisions identify priority elements on which companies should focus, namely ownership, skills development and enterprise and supplier development. Failure to comply with a 40% sub-minimum in any of these priority elements leads to an automatic reduction of one level in the BEE contribution level. Before, B-BBEE focused on empowerment, ownership and management. Given the concerns of lack of transformation within the sector, the changes are envisaged to improve the status quo.

7.1.4 SOUTH AFRICAN LABOUR FORCE

The table below contains the key labour market indicators from the Quarterly Labour Force Survey, which is a household based sample survey conducted by Statistics South Africa (Stats SA) that collects data on the labour market activities of individuals aged 15 years and above who live in South Africa. According to the survey, the working age population grew by 159 000 or 0.4% in the third quarter of 2016 while the number of employed increased by 288 000. The growth in employment was offset by an increase in unemployment of 239 000 thus resulting in a rise of 0.5% in the unemployment rate to 27.1% in the third quarter of 2016. The number of discouraged work-seekers fell by 235 000 to 2.3 million as more people started looking for employment during this period.

The quarterly employment gains of 288 000 in the third quarter of 2016 were driven by increases in six of the ten industries. The largest increases were recorded in Construction (104 000), Finance and other business services (103 000), Trade (61 000), Agriculture (56 000) and Transport (53 000). The number of employed persons increased in seven of the nine provinces between quarter 2 of 2016 and quarter 3 of 2016. The largest employment gains were observed in Gauteng (126 000), Eastern Cape (93 000) and Western Cape (49 000).

Table 12: Key labour market indicators [24]

	Jul-Sep 2015	Apr-Jun 2016	Jul-Sep 2016	Qtr-to-qtr change	Year-on-year change	Qtr-to-qtr change	Year-on-year change
	Thousand					Per cent	
Population aged 15–64 yrs	36 114	36 591	36 750	159	636	0,4	1,8
Labour force	21 246	21 179	21 706	527	460	2,5	2,2
Employed	15 828	15 545	15 833	288	5	1,9	0,0
Formal sector (non-agricultural)	10 930	10 917	11 029	112	99	1,0	0,9
Informal sector (non-agricultural)	2 721	2 507	2 641	135	- 80	5,4	-2,9
Agriculture	897	825	881	56	- 16	6,8	-1,8
Private households	1 280	1 296	1 281	-15	1	-1,1	0,1
Unemployed	5 418	5 634	5 873	239	455	4,2	8,4
Not economically active	14 867	15 412	15 044	-368	176	-2,4	1,2
Discouraged work-seekers	2 226	2 526	2 291	-235	64	-9,3	2,9
Other (not economically active)	12 641	12 886	12 753	-133	112	-1,0	0,9
Rates (%)							
Unemployment rate	25,5	26,6	27,1	0,5	1,6		
Employment/population ratio (absorption rate)	43,8	42,5	43,1	0,6	-0,7		
Labour force participation rate	58,8	57,9	59,1	1,2	0,3		

21 Statistics South Africa: Quarterly Labour Force Survey : Q3: 2016

7.1.5 STRATEGIES TO RESPOND TO THE EXTERNAL ENVIRONMENT

The Department's effective and efficient performance depends on a combination of external and internal environmental influences which either directly or indirectly impact on its operations. Given the economic growth prospects and current exchange rate dynamics, it is apparent that South Africa's economic policy environment, like that of many other emerging markets, will be challenging. In consideration of these circumstances, the Department has prioritised certain strategic initiatives directed at improving the lives of individuals and communities, developing skills in the built environment and reducing costs of service delivery to maintain the growth momentum. In this regard, the Department has put in place the necessary plans to respond to unfolding events and ensure that it is geared toward achieving its goals and objectives.

7.1.5.1 ALLEVIATION OF POVERTY, UNEMPLOYMENT AND INEQUALITY THROUGH PUBLIC EMPLOYMENT PROGRAMMES

The NDP has set a goal of eradicating poverty, reducing inequality, growing the economy by an average of 5.4%, and cutting the unemployment rate to 6% by 2030. The EPWP, Phase III, is a nationwide government-led initiative with the objective "[t]o provide work opportunities and income support to poor and unemployed people through the labour-intensive delivery of public and community assets and services, thereby contributing to development". The goal of the EPWP Phase III is to create 6 million work opportunities equal to 2.5 million Full Time Equivalents (FTE's) over the 2014/15 to 2018/19 period.

The EPWP Phase III builds on lessons from the past phases of the programme and, coupled, with international experience, aims to increase the role of public employment. This will, in part, endeavour to achieve the work opportunities targets set in the MTSF while realising the real development potential of the EPWP. EPWP Phase III continues with the following four sectors: Infrastructure; Environment & Culture; Social and Non-State Sectors. All spheres of government participate in and contribute to the EPWP by implementing projects, within their specific mandates, that are compliant with the set EPWP principles and guidelines for each sector.

In Phase III, the following four universal principles were introduced to ensure adherence to minimum values and the achievement of EPWP objectives across the sectors and sub-programmes:

- Selection of workers based on a clearly defined process and criteria,
- Adherence to the EPWP minimum wage and employment conditions under the Ministerial Determination,
- Work that provides or enhances public goods or community services, and
- Minimum labour-intensity appropriate to the sector.

The overall objectives and associated targets are expressed in work opportunities. Sectors will continue to express their targets in Full Time Equivalents (FTEs) to ensure that the desired quantum of employment created is measured and monitored. The EPWP has created a total of 1 845 523 work opportunities towards its six million five year target, which is 30.75% by the end of the second year of EPWP Phase III. In the 2015/2016 financial year, a total of 40 000 km of road has been maintained; 3 718 km of gravel roads were re-gravelled and 589 Ventilation Improvement Pit (VIP) latrines were constructed.

7.1.5.2 DEVELOPMENT OF ENTREPRENEURIAL CAPACITY THROUGH THE EPWP

The potential of entrepreneurship and an entrepreneurial culture in economic and social development is significant. Entrepreneurs create and bring to life new technologies, products and services and create new markets and jobs along the way. Economically, entrepreneurship invigorates markets. The formation of new business leads to job creation and has a multiplying effect on the economy and contributes to sustainable livelihoods.

The EPWP Enterprise Development Programme is intended to develop the entrepreneurial capacity of participants to enable them to establish income earning initiatives such as cooperatives and small businesses. Enterprise development is one of many implementation models used by the EPWP, whereby small businesses, that are owned and created by the poor and unemployed, provide goods and services under the programme. Other models include direct employment of either individuals or household members and community

contracting. The objective of the Enterprise Development Programme is to "Contribute to the creation of work opportunities and income support to poor and unemployed people, by providing support to enterprise activities within EPWP programmes, where service delivery or participant well-being will be improved".

The key theme in terms of the Enterprise Development Programme is to ensure sustainable and successful enterprises to:

- Create work opportunities within the EPWP;
- Assist projects to be implemented timeously and correctly; and
- Ensure that individuals and communities are provided with pathways other than employment to increase income capacities that will assist in sustaining livelihoods beyond the EPWP.

The successful implementation of the Enterprise Development Programme is dependent on the collaboration between the sectors and enterprise development practitioners to support small businesses operating within the various sectoral sub-programmes. Some of the EPWP programmes with an enterprise development process component are listed below:

- Vuk'uphile contractor development
- Public Works Small, Medium and Micro Enterprises (SMMEs) and cooperatives;
- Passenger Rail Agency of South Africa (PRASA) cleaning cooperatives;
- Non state sector SMMEs;
- School nutrition cooperatives;
- National Public Works: National Youth Service (NYS);
- Working for Water;
- Working for Wetlands; and
- Value Added Industries.

The Department has a partnership with the International Labour Organisation (ILO) to provide technical assistance in terms of enterprise development. Core to the partnership is training of EPWP officials on the Start and Improve Your Business (SIYB) Programme. SIYB was initially developed by the ILO in the 1980s and has grown to a global network of more than 17,000 trainers. This initiative will improve the direct support being offered by the Department to EPWP enterprises. EPWP enterprises are able to access this training, which is conducted by the Department.

7.1.5.3 PROVIDING TRAINING THROUGH THE SKILLS PROGRAMMES, LEARNERSHIPS AND ARTISAN DEVELOPMENT

The shortage of skills in South Africa continues to remain a challenge and therefore training opportunities become critical in the implementation of the EPWP across its four sectors. The EPWP aims to increase the potential of participants to earn a future income by providing work experience, training and information related to local work opportunities, further education and training (FET), and SMME development. Accredited training (which is quality assured by the SETAs and other Education and Training Quality Assurance (ETQA's)) is provided to the EPWP participants through:

- Skills programmes i.e. craft production, horticulture, safety patrol, victim empowerment, sports coaching, community house building, waste management, and culture site guides.
- Learnership programmes i.e. end user computing, animal production, pharmacy assistants, tea production, plant production, early childhood development and child and youth care.
- Artisan development programmes i.e. boiler-making, auto-motive body repair, auto-electrical, diesel mechanic, electricians and fitter and turners.

The EPWP sourced funding from the Department of Higher Education and Training (DHET) through the National Skills Fund (NSF) to provide training to the EPWP participants for the period 2011 - 2018. For the period 2011 to 2015/16, more than 22,000 EPWP participants were trained through the funding received from the DHET.

7.1.5.4 SKILLS DEVELOPMENT IN THE BUILT ENVIRONMENT PROFESSIONS

South Africa is currently faced with a projected quantum skills shortage from the current registered professional base, as captured in the figures below, driven by the forecasted infrastructure development programme up to 2025. Major infrastructure projects are driving growth, however, the country's lack of skilled professionals is slowing down the growth potential.

Figure 8: Deficit/ Surplus of current Registered Professionals

Like most technical disciplines, the built environment is competing for its share of the talent pool. Employers are finding it increasingly difficult to fill skilled positions across all construction platforms. It is a challenge that is putting additional strain on the industry's supply chain and causing disruption to the construction sector, further increasing costs and project delays. The skills gap cannot be immediately resolved by one sector alone and it will require a collaborative effort. Built environment stakeholders have also expressed concern that the supply of skills from tertiary education and training institutions may not be adequate to meet current and future demands for such skills. The concern manifests itself in at least two primary areas, namely: a general decline in the availability of skilled persons, and slow rates of skills growth among previously disadvantaged South Africans.

The Skills Pipeline Programme has been developed taking into consideration the 2013 National Development Indicators for Science, Engineering and Technology (SET) graduates. SET graduates are key skilled workers who are critical in supporting economic growth and investment in social infrastructure. Although the trends have improved since 2002, only 29.4% of students graduated with SET degrees by 2013. The restoration of the skills pipeline will be framed in a Career Value Chain for an individual from secondary school through to a registered professional in terms of:

a) The Push Strategy
This strategy aims to provide enough competent and skilled professionals in the built environment through supported and funded secondary and tertiary education programmes.

b) The Intermediate Strategy
This strategy aims to play a stabilisation role in maintaining and sustaining built environment professionals. This will be achieved through a supported candidacy period prior to professional registration, and a supported employment period post professional registration.

c) Pull Strategy
This strategy is geared at the long-term retention of professionals and aims to make the built environment an attractive profession through creating exciting and sustainable programmes.

The outcome of the Skills Pipeline Programme is to produce competent, skilled and motivated built environment professionals through supported learning interventions and focused experiential learning processes. The intervention starts at an early stage in the built environment professional's life and continues after professional registration. An added bonus is that in the process, the professions in the built environment sector get exposure from an early stage in the learner's school career, thus making it a more natural choice as a profession.

To be a sustainable sector, the built environment profession must become more attractive as a career path at every level. The Department will encourage skilled workers to return to the sector, and will draw school leavers and graduates towards construction and property sector careers. Training schemes will be prioritised to enable built environment employees to feel empowered in their respective roles. With many older officials retiring, there are only a few mentors to train new recruits, which places more pressure on acquiring a long term workforce that is well-trained. In addition, females who are employed by the Department are sufficiently exposed to the industry to become industry role models, create positive change and encourage further female participation. Attracting a more diverse workforce and encouraging wider expertise from outside the industry will remain key for built environment's future growth. Harnessing the power of technology will continue to strengthen the industry and push the boundaries of design and operations.

7.1.5.5 TRANSFORMATION IN THE CONSTRUCTION AND PROPERTY SECTORS

The Contractor Incubator Programme (CIP) Strategy and Guidelines, developed by the Department, is aimed at developing emerging enterprises into sustainable contracting companies through creating an enabling environment. The CIP targets contractors registered in grades three (3) to seven (7) on the cidb Register of Contractors. The CIP is aligned to the National Contractor Development Programme (NCDP), which is a public sector led programme comprising of a partnership between the cidb, National and Provincial Public Works, where participating stakeholders commit their resources to develop previously disadvantaged contractors (including women, youth and persons with disabilities) and align their individual contractor development programmes or initiatives with the principles set out in the NCDP framework.

The implementation of the CIP will advance through the review of the cidb grading system, which includes a review of the registration process and government procurement regulations. The ratification of construction sector codes will enhance monitoring and evaluation of the industry, as well as implementation of best practice and standards within the industry.

The 2016 baseline study (Status of Transformation in the South African Built Environment) conducted by the Council for the Built Environment (CBE), indicates that although built environment professions are transforming, the rate of change has been slow. As at 2015, black ownership of the BEP sector stood at 12%, 40% for black executives and employment equity was reported at 47%. The CBE has a number of partnerships and projects that are designed to contribute towards the transformation of the built environment. The six Built Environment Professional Councils (BEPCs) are also integral in driving transformation in the built environment. These partnerships aim to, amongst others:

- Collaborate in the mentorship of candidates in all built environment disciplines through inter-sectoral and inter-governmental partnerships, developing Memoranda of Understanding (MoUs) with other Government Departments, Municipalities, State Owned Entities and the Private Sector;

- Ensure that the candidates are linked to professional role-models in their career fields to guide them on their journey to registration;
- Create an enabling environment in support and mentorship of the candidates (e.g. arranging candidate workshops to ensure adequate preparation for the Board exams);
- Ensure the transfer of the relevant skills and knowledge by professional experts to the candidates;
- Provide a framework for collaboration and good working relations within the CBE, the Department and the International Labour Organisation (ILO) in contributing towards the use of labour-intensive construction methods to promote creation of work opportunities for Built Environment Professionals; and
- Facilitate the development of built environment professionals that are knowledgeable on the use of labour-intensive construction methods.

The degree to which these objectives are achieved in practice is a matter which the Department through its oversight function will seek to enhance. It is important to acknowledge the upward trend of black and female owned construction firms, black executives and employment equity in the construction industry as recorded in various monitoring reports such as the cidb Construction Transformation Monitor Report and the CESA Bi-Annual Economic and Capacity Surveys, specifically in the engineering sector. Although the progress towards achieving a truly transformed construction industry has to date been slow, the trend is encouraging as professional experience and technical skills form the basis on which higher levels of executives, ownership and employment equity can be built.

7.1.5.6 ENSURING VALUE FOR MONEY BY REDUCING FRAUD AND CORRUPTION

Corruption is a universal problem that undermines growth and development by diverting resources away from development programmes. Corruption in the public service affects the entire country. The fight against corruption has been a priority in the programme of government (national, provincial and local) for many years. Anti-corruption activities have been increased, and Government's efforts have become more systematic, with greater emphasis on instituting appropriate policy measures to prevent corruption.

The Department's Anti-Fraud and Corruption Strategy is based on effective and efficient management of Fraud Risks. The Department is currently putting measures in place to ensure effective management of fraud risks in order to reduce opportunities for the occurrence of fraud and corruption. The Department will once again conduct a comprehensive Fraud Risk Assessment for the 2017/18 financial year to build on the foundation set within the prior years to strengthen control measures.

These mitigation factors are earmarked to strengthen internal controls to address areas with high prevalence of abuse/fraud/corruption such as the emergency award of contracts and abuse of deviations from normal supply chain management processes. More focus is to be placed on conducting pro-active investigations (emphasis on prevention) in respect of areas that are identified as susceptible to fraud and corruption.

7.1.5.7 COST CONTAINMENT AND REDUCTION IN SPENDING ON NON-ESSENTIAL SERVICES

The PMTE is responsible for managing the life cycle of the immovable assets under the custodianship of the Department effectively and efficiently. In executing this function, the PMTE must optimise the asset portfolio to ensure improved and effective, but cost saving service delivery. To this end, the focus will be on letting out State-owned properties at market-related rentals, marketing the State property portfolio to the public, conducting regular assessments of the leased out properties, ensuring implementation of the debt collection as per the Revenue Management Policy and ensuring maintenance on the State-owned properties. The PMTE will also consider other socio-economic benefits, particularly job creation and empowerment, whilst improving services to user departments.

In January 2014 and September 2016, the National Treasury introduced cost containment measures as a result of the fiscally constrained environment. The Department has factored

into its planning the current economic realities and the need to intensify efforts to improve efficiency in expenditure and to eliminate wasteful and unnecessary expenditure. Critical internal policies and procedures have been reviewed to ensure that these are aligned to the stipulations outlined in the cost containment measures. In addition, an extensive exercise has been conducted to reprioritise the baseline allocation so that critical areas of delivery are effectively resourced. Over the medium term, the Department will take several steps to strengthen budget controls in line with the National Treasury's cost containment instructions. The Department will put in place the following measures aimed at moderating spending:

- Communication: The Department has capped telephone landline usage for all officials and landlines are locked when limits are exceeded. Should the telephone limits be exceeded either on cellular phones or landlines, officials will be required to pay any additional charges. This intervention has already realised savings of 36% on telephone charges during the 2016/17 financial year. A formal Departmental Communication Policy will be put in place once the National Treasury policy guidelines on communication are finalised.

- Subsistence and travelling: The Department will ensure the most economic means of travel is used at all times. Discounted economy class travel rates are applied to officials from the level of Deputy Director-General and below. Travel quotations must include quotations from budget airlines and the most cost effective rate will apply. In addition, restricted airline tickets will be used as opposed to the more expensive flexible tickets. A minimum of three quotations must be obtained for all accommodation requirements to ensure that the most cost effective option is booked. The cheapest mode of transport is also considered. In instances where two or more officials travel the same route one car is utilised. Travel and subsistence expenditure may not exceed the allowable rates prescribed.

- Catering: The Department limited catering expenses to meetings, workshops and training sessions that exceed a 5 hour duration. Meetings, conferences and planning sessions are, as far as practically possible, held in-house. In instances where such sessions cannot be held in-house, alternate facilities are sought. This has resulted in a saving of 21% in 2016/17 when compared to the expenditure of the previous financial year.

- Entertainment: The entertainment allowance for qualifying line managers has been capped. This has resulted in a savings of approximately 39% in 2016/17 when compared to the expenditure of the previous financial year. Entertainment allowances of qualifying line managers may not exceed the rates as prescribed by National Treasury.

- Inventory and Miscellaneous: The utilisation of photocopier paper is being limited and officials are encouraged to minimise printing. All newspapers for non-qualifying officials have been discontinued and existing contracts for the supply and delivery of newspapers were not renewed. Officials have been advised to use water and electricity prudently in order to lower the costs of municipal services. Officials are only allowed to purchase essential and basic office furniture and/or equipment of critical importance that impact on service delivery.

7.2 INTERNAL ENVIRONMENT

The Department is cognisant of the commitments outlined in its five year Strategic Plan and is placing significant focus on processes to turn its strategies and plans into actions in order to accomplish its strategic objectives and goals. This involves the prioritisation and sequencing of programmes whilst managing its performance measures and information management systems.

As long as South Africa struggles with high rates of structural unemployment, public employment programmes are needed to provide a lifeline for the country's most impoverished citizens. The EPWP has drawn large numbers of the unemployed population into productive work. The EPWP aims not only to increase the income levels of the poor and unemployed but simultaneously allows participants to acquire the relevant skills needed to secure permanent employment. As the national coordinator of the EPWP, the Department will continue to place emphasis on the coordination between agencies and facilitation of community participation to provide tangible benefits.

The Department has committed itself to promoting intergovernmental relations and co-operative government by focusing on capacity building and integrated service delivery within the Public Works Sector. Through the newly established Professional Services and Intergovernmental Relations functions, the Department will ensure that the sector delivers cost-effective and sustainable services that are responsive to the needs of communities and accessible to all. This will also assist the Department to set, execute and monitor key development priorities for concurrent areas.

The regulation and transformation of the construction and property sectors takes place through, and with, the Entities of Public Works being the Construction Industry Development Board (cidb) and the Council for the Built Environment (CBE). Transformation includes support for black and female contractors and property practitioners; as well as the development of black and female professionals and artisans in the Built Environment disciplines. The Department also supports the Construction Sector Charter Council (CSCC) and Property Sector Charter Council (PSCC) initiative regarding the development of sector codes aligned to the BBBEE Act. The new sector codes are completed and awaiting ratification by the Department of Trade and Industry (DTI).

The management of the Prestige portfolio is undergoing continuous improvement through the development of policies, norms and standards to ensure that infrastructure is provided in the right quantity of sufficient quality, in the right places, at the right time, and in accordance with constitutional and legislative mandates, and accepted norms and standards (planning guidelines). In addition, the Department will ensure that infrastructure is affordable in terms of current and future budgetary projections.

The Department has consolidated its governance, risk and compliance functions into a single unit to manage multiple initiatives across the Department. This approach has provided the Department with a single point of reference that eliminates all redundant work and reflects not only the resolve to ensure the effective governance and integrity of the Department's operations, but also to introduce innovative and sustainable service delivery improvement.

The Updated Policy Statement of the Executive Authority provides overall strategic direction and guidance in line with the Department's Business Model as it moves along a new positive trajectory. In setting this out, the Minister's Policy Statement lists the following priority areas to steer the work of the Department over the MTEF:

7.2.1 STRATEGIC PRIORITIES FOR THE DEPARTMENT OF PUBLIC WORKS

7.2.1.1 LEAD AND COORDINATE PUBLIC SECTOR WIDE EPWP TOWARD THE CREATION OF SIX (6) MILLION WORK OPPORTUNITIES

The 2014-2019 Administration has committed to creating 6 million public employment work opportunities by 2019 as set out in the National Development Plan and Medium Term Strategic Framework (MTSF: Outcome 4 and Outcome 13). The key approach for EPWP Phase III is to drive Public Employment Programmes through community participation to ensure that commu-

nities become actively involved in Government programmes. The EPWP has created a total of 1 845 523 work opportunities towards its six million five year target, which is 30.75% by the end of the second year of EPWP Phase III.

The Department has put in place interventions to address the poor reporting on EPWP projects by implementing public bodies. These interventions include: providing additional support to public bodies to ensure that projects are implemented labour-intensively; assisting provincial coordinating departments to ensure that the data is captured and verified; assisting provinces to establish EPWP Monitoring and Evaluation functions for accurate reporting and monitoring of the programme. The Department will further assist public bodies to develop policies to institutionalise the EPWP.

7.2.1.2 STRENGTHENING OF THE GOVERNANCE, RISK AND COMPLIANCE FUNCTION

Creating a focus on Governance, Risk and Compliance has realised significant improvement by integrating efforts into a sustainable programme. The approach to integrating governance, risk and compliance is essential for service delivery improvement while remaining adaptable to addressing new risks and compliance requirements. As part of the service delivery improvement programme, the Department will therefore continue working toward the development of the service delivery model and the associated components of the business model to drive the efficiency enhancement phase of the Turnaround Strategy. This involves the reorientation of systems, procedures and processes within the Department to drive service delivery improvement.

The effective operationalisation of the PMTE requires the appropriate governance arrangements to be established in the Department to ensure the separation of functions. This will enable the PMTE to operate as a specialist on the property management functions. Similarly, the Department will focus on its core function as a regulator and overseer of the Public Works sector, as well as on the transformation of the property and construction industries. This will require appropriate delegations of authority from the Director-General to the PMTE, and the development of relevant governance structures designed exclusively for the trading account and arrangements to regulate the reporting relationship between the PMTE and the Department. These governance arrangements will be in keeping with the level of delegation associated with a trading account reporting to the Department, as well as a single shared support service infrastructure for the Department and PMTE.

The Department will strengthen compliance and oversight, in terms of the regulatory and policy framework, in relation to the governance of the Department, the Public Works sector, the Entities and the six Built Environment Professional Councils. In addition, the Department will ensure that there is suitable alignment within the sector. Transformation of the Professional Councils is another priority area that the Department will be closely monitoring. Over the medium term period, the Department is planning to partner with its Entities in the following areas:

- Partnerships will be established with the CBE for the integration of the Infrastructure Delivery Management System into the Built Environment curricula at tertiary institutions, building technical capacity within the public sector and promoting labour intensive construction practices within the built environment professions.

- The Department will continue to collaborate with the cidb on various projects including the transformation of the construction industry; National Contractor Development Programme (NCDP); Voluntary Rebuild Programme (VRP); Contractor Competence Assessments & Accreditation of Prior Learning; National Infrastructure Maintenance Strategy (NIMS) as well as on the Public Works Green Building Policy.

7.2.1.3 RE-LAUNCH OF OPERATION BRING BACK TO RECLAIM MISAPPROPRIATED AND UNLAWFULLY OCCUPIED STATE PROPERTIES

The Department has re-launched Operation Bring Back programme within the public works family to specifically deal with identifying and investigating possible cases where State properties have been misappropriated or unlawfully occupied and recovering such properties, with the assistance of other key custodians. Phase 1 of the Operation Bring Back (OBB) project capitalised on the Immoveable Asset Register (IAR) rebuild programme in order to provide relevant data which may point to possible misappropriation and unlawful occupation of State-owned land.

The data and reconciliations conducted to date have revealed transactions that warrant further analysis and potential investigation and possibly recovery. The OBB project, through the IAR re-

build programme and data analytics performed on the deeds registry has identified a number of anomalies relating to unlawful disposal and occupation of State owned land. Over the medium-term, Phase II of the OBB Project will mainly focus on conducting investigations in respect of anomalies identified during the first phase and addressing identified properties that have been illegally occupied. This will be done through various means including: entering into lease agreements, disposals and evictions.

7.2.1.4 MANAGING INTEGRITY AND PROMOTING ETHICAL CONDUCT IN THE DEPARTMENT

The Public Sector Integrity Framework is aimed at protecting the integrity of Government and fostering public confidence in institutions of the State. It strengthens measures and standards for managing integrity and promoting ethical conduct in the public service. The Framework provides for the management of unethical of conduct that may arise as a result of financial and other interests, gifts, hospitality and other benefits as well as remunerative work outside the public service. The Department has stepped up its anti-corruption activities, in line with the Public Sector Integrity Framework to become more systemic, placing greater emphasis on instituting appropriate measures to combat the scourge of fraud and corruption. To this end the Department is in the process of establishing the Office of the Ethics Officer that will concentrate on promoting an ethical culture in the Department. The Office of the Ethics Officer will be responsible for, amongst others:-

- Promoting integrity and ethical behaviour in the Department
- Advising employees on ethical matters;
- Ensuring the integrity of organisational policies, procedures and practices;
- Managing conflicts of interest, including:
  - Financial disclosures of employees;
  - Applications for external remunerative work; and
  - Departmental gift registers; and
- Developing and implementing awareness programmes to educate officials on ethics, good governance and anti-corruption measures.

The Department will intensify the implementation of the anti-fraud and corruption strategy and continue to emphasise preventative internal controls within the context of a holistic anti-corruption strategy and ethics framework. This will ensure that malpractice is prevented before it occurs. Through the Fraud Risk Assessment, the Department will identify strategies to address areas with a high prevalence of abuse, fraud, and corruption.

7.2.1.5 STRENGTHENING THE OVERSIGHT OF THE PUBLIC WORKS SECTOR IN TERMS OF THE CONCURRENT MANDATE

The Department has established an Intergovernmental Relations (IGR) function to promote and facilitate collaboration and cooperative decision making within the sector and to ensure that policies and services across all the spheres of Government encourage service delivery that meets the needs of the citizenry in an effective way. IGR will also oversee the development of policies and mechanisms to guide processes aimed at integrated development planning and reporting for better intra and intergovernmental relations.

The Department and its provincial counterparts already cooperate on a number of areas, including: coordination and implementation of EPWP, implementation of the Infrastructure Delivery Management System (IDMS), the Green Building Policy, coordination of payment of rates and municipal services owed to municipalities, the maintenance of immovable asset registers and the implementation of GIAMA.

The intergovernmental system for the public works sector provides a platform for the sector to undertake collaborative projects for efficient and effective service delivery relating to the public works mandate. The intergovernmental challenges receive focused attention at quarterly review sessions that are conducted. Good practices on programme implementation approaches are explored for replication across departments through information sharing and project visitation programmes. The Department will enter into protocol agreements with public bodies across all the spheres of Government to facilitate service delivery. Strategic alignment of the programmes of public entities, user departments, private sector institutions and other tiers of government is necessary for seamless service delivery.

The Department will provide continued support and guidance to the public works sector in terms

of planning and performance management processes. The Department will also establish monitoring mechanisms to address the negative sector audit outcomes with a view to achieve improved performance in the coming years. The annual sector strategic planning session will further ensure integrated planning and inform regular programme performance reviews with the provinces.

The Department has put in place a policy framework for the oversight of the public works sector to guide proper coordination. The Department has identified the need to reinforce inter-governmental structures to deliberate on policy and strategic issues of the sector.

7.2.1.6 OPERATIONALISATION OF A DEDICATED PROFESSIONAL SERVICES FUNCTION

The Department will prioritise the operationalisation of the Professional Services function to give effect to the mandate to create technical capacity for the State in the built environment. The mandate of the Professional Services function is aligned to Chapter 9 of the NDP and Outcome 5 in the MTSF. The Professional Services function consists of two main workstreams that will ensure:

a) Coherent consolidation, development and management of the Built Environment Skills Pipeline with both State and non-State stakeholders; and

b) Building of institutional State capacity.

The Built Environment Skills Pipeline work stream will entail the full implementation of the Skills Pipeline Strategy which is informed by various studies on the Built Environment skills quantum and qualitative deficiencies. This takes into account the performance of the Built Environment Industry/Competitive Rivalry outlook amongst the built environment professions as it impacts on their sustainability, relevance in the service delivery value chain and management to achieve the developmental State capacity outcomes. The interventions will cover the pre-tertiary education, tertiary education, candidacy and post-registration for both statutory Built Environment Professions and non-Statutory Built Environment Professions, in responding to identified and agreed professional gaps within Public Works, the PMTE and the public works sector.

The Institutional State Capacity work stream will entail the use of the Gap Closing Plan Development application to drive the professionalisation programme across all the required GIAMA functions of planning, acquisition, implementation and disposal (Decommission). The introduction of professional systems, norms and standards consistent with Generally Accepted Practices in the various Built Environment Professional functional areas will enable an appropriate Asset Management Policy determination to effect GIAMA across the portfolios of both users and custodians. The strategic outcome of the work stream is to determine, acquire and maintain the appropriate basic operating units, per GIAMA functional area. These will be informed by available (current and to be made available through the Skills Pipeline) human capital to operate within the Standards of Uniformity as determined by the cidb (Delivery Models, Pricing Strategies and Forms of Contract) on which incremental State capacity will be built for the Department, PMTE and public works sector. It will enable extraction of Turnaround Efficiency dividends from the IAR, NIMS, IDMS, procurement reform and GIAMA.

7.2.1.7 STRENGTHENING THE DEPARTMENT'S RESEARCH AND POLICY DEVELOPMENT CAPACITY

From a sustainability perspective, the slow pace of transformation in the Property and Construction Sectors puts these sectors at a disadvantage. The Department will play a leading role in the transformation of the built environment in consultation with its Entities, Built Environment Professional Councils, Charter Councils and other stakeholders. To this end, the Department has commenced with:

- The review of the Construction Industry Development Board (cidb) and Council for the Built Environment (CBE) legislation to align to current policy trajectories such as the National Development Plan and Broad Based Black Economic Empowerment Act, 2003 (Act 53 of 2003). The review will address governance challenges and the slow pace of transformation in both the construction industry and built environment professions. The Draft cidb Amendment Bill and the Draft CBE Amendment Bill will be released for public comment in the 2017/18 financial year and submitted to Parliament in the 2018/19 financial year.

- The development of a Property Management Empowerment Policy will serve as an overarching framework for the Department's empowerment initiatives and programmes in an effort to promote transformation of the Property Industry. The draft Policy was submitted to the Property Sector Charter Council (PSCC) for further input on transformation interventions to this proposed policy initiative.

- A comprehensive policy review culminating in a new Public Works White Paper and Public Works Act (with particular focus on the concurrent nature of the public works function). The Policy Review, including the appraisal of the Department's White Papers (1997 and 1999) and broad consultation with the wider Public Works community, will provide a solid foundation for the Public Works Act. Through the Public Works Act, when promulgated, the Department will further improve its role to perform oversight and performance management functions as they relate to the Department's provincial counterpart's delivery capabilities. This process aligns with Phase III of the Turnaround Strategy and will ensure the creation of coherent Government structures and processes that will deliver the mandated services through the three spheres of Government. Due to the scope and complexity of this process, the Department has insourced the essential expertise for the development of the White Paper.

7.2.1.8 IMPROVING THE DELIVERY OF SERVICES TO PRESTIGE CLIENTS.

The Department will continue to prioritise the development of policies that govern Prestige services in line with the Ministerial Handbook and the Presidential Handbook and to improve the delivery of services to Prestige clients. The Prestige portfolio is dynamic and requires an innovative solution to satisfy requirements that are often urgent and critical. To this end the Department will, over the MTEF period, focus on the following areas to improve delivery of services to its clients.

- **Establishment of facilities management contracts:** During the 2016/17 financial year, the Department commissioned and completed a condition assessment of all its properties in Cape Town and Pretoria. Based on the condition assessments a maintenance plan has been developed to improve the condition of the properties and will be implemented during the MTEF period. Three facilities management contracts will be established to ensure improved turnaround times for day to day maintenance and preventative maintenance. This intervention will ensure that the Department improves the lifecycle of its immoveable assets and eliminate any irregular expenditure due to emergencies.

- **Establishment of a term contract for the provision of furniture and related services:** In the past, the provision of moveable assets to Prestige clients has presented various challenges to the Department. In certain cases it took the Department at least six months to deliver furniture in accordance with its Supply Chain Management processes. The provision of furniture is done in a reactive manner resulting in prolonged delivery timeframes. The establishment of the term contracts will ensure that a proactive approach is adopted. The Department will conduct condition assessments of all moveable assets and develop a multi-year demand management plan. The supplier will also develop a three option furniture catalogue from which the Department will rollout standardised furniture. The rollout will be guided by the norms and standard document for the provision of moveable assets.

- **Policy development:** The Department has made significant progress in developing policies to regulate Prestige services in line with the Ministerial Handbook. During the MTEF period the following policies will be developed to ensure alignment of the policy framework with service delivery expectations: policy on the utilisation of the bus services at the Parliamentary Villages, policy on the utilisation of Prestige Facilities at the Parliamentary Villages and a policy on the donating of Prestige moveable structures to public bodies or other departments. The Department will also be signing a Service Level Agreement (SLA) with the South African Police Service in respect of the implementation and management of security measures at Prestige facilities.

- **Improving the SCM procurement in the events management environment:** During the 2017/18 financial year the Department will implement supply chain management reforms specifically for events management and State visits. Through the establishment of term contracts the turnaround times in the provision of

these specialised services will significantly improve. A similar reform will be introduced to deal with State visits and ad hoc State events. The Department will also purchase its own events infrastructure and build internal capacity in order to reduce costs and to provide the required services within acceptable timeframes.

7.2.2 BUSINESS IMPROVEMENT WITHIN THE DEPARTMENT

The second phase of the Turnaround Strategy, namely, Efficiency Enhancement extends from 2014 to 2019. In enhancing performance, numerous interventions have been identified to fast track efficiencies within the Department. Turnaround interventions are aimed at driving improvements in processes, systems, technologies and procedures across the Department. The following interventions runs through the Department and the PMTE:

7.2.2.1 REDUCTION IN FRAUD AND CORRUPTION

The objective of this intervention is to ensure that the Department enhances the implementation of the holistic fraud prevention strategy with emphasis being on the application of pro-active measures to enhance operational efficiency. This approach is based on four key pillars being: prevention, detection, investigation and resolution. The objectives of the Strategy are to:

- Combat fraud and corruption in the Department in all its forms, through the implementation of prevention measures;
- Promote a culture of adherence to policies and procedures;
- Promote good governance and best practices;
- Promote ethical conduct by all stakeholders;
- Promote awareness, training and education about fraud and corruption including to promote a culture of whistle-blowing; and
- Emphasise the Department's culture of zero tolerance for fraud and corruption

To date, the Department has significantly reduced the backlog of investigation cases (some going as far back as the 2009/10 financial year). A total of 364 cases were reported for investigation between the 2009/10 and 2016/17 financial years, of which 329 have been finalised; 10 referred to other Business Units and Law Enforcement Agencies for further handling and 25 cases are currently being investigated. The above investigations resulted in 160 disciplinary actions, with sanctions ranging from dismissals, final written warnings and suspensions without pay. Currently all investigations are instituted within 30 days of receipt of allegations.

The focus over the remaining period of this intervention will entail:

i. Conducting pro-active detection reviews on high risk areas within the business operations and advise management on mitigation of identified areas. Through the usage of data analytics and detection reviews (assisted by the Special Investigating Unit - SIU), suspicious payments in relation to expenditure incurred for unscheduled maintenance as well as lease escalations are identified and corrective action recommended.

ii. Assisting in the recovery of State-owned properties that have been misappropriated through the re-launch of Operation Bring Back.

iii. Conducting a comprehensive review of the Department's fraud prevention plan including the fraud risk management plan. The purpose of the review is to ensure that the Department implements an efficient and responsive fraud prevention plan to mitigate the occurrence of fraud and corruption.

7.2.2.2 SERVICE DELIVERY IMPROVEMENT PROGRAMME (SDIP)

Government has introduced a Service Delivery Improvement Programme to enhance service delivery and citizen satisfaction levels. The Department's SDIP, for the 2014/15 - 2016/17 cycle, was developed to support and enable Strategic Outcome Oriented Goal 5 by driving the Efficiency Enhancement Phase of the Turnaround Strategy Programme. The Department was, however, unable to fully achieve the set targets over the three year period due to diverse constraints experienced over this period. In addition, the Department has critical dependencies within the Operations Management Framework that are still to be developed. The full implementation of the SDIP, for the next cycle, incorporates revisions to operating procedures and processes that will

enable the Department to be more responsive and efficient with clear lines of responsibility and accountability. It serves as a cornerstone for strategic and operational performance of the Department as it addresses critical aspects of service delivery. The SDIP also incorporates the objectives set out in the NDP including effective and efficient State institutions with skilled public servants who are committed to the public goods and capable of delivering consistently high quality services.

In order to support the implementation of the SDIP, the Department has commenced developing a macro business and governance model that addresses all macro-economic factors, key driving trends, industry and sectoral forces affecting the business operations of the Department. The main focus will be on the major external and uncontrollable factors that influence the Department's decision making and service delivery environment. These factors include socio-economic, demographics, legal, political and technological changes and economic conditions. The implementation of the project will enable the Department to be more responsive to stakeholders including user departments, public entities, public works sector and compliance authorities with clear lines of responsibility and accountability.

7.2.2.3 A ROBUST CHANGE MANAGEMENT STRATEGY (CMS) AND CHANGE MANAGEMENT PLANS

The aim of the Change Management Programme is to facilitate readiness and to support stakeholders during the operationalisation of the Department and the PMTE. Change management is a by-product of the Turnaround Strategy and occurs in various areas in the Department. All identified Turnaround Strategy projects are change initiatives by nature. During the 2016/17 financial year, the Department finalised the organisational structure for both the Department and the PMTE. The ARCHIBUS/ SAGE training for users and managers has commenced in preparation for the full implementation of the Enterprise Resource Planning (ERP) System.

The main deliverables within the Change Management Strategy are as follows:

- The Department introduces and manages changes through different platforms and different means of communication. The Communication Strategy encapsulates change management as one of its key elements. Going forward, the Department will co-ordinate all change management interventions through various fora such as the Executive Management Committee (EXCO), Minister and Top Management Committee (MINTOP), WorxNews Bulletins and other media of communication.

- Creating a platform for Executive Management to engage, communicate and become transformation leaders, as well as an appropriate communication strategy. In this regard, the Department will facilitate Service Excellence Orientation culture change workshops to enable the adoption of the working environment.

- The development of an enabling framework which will empower and put ownership of change in the hands of employees. It provides the tools and techniques of how to manage the change. This will minimise disruptions that occur as a result of the change.

- Ensure that each and every employee, regardless of level, takes ownership of the change and change gets embedded in what they do on a daily basis. It provides the tools and techniques of what to do differently when executing own duties in line with the new vision of the Department and what it means to be and practice customer centricity through providing improved service delivery. The Department will therefore prepare individuals to work according to the new processes where new business processes are being designed. This will further enable the successful adoption of the new systems where new systems are being implemented

7.2.3 CUSTOMISED PERFORMANCE INDICATORS (CPIS) FOR PROVINCIAL PUBLIC WORKS

The Department held its annual planning workshop with its provincial counterparts on 22 June 2016 to update the Customised Performance Indicators (CPIs) for the 2017/18 financial year. The CPIs form part of the Provincial Annual Performance Plans in line with the planning, budgeting, monitoring and reporting framework prescribed in the Framework for Strategic Plans and Annual Performance Plans. The Department plays a supporting role by assisting provincial counterparts to manage performance information and providing systems training for concurrent functions. The Department also monitors the performance informa-

tion produced by the provincial counterparts and uses it to evaluate the overall delivery of services within their sector. The intention is to clarify definitions and standards for performance information in support of regular audits, improve integrated structures, systems and processes required to manage performance information and promote accountability and transparency by providing Parliament, Provincial Legislatures, Municipal Councils and the public with timely, accessible and accurate performance information.

Provinces have varying demands and, with limited resources, delivery will differ across provinces. This is due to the fact that provinces are at different stages in the development of business processes, operating models and structures which direct the implementation of the Annual Performance Plan and the Strategic Plan. This implies that the CPI's that have been set for the Provinces have different sources of information, hence data collection will differ across the Provinces.

Table 13: Customised Performance Indicators for provincial public works

No.	2017/18 Performance Indicators: Annual Indicators	2017/18 Performance Indicators: Quarterly Indicators
Programme 2: Public Works Infrastructure		
1.	CAMP submitted to the relevant Treasury in accordance with GIAMA	-
2.	Number of infrastructure designs ready for tender	Number of infrastructure designs ready for tender
3.	Number of capital infrastructure projects completed within the agreed time period	Number of capital infrastructure projects completed within the agreed time period
4.	Number of capital infrastructure projects completed within agreed budget	Number of capital infrastructure projects completed within agreed budget
5.	Number of planned maintenance projects awarded	Number of planned maintenance projects awarded
6.	Number of planned maintenance projects completed within the agreed contract period.	Number of planned maintenance projects completed within the agreed contract period.
7.	Number of planned maintenance projects completed within agreed budget.	Number of planned maintenance projects completed within agreed budget.
8.	Number of immovable assets verified in the Immovable Asset Register in accordance with the mandatory requirements of National Treasury	-
9.	Number of condition assessments conducted on state-owned buildings	Number of condition assessments conducted on state-owned buildings
Programme 3: Expanded Public Works Programme		
10.	Number of EPWP work opportunities created by the Provincial Department of Public Works/Roads	Number of EPWP work opportunities created by the Provincial Department of Public Works/Roads
11.	Number of Full Time Equivalents (FTE's) created by the Provincial Department of Public Works/Roads	Number of Full Time Equivalents (FTE's) created by the Provincial Department of Public Works/Roads
12.	Number of Beneficiary Empowerment Interventions	Number of Beneficiary Empowerment Interventions
13.	Number of public bodies reporting on EPWP targets within the Province	Number of public bodies reporting on EPWP targets within the Province
14.	Number of interventions implemented to support public bodies in the creation of targeted number of work opportunities in the Province	Number of interventions implemented to support public bodies in the creation of targeted number of work opportunities in the Province

7.3 PERFORMANCE ENVIRONMENT

The 2016/17 financial year has been a year in which the Department has made significant progress in achieving the deliverables of the Turnaround Strategy. Since the introduction of the Turnaround Strategy in 2012, the Department has stabilised a number of operational areas of the business as the basis for introducing greater efficiencies during subsequent phases of the Turnaround Strategy. During the Stabilisation Phase, the Department achieved a number of deliverables ranging from stability at the management level and the review of the organisational structure to suit the mandate of the Department to stabilising internal controls. Despite having realised significant improvement in performance since the Turnaround Strategy was implemented, there are still challenges that have been identified in the 2015/16 audit report in the following two areas:

a. Lack of appropriate valid, accurate and complete information on work opportunities created through the EPWP: Information reported by public bodies and implementing agencies of the Expanded Public Works Expanded Programme (EPWP) in some cases are not supported by reliable portfolios of evidence.

b. Supply Chain Management (SCM): Non adherence to guidelines and prescripts governing SCM remains a challenge within the Department especially within the Prestige environment.

7.3.1 STRATEGIC INTERVENTIONS TO IMPROVE PERFORMANCE

The Department has prioritised the following areas for sustainable improvement to address the challenges and limitations within the operating environment:

7.3.1.1 ENHANCING THE TECHNICAL CAPACITY OF PUBLIC BODIES TO IMPLEMENT THE EPWP.

Additional support will be provided to public bodies to help implement projects in a labour-intensive manner and to report effectively. Local and Provincial Governments as well as organs of State will continue to receive technical support on the EPWP. This will be done through:

- On-going monitoring of projects funded through the EPWP Integrated Grant to ensure compliance to the annual Division of Revenue Act (DORA);
- Assisting public bodies with the collection of data from project sites for reporting on the EPWP Reporting System;
- Monitoring project documentation, as prescribed by the Ministerial Determination, during site visits; and
- Assisting public bodies to design and implement projects in a labour-intensive manner.

7.3.1.2 IMPROVE REPORTING BY PUBLIC BODIES AS REQUIRED BY THE EPWP REPORTING SYSTEM.

The Department's provincial counterparts that coordinate the EPWP, must ensure that the data captured by public bodies is authorised and verified. The Department will monitor the reporting of work opportunities and communicate to the relevant Accounting Officers on areas of non-compliance. Coordinating departments will be required to develop action plans to improve reporting and to ensure full compliance to reporting requirements. Reporting must occur in the prescribed EPWP format and within the required timeframes.

During the site visits, the Department will check the quality of supporting (source) documents for the work opportunities reported in the EPWP Reporting System. The identified deficiencies will be communicated to the relevant Accounting Officers and will further be addressed as standing items on the agenda of Provincial Steering Committee (PSC) meetings, with the purpose of improving public bodies' compliance with the requirements of the reporting system and Ministerial Determination.

7.3.1.3 IMPROVE REPORTING BY IMPLEMENTING PUBLIC BODIES ON EPWP PROJECTS.

The EPWP Reporting System is used for the collection, validation; storing and dissemination of work opportunities and project data on EPWP projects and to monitor the performance of the programme as a whole. The reporting procedures and timelines are closely managed, across the spheres of Government and EPWP sectors. The EPWP Reporting System is managed by the Department who will address under reporting through:

a. Engagement with provinces to establish EPWP Monitoring and Evaluation functions to assist with complete and accurate reporting and monitoring of the programme;

b. Providing support to public bodies to capture data as required on the EPWP Reporting System;

c. Intensify on-going training and support to the public bodies on the EPWP Reporting System; and

d. Investigate the core reasons for under-reporting by the public bodies and provide recommendations accordingly.

7.3.1.4 ENSURE ATTAINMENT OF EPWP TARGETS FOR YOUTH AND FULL TIME EQUIVALENTS (FTES)

The Department will continue to engage with public bodies to design and identify programmes to increase opportunities for the youth participation in EPWP as well as to further engage the PMTE to create opportunities for the youth.

Public bodies are encouraged to focus and implement maintenance programmes which have a longer duration and are more labour–intensive in nature in order to maximise the duration of participants in the programme. To this end, more emphasis will be placed on the selection of long term programmes across all sectors in the EPWP.

7.3.1.5 IMPLEMENTATION OF EPWP STANDARD RECRUITMENT GUIDELINES TO ENSURE UNIFORMITY ACROSS ALL SECTORS IN THE PROCESS OF RECRUITING EPWP PARTICIPANTS

The Department has developed EPWP Recruitment Guidelines in the 2016/17 financial year to ensure uniformity across all sectors in the recruitment of EPWP participants while ensuring that implementing bodies reach the intended target groups. The Guidelines provide guidance to EPWP stakeholders on their roles and responsibilities and apply to all National and Provincial Government Departments, Municipalities, Public Entities and Non-Profit Organisations implementing the EPWP. The recruitment of EPWP participants by public bodies must comply with the fundamental principles of fairness, transparency, equity, ethics, accountability, adequate and accessible information and responsiveness to EPWP requirements.

7.3.1.6 IMPROVED COORDINATION OF EXPANDED PUBLIC WORKS PROGRAMME THROUGH THE PEP-IMC

The Public Employment Programmes-Inter-Ministerial Committee (PEP-IMC), chaired by the Deputy President and supported by the Department as the Secretariat, champions the importance of the public employment opportunities within Government and the wider society. The PEP-IMC oversees the coordination of EPWP among local, provincial and national structures in order to sustain progress towards reaching the target of six million work opportunities whilst paying closer attention to the geographic distribution of such programmes in order to achieve particular developmental impacts.

7.3.1.7 MANAGING INTERGOVERNMENTAL RELATIONS IN AN EFFECTIVE AND EFFICIENT MANNER

The Intergovernmental Relations function was enhanced as part of the revised organisational structure of the Department to give greater attention to the coordination of concurrent functions across the sector. An IGR strategy and framework has been developed and approved with various stakeholders for implementation during the 2017/18 financial year. This framework will ensure that provinces are adequately supported to deliver on identified government priorities.

The Department will continue to facilitate improvement in the delivery of services through the signing of protocol agreements with public bodies across the spheres of government. The Protocol Agreements are intended to:

- Provide clear reference to service ownership, accountability, roles and/or responsibilities between parties;
- Present a clear, concise and measurable description of service provision to the parties concerned; and
- Match perceptions of expected service provision with actual service delivery and support.

Joint planning and resource sharing is critical for the sector to implement services in an integrated manner. This will ensure collaborative relations with stakeholders in delivering the Public Works mandate.

7.3.1.8 IMPROVEMENTS IN MANAGEMENT PRACTICES

The Department has demonstrated incremental improvement in its Management Performance Assessment Tool (MPAT) improving its ratings from an average of 25% scored in 2012 to a rating of 71% in 2015. The MPAT standards is a barometer of the extent to which the Department has performed against preselected management practices in its quest to improve service delivery. As such, MPAT has become part of the Annual Performance Plans to demonstrate continuous improvements. The table below shows the average scores from 2012 through 2015.

Table 14: Average MPAT scores from 2012 to 2015

	2012	2013	2014	2015
Total number of standards	30	32	33	37
Actual scores against the total standards	45 /120	68 /128	76 /132	105.5 /148
Performance level	25%	53%	58%	71%

While the 2015 MPAT results show a substantial improvement, the Department will focus on improving the current controls that will boost poor performing management standards. For the 2017/18 financial year, the Department will focus on the areas scoring below 2.5 whilst maintaining the higher scores through the MPAT Low Score Improvement Plan (MPAT-LSIP).

7.3.1.9 INTEGRATION OF RISK MANAGEMENT INTO PLANNING PROCESSES

The Department recognises risk management as imperative in fulfilling its mandate, service delivery expectations and performance expectations and has therefore adopted a comprehensive approach to the management of its risks through the Risk Management Policy, Risk Management Committee Charter Strategy and sound management of risk. This will enable the Department to anticipate and respond to changes in its service delivery environment, as well as make informed decisions under conditions of uncertainty. The Department has undertaken the review of both strategic and operational risks for the Department and the PMTE which has been incorporated into the Strategic Plan and Annual Performance Plan of the Department. The Department provides reports to the Risk Management Committee, Audit Management Committee and EXCO, on a quarterly basis, to highlight risk management status within the Department. The following projects are planned for implementation in order to improve the risk maturity levels of the Department:

- Development of a Risk Appetite Framework;
- Development of a Combined Assurance Framework;
- Development of a Business Continuity Management Framework and Plan; and
- Development of a Compliance Framework.

7.3.1.10 CONTINUOUS IMPROVEMENT TO HIGH-END LEGAL SERVICES

As part of its commitment to fighting fraud and corruption, the Department ensures that all reported fraud and corruption cases are timeously subjected to disciplinary processes. The Department will continue to give attention to the management of disciplinary hearings and speedy resolution of grievances. The Department has also embarked on a process to prevent default judgments against the Department and attachment of government assets. The high rate of default judgments against the Department has been reduced with consequent savings to the State.

In further improving its performance, the Department will remain focussed on:

- Increasing awareness and promoting ethical conduct amongst its employees;
- Preventing the number of judgments against the department and attachment of government assets;
- Reducing legal costs;
- Maintaining fair labour practices through continued engagement with trade unions;
- Speedily resolving grievances and management of disciplinary hearings,
- Continuously enhancing compliance with procurement processes leading to the appointment of contractors;
- Strengthening the collaboration between investigation agencies, law enforcement units and the legal team in order to ensure successful prosecution; and

- Civil recovery with respect to financial losses incurred through fraud and corruption

7.3.1.11 IMPROVING BUSINESS EFFICIENCY THROUGH ICT ENHANCEMENTS

- The ICT Disaster Recovery Plan (DRP) has recently been updated to include business continuity. The DRP will be implemented by April 2017 using a temporary site at the Johannesburg Regional Office and data centre. The Business Continuity Plan (BCP) will be fully implemented by April 2018 once the refurbishment of the building at the Johannesburg site is completed.

- The Department is currently implementing the Strategic Management System (SAS) to automate its processes in the management, collection, collation, verification, storage and reporting on actual performance. The upgrading and automation of information systems will enable the Department to analyse information and predict tends that will further enhance performance information. The SAS system which has been customised for this purpose will be implemented as from the 2017/18 financial year.

- The ICT Strategy and Policy will be updated and implemented in 2017/18. The purpose of the review is to focus separately on the operations of the Department while a second ICT Strategy will be developed and implemented for the PMTE. The ICT Security Policy will also be updated, tested and implemented to improve cyber security and repond to the latest security threats.

- In the past the migration of data from legacy systems such as the EPWP reporting system was done manually and without a proper audit trail. In order to have an auditable process the migration of data from legacy systems will be handled through the SAS data management software which will ensure proper migration of data. The tool has been put in place during 2016/17 for any new data migration processes and will be fully implemented in 2017/18.

7.3.1.12 REDUCTION OF IRREGULAR EXPENDITURE

The review of bids and quotations before awards has resulted in a significant reduction in irregular expenditure. All bids and quotations will continue to be reviewed across the Department to ensure compliance to relevant prescripts. Investigation of reported cases will commence within 30 days of being reported and will be completed within a period of 90 days after the commencement of the investigation. As at the end of the 2015/16 financial year 40% of the total irregular expenditure of R583 million reported at the end of 2013/14 had been resolved, and the remaining balance will be resolved by the end of 2018/19 financial year.

7.3.1.13 PAYMENTS OF SUPPLIERS WITHIN 30 DAYS

The Department's performance with regard to compliance with the prescript that payments must be processed within 30 days, has declined in 2015/16 when the Department recorded 75% compliance as compared to the 89% compliance in 2014/15. During the 2015/16 financial year, the Department experienced challenges with financial systems as payments could not be processed in time, resulting in non-compliance. The 30 day payments reporting system has been developed to replace the manual system and to ensure accurate and reliable reporting on a monthly basis. The system is able to track the progress of each invoice, as well as to provide the information related to the date on which the invoice was received, and the date on which it was paid. In 2017/18, the Department will target full compliance with regard to the processing of payments within 30 days.

7.3.1.14 IMPROVEMENTS IN SUPPLY CHAIN MANAGEMENT

Awarding of bids within agreed timeframes - The regulatory nature of Government procurement implies protracted SCM processes where a bid can take up to 70 days to finalise within the current system. The turnaround times and extension of bid validity periods impact negatively on the delivery of services, and compromise the integrity of the process and the fairness that is required in terms of the SCM regulatory framework. The SCM business processes in the Department, despite being defined with specific timelines and turnaround times, are not always complied with. Strategic planning and operational planning is not adequately linked to procurement planning. As a result, the lead times of procurement are not adequately taken into consideration in project planning and execution.

The Department, in pursuance of its overall Turnaround Strategy, is also focusing on SCM reforms and intends to reduce the time taken to award a bid to 40 days. Business process re-engineering that will align strategy, operations, and procurement processes has therefore been prioritised under the Turnaround Strategy. This intervention will ensure alignment of the Strategy to annual operational planning, ultimately leading to improved monitoring and tracking of turnaround times in the delivery of bids for efficient service delivery. Specialised Bid Adjudication Committees will be set up for the procurement of specific services. This will enable the Department to ensure value for money and that the right expertise is sourced.

Awarding of quotations within agreed timeframes - The processing of quotations is necessary to sustain the day-to-day operations of the Department. Transactions within the quotation threshold are processed as part of the key planning activities that lead to the readiness of key projects to be delivered as part of the business. The awarding of quotations within the prescribed timeframes remains critical to support the delivery of services within the scheduled time period and budgeted cost. The Department will continue to improve efficiencies within SCM for the acquisition of goods, services and works in support of service delivery expectations. Through the SCM Reform Plan, the Department will fully automate the quotation process and optimise the use of the Intenda Solution Suite (ISS) system.

Use of term contracts to improve service delivery turnaround times - SCM has already implemented term contracts for State funerals, State visits, stationery, office furniture, protective clothing and cleaning material. Through these term contracts, economies of scale is realised, and service delivery enhanced. The term contracts are further leveraged to promote preferential procurement. The Department plans to put in place at least three term contracts for commodities to be identified through the strategic sourcing analysis.

Procurement from black-owned companies - The Department will utilise the G-Commerce platform to promote procurement from SMMEs and Historically Disadvantaged Individuals (HDIs). The new draft Preferential Procurement Policy Framework Act Regulations and the Draft Procurement Bill allow for designating procurement for particular target groups. The Department will enforce compliance to the new legislation once this is promulgated by the National Treasury.

7.3.2 DEMAND FOR THE EXPANDED PUBLIC WORKS PROGRAMME: GOVERNMENT'S MEDIUM-TO-LONG TERM POLICY APPROACH TO REDUCING UNEMPLOYMENT

The Department is responsible for coordinating, monitoring and reporting of work opportunities created through the EPWP by implementing public bodies. To this end, the Department ensures:

- Sound leadership and direction in the implementation of EPWP within the public body;
- Dedicated capacity exists for the coordination and implementation of the EPWP;
- Work opportunities that are created from the budgets of the public bodies are reported and captured on the EPWP Reporting System for reporting to Cabinet;
- EPWP Work Opportunity targets set in the Protocol Agreements are met;
- Effective coordination and monitoring of the EPWP within public bodies; and
- PMTE projects are implemented using labour-intensive methods, where possible, to maximise work opportunities created.

The tables below provide a summary of the EPWP Phase III targets per Sector and Sphere of Government:

Table 15: EPWP progress against 5 year targets relating to work opportunities and FTEs (1 April 2014 – 31 March 2016)

Sector	Targeted Work Opportunities	Work Opportunities	% Progress (Work opportunities)	Targeted FTE	FTE	% Progress (FTE)
Infrastructure	2 451 003	611 690	25%	799 240	186 274	23%
Environment & Culture	1 151 504	368 875	32%	447 884	133 274	30%
Social	1 038 929	337 977	33%	570 815	147 743	26%
Non-State: NPO	267 000	106 899	40%	148 178	41 570	28%
Non-State: CWP	1 470 000	420 082	29%	590 956	162 519	28%
TOTAL	6 378 436	1 845 523	29%	2 557 073	671 380	26%
	6 000 000[22]	1 845 523	31%	2 600 000	671 380	26%

Table 16: Work Opportunity targets per sector for the 5 year period

Financial Year	Infrastructure	Environment & Culture	Social	Non-State	Total
2014-2015	379 156	227 650	202 714	236 000	1 045 519
2015-2016	447 671	229 208	205 307	245 000	1 127 186
2016-2017	488 636	230 550	205 968	418 000	1 343 154
2017-2018	546 067	231 173	210 496	419 000	1 406 736
2018-2019	589 473	232 923	214 444	419 000	1 455 840
Totals	2 451 003	1 151 504	1 038 929	1 737 000	6 378 436

Table 17: Work Opportunity targets per sphere of government for the 5 year period

Financial Year	Municipal	Provincial	National	Total
2014-2015	278 382	354 924	412 213	1 045 519
2015-2016	310 992	380 172	436 022	1 127 186
2016-2017	347 578	382 869	612 707	1 343 154
2017-2018	395 238	391 252	620 246	1 406 736
2018-2019	428 875	397 778	629 187	1 455 840
5 year total	1 761 065	1 906 996	2 710 375	6 378 436

The Department is responsible for the coordination, monitoring and evaluation of the implementation of the EPWP across the four sectors and the three spheres of government. The Department also leads the infrastructure Sector. In performing its coordination role, the Department:

i. Develops strategic policies, guidelines and directives to assist public bodies on implementing the EPWP;

ii. Establishes appropriate institutional arrangements such as the National Coordinating Committee (NCC); National Sector Coordination Committees (NSCCs), and Provincial Steering Committees (PSCs); and

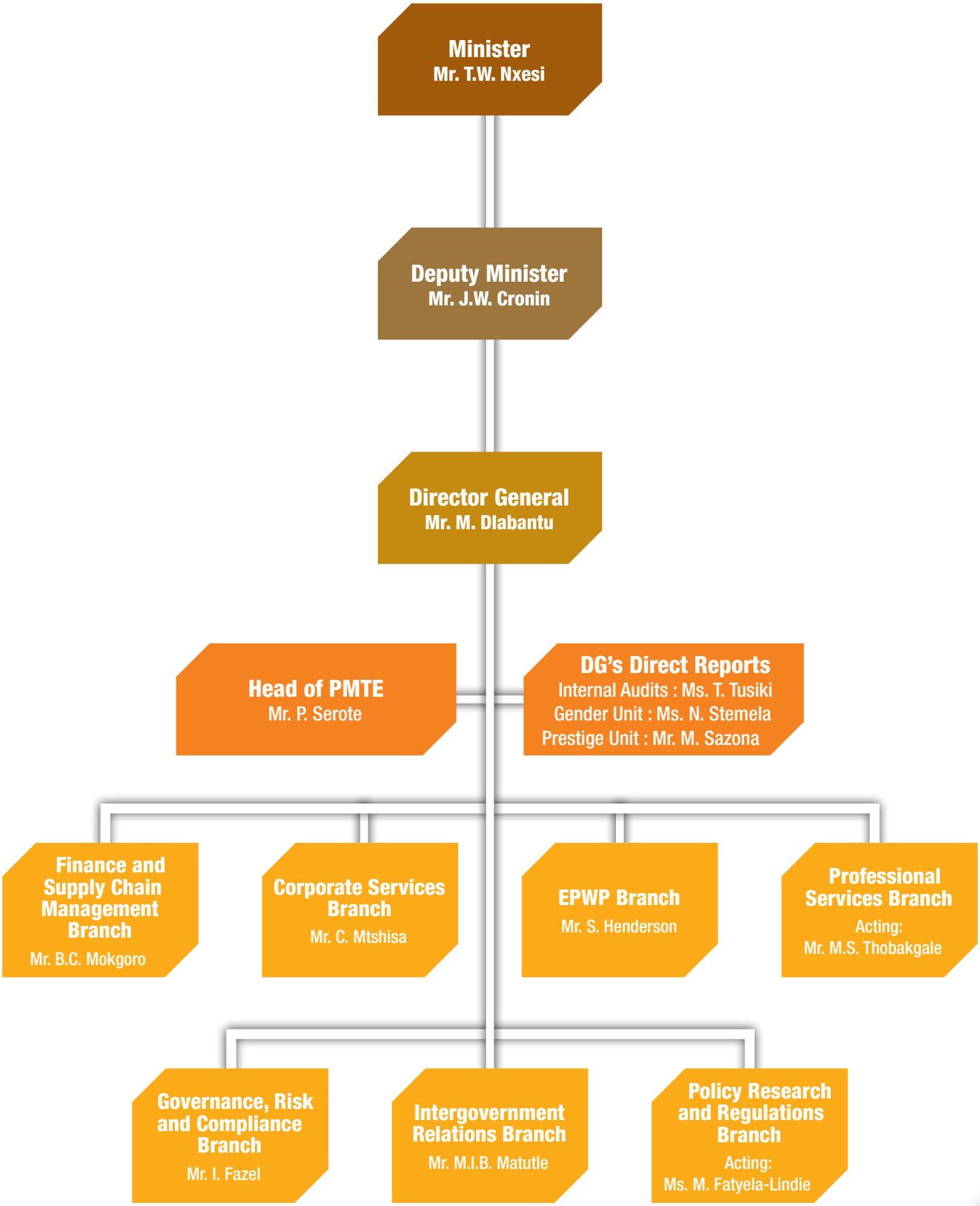
iii. Strengthens data quality through various M&E processes.

It should be noted that each public body is responsible for capturing the work opportunities created onto the EPWP Reporting System. However the Department is responsible for validating the information on the system and plays a secondary role in terms of reporting, that is, to consolidate the reports captured on the EPWP Reporting System.

22 Official 5 year target (2014-2019) for the EPWP

7.4 ORGANISATIONAL ENVIRONMENT

Figure 9: High Level Organisational Structure of the Department



7.4.1 KEY ISSUES RELATING TO THE ORGANISATIONAL STRUCTURE

The Department has reviewed its organisational structure to ensure that it is optimally aligned to its mandate and strategy. The approval of the revised structure, in September 2016, was followed by several months of extensive internal consultation as well as consultation with the Department of Public Service and Administration (DPSA) and National Treasury. The revised Organisational Structure takes into consideration the relevant legislative and regulatory requirements, the operationalisation of the PMTE (which resulted in the separation of functions), building the necessary capacity and capability as well as the reduction of non-core services such as security and cleaning.

Although the revised organisational structure has been approved, it does not fully meet the requirements of the Department due to cost containment measures and repeated reductions in the compensation of employees' budget that have been enforced by the National Treasury. Other pressures hindering full implementation of the structure is that the budget allocation is based on the previous organisational structure resulting in a skewed allocation for compensation of employees'.

The approved organisational structure will be implemented in a phased approach over the MTEF. The Department has developed a Migration Framework to manage the roll-out of the structure. The Framework outlines, in detail, the processes that the Department will follow to deal with issues relating to the decommissioning of the old structure and the commissioning of the new structure, matters around matching and placement of personnel, as well as capacitation through training, re-skilling and recruitment in accordance with the new structure.

7.4.2 FACTORS WITHIN THE ORGANISATIONAL ENVIRONMENT THAT HAVE INFORMED THE ANNUAL PERFORMANCE PLAN

As a result of the operationalistion of the PMTE, the Department will refocus its operating model by placing greater emphasis on the transformation and regulation of the Construction and Property Sectors, coordination of the EPWP as well as the oversight of concurrent functions. The Intergovernmental Relations function enables the Department to refine its role and give effect to improved oversight functions. It aims to ensure that coordinated and integrated delivery of the concurrent functions is implemented with regard to determining legislative and regulatory prescripts, formulating policy, setting norms and standards, Monitoring and Evaluation and overseeing the implementation of these responsibilities. Through the Professional Services function, the Department will oversee and manage the implementation of Professional Services Capacity Building Programmes, across all Government spheres.

The newly conceptualised Professional Services function will ensure that the Department plays a pivotal role in the supply of built environment skills to support the work of the Presidential Integrated Projects as overseen by the Presidential Infrastructure Coordinating Commission (PICC). Furthermore, Professional Services will maintain partnerships with relevant stakeholders such as institutions of higher learning to strengthen and facilitate the provision of built environment skills. This will enable the Department to support all Government spheres with the institutionalisation of capacity building programmes and the provision of built environment skills and capacity.

The primary focus within the Department will be to capacitate the areas of Intergovernmental Relations, Professional Services, Governance, Risk and Compliance, Property and Construction Industry Policy and Research, EPWP and Prestige to improve performance and efficiencies across these functions. Since, the MTEF baseline allocation does not cater for the full capacitation of the new structure, the Department will continue to implement cost containment measures to prevent any over expenditure. The following strategies will be used to remain within the MTEF baseline allocation:

i. Vacancies caused by natural attrition will not be filled (except for critical positions that can be funded within the baseline allocation);
ii. Non – renewal of fixed term contracts for non- critical functions;
iii. Management of overtime on critical areas only; and
iv. Activation of funded positions in the implementation of the new structure.

The table below provides a summary of the Departmental staff complement as at November 2016:

Table 18: Department of Public Works - staff establishment

Salary Level	Filled posts	Vacant posts	Total (Filled & Vacant)	Current vacancy rate (%)	Additional to the establishment
1	0	0	0	0	572
2	0	0	0	0	1
3	0	0	0	0	79
4	1	5	6	83,33	17
5	34	17	51	33,33	6
6	14	1	15	6,67	11
7	77	33	110	30,00	22
8	87	21	108	19,44	16
9	12	1	13	7,69	2
10	93	23	116	19,83	5
11	11	5	16	31,25	10
12	170	22	192	11,46	7
13	53	16	69	23,19	6
14	18	5	23	21,74	1
15	4	2	6	33,33	2
16	3	0	3	0,00	1
Total	**577**	**151**	**728**	**20,74**	**758**

The Department has a total staff establishment of 728 posts of which 577 are filled permanently, 758 are filled additionally and 151 are vacant. An integrated Human Resource Plan has been developed to respond to Government's priorities and to align the Department's workforce with the mission, vision, strategic goals and financial resources of the Department. The Human Resource Plan, which identifies current and future human resources needs for the Department to achieve its strategic goals, is reviewed annually in line with the Department's strategy and structure to ensure that the appropriately skilled people are able to respond to critical areas in the course of delivering on the mandate of the Department. The Department exposes employees to various training interventions to close skills gaps and enhance knowledge and skills in their respective areas. These human resource development interventions emanate from the employees' Personal Development Plans that are consolidated into a Workplace Skills Plan.

The Department is also implementing a structured Talent Pipeline Strategy that contributes to high level Human Capital Development and to the creation of a pool of critical skills. Such skills are aimed at changing the profile of the workforce with regard to representatively as well as the size and quality of the Human Capital base required to improve the quality of life of all South Africans. The aim of the Talent Pipeline Programme is to produce professionals who will provide a sustainable environment. Through these programmes young talent is targeted and inspired to take up careers in the Built and Property environments. Special effort is taken to provide assistance to disadvantaged students who want to further their careers. The implementation of the Talent Pipeline Strategy supports talent management for the Department and the PMTE, and, is operationalised in the form of the Schools Programme, Bursary Scheme, Internships, Work Integrated Learning, Learnerships, Young Professionals, Management Trainee, Artisan Development and Mentorship Programmes.

Change Management as a by-product of the Turnaround Strategy, takes place in various areas across the Department. All identified Turnaround Strategy Projects are change initiatives by nature and managed through different platforms and means of communication.

7.5 DESCRIPTION OF THE STRATEGIC PLANNING PROCESS

The Department's strategic planning process was largely informed by the 2030 Agenda for Sustainable Development, the National Development Plan (NDP) and Medium Term Strategic Framework (MTSF). The Sustainable Development Goals (SDGs), are a universal call to action to end poverty, protect the environment and ensure that all people enjoy peace and prosperity. Building on the Millennium Development Goals (MDGs), the 2030 Agenda aims to go further to end all forms of poverty and provides an integrated approach to address a range of social needs including education, health, social protection, and job opportunities, whilst also addressing climate change and environmental protection. It brings together social, environmental and economic dimensions that are essential for sustainable development.

The NDP is the country's Strategic Plan which articulates the desired 2030 vision of South Africa. It focuses on developmental challenges in the country and adopts the outcomes-based approach to reflect on the achievement of sectors and intergovernmental implications rather than on individual departmental outputs. The NDP serves as an umbrella for the cross-cutting strategies, namely the New Growth Path (NGP), the National Infrastructure Plan (NIP), the Industrial Policy Action Plan (IPAP) and other government plans.

This vision is cascaded down into the current administration's 2014-2019 MTSF which is viewed as the first in a series of five-year Planning Cycles that will advance the goals of the NDP. The MTSF articulates Government's commitment to implementing the NDP and delivering on its electoral mandate as well as its constitutional and statutory obligations.

The Department participates in the Technical Implementation Forums that coordinate Government's work towards the achievement of its 14 National Outcomes. The Lead Coordinating Department for each Outcome ensures that all key delivery partners are members of the Implementation Forums. The Implementation Forums are responsible for producing 14 Delivery Agreements, coordinating implementation, and monitoring and reporting progress against the 14 Outcomes to Cabinet Committees.

The Estimates of National Expenditure (ENE), which describes in detail the planned spending in all national government votes over three financial years, is informed by the MTSF.

7.5.1 DEPARTMENTAL STRATEGIC PLANNING PROCESS

The Department's Strategic Planning Process that informs the development of the 2017/18 Annual Performance Plan is set out hereunder:

Figure 10: The Department's Strategic Planning Process:

Recap of the Policy Statement	The Minister of Public Works provides his vision to the Executive Committee of the Department and reconfirms the current strategic direction taking into consideration the changes in both the internal and external environments.
Performance Dialogue with National Treasury and DPME	Performance dialogues held with the National Treasury and Department of Planning Monitoring and Evaluation to agree on institutional performance indicators for 2017/18
Integrated Planning Session	An Integrated Planning Session convened to review the Programme Performance Indicators (i.e. unpack dependencies, address any ommissions and ensure all Programmes are aligned to national cross cutting priorities).
Strategic Management Training	Training sessions conducted for SMS members and middle managers on Strategic Planning, Monitoring and Evaluation
Submission of the 1st Draft APP	The 1st Draft APP submitted to the National Treasury and Department of Planning, Monitoring and Evaluation
Mid Term Review and Planning Session	A Mid Term Review and Planning Session convened to reivew the six month performance, identify emerging strategic risks and identify the priorities to keep the Department moving forward
Submission of the 2nd Draft APP	The 2nd Draft APP submitted to the National Treasury and Department of Planning, Monitoring and Evaluation
Review of the APP based on mid term Cabinet Review, SoNA, Budget Vote Speech	The APP is updated, where required, based on the outcomes of the Cabinet Lekgotla, budget confirmation from National Treasury, Budget Speech and SoNA.
Review of the final Draft APP (internal/external)	The APP is presented internally (EXCO) for final consideration. Presentations are also made to the Audit Committee, Peer Review Workshop (National Treasury, DPME, DPSA) and MinTop.
APP tabled in Parliament	The APP is tabled in Parliament within the timelines provided in the National Treasury Regulations
Development of Business Plans and Performance Agreements	Business Plans are developed to direct the activities required for implementation of the APP. Performance Agreements are signed based on the activities contained in the Business Plans.

7.6 OVERVIEW OF THE 2017 BUDGET AND MTEF ESTIMATES

Table 19: **Expenditure estimates for all Programmes**

Programmes	Audited outcome			Adjusted appropriation	Medium-term expenditure estimate		
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
	(R'000)	(R'000)	(R'000)	(R'000)	(R'000)	(R'000)	(R'000)
Administration	626 683	615 939	479 150	516 006	493 810	512 348	540 463
Intergovernmental Coordination	18 880	26 719	44 747	28 639	60 230	65 040	69 263
Expanded Public Works Programme	1 931 690	1 925 580	1 939 909	2 319 500	2 414 583	2 533 226	2 703 585
Property and Construction Industry Policy Regulation	3 323 744	3 268 292	3 735 387	3 552 562	3 969 871	4 287 734	4 516 174
Prestige	121 657	185 508	81 954	96 092	99 636	95 906	108 295
Total	**6 022 654**	**6 022 038**	**6 281 147**	**6 512 799**	**7 038 130**	**7 494 254**	**7 937 782**

Economic classification	Audited outcome			Adjusted appropriation	Medium-term expenditure estimate		
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
	(R'000)	(R'000)	(R'000)	(R'000)	(R'000)	(R'000)	(R'000)
Current payments	2 787 252	3 020 111	801 893	905 083	960 366	982 241	1 050 170
Compensation of employees	1 471 497	1 591 775	435 858	471 825	486 413	518 347	557 826
Salaries and wages	1 277 037	1 389 442	393 112	419 662	431 107	457 308	492 148
Social contributions	194 460	202 333	42 746	52 163	55 306	61 039	65 678
Goods and services	1 315 755	1 428 327	364 462	433 258	473 953	463 894	492 344
Administrative fees	692	474	1 162	1 282	444	470	496
Advertising	11 903	12 208	7 389	7 812	9 333	9 664	10 284
Minor Assets	4 768	11 803	3 447	7 246	14 618	14 009	15 077

Economic classification	Audited outcome			Adjusted appropriation	Medium-term expenditure estimate		
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
	(R'000)	(R'000)	(R'000)	(R'000)	(R'000)	(R'000)	(R'000)
Audit costs: External	58 594	58 887	16 420	21 145	14 337	14 379	15 643
Bursaries: Employees	1 572	292	147	2 203	2 313	2 447	2 584
Catering: Departmental activities	3 536	2 246	1 866	1 618	1 822	1 813	1 913
Communication (G&S)	25 593	24 030	12 644	7 916	9 714	9 687	10 207
Computer services	24 764	35 906	40 200	39 573	34 577	31 014	32 324
Consultants: Business and advisory services	171 325	48 169	26 214	15 152	28 763	29 862	31 900
Infrastructure and planning services	18 224	22 866	25 340	19 442	9 899	10 473	11 059
Legal services (G&S)	18 378	22 466	14 987	20 038	23 473	20 787	20 736
Contractors	100 737	118 580	43 599	38 337	47 470	44 359	48 025
Agency and support/outsourced services	199 192	254 676	98 892	110 072	127 775	120 736	129 437
Entertainment	720	301	177	449	484	398	423
Fleet services (including government motor transport)	17 630	18 059	1 914	2 277	3 009	3 148	3 189
Inventory: Clothing material and accessories	4 236	-	-	-	-		
Inventory: Fuel, oil and gas	7 571	-	-	-	-	-	-
Inventory: Materials and supplies	901	-	-	-	-	-	-
Inventory: Other supplies	94	-	-	-	-	-	-
Consumable supplies	12 001	17 073	2 071	7 515	2 679	2 825	2 995
Consumables: Stationery, printing and office supplies	10 944	11 502	5 482	6 504	7 907	7 729	8 167
Operating leases	247 585	228 190	3 920	21 507	23 990	26 058	27 611
Rental and hiring	609	837	245	1 292	1 354	1 425	1 505
Property payments	254 260	419 256	1 390	35 974	35 417	38 291	40 139

Economic classification	Audited outcome			Adjusted appropriation	Medium-term expenditure estimate		
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
	(R'000)	(R'000)	(R'000)	(R'000)	(R'000)	(R'000)	(R'000)
Transport provided: Departmental activity	-	5 314	-				-
Travel and subsistence	95 021	85 909	43 543	49 192	52 276	50 405	53 229
Training and development	7 130	14 747	5 083	6 036	10 437	11 240	11 887
Operating payments	9 091	10 326	5 295	5 205	5 624	6 026	6 525
Venues and facilities	8 684	4 210	3 035	5 471	6 238	6 649	6 989
Interest and rent on land	-	9	1 573	-	-	-	-
Interest (Incl. interest on unitary payments (PPP))	-	9	1 573	-	-	-	-
Transfers and subsidies	**2 596 554**	**2 577 774**	**5 411 314**	**5 570 208**	**6 055 742**	**6 488 539**	**6 862 845**
Provinces and municipalities	1 221 445	1 200 256	1 139 399	1 425 668	1 472 615	1 553 335	1 663 269
Provinces	610 167	605 676	551 710	761 671	781 162	823 984	882 298
Provincial agencies and funds	610 167	605 676	551 710	761 671	781 162	823 984	882 298
Municipalities	611 278	594 580	587 689	663 997	691 453	729 351	780 971
Municipal bank accounts	4	5	587 689	6	6	6	6
Municipal agencies and funds	611 274	594 575	-	663 991	691 447	729 345	780 965
Departmental agencies and accounts	802 412	802 476	3 653 519	3 507 375	3 922 086	4 235 897	4 461 110
Departmental agencies (non-business entities)	802 412	802 476	3 653 519	3 507 375	3 922 086	4 235 897	4 461 110
Foreign governments and international organisations	17 555	22 548	23 363	28 234	26 031	27 523	29 064
Public corporations and private enterprises	100 000	50 000	50 000	-	-	-	-
Public corporations	100 000	50 000	50 000	-	-	-	-
Other transfers to public corporations	100 000	50 000	50 000	-	-	-	-
Non-profit institutions	448 679	488 502	535 147	600 427	624 024	660 158	697 126
Households	6 463	13 992	9 886	8 504	10 986	11 626	12 276

Economic classification	Audited outcome			Adjusted appropriation	Medium-term expenditure estimate		
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
	(R'000)	(R'000)	(R'000)	(R'000)	(R'000)	(R'000)	(R'000)
Social benefits	6 463	9 407	795	3 504	5 986	6 626	6 996
Other transfers to households	-	4 585	9 091	5 000	5 000	5 000	5 280
Payments for capital assets	**631 060**	**420 714**	**23 537**	**37 508**	**22 022**	**23 474**	**24 765**
Buildings and other fixed structures	567 365	315 914	-	-	-	-	-
Buildings	567 365	315 914	-	-	-	-	-
Machinery and equipment	47 511	103 577	23 180	37 508	22 022	23 474	24 765
Transport equipment	137	1 374	949	-	-	-	-
Other machinery and equipment	47 374	102 203	22 231	37 508	22 022	23 474	24 765
Software and other intangible assets	16 184	1 223	357	-	-	-	-
Payments for financial assets	**7 788**	**3 439**	**44 403**	**-**	**-**	**-**	**-**
Total economic classification	**6 022 654**	**6 022 038**	**6 281 147**	**6 512 799**	**7 038 130**	**7 494 254**	**7 937 780**

7.6.1 RELATING EXPENDITURE TRENDS TO THE STRATEGIC OUTCOME ORIENTED GOALS OF THE DEPARTMENT

Figure 11: Budget allocation per Programme

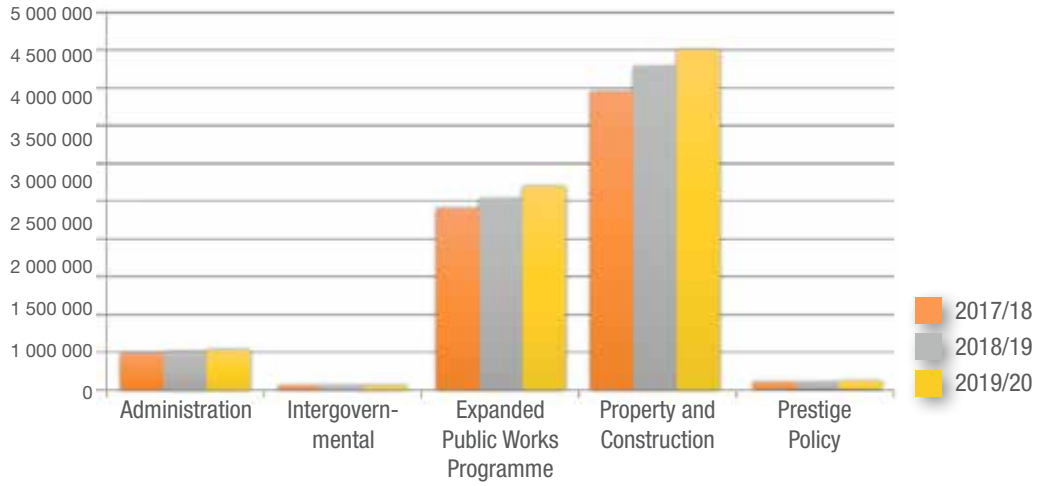
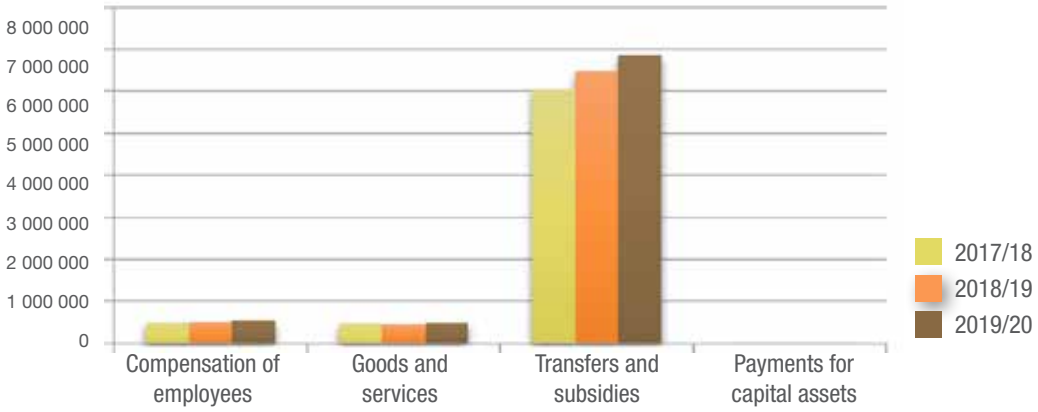


Figure 12: Summary Budget allocation per Economic Classification



The average growth in the allocation to the Department over the MTEF period is 6.7%. The budget reduction in 2017/18 amounts to R183 million (2.5% of the baseline amount), R168 million in 2018/19 (reducing the baseline amount by 2.2%), and R163 million in 2019/20 (resulting in a 2% reduction). The bulk of the reductions over the MTEF period are against transfers and subsidies. The ceiling for compensation of employees has been reduced over the MTEF period, resulting in a reduction of R2 million in the first year, R2.2 million in second year, and R2.3 million in third year of the MTEF period.

An average of 86.4% of the total budget over the medium term is allocated to transfers and subsidies for the operations of the Department's entities; this includes the Property Management Trading Entity, which performs the immovable asset management functions on

behalf of the Department of Public Works; the Construction Industry Development Board, which provides strategic leadership to the construction industry; and the Council for the Built Environment, which promotes and protects the interests of the public in the built environment. The Department also makes transfer payments in the form of conditional grants to Provinces and Municipalities for the implementation of the EPWP.

The spending focus over the medium term within the Administration Programme will be on activities directed at combatting fraud and corruption, improving governance processes and internal controls, integrating ICT systems, and implementing change management activities, as well as on office accommodation. The bulk of the expenditure is on the compensation of employees and goods and services. During 2013/14 and 2014/15, spending on goods and services increased significantly due to the implementation of the Turnaround Strategy in the Department. The decrease on the goods and services in this programme from 2015/16 is linked to the phasing out of the completed Turnaround Strategy projects and funds devolving to the PMTE.

The spending focus over the medium term within the Intergovernmental Coordination Programme will be on improving cooperative governance across the three spheres of Government in partnership with relevant State entities, and ensuring integrated planning and implementation of identified public works sector priorities. The average growth in the allocation to the Programme over the medium term period is 30.1%, and the increase is mainly due to the operationalisation of a dedicated Professional Services function within the Department which gives effect to the mandate to build State capacity in the Built Environment Professions. The Department will provide continued support and guidance to the public works sector in terms of planning and coordination of concurrent functions. The Department will also establish monitoring mechanisms to address the negative sector audit outcomes to improve performance in the medium term.

The EPWP continues to be a successful income-generating programme which benefits the poor and the youth. Its fundamental objective is to increase employment opportunities so that individuals, who cannot find work and/or have a low income, can earn an income and gain experience and skills through productive work, using of labour intensive methods. The bulk of the Programme's budget goes towards the payment for performance based incentives to eligible Provinces, Municipalities and Non-Profit Organisations (NPOs) to incentivise them to increase job creation efforts in the EPWP. Over the medium term, the budget for the EPWP will increase at an average of 5%, with the bulk of the expenditure aimed towards the transfers for the payment of performance-based incentives to eligible Provinces, Municipalities and NPOs to incentivise them to increase job creation efforts in the EPWP.

The average growth in the allocation to the Property and Construction Industry Policy and Research Programme over the medium term period is 8.2%. The spending focus over the medium term will be on providing strategic leadership for the regulation of the construction sector to contribute to growth and transformation and sound public sector immovable asset management. This will be achieved through the review of the Public Works White Papers, as well as the review of the cidb and CBE legislation. The programme's expenditure decreased from R4.9 billion to R3.8 billion in 2015/16 at an average rate of 8,3%.

The spending focus over the medium term within the Prestige Policy Programme will be on developing and reviewing policies for the prestige accommodation portfolio in line with the Ministerial Handbook, improving the delivery of services to Prestige clients with regard to the provision of both movable and immovable assets, as well as meeting the protocol responsibilities for State functions. The increased expenditure during 2013/14 and 2014/15 was due to State functions for State funerals and presidential inaugurations.

PART B

PROGRAMME AND SUB-PROGRAMME OBJECTIVES

8. PROGRAMME BUDGET STRUCTURE

Programme	Sub-programme
1. Administration	Ministry
	Management
	Finance and Supply Chain Management
	Corporate Services
	Office Accommodation
2. Intergovernmental Coordination	Monitoring, Evaluations and Reporting
	Intergovernmental Relations and Coordination
	Professional Services
3. Expanded Public Works Programme (EPWP)	EPWP Monitoring and Evaluation
	EPWP Infrastructure
	EPWP Operations
	EPWP Partnership Support
	Public Employment Coordinating Commission
4. Property and Construction Industry Policy and Research	Construction Policy Development Programme
	Property Policy Development Programme
	Sector Research and Analysis
	Property Management Trading Entity
	Construction Industry Development Board
	Council for the Built Environment
	Independent Development Trust
	Construction Education Training Authority
	Assistance to Organisations for Preservation of National Memorials
5. Prestige Policy	Prestige Accommodation and State Functions
	Parliamentary Villages Management Board

8.1 PROGRAMME 1: ADMINISTRATION

Purpose of the programme: Provide strategic leadership management and support services to the Department

8.1.1 **PROGRAMME 1: STRATEGIC OBJECTIVES AND MEDIUM-TERM TARGETS FOR 2017/18 TO 2019/20**

Table 20: **Strategic objectives and medium-term targets for 2017/18 – 2019/20**

Strategic Objective		Strategic Plan Target (5 year target)	Audited/ Actual Performance			Estimated Performance 2016/17	Medium-Term Targets		
			2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
Sub Programme: Management									
1.	To improve governance processes within the Department and PMTE	100% compliance of management practices as per MPAT	50% (2.0) compliance of management practices as per MPAT	46% (1.8) compliance of management practices as per MPAT	67.5% (2.7) compliance of management practices as per MPAT	88% (3.5) compliance of management practices as per MPAT	95% compliance of management practices as per MPAT	100% compliance of management practices as per MPAT	100% compliance of management practices as per MPAT
2.	To combat fraud and corruption within the Department and PMTE	85% reduction in fraud and corruption risk levels	_	_	40% (1,7) reduction in fraud and corruption risk levels	65% reduction in fraud and corruption risk levels	75% reduction in fraud and corruption risk levels	80% reduction in fraud and corruption risk levels	85% reduction in fraud and corruption risk levels
Sub Programme: Finance and Supply Chain Management									
3.	To provide a compliant internal control, financial and SCM service	Clean audit outcome	Improved audit outcome for 2012/13 (Qualification)	Improved audit outcome for DPW for 2012/13 (Unqualified outcome with 4 matters of emphasis and 13 matters of non-compliance)	Unqualified audit outcome for 2014/15 with 2 negative emphasis of matter	Unqualified audit outcome for 2015/16 with 2 negative emphasis of matter	Clean audit outcome for 2016/17	Clean audit outcome for 2017/18	Clean audit outcome for 2018/19
Sub Programme: Corporate Services									
4.	To facilitate organisational transformation through effective performance management.	An integrated HR Plan for DPW and PMTE developed annually	DPW HR Plan submitted to DPSA by 31 March 2014	DPW HR Plan submitted to DPSA by 31 March 2015	HR Plan for DPW and PMTE developed and submitted to DPSA by 31 March 2016	HR Plan for DPW and PMTE developed and submitted to DPSA by 31 March 2017	HR Plan for DPW and PMTE developed and submitted to DPSA by 31 March 2018	HR Plan for DPW and PMTE developed and submitted to DPSA by 31 March 2019	HR Plan for DPW and PMTE developed and submitted for DPSA by 31 March 2020

Strategic Objective		Strategic Plan Target (5 year target)	Audited/ Actual Performance			Estimated Performance 2016/17	Medium-Term Targets		
			2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
5.	To provide an enterprise ICT architecture that supports all business functions	An integrated Business system for PMTE	_	Billing and accounting financial system implemented	Financial system integrated	Financial system implemented	Property Management Systems integrated	Property, Construction systems and Finance integrated	-
6.	To protect the interests of the Department by providing legal services	100% of litigation cases managed within the period stipulated by court procedures	107 (100%) litigation cases managed within the period stipulated by court procedures	126 (100%) litigation cases managed within the period stipulated by court procedures	129 (100%) litigation cases managed within the period stipulated by court procedures	160 (100%) of litigation cases managed within the period stipulated by court procedures	100% of litigation cases managed within the period stipulated by court procedures	100% of litigation cases managed within the period stipulated by court procedures	100% of litigation cases managed within the period stipulated by court procedures

8.1.2 PROGRAMME 1: PROGRAMME PERFORMANCE INDICATORS AND MEDIUM-TERM TARGETS FOR 2017/18 TO 2019/20

Table 21: Performance indicators and medium-term targets for 2017/18 – 2019/20

Performance Indicator		Audited/ Actual Performance			Estimated Performance 2016/17	Medium-Term Targets		
		2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
Sub Programme: Management								
Strategic Objective: To improve governance processes within the Department and PMTE								
1.	Change in the index score for management practices	2 Average score for management practices	1.8 Average score for management practices	2.7 Average score for management practices	3.5 Average score for management practices	3.8 index score for management practices	4.0 index score for management practices	4.0 index score for management practices
Strategic Objective: To combat fraud and corruption within the Department and PMTE								
2.	Percentage of investigations initiated within 30 days in respect of validated allegations	0 investigations initiated within 30 days in respect of validated allegations	100% (35) investigations initiated within 30 days in respect of validated allegations	100% (50) investigations initiated within 30 days in respect of validated allegations	100% (24)[23] investigations initiated within 30 days in respect of validated allegations	100% investigations initiated within 30 days in respect of validated allegations	100% investigations initiated within 30 days in respect of validated allegations	100% investigations initiated within 30 days in respect of validated allegations
3.	Number of interventions recommended resulting from fraud risk management	_	_	_	4 interventions recommended for mitigation of fraud risks within DPW and PMTE	4 interventions recommended for mitigation of fraud risks within DPW and PMTE	4 interventions recommended for mitigation of fraud risks within DPW and PMTE	4 interventions recommended for mitigation of fraud risks within DPW and PMTE

23 24 Investigations initiated within 30 days as at 31 December 2016

Performance Indicator		Audited/ Actual Performance			Estimated Performance 2016/17	Medium-Term Targets		
		2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
Sub Programme: Finance and Supply Chain Management								
Strategic Objective: To provide a compliant internal control, financial and supply chain management service								
4.	Percentage change in the irregular expenditure baseline	R583 million (cumulative since 2009)	R400 million (cumulative since 2009)	44% (R254 million) reduction of irregular expenditure baseline	40% (R146 million) reduction of irregular expenditure baseline	80% reduction of the irregular expenditure baseline	100% reduction of the irregular expenditure baseline	100% reduction of the irregular expenditure baseline
5.	Percentage of compliant invoices settled within 30 days	75% (80 384) compliant invoices settled within 21 days for DPW	89% (60 522) compliant invoices settled within 30 days for DPW	75% (20 209) compliant invoices settled within 30 days	100% (22 700) compliant invoices settled within 30 days	100% compliant invoices settled within 30 days	100% compliant invoices settled within 30 days	100% compliant invoices settled within 30 days
6.	Percentage of bids awarded within 56 working days of closure of tender advertisement	89 bids awarded in 2012/13 for DPW	119 bids awarded in 2013/14 for DPW	78% (20 out of 25 bids) of bids awarded within 56 days for DPW	31% (5 out of 16) of bids awarded within 56 working days of closure of tender advertisement	65% of bids awarded within 56 working days of closure of tender advertisement	70% of bids awarded within 56 working days of closure of tender advertisement	75% of bids awarded within 56 working days of closure of tender advertisement
7.	Percentage of quotations awarded within 30 days from requisition date	741 Quotations awarded in 2013/14 for DPW	873 Quotations awarded in 2014/15 for DPW	58% (268 out of 455 quotations) awarded within 14 days for DPW	79% (122 out of 155) of quotations awarded within 30 days from requisition date	88% of quotations awarded within 30 days from requisition date	90% of quotations awarded within 30 days from requisition date	92% of quotations awarded within 30 days from requisition date
Sub Programme: Corporate Services								
Strategic Objective: To facilitate organisational transformation through effective performance management.								
8.	Percentage of funded prioritised vacancies filled as per approved recruitment plan	565 positions filled	1 626 positions filled	100% funded prioritised vacancies filled (603 appointments made, 107 promotions)	52% (129 of 250) funded prioritised vacancies filled within 4 months from the date of advertisement	100% funded prioritised vacancies filled within 6 months from the date of advertisement	100% funded prioritised vacancies filled within 6 months from the date of advertisement	100% funded prioritised vacancies filled within 6 months from the date of advertisement
Strategic Objective: To provide an enterprise ICT architecture to support all business functions								
9.	Number of property management modules implemented	_	_	Procurement of a Property Management System	2 modules implemented for PMTE (Asset Register and Lease)	1 module implemented for PMTE (Infrastructure Management)	_	_

Performance Indicator		Audited/ Actual Performance			Estimated Performance 2016/17	Medium-Term Targets		
		2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
10.	ERP system developed for the public works sector	-	-		-	Assessment of current ERP across the sector	Specification of the new ERP system developed	Phased implemented on the ERP system for the sector
Strategic Objective: To protect the interests of the Department by providing legal services								
11.	Percentage of reported fraud and corruption misconduct cases subjected to disciplinary processes	1 fraud and corruption misconduct cases finalised	3 fraud and corruption misconduct cases finalised	100% (7) fraud and corruption misconduct cases subjected to disciplinary processes	100% (7) reported fraud and corruption misconduct cases subjected to disciplinary processes	100% reported fraud and corruption misconduct cases subjected to disciplinary processes	100% reported fraud and corruption misconduct cases subjected to disciplinary processes	100% reported fraud and corruption misconduct cases subjected to disciplinary processes
12.	Percentage of default judgments against the Department prevented	86% (13) Default Judgements prevented	98% (2) Default Judgements prevented	99% (1) default judgements prevented	100% (0) default judgments against the Department prevented	100% default judgments against the Department prevented	100% default judgments against the Department prevented	100% default judgments against the Department prevented

8.1.3 PROGRAMME 1: PROGRAMME PERFORMANCE INDICATORS AND QUARTERLY TARGETS FOR 2017/18

Table 22: Performance indicators and quarterly targets for 2017/18

Performance Indicator		Reporting period	Annual Target 2017/18	Quarterly Targets			
				1st	2nd	3rd	4th
Sub Programme: Management							
1.	Change in the index score for management practices	Quarterly	3.8 index score for management practices	-	-	3.8 index score for management practices	-
2.	Percentage of investigation initiated within 30 days in respect of validated allegations	Quarterly	100% Investigations initiated within 30 days in respect of validated allegations	100% Investigations initiated within 30 days in respect of validated allegations	100% Investigations initiated within 30 days in respect of validated allegations	100% Investigations initiated within 30 days in respect of validated allegations	100% Investigations initiated within 30 days in respect of validated allegations
3.	Number of interventions recommended resulting from fraud risk management	Bi-annually	4 interventions recommended for mitigation of fraud risk within DPW and PMTE	-	2 interventions recommended for mitigation of fraud risk within DPW and PMTE	-	2 interventions recommended for mitigation of fraud risk within DPW and PMTE
Sub Programme: Finance and Supply Chain Management							
4.	Percentage change in the irregular expenditure baseline	Quarterly	80% reduction of the irregular expenditure baseline	-	-	-	80% reduction of the irregular expenditure baseline
5.	Percentage of compliant invoices paid within 30 days	Quarterly	100% compliant invoices paid within 30 days	100% compliant invoices paid within 30 days	100% compliant invoices paid within 30 days	100% compliant invoices paid within 30 days	100% compliant invoices paid within 30 days
6.	Percentage of bids awarded within prescribed timeframes	Quarterly	65% of bids awarded within 56 working days of closure of tender advertisement	65% of bids awarded within 56 working days of closure of tender advertisement	65% of bids awarded within 56 working days of closure of tender advertisement	65% of bids awarded within 56 working days of closure of tender advertisement	65% of bids awarded within 56 working days of closure of tender advertisement
7.	Percentage of quotations awarded within agreed timeframes	Quarterly	88% of quotations awarded within 30 days from requisition date	88% of quotations awarded within 30 days from requisition date	88% of quotations awarded within 30 days from requisition date	88% of quotations awarded within 30 days from requisition date	88% of quotations awarded within 30 days from requisition date

Performance Indicator		Reporting period	Annual Target 2017/18	Quarterly Targets			
				1st	2nd	3rd	4th
Sub Programme: Corporate Services							
8.	Percentage of funded prioritised vacancies filled as per recruitment plan	Quarterly	100% funded prioritised vacancies filled within 6 months from the date of advertisement	-	100% funded prioritised vacancies filled within 6 months from the date of advertisement	100% funded prioritised vacancies filled within 6 months from the date of advertisement	100% funded prioritised vacancies filled within 6 months from the date of advertisement
9.	Number of property management modules implemented	Quarterly	1 module implemented for PMTE (Infrastructure Management)	1 modules implemented at HO	1 modules implemented at 4 Regional Offices	1 modules implemented at 3 Regional Offices	1 modules implemented at 4 Regional Offices
10.	ERP system developed for the public works sector	Quarterly (cumulative)	Assessment of current ERP across the sector	Assessment of current ERPs in 3 provinces	Assessment of current ERPs in 6 provinces	Assessment of current ERPs in 9 provinces	Consolidated sector report on the ERP for all 9 provinces
11.	Percentage of reported fraud and corruption misconduct cases subjected to disciplinary processes	Quarterly	100% reported fraud and corruption misconduct cases subjected to disciplinary processes	100% reported fraud and corruption misconduct cases subjected to disciplinary processes	100% reported fraud and corruption misconduct cases subjected to disciplinary processes	100% reported fraud and corruption misconduct cases subjected to disciplinary processes	100% reported fraud and corruption misconduct cases subjected to disciplinary processes
12.	Percentage of default judgments against the Department prevented	Quarterly	100% default judgments against the Department prevented	100% default judgments against the Department prevented	100% default judgments against the Department prevented	100% default judgments against the Department prevented	100% default judgments against the Department prevented

8.1.4 RECONCILING PERFORMANCE TARGETS WITH THE BUDGET AND MTEF

Table 23: Expenditure estimates for Programme 1: Administration

Programmes	Audited outcome			Adjusted appropriation	Medium-Term Targets		
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
	(R'000)	(R'000)	(R'000)	(R'000)	(R'000)	(R'000)	(R'000)
Ministry	19 512	23 435	25 265	31 155	37 181	39 719	42 282
Management	88 812	103 752	114 739	90 472	102 551	106 457	113 900
Corporate Services	248 355	281 617	271 694	275 715	238 348	247 463	258 026
Finance and Supply Chain Management	270 004	207 135	67 452	69 264	62 582	64 217	68 987
Office Accommodation	-	-	-	49 400	53 148	54 492	57 268
Total	**626 683**	**615 939**	**479 150**	**516 006**	**493 810**	**512 348**	**540 463**

Economic classification	Audited outcome			Adjusted appropriation	Medium-term expenditure estimate		
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
	(R'000)	(R'000)	(R'000)	(R'000)	(R'000)	(R'000)	(R'000)
Current payments	**596 009**	**545 965**	**427 417**	**486 029**	**480 161**	**494 881**	**526 658**
Compensation of employees	217 673	204 312	251 731	254 247	250 032	269 759	290 316
Salaries and wages	192 742	184 597	229 033	226 910	220 989	238 534	256 712
Social contributions	24 931	19 715	22 698	27 337	29 043	31 225	33 604
Goods and services	378 336	341 653	174 448	231 782	230 129	225 122	236 342
Administrative fees	632	461	1 162	1 282	444	470	496
Advertising	2 218	2 103	3 904	2 308	3 155	3 084	3 331
Minor Assets	272	525	597	655	707	748	789
Audit costs: External	20 127	58 887	16 420	21 145	14 337	14 379	15 643
Bursaries: Employees	1 570	292	147	2 203	2 313	2 447	2 584
Catering: Departmental activities	1 317	1 036	980	1 200	1 379	1 346	1 421
Communication (G&S)	8 695	5 223	10 993	5 609	7 112	6 722	7 053
Computer services	23 875	35 266	39 860	39 069	34 049	30 456	31 735
Consultants: Business and advisory services	48 484	24 049	18 785	8 051	7 433	6 826	7 571
Legal services (G&S)	18 297	22 466	14 987	20 038	23 473	20 787	20 736
Contractors	20 238	4 770	4 770	3 681	10 229	8 831	9 339
Agency and support/outsourced services	165 775	142 882	23 503	24 639	16 332	14 765	15 357

Economic classification	Audited outcome			Adjusted appropriation	Medium-term expenditure estimate		
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
	(R'000)	(R'000)	(R'000)	(R'000)	(R'000)	(R'000)	(R'000)
Entertainment	397	125	107	209	234	133	144
Fleet services (including government motor transport)	1 758	1 576	1 425	1 852	2 567	2 678	2 694
Inventory: Fuel, oil and gas	3	-	-	-	-	-	
Inventory: Learner and teacher support material	-	-	-	-	-	-	
Inventory: Materials and supplies	5	-	-	-	-	-	
Inventory: Other supplies	-	-	-	-	-	-	
Consumable supplies	45	1 013	1 300	1 196	1 261	1 326	1 411
Consumables: Stationery, printing and office supplies	4 365	3 271	3 144	3 677	3 889	4 256	4 490
Operating leases	30 692	2 887	2 733	20 536	23 177	25 057	26 470
Rental and hiring	59	465	4	512	537	563	595
Property payments	2 370	3 096	1 390	35 619	35 042	37 897	39 723
Travel and subsistence	16 642	18 079	20 856	27 380	27 174	26 081	27 542
Training and development	3 948	9 440	4 610	5 835	9 248	9 975	10 531
Operating payments	3 518	2 300	1 722	2 630	2 828	2 843	3 075
Venues and facilities	3 034	1 441	1 049	2 456	3 209	3 452	3 612
Interest and rent on land	-	-	1 238	-	-	-	-
Interest (Incl. interest on unitary payments (PPP))	-	-	1 238	-	-	-	-
Transfers and subsidies	**856**	**5 196**	**9 608**	**7 650**	**5 264**	**5 882**	**6 230**
Provinces and municipalities	2	3	4	6	6	6	6
Municipalities	2	3	4	6	6	6	6
Municipal bank accounts	2	3	4	6	6	6	6
Households	854	5 193	9 604	7 644	5 258	5 876	6 224
Social benefits	854	608	513	2 644	5 258	5 876	6 224
Other transfers to households	-	4 585	9 091	5 000			
Payments for capital assets	**22 030**	**64 657**	**10 045**	**22 327**	**8 385**	**11 585**	**7 575**
Machinery and equipment	5 978	63 469	9 688	22 327	8 385	11 585	7 575
Transport equipment	-	1 374	918	-	-	-	-
Other machinery and equipment	5 978	62 095	8 770	22 327	8 385	11 585	7 575
Software and other intangible assets	16 052	1 188	357	-	-	-	-
Payments for financial assets	**7 788**	**121**	**32 080**	**-**	**-**	**-**	**-**
Total	**626 683**	**615 939**	**479 150**	**516 006**	**493 810**	**512 348**	**540 463**

8.1.5 PERFORMANCE AND EXPENDITURE TRENDS FOR PROGRAMME 1

The spending focus over the medium-term will be on activities directed at fighting fraud and corruption, improving governance processes and internal controls, integration of IT systems, implementation of change management activities as well as office accommodation. The bulk of this expenditure is on compensation of employees and goods and services.

Over the medium term, the expenditure on transfers and subsidies is projected to increase at an average rate of 1.5 per cent, and this is due to decreased budget for compensation of employees, goods and services, payments for capital assets as well as reprioritisation of funds to Programme 2 for the operationalization of the Professional Services function.

During 2013/14 and 2014/15, spending on goods and services increased significantly due to the implementation of the Turnaround Strategy in the Department. The decrease on the goods and services in this programme from 2015/16 is linked to the completed Turnaround projects and funds devolved to the PMTE. During 2016/17 goods and services increased due to operating lease and property management costs associated with the Department's property portfolio.

8.2 Programme 2: Intergovernmental Coordination

Purpose of the programme: Provide sound sectoral intergovernmental relations and strategic partnerships. 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

8.2.1 PROGRAMME 2: STRATEGIC OBJECTIVES AND MEDIUM-TERM TARGETS FOR 2017/18 TO 2019/20

Table 24: Strategic objective and medium term targets for 2017/18 – 2019/20

Strategic Objective		Strategic Plan Target (5 year target)	Audited/ Actual Performance			Estimated Performance 2016/17	Medium-Term Targets		
			2013/2014	2014/15	2015/16		2017/18	2018/19	2019/20
1.	To ensure integrated planning and coordination of concurrent functions	5 Interventions introduced to improve performance of the sector	_	Integrated planning process introduced for the sector. Intergovernmental Property Rates and Taxes Technical MinMec sub-committee established	PICC 120 days focussed project introduced for the sector. Green building plan developed for the public works sector	Programme support provided to improve GIAMA implementation	Sector guidelines for the National Infrastructure Maintenance Strategy (NIMS) developed for the sector	Sector guidelines for the redevelopment of the small harbours developed for the sector	-
2.	To restore the skills pipeline in the built environment	Built Environment Sector Plan developed (with agreed targets on critical skills)	-	-	-	-	Agreement between State and Non State stakeholders in the identified professions	Funding model approved for the Built Environment Sector Plan	Built Environment Sector Plan approved (Minister)

Strategic Objective		Strategic Plan Target (5 year target)	Audited/ Actual Performance			Estimated Performance 2016/17	Medium-Term Targets		
			2013/2014	2014/15	2015/16		2017/18	2018/19	2019/20
3.	To introduce Asset Management Tools that enable establishment of institutional capacity to manage the public infrastructure programme(s)	Institutional capacity services established in acquisition, operations and implementation in the GIAMA function phases	-	-	-	-	Institutional capacity established in the acquisition phase of GIAMA (SCM procurement reform in construction and property)	Institutional capacity established in the operations phase of GIAMA (leasing, facilities management functions in PMTE)	Institutional capacity established in the implementation phase of GIAMA (construction)

8.2.2 PROGRAMME 2: PROGRAMME PERFORMANCE INDICATORS AND MEDIUM-TERM TARGETS FOR 2017/18 TO 2019/20

Table 25: Programme performance indicators and medium term targets for 2017/18– 2019/20

Programme Performance Indicators								
Performance Indicator		Audited/ Actual Performance			Estimated Performance 2016/17	Medium-Term Targets		
		2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
Strategic Objective: To ensure integrated planning and coordination of concurrent functions								
1.	Number of performance review reports for the Sector Programme of Action presented to MinMec	_	_	_	_	2 performance review reports for the 2017/18 Sector Programme of Action presented to MinMec	4 performance review reports for the 2018/19 Sector Programme of Action presented to MinMec	4 performance review reports for the 2019/20 Sector Programme of Action presented to MinMec
2.	Number of agreements signed for joint service delivery with Provinces and Municipalities	_	_	2 agreements signed for joint service delivery with Provinces and Municipalities	10 agreements signed for joint service delivery with Provinces and Municipalities	20 agreements signed for joint service delivery with Provinces and Municipalities	25 agreements signed for joint service delivery with Provinces and Municipalities	30 agreements signed for joint service delivery with Provinces and Municipalities

Programme Performance Indicators								
Performance Indicator		Audited/ Actual Performance			Estimated Performance 2016/17	Medium-Term Targets		
		2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
3.	Number of reviews conducted on the intergovernmental governance structures	_	_	Intergovernmental Coordination Policy approved	2 reviews conducted on the intergovernmental governance structures	2 reviews conducted on the intergovernmental governance structures	2 reviews conducted on the intergovernmental governance structures	1 review conducted on the Intergovernmental governance structures
4.	Number of Policy Frameworks developed for the Public Works Sector	-	-	-	-	2 Policy Frameworks developed for the Public Works Sector	1 Policy Framework developed for the Public Works Sector	1 Policy Framework developed for the Public Works Sector
Strategic Objective: To restore the skills pipeline in the built environment								
5.	Number of beneficiaries participating in the DPW/PMTE skills development programme	1 027 beneficiaries participating in the DPW skills improvement - 198 Young professionals - 539 interns - 261 Learnerships - 29 Management Trainees	1 114 beneficiaries participating in the DPW skills development programme - 189 Young professionals - 582 interns - 249 Learnerships - 55 Management Trainees	1 294 Beneficiaries participating in the DPW Skills Development - 90 Young Professionals - 700 Interns - 319 Learnerships - 52 Management Trainees - 133 Programme Artisans	1 067 beneficiaries participating in the DPW skills development programme	1 075 beneficiaries participating in the DPW skills development programme - Young Professionals: 104 - Interns: 199 - Learnerships: 396 - Management Trainees: 43 - Programme Artisans: 100 - Bursary Programme: 233	520 beneficiaries participating in the DPW skills development programme - Young Professionals: 104 - Interns: 50 - Learnerships: 120 - Management Trainees: 0 - Programme Artisans: 100 - Bursary Programme: 146	350 beneficiaries participating in the DPW skills development programme - Young Professionals: 54 - Interns: 50 - Learnerships: 0 - Management Trainees: 0 - Programme Artisans: 100 - Bursary Programme: 146
Strategic Objective: To introduce Asset Management Tools that enable establishment of institutional capacity to manage the public infrastructure programme(s)								
6.	Number of Asset Management Service tools approved (within the different GIAMA phases)	-	-	-	-	2 Asset Management Service tools approved for the acquisition phase	2 Asset Management Service tools approved for the operations phase	1 Asset Management Service tools approved for the construction phase

8.2.3 PROGRAMME 2: PROGRAMME PERFORMANCE INDICATORS AND QUARTERLY TARGETS FOR 2017/18

Table 26: Performance indicators and quarterly targets for 2017/18

Programme Performance Indicators							
Performance Indicator		Reporting period	Annual Target 2017/18	Quarterly Targets			
				1st	2nd	3rd	4th
1.	Number of performance review reports for the Sector Programme of Action presented to MinMec	Bi annual	2 performance review reports for the 2017/18 Sector Programme of Action presented to MinMec	-	1 performance review reports for the 2017/18 Sector Programme of Action presented to MinMec	-	1 performance review reports for the 2017/18 Sector Programme of Action presented to MinMec
2.	Number of agreements signed for joint service delivery with Provinces and Municipalities	Quarterly	20 agreements signed for joint service delivery with Provinces and Municipalities	5 agreements signed for joint service delivery with Provinces and Municipalities	5 agreements signed for joint service delivery with Provinces and Municipalities	5 agreements signed for joint service delivery with Provinces and Municipalities	5 agreements signed for joint service delivery with Provinces and Municipalities
3.	Number of reviews conducted on the intergovernmental governance structures	Annual	2 reviews conducted on the intergovernmental governance structures	-	-	-	2 reviews conducted on the intergovernmental governance structures
4.	Number of Policy Frameworks developed for the Public Works Sector	Annual	2 Sector Policy Frameworks developed for the Public Works Sector - Maintenance Framework - Institutional Frameworks on Small Harbours	-	-	-	2 Sector Policy Frameworks developed for the Public Works Sector
5	Number of beneficiaries participating in DPW skills development programme	Annual	1 075 beneficiaries participating in the DPW skills development programme - Young Professionals: 104 - Interns: 199 - Learnerships: 396 - Management Trainees: 43 - Programme Artisans: 100 - Bursary Programme: 233	-	-	-	1 075 beneficiaries participating in the DPW skills development programme - Young Professionals: 104 - Interns: 199 - Learnerships: 396 - Management Trainees: 43 - Programme Artisans: 100 - Bursary Programme: 233
6.	Number of Asset Management Service tools approved (within the different GIAMA phases)	Quarterly	2 Asset Management Service tools approved for the acquisition phase	-	-	1 Asset Management Service tool for construction approved	1 Asset Management Service tool for property management approved.

8.2.4 RECONCILING PERFORMANCE TARGETS WITH THE BUDGET AND MTEF

Table 27: Expenditure estimates for Programme 2: Intergovernmental Coordination

Programmes	Audited outcome			Adjusted appropriation	Medium-term expenditure estimate		
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
	(R'000)	(R'000)	(R'000)	(R'000)	(R'000)	(R'000)	(R'000)
Monitoring, Evaluation and Reporting	11 274	17 928	34 186	14 903	14 026	15 000	16 055
Intergovernmental Relations and Coordination	7 606	8 791	10 561	13 736	46 204	50 040	53 208
Total	**18 880**	**26 719**	**44 747**	**28 639**	**60 230**	**65 040**	**69 263**

Economic classification	Audited outcome			Adjusted appropriation	Medium-term expenditure estimate		
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
	(R'000)	(R'000)	(R'000)	(R'000)	(R'000)	(R'000)	(R'000)
Current payments	**18 787**	**26 293**	**31 892**	**26 339**	**54 355**	**59 165**	**63 108**
Compensation of employees	14 836	21 663	25 897	20 281	39 273	43 015	46 066
Salaries and wages	12 759	18 964	23 143	17 190	34 127	37 396	40 046
Social contributions	2 077	2 699	2 754	3 091	5 146	5 619	6 020
Goods and services	3 951	4 630	5 995	6 058	15 082	16 150	17 042
Advertising	36	234	176	295	313	329	347
Minor Assets	1	166	48	70	178	193	208
Catering: Departmental activities	49	116	139	155	164	173	183
Communication (G&S)	200	204	231	500	605	710	755
Computer services	240	50	49	350	370	391	413
Consultants: Business and advisory services	141	617	1 431	365	470	528	557
Contractors	-	96	-	-	-	-	-
Agency and support/outsourced services	-	-	-	1 050	6 451	6 714	6 876
Entertainment	28	12	13	60	60	64	68
Fleet services (including government motor transport)	4	10	18	10	11	12	13
Consumable supplies	-	15	13	125	175	187	199
Consumables: Stationery, printing and office supplies	296	785	491	437	417	391	415
Operating leases	2	-	6	200	355	516	628
Rental and hiring	15	-	-	-	-	-	
Property payments	-	2	-	-	-	-	
Travel and subsistence	1 071	1 365	1 846	1 202	3 246	3 341	3 528

Economic classification	Audited outcome			Adjusted appropriation	Medium-term expenditure estimate		
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
	(R'000)	(R'000)	(R'000)	(R'000)	(R'000)	(R'000)	(R'000)
Training and development	-	-	400	20	998	1 063	1 143
Operating payments	1 212	754	752	750	872	1 103	1 248
Venues and facilities	656	204	382	469	397	435	461
Transfers and subsidies	**-**	**29**	**4**	**300**	**5 150**	**5 150**	**5 430**
Households	-	29	4	300	5 150	5 150	5 430
Social benefits	-	29	4	300	150	150	150
Other transfers to households	-	-	-	-	5 000	5 000	5 280
Payments for capital assets	93	397	528	2 000	725	725	725
Machinery and equipment	93	397	528	2 000	725	725	725
Other machinery and equipment	93	397	528	2 000	725	725	725
Payments for financial assets	**-**	**-**	**12 323**	**-**	**-**	**-**	**-**
Total	**18 880**	**26 719**	**44 747**	**28 639**	**60 230**	**65 040**	**69 263**

8.2.5 PERFORMANCE AND EXPENDITURE TRENDS FOR PROGRAMME 2

The spending focus over the medium-term will be on improving cooperative governance across the three spheres of Government in partnership with relevant State Entities and ensuring integrated planning and implementation of identified public works sector priorities.

The average growth in the allocation to the programme over the medium term period is 30.1 per cent, and the increase is mainly due to the operationalisation of a dedicated Professional Services function in the Department. The bulk of the expenditure in this programme is spent towards compensation of employees as well as goods and services. The increase is being financed through the reprioritisation of funds from Programme 1. The Department has prioritised the operationalisation of the Professional Services function to give effect to the mandate to create technical capacity for the State in the built environment. The mandate of Professional Services is aligned to Chapter 9 of the National Development Plan and Outcome 5 in the Medium Term Strategic Framework. The Professionals Services function consists of two main workstreams that seek to ensure:

- Coherent consolidation, development and management of the built environment skills pipeline with both State and non-state stakeholders and
- Building of institutional State capacity.

The Department will provide continued support and guidance to the public works sector in terms of planning and coordination of concurrent functions. The Department will also establish monitoring mechanisms to address the negative sector audit outcomes to improve performance in the medium-term.

8.3 Programme 3: Expanded Public Works Programme

Purpose of the programme: 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.

8.3.1 PROGRAMME 3: STRATEGIC OBJECTIVES AND MEDIUM-TERM TARGETS FOR 2017/18 TO 2019/20

Table 28: Strategic objectives and medium term targets for 2017/18 – 2019/20

Strategic Objective		Strategic Plan Target (5 year target)	Actual Performance			Estimated Performance 2016/17	Medium-Term Targets		
			2014/15	2013/14	2015/16		2017/18	2018/19	2019/20
1.	To monitor and evaluate the implementation of PEPs within the EPWP.	5 Annual Progress Reports on PEPs within EPWP Phase III completed	EPWP Phase II report completed	_	1 Annual Progress Report completed on PEPs within the EPWP for 2014/15	1 Annual Progress Report completed on PEPs within the EPWP for 2015/16	1 Annual Progress Report completed on PEPs within the EPWP for 2016/17	1 Annual Progress Report completed on PEPs within the EPWP for 2017/18	1 Annual Progress Report completed on PEPs within the EPWP for 2018/19
2.	To support NPOs to implement PEPs within EPWP in the Non-State Sector	300 NPOs providing services to communities as per the EPWP principles	_	_	300 NPOs providing services to communities as per the EPWP principles.	300 NPOs providing services to communities as per the EPWP principles	350 NPOs providing services to communities as per the EPWP principles	400 NPOs providing services to communities as per the EPWP principles.	400 NPOs providing services to communities as per the EPWP principles
3.	To support public bodies to implement PEPs within EPWP in the Infrastructure, Social and Environment and Culture Sectors	290 Public bodies implementing EPWP projects as per EPWP requirements	_	_	280 Public bodies implementing EPWP projects as per EPWP requirements.	280 Public bodies implementing EPWP projects as per EPWP requirements	290 Public bodies implementing EPWP projects as per EPWP requirements	290 Public bodies implementing EPWP projects as per EPWP requirements	290 Public bodies implementing EPWP projects as per EPWP requirements
4.	To provide strategic guidance on sector convergence through the development of implementation framework	3 Projects implemented by public bodies as per approved Framework.	_	_	_	-	1 Project implemented by a public body as per approved Framework.	1 Project implemented by a public body as per approved Framework.	1 Project implemented by a public body as per approved Framework.

8.3.2 PROGRAMME 3: PROGRAMME PERFORMANCE INDICATORS AND MEDIUM-TERM TARGETS FOR 2017/18 TO 2019/20

Table 29: Programme performance indicators and medium term targets for 2017/18 – 2019/20

Performance Indicator		Audited/ Actual Performance			Estimated Performance 2016/17	Medium-Term Targets		
		2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
Consolidated Indicators								
Strategic Objective: To monitor and evaluate the implementation of PEPs within the EPWP.								
1.	Number of work opportunities reported in the EPWP-RS by public bodies	1 012 665 validated work opportunities reported.	1 103 983 validated work opportunities reported.	741 540 validated work opportunities reported.	1 343 154 work opportunities reported in the EPWP-RS by public bodies.	1 406 736 work opportunities reported in the EPWP-RS by public bodies.	1 455 840 work opportunities reported in the EPWP-RS by public bodies.	1 455 000 work opportunities reported in the EPWP-RS by public bodies.
2.	Percentage EPWP participation among designated groups (women, youth and persons with disabilities) reported on the EPWP-RS by public bodies	49% Youth (496 205) 61% Women (617 725) 0.98% persons with disabilities (9 924)	51% Youth (563 031) 63% Women (695 509) 0.71% persons with disabilities (7 838)	45.94% Youth (340 663) 68.52% Women (508 103) 1.68% persons with disabilities (12 457)	55% Youth (738 735) 55% Women (738 735) 2% persons with disabilities (26 863)	55% Youth 55% Women 2% persons with disabilities	55% Youth 55% Women 2% persons with disabilities	55% Youth 55% Women 2% persons with disabilities
3.	Number of data quality assessment reports produced.	_	_	_	2 data quality assessment reports produced.	2 data quality assessment reports produced.	2 data quality assessment reports produced.	2 data quality assessment reports produced
Strategic Objective: To support NPOs to implement PEPs within EPWP in the Non-State Sector								
4.	Number of contracted Non Profit Organisations (NPOs) to implement the Non-State Sector (NSS): Non Profit Organisations Programme supported.	329 NPOs contracted.	300 NPOs contracted.	396 NPOs contracted.	300 NPOs contracted.	350 contracted NPOs supported.	400 contracted NPOs supported.	400 contracted NPOs supported.
Strategic Objective: To support public bodies to implement PEPs within EPWP in the Infrastructure, Social and Environment and Culture Sectors								
5.	Number of public bodies provided with technical support.	271 municipalities provided with technical support.	274 municipalities provided with technical support.	278 municipalities provided with technical support.	290 public bodies provided with technical support.	290 public bodies provided with technical support.	290 public bodies provided with technical support.	290 public bodies provided with technical support.
Strategic Objective: To provide strategic guidance on sector convergence through the development of implementation framework								
6.	Number of frameworks on sector convergence approved.	-	-	-	1 Framework approved (Recruitment guidelines on EPWP Participants).	1 Framework approved (Audit guidelines).	1 Framework approved.	1 Framework approved.

8.3.3 PROGRAMME 3: PROGRAMME PERFORMANCE INDICATORS AND QUARTERLY TARGETS FOR 2017/18

Table 30: Performance indicators and quarterly targets for 2017/18

Performance Indicator		Reporting period	Annual Target 2017/18	Quarterly Targets			
				1st	2nd	3rd	4th
Consolidated Indicators							
1.	Number of work opportunities reported in the EPWP-RS by public bodies	Quarterly (Cumulative)	1 406 736 work opportunities reported in the EPWP-RS by public bodies.	250 000 work opportunities reported in the EPWP-RS by public bodies.	650 000 work opportunities reported in the EPWP-RS by public bodies.	950 000 work opportunities reported in the EPWP-RS by public bodies.	1 406 736 work opportunities reported in the EPWP-RS by public bodies.
2.	Percentage EPWP participation among designated groups (women, youth and persons with disabilities) reported on the EPWP RS by public bodies	Quarterly (Cumulative)	55% Youth 55% Women) 2% persons with disabilities	55% Youth 55% Women) 2% persons with disabilities	55% Youth 55% Women) 2% persons with disabilities	55% Youth 55% Women) 2% persons with disabilities	55% Youth 55% Women) 2% persons with disabilities
Programme Performance Indicators							
3.	Number of data quality assessment reports produced.	Bi-annual (Cumulative)	2 data quality assessment reports produced.	-	1 data quality assessment report produced.	-	2 data quality assessment reports produced.
4.	Number of contracted Non Profit Organisations (NPOs) to implement the Non-State Sector (NSS): NPO Programme supported.	Quarterly (Cumulative)	350 contracted NPOs supported.	-	350 contracted NPOs supported.	350 contracted NPOs supported.	350 contracted NPOs supported.
5.	Number of public bodies provided with technical support.	Bi-annual (Cumulative)	290 public bodies provided with technical support.	-	200 public bodies provided with technical support	-	290 public bodies provided with technical support
6.	Number of frameworks on sector convergence approved	Bi-annual (Cumulative)	1 Framework approved (Audit guidelines).	-	Draft framework developed for consultation	-	1 Framework approved.

8.3.4 RECONCILING PERFORMANCE TARGETS WITH THE BUDGET AND MTEF

Table 31: **Expenditure estimates for Programme 3: Expanded Public Works Programme**

Programmes	Audited outcome			Adjusted appropriation	Medium-term expenditure estimate		
	2013/14 (R'000)	2014/15 (R'000)	2015/16 (R'000)	2016/17 (R'000)	2017/18 (R'000)	2018/19 (R'000)	2019/20 (R'000)
Expanded Public Works Programme Monitoring and Evaluation	63 808	66 581	63 541	81 085	70 135	65 107	70 827
Expanded Public Works Programme Infrastructure	1 039 386	1 034 985	1 016 075	1 166 222	1 191 281	1 242 795	1 337 669
Expanded Public Works Programme Operations	727 657	781 107	799 213	1 008 379	1 077 092	1 148 675	1 213 434
Expanded Public Works Programme Partnership Support	100 839	42 907	57 273	56 504	68 539	69 155	73 620
Expanded Public Works Programme Public Employment Coordinating Commission	-	-	3 807	7 310	7 536	7 494	8 035
Total	**1 931 690**	**1 925 580**	**1 939 909**	**2 319 500**	**2 414 583**	**2 533 226**	**2 703 585**

Economic classification	Audited outcome			Adjusted appropriation	Medium-term expenditure estimate		
	2013/14 (R'000)	2014/15 (R'000)	2015/16 (R'000)	2016/17 (R'000)	2017/18 (R'000)	2018/19 (R'000)	2019/20 (R'000)
Current payments	**270 257**	**245 781**	**263 309**	**290 933**	**315 290**	**316 797**	**340 245**
Compensation of employees	108 310	112 425	133 953	154 748	156 379	163 207	175 631
Salaries and wages	96 018	99 663	119 275	137 726	139 643	143 506	154 430
Social contributions	12 292	12 762	14 678	17 022	16 736	19 701	21 201
Goods and services	161 947	133 356	129 356	136 185	158 911	153 590	164 614
Administrative fees	60	-	-	-	-	-	-
Advertising	7 090	4 526	3 212	4 803	5 038	5 333	5 632
Minor Assets	271	197	326	201	212	224	237
Catering: Departmental activities	515	250	731	247	259	272	286
Communication (G&S)	1 261	1 291	1 059	1 415	1 484	1 572	1 661
Computer services	499	208	291	154	158	167	176
Consultants: Business and advisory services	75 709	7 754	794	2 146	12 733	13 472	14 226
Infrastructure and planning services	9 427	15 958	25 340	19 442	9 899	10 473	11 059
Contractors	1 248	656	246	554	1 418	611	645
Agency and support/outsourced services	32 998	76 963	73 967	83 812	103 254	97 707	105 604
Entertainment	118	38	44	75	79	83	87
Fleet services (including government motor transport)	1 147	302	230	311	321	341	359

Economic classification	Audited outcome			Adjusted appropriation	Medium-term expenditure estimate		
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
	(R'000)	(R'000)	(R'000)	(R'000)	(R'000)	(R'000)	(R'000)
Consumable supplies	791	661	291	677	715	758	800
Consumables: Stationery, printing and office supplies	1 313	1 618	1 665	1 929	2 046	2 162	2 283
Operating leases	100	236	582	221	234	247	261
Rental and hiring	524	60	241	421	440	466	492
Transport provided: Departmental activity	-	5 314	-	-	-	-	
Travel and subsistence	24 887	13 607	18 240	16 992	17 517	16 417	17 337
Training and development	355	464	73	181	191	202	213
Operating payments	853	1 612	455	1 085	1 147	1 213	1 282
Venues and facilities	2 781	1 641	1 569	1 519	1 766	1 870	1 974
Transfers and subsidies	**1 659 895**	**1 677 903**	**1 674 424**	**2 026 079**	**2 096 681**	**2 213 665**	**2 360 577**
Provinces and municipalities	1 221 441	1 200 251	1 139 395	1 425 662	1 472 609	1 553 329	1 663 263
Provinces	610 167	605 676	551 710	761 671	781 162	823 984	882 298
Provincial agencies and funds	610 167	605 676	551 710	761 671	781 162	823 984	882 298
Municipalities	611 274	594 575	587 685	663 991	691 447	729 345	780 965
Municipal agencies and funds	611 274	594 575	587 685	663 991	691 447	729 345	780 965
Non-profit institutions	438 281	477 481	534 816	600 257	623 904	660 158	697 126
Households	173	171	213	160	168	178	188
Social benefits	173	171	213	160	168	178	188
Payments for capital assets	**1 538**	**1 803**	**2 176**	**2 488**	**2 612**	**2 764**	**2 763**
Machinery and equipment	1 538	1 803	2 176	2 488	2 612	2 764	2 763
Transport equipment	5	-	31	-	-	-	
Other machinery and equipment	1 533	1 803	2 145	2 488	2 612	2 764	2 763
Payments for financial assets	**-**	**93**	**-**	**-**	**-**	**-**	**-**
Total	**1 931 690**	**1 925 580**	**1 939 909**	**2 319 500**	**2 414 583**	**2 533 226**	**2 703 585**

8.3.5 PERFORMANCE AND EXPENDITURE TRENDS FOR PROGRAMME 3

The spending focus over the medium-term will be on coordinating the implementation of the Expanded Public Works Programme which aims to create work opportunities and provide income support to poor and unemployed through the use of labour intensive methods. The bulk of the programme's budget goes towards the payment for performance based incentives to eligible Provinces, Municipalities and non-profit organisations to incentivise them to increase job creation efforts in the Expanded Public Works Programme.

The average increase of 5.3 per cent in spending between 2013/14 and 2015/16 was due to the allocation of additional funding in the form of performance incentives to eligible public bodies for the creation effort in support of the Phase III. Over the medium-term, the budget for the Expanded Public Works Programme will increase at an average of 5 per cent with the bulk of the of the expenditure going towards the transfers to Provinces, Municipalities and Non-Profit Organisations for the creation of job opportunities.

Compensation of employees and goods and services are projected to increase at an average of 4.3 and 6.5 per cent respectively over the medium term.

8.4 Programme 4: Property and Construction Industry Policy and Research

Purpose of the programme: 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.

8.4.1 PROGRAMME 4: STRATEGIC OBJECTIVES AND MEDIUM-TERM TARGETS FOR 2017/18 TO 2019/20

Table 32: Strategic objective and medium-term targets for 2017/18 – 2019/20

Strategic Objective		Strategic Plan Target (5 year target)	Actual Performance			Estimated Performance 2016/17	Medium-Term Targets		
			2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
1.	To research and develop policies and legislative prescripts for the construction and property sector	3 Legislative Prescripts approved	-	Agrément South Africa (ASA) Bill [B3-2015] and Expropriation Bill [B4-2015] submitted to Parliament	ASA Act promulgated Expropriation Bill [B 4B-2015] adopted by National Assembly	3 Draft policies towards proposed legislative prescripts developed for consultation	-	2 Legislative Prescript submitted to Parliament	1 Legislative Prescript submitted to Parliament

8.4.2 PROGRAMME 4: PROGRAMME PERFORMANCE INDICATORS AND MEDIUM-TERM TARGETS FOR 2017/18 TO 2019/20

Table 33: Programme performance indicators and medium-term targets for 2017/18 – 2019/20

Performance Indicator		Audited/ Actual Performance			Estimated Performance 2016/17	Medium-Term Targets		
		2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
Strategic objective: To research and develop policies and legislative prescripts for the construction and property sectors								
1.	Public Works Bill developed	_	_	_	Situational analysis and recommended research themes submitted to Minister for approval	Draft Public Works White Paper gazetted for public comment	Public Works White Paper submitted to Cabinet for approval Draft Public Works Bill developed for consultation	Public Works Bill submitted to Parliament
2.	Amended Construction Industry Development Board (cidb) Act	cidb 5 Year Review	_	Prompt regulations gazetted	Draft cidb Amendment Bill developed for consultation	Stakeholder consultation on the draft cidb Amendment Bill	cidb Amendment Bill submitted to Parliament	[24]Participation in the Parliamentary process
3.	Amended Council for the Built Environment (CBE) Act	BEP Policy developed	Consultation on the BEP Policy	_	Revised Built Environment Professions (BEP) Policy submitted to Minister for approval	Stakeholder consultation on the draft CBE Amendment Bill	CBE Amendment Bill submitted to Parliament	Participation in the Parliamentary process

24 Participation in the Parliamentary process includes responding to public comments on the Bill and developing suggested amendments in response to the deliberation of the Portfolio and Select Committees

8.4.3 PROGRAMME 4: PROGRAMME PERFORMANCE INDICATORS AND QUARTERLY TARGETS FOR 2017/18

Table 34: Performance indicators and quarterly targets for 2017/18

Performance Indicator		Reporting period	Annual Target 2017/18	Quarterly Targets			
				1st	2nd	3rd	4th
1.	Public Works White Paper developed	Quarterly	Draft Public Works White Paper gazetted for public comment	Draft 1 of Public Works White Paper circulated to stakeholders for comment	Draft 2 of Public Works White Paper circulated to stakeholders for comment	Draft 3 of Public Works White Paper submitted to Minister for approval to gazette for public comment.	Draft Public Works White Paper gazetted for public comment
2.	Amended Construction Industry Development Board (cidb) Act	Quarterly	Stakeholder consultation on the draft cidb Amendment Bill	-	-	Construction industry stakeholders consulted on the Draft cidb Amendment Bill	Draft cidb Amendment Bill approved by Minister to gazette for public comment
3.	Amended Council for the Built Environment (CBE) Act	Quarterly	Stakeholder consultation on the draft CBE Amendment Bill	-	-	Built Environment and Property Sector Stakeholders consulted on the Draft CBE Amendment Bill	Draft CBE Amendment Bill approved by Minister to gazette for public comment

8.4.4 RECONCILING PERFORMANCE TARGETS WITH THE BUDGET AND MTEF

Table 35: Expenditure estimates for Programme 4: Property and Construction Industry Policy Regulations

Programmes	Audited outcome			Adjusted appropriation	Medium-term expenditure estimate		
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
	(R'000)	(R'000)	(R'000)	(R'000)	(R'000)	(R'000)	(R'000)
Construction Policy Development Programme	19 083	18 738	20 861	26 243	45 896	49 211	52 135
Property Policy Development Programme	13 675	12 625	8 416	12 665	14 954	16 494	17 575
Sector Research and Analysis	72 361	77 212	65 626	52 059	74 984	75 203	79 414
Construction Industry Development Board	37 959	41 572	41 994	43 413	48 568	51 385	54 263
Council for the Built Environment	100 000	50 000	50 000	-	-	-	-
Independent Development Trust	1 468	1 630	475	500	516	546	577
Construction Education and Training Authority	3 061 643	3 043 967	3 524 652	3 389 448	3 758 922	4 067 372	4 283 146
Property Management Trading Entity	17 555	22 548	23 363	28 234	26 031	27 523	29 064
Assistance to Organisations for the Preservation of National Memorials	19 083	18 738	20 861	26 243	45 896	49 211	52 135
Total	**3 323 744**	**3 268 292**	**3 735 387**	**3 552 562**	**3 969 871**	**4 287 734**	**4 516 174**

	Audited outcome			Adjusted appropriation	Medium-term expenditure estimate		
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
	(R'000)	(R'000)	(R'000)	(R'000)	(R'000)	(R'000)	(R'000)
Current payments	**1 798 397**	**2 049 037**	**17 086**	**26 036**	**31 175**	**34 426**	**36 696**
Compensation of employees	1 109 856	1 230 172	8 726	16 284	15 546	17 021	18 316
Salaries and wages	957 241	1 065 802	7 984	14 460	13 841	15 155	16 318
Social contributions	152 615	164 370	742	1 824	1 705	1 866	1 998
Goods and services	688 541	818 856	8 360	9 752	15 629	17 405	18 380
Administrative fees	-	13	-	-	-	-	-
Advertising	2 502	5 306	43	363	781	870	923
Minor Assets	3 039	1 056	-	-	-	-	-
Audit costs: External	38 467	-	-	-	-	-	-
Bursaries: Employees	2	-	-	-	-	-	-
Catering: Departmental activities	1 647	834	4	4	5	6	6
Communication (G&S)	15 287	17 102	106	180	290	449	491
Computer services	150	382	-	-	-	-	
Consultants: Business and advisory services	46 955	15 749	4 825	4 590	8 127	9 036	9 546
Infrastructure and planning services	8 797	6 908	-	-			

	Audited outcome			Adjusted appropriation	Medium-term expenditure estimate		
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
	(R'000)	(R'000)	(R'000)	(R'000)	(R'000)	(R'000)	(R'000)
Legal services (G&S)	81	-	-	-	-	-	
Contractors	-	1 117	21	3 602	4 349	4 618	4 877
Agency and support/outsourced services	-	34 313	650	-	700	920	935
Entertainment	151	114	6	5	6	7	7
Fleet services (including government motor transport)	14 696	16 160	1	4	5	6	6
Inventory: Clothing material and accessories	4 236	-	-	-	-	-	-
Inventory: Fuel, oil and gas	7 568	-	-	-	-	-	-
Inventory: Materials and supplies	840	-	-	-	-	-	-
Inventory: Other supplies	94	-	-	-	-	-	-
Consumable supplies	11 164	13 827	1	-	-	-	-
Consumables: Stationery, printing and office supplies	4 780	5 525	97	61	435	479	513
Operating leases	216 766	225 031	10	20	172	183	194
Rental and hiring	11	1	-	-	-	-	
Property payments	251 890	415 835	-	-	-	-	
Travel and subsistence	51 339	49 347	940	432	455	478	505
Training and development	2 827	4 843	-	-	-	-	
Operating payments	3 039	4 992	1 621	40	42	95	105
Venues and facilities	2 213	401	35	451	262	258	272
Interest and rent on land	-	9	-	-	-	-	-
Interest (Incl. interest on unitary payments (PPP))	-	9	-	-	-	-	-
Transfers and subsidies	**927 550**	**885 926**	**3 718 166**	**3 526 407**	**3 938 396**	**4 253 008**	**4 479 178**
Provinces and municipalities	2	2	-	-	-	-	-
Municipalities	2	2	-	-	-	-	-
Municipal bank accounts	2	2	-	-	-	-	-
Departmental agencies and accounts	794 214	793 786	3 644 429	3 497 803	3 912 035	4 225 263	4 449 880
Departmental agencies (non-business entities)	794 214	793 786	3 644 429	3 497 803	3 912 035	4 225 263	4 449 880
Foreign governments and international organisations	17 555	22 548	23 363	28 234	26 031	27 523	29 064
Public corporations and private enterprises	100 000	50 000	50 000	-	-	-	-
Public corporations	100 000	50 000	50 000	-	-	-	-
Other transfers to public corporations	100 000	50 000	50 000	-	-	-	-
Non-profit institutions	10 398	11 021	331	170	120	-	-
Households	5 381	8 569	43	200	210	222	234

	Audited outcome			Adjusted appropriation	Medium-term expenditure estimate		
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
	(R'000)	(R'000)	(R'000)	(R'000)	(R'000)	(R'000)	(R'000)
Social benefits	5 381	8 569	43	200	210	222	234
Payments for capital assets	**597 797**	**330 104**	**135**	**119**	**300**	**300**	**300**
Buildings and other fixed structures	567 365	315 914	-	-	-	-	-
Buildings	567 365	315 914	-	-	-	-	-
Machinery and equipment	30 300	14 155	135	119	300	300	300
Transport equipment	132	-	-	-	-	-	-
Other machinery and equipment	30 168	14 155	135	119	300	300	300
Software and other intangible assets	132	35	-	-	-	-	-
Payments for financial assets	**-**	**3 225**	**-**	**-**	**-**	**-**	**-**
Total	**3 323 744**	**3 268 292**	**3 735 387**	**3 552 562**	**3 969 871**	**4 287 734**	**4 516 174**

8.4.5 PERFORMANCE AND EXPENDITURE TRENDS FOR PROGRAMME 4

The spending focus over the medium-term will be on providing strategic leadership for the regulation of the construction sector to contribute to growth and transformation and sound public sector immovable asset management. This will be achieved through the review of the Public Works White Papers, as well as the review of the cidb and CBE Acts.

The average growth in the allocation to the programme over the medium term period is 8.2 per cent. Expenditure increased in the Programme from R4.9 billion to R3.8 billion in 2015/16 at an average rate negative 8.3 per cent.

Over the medium term, the expenditure on transfers and subsidies is projected to increase at an average rate of 8.3 per cent. An average percentage of 95 per cent of the total budget for the programme is allocated to the Property Management Trading Entity over the MTEF period. Compensation of employees is projected to increase at an average of 4 per cent over the medium term.

The increase of 60 per cent from 2016/17 to 2017/18 for goods and services is due to the review of acts to align the current policy trajectories such as the national development plan and BBBEE Act and was financed through reprioritisation from programme 1. The bulk of the spending under goods and services will be for outsourced services under consultants.

8.5 Programme 5: Prestige Policy

Purpose of the programme: Provide norms and standards for the prestige accommodation portfolio and meet the protocol responsibilities for State functions.

8.5.1 PROGRAMME 5: STRATEGIC OBJECTIVES AND MEDIUM-TERM TARGETS FOR 2017/18 TO 2019/20

Table 36: Strategic objectives and medium term targets for 2017/18 – 2019/20

Strategic Objective		Strategic Plan Target (5 year target)	Audited/ Actual Performance			Estimated Performance 2016/17	Medium-Term Targets		
			2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
1.	To improve the delivery of services to Prestige clients	80% improvement in turn-around time for the resolutions of maintenance breakdowns	35 days turn-around time for the resolution of maintenance breakdowns	35 days turn-around time for the resolution of maintenance breakdowns	35 days turn-around time for the resolution of maintenance breakdowns	60% improvement in turn-around times for the resolutions of maintenance breakdowns	70% improvement in turn-around times for the resolutions of maintenance breakdowns	75% improvement in turn-around times for the resolutions of maintenance breakdowns	80% improvement in turn-around times for the resolutions of maintenance breakdowns

8.5.2 PROGRAMME 5: PROGRAMME PERFORMANCE INDICATORS AND MEDIUM-TERM TARGETS FOR 2017/18 TO 2019/20

Table 37: Programme performance indicators and medium term targets for 2017/18 – 2019/20

Performance Indicator		Audited/ Actual Performance			Estimated Performance 2016/17	Medium-Term Targets		
		2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
Strategic objective: To improve the delivery of services to Prestige clients								
1.	Number of Prestige policies approved	_	Norms and standards for provision of accommodation for President, Deputy President and Members of the Executive developed	Policy guidelines on installation, management and maintenance of security infrastructure at National Key Points developed	4 Prestige policies approved	4 Prestige policies approved	3 Prestige policies approved	-
2.	Average number of working days taken to resolve mechanical breakdowns after logging of complaint	30 Working days taken to resolve mechanical maintenance breakdowns.	30 Working days taken to resolve mechanical maintenance breakdowns.	30 Working days taken to resolve mechanical maintenance breakdowns.	20 working days to resolve mechanical breakdowns after logging of complaint by Prestige clients	15 working days to resolve mechanical breakdowns after logging of complaint by Prestige clients	10 working days to resolve mechanical breakdowns after logging of complaint by Prestige clients	5 working days to resolve mechanical breakdowns after logging of complaint by Prestige clients

Performance Indicator		Audited/ Actual Performance			Estimated Performance 2016/17	Medium-Term Targets		
		2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
3.	Average number of working days taken to resolve emergency breakdowns after logging of complaint	5 Working days taken to resolve electrical and plumbing breakdowns	5 Working days taken to resolve electrical and plumbing breakdowns	5 Working days taken to resolve electrical and plumbing breakdowns	4 working days to resolve emergency breakdowns after logging of complaint by Prestige client	2 working days to resolve emergency breakdowns after logging of complaint by Prestige client	1 working day to resolve emergency breakdowns after logging of complaint by Prestige client	1 working day to resolve emergency breakdowns after logging of complaint by Prestige client
4.	Number of planned State events supported with movable structures	12 State events supported with movable structures	13 State events supported with movable structures	15 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	12 Planned State events supported with movable structures
5.	Average number of working days taken to provide Movable Assets to Prestige clients	-	-	-	60 working days to provide movable assets (office and residential) to Prestige Clients from receipt of request.	60 working days to provide movable assets (office and residential) to Prestige Clients from receipt of request.	60 working days to provide movable assets (office and residential) to Prestige Clients from receipt of request.	60 working days to provide movable assets (office and residential) to Prestige Clients from receipt of request.

8.5.3 PROGRAMME 5: PROGRAMME PERFORMANCE INDICATORS AND QUARTERLY TARGETS FOR 2017/18

Table 38: Performance indicators and quarterly targets for 2017/18

Performance Indicator		Reporting period	Annual Target 2017/18	Quarterly Targets			
				1st	2nd	3rd	4th
1.	Number of Prestige policies approved	Quarterly	4 Prestige policies approved	1 Prestige policy approved	1 Prestige policy approved	1 Prestige policy approved	1 Prestige policy approved
2.	Average number of working days taken to resolve mechanical breakdowns after logging of complaint	Quarterly	15 working days to resolve mechanical breakdowns after logging of complaint by Prestige clients	15 working days to resolve mechanical breakdowns after logging of complaint by Prestige clients	15 working days to resolve mechanical breakdowns after logging of complaint by Prestige clients	15 working days to resolve mechanical breakdowns after logging of complaint by Prestige clients	15 working days to resolve mechanical breakdowns after logging of complaint by Prestige clients

Performance Indicator		Reporting period	Annual Target 2017/18	Quarterly Targets			
				1st	2nd	3rd	4th
3.	Average number of working days taken to resolve emergency breakdowns after logging of complaint	Quarterly	2 working days to resolve emergency breakdowns after logging of complaint by Prestige client	2 working days to resolve emergency breakdowns after logging of complaint by Prestige client	2 working days to resolve emergency breakdowns after logging of complaint by Prestige client	2 working days to resolve emergency breakdowns after logging of complaint by Prestige client	2 working days to resolve emergency breakdowns after logging of complaint by Prestige client
4.	Number of planned State events supported with movable structures	Quarterly	8 Planned State events supported with movable structures	2 Planned State events supported with movable structures	2 Planned State events supported with movable structures	2 Planned State events supported with movable structures	2 Planned State events supported with movable structures
5	Average number of working days taken to provide furniture to Prestige clients	Quarterly	60 working days to provide movable assets (office and residential) to Prestige Clients from receipt of request.	60 working days to provide movable assets (office and residential) to Prestige Clients from receipt of request.	60 working days to provide movable assets (office and residential) to Prestige Clients from receipt of request.	60 working days to provide movable assets (office and residential) to Prestige Clients from receipt of request.	60 working days to provide movable assets (office and residential) to Prestige Clients from receipt of request.

8.5.4 Reconciling performance targets with the Budget and MTEF

Table 39: Expenditure estimates for Programme 5: Prestige Policy

Programmes	Audited outcome			Adjusted appropriation	Medium-term expenditure estimate		
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
	(R'000)	(R'000)	(R'000)	(R'000)	(R'000)	(R'000)	(R'000)
Prestige Accommodation and State Functions	113 459	176 818	72 864	86 520	89 585	85 272	97 065
Parliamentary Villages Management Board	8 198	8 690	9 090	9 572	10 051	10 634	11 230
Total	**121 657**	**185 508**	**81 954**	**96 092**	**99 636**	**95 906**	**108 295**

Economic classification	Audited outcome			Adjusted appropriation	Medium-term expenditure estimate		
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
	(R'000)	(R'000)	(R'000)	(R'000)	(R'000)	(R'000)	(R'000)
Current payments	**103 802**	**153 035**	**62 189**	**75 746**	**79 385**	**76 972**	**83 463**
Compensation of employees	20 822	23 203	15 551	26 265	25 183	25 345	27 497
Salaries and wages	18 277	20 416	13 677	23 376	22 507	22 717	24 642
Social contributions	2 545	2 787	1 874	2 889	2 676	2 628	2 855
Goods and services	82 980	129 832	46 303	49 481	54 202	51 627	55 966
Advertising	57	39	54	43	46	48	51
Minor Assets	1 185	9 859	2 476	6 320	13 521	12 844	13 843
Catering: Departmental activities	8	10	12	12	15	16	17
Communication (G&S)	150	210	255	212	223	234	247
Consultants: Business and advisory services	36	-	379	-	-	-	-
Contractors	79 251	111 941	38 562	30 500	31 474	30 299	33 164
Agency and support/outsourced services	419	518	772	571	1 038	630	665
Entertainment	26	12	7	100	105	111	117
Fleet services (including government motor transport)	25	11	240	100	105	111	117
Inventory: Materials and supplies	56	-	-	-	-	-	-
Consumable supplies	1	1 557	466	5 517	528	554	585
Consumables: Stationery, printing and office supplies	190	303	85	400	1 120	441	466
Operating leases	25	36	589	530	52	55	58
Rental and hiring	-	311	-	359	377	396	418
Property payments	-	323	-	355	375	394	416
Travel and subsistence	1 082	3 511	1 661	3 186	3 884	4 088	4 317
Training and development	-	-	-	-	-	-	-
Operating payments	469	668	745	700	735	772	815
Venues and facilities	-	523	-	576	604	634	670
Interest and rent on land			335				
Interest (Incl. interest on unitary payments (PPP))			335				
Transfers and subsidies	**8 253**	**8 720**	**9 112**	**9 772**	**10 251**	**10 834**	**11 430**
Departmental agencies and accounts	8 198	8 690	9 090	9 572	10 051	10 634	11 230
Departmental agencies (non-business entities)	8 198	8 690	9 090	9 572	10 051	10 634	11 230
Households	55	30	22	200	200	200	200
Social benefits	55	30	22	200	200	200	200
Payments for capital assets	9 602	23 753	10 653	10 574	10 000	8 100	13 402
Machinery and equipment	9 602	23 753	10 653	10 574	10 000	8 100	13 402

Economic classification	Audited outcome			Adjusted appropriation	Medium-term expenditure estimate		
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
	(R'000)	(R'000)	(R'000)	(R'000)	(R'000)	(R'000)	(R'000)
Other machinery and equipment	9 602	23 753	10 653	10 574	10 000	8 100	13 402
Payments for financial assets	-	-	-	-	-	-	-
Total	**121 657**	**185 508**	**81 954**	**96 092**	**99 636**	**95 906**	**108 295**

8.5.5 PERFORMANCE AND EXPENDITURE TRENDS FOR PROGRAMME 5

The spending focus over the medium term will be on developing and reviewing policies for the prestige accommodation portfolio in line with the Ministerial Handbook, improving the delivery of services to Prestige clients with regard to the provision of both movable and immovable assets as well as meeting the protocol responsibilities for State functions. Compensation of employees is projected to increase at an average of 3 per cent over the medium term.

The high expenditure during 2013/14 and 2014/15 was due to State functions for the State funerals and presidential inaugurations. The bulk of the expenditure in this programme is spent towards compensation of employees as well as goods and services. The main expenditure item within the goods and services relate to State functions.

PART C
LINKS TO LONG TERM PLANS

As from the 2015/16 financial year, the infrastructure plan is reflected on the Annual Performance Plan of the Property Management Trading Entity (PMTE), which assumed the immovable asset management functions of providing office accommodation to user departments at the National Government level. The PMTE is therefore responsible for the planning, acquiring, managing and disposing of immovable assets under the custody of the Department of Public Works. The infrastructure budget has been transferred to the PMTE and the Department shares its office accommodation with the PMTE.

10 SERVICE DELIVERY IMPROVEMENT PLAN (2017/18 – 2019/20)

SERVICE BENEFICIARY	AREA FOR SERVICE IMPROVEMENT	KEY IMPROVEMENT ACTIVITIES	CLIENT IMPACT OF IMPROVEMENT	KEY PERFORMANCE INDICATOR	CURRENT STANDARD (BASELINE)	TARGET 2017/18	TARGET 2018/19	TARGET 2019/20	TARGET 2020/21
PRESTIGE POLICY									
Prestige Client	**Active Management of client Relations**	Develop Prestige Client target ratio.[1]	Clear and shared expectations.	Prestige Client target ratio	1:1 Parliament, 1:1 Ministers and 1:1 Deputy Ministers (DMs), 8:Parliamentary villages	1:1 Parliament, 1:1 Ministers and 1:1 DMs, 1:1 Union Buildings and 1:1 Chief Justice	1:1 Parliament, 1:1 Ministers and 1:1 DMs, 1:1 Union Buildings, 1:1 Chief Justice, 1:1 DGs	1:1 Parliament, 1:1 Ministers and 1:1 DMs, 1:1 Union Buildings, 1:1 Chief Justice, 1:1 DGs, 10: Parliament villages	2:1 (Parliament) 2:1 Union Building, 1:1 Presidency, 1:1 Ministers, 1:1 DMs, 1:1 Chief Justice, 1:1 DGs

SERVICE BENEFICIARY	AREA FOR SERVICE IMPROVEMENT	KEY IMPROVEMENT ACTIVITIES	CLIENT IMPACT OF IMPROVEMENT	KEY PERFORMANCE INDICATOR	CURRENT STANDARD (BASELINE)	TARGET 2017/18	TARGET 2018/19	TARGET 2019/20	TARGET 2020/21
		Develop and implement CRM and Complaints management system.	Potential issues pre-emptively addressed.	Prestige CRM and complaints management system	Prestige Client Forums	Develop a business case and specifications	System acquisition and deployment	System deployment and monitoring	System improvement and monitoring
		Measure Prestige client index (SLA & Batho Pele standards)	Service excellence	Prestige Client satisfaction index	None	50% plus	60%	70%	80% plus
Prestige Client	**Effective management of lease related payments by Prestige Clients**	Implement an optimised lease payment process in line with the lease agreement	Service excellence	Percentage in prestige lease under payments	70% payment rates	80% payment rates	90% payment rates	100% payment rates	100% payment rates
Prestige Client	**Prestige accommodation enhancement**	Conduct condition assessment for Prestige portfolio	Service excellence	Number of condition assessments conducted per portfolio and per property	Outdated condition assessments in 5 portfolios	1 condition assessment for Union Building	2 condition assessments for Ministers and Chief Justice	2 condition assessments for Parliament & Parliamentary village	All 5 identified portfolios with condition assessments per property
POLICY									
Property industry (inclusive of the PMTE)	**Property Policy Research & Development**	Research & development of property management empowerment policy	Equitable economic opportunities within the property industry.	Property Management Empowerment Policy	Property Management Strategy on BEE Job Creation and Poverty Alleviation (2007).	Developed Public Works property management empowerment policy	Implementation of the property management empowerment policy	Monitor implementation of the property management empowerment policy	Evaluation of the property management empowerment policy impact

SERVICE BENEFICIARY	AREA FOR SERVICE IMPROVEMENT	KEY IMPROVEMENT ACTIVITIES	CLIENT IMPACT OF IMPROVEMENT	KEY PERFORMANCE INDICATOR	CURRENT STANDARD (BASELINE)	TARGET 2017/18	TARGET 2018/19	TARGET 2019/20	TARGET 2020/21
EXPANDED PUBLIC WORKS PROGRAMME (EPWP)									
Public bodies implementing the EPWP	**Improved recruitment procedures in the EPWP**	Undertake awareness campaigns	EPWP participants recruited fairly	Number of public bodies briefed on the EPWP Recruitment guidelines	New indicator	75 public bodies briefed on the EPWP Recruitment guidelines	150 public bodies briefed on the EPWP Recruitment guidelines	250 public bodies briefed on the EPWP Recruitment guidelines	250 public bodies briefed on the EPWP Recruitment guidelines
SUPPLY CHAIN MANAGEMENT (SCM)									
DPW **PMTE**	**Infrastructure procurement**	Establish and institutionalise a dedicated National Bid Adjudication Committee (NBAC) for Infrastructure procurement	Expediency of services rendered	Improved turn-around time for awarding of infrastructure projects	No infrastructure NBAC. Inadequate compliance with 56 days standard.	NBAC for infrastructure procurement established and institutionalised.	Number of infrastructure projects adjudicated by special infrastructure NBAC	Number of infrastructure projects adjudicated by special infrastructure NBAC	Number of infrastructure projects adjudicated by special infrastructure NBAC
	Tender negotiations prior awarding	Develop and implement a standard operating procedure (SOP) to facilitate negotiations of tenders prior awarding	Service excellence	Standard Operating Procedure (SOP) developed and implemented	None	SOP implemented in all projects in IPIP	SOP implemented in all projects in IPIP	SOP implemented in all projects in IPIP	SOP implemented in all projects in IPIP

11 STRATEGIC RISK PLAN FOR THE DEPARTMENT OF PUBLIC WORKS

The Risk Management processes are guided by the Risk Management Policy and Risk Management Strategy which are intended to provide a systematic approach and also create an environment that allows for risk taking while ensuring that public interest and investment is protected.

In compliance with the approved Risk Management Plan, the Department conducted risk reviews to update the Strategic Risk Registers. The strategic risks for 2017/18 were reviewed in line with the revised strategic goals of the Department and included in the Department's Annual Performance. The review of the strategic risks takes into consideration the Audit Report, Internal Audit Reports and information contained in the risk registers.

The updated Strategic Risk Register is based on various engagements that were held before, during and after the Annual Strategic Planning session. A Strategic Risk Workshop was conducted on 02 February 2017 to reflect on the consolidated risk information and finalise the Strategic Risk Register for 2017/18. The updated Strategic Risk Register was subsequently presented and discussed at various forms including EXCO and Audit Committee.

As per the Departmental risk management policy and risk management strategy, these risks will be tracked throughout the financial year through the implementation of the 2017/18 APP to ensure that the Department maximises its efforts to achieve the identified strategic objectives and associated targets.

The action plans that have been identified in the Strategic Risk Register assist the Department to focus its attention and resources on the most significant risks that could negatively impact the delivery of its mandate. The identified strategic risks, takes into consideration the Department's role in providing oversight over the public works sector, including the entities to which it has decentralised certain responsibilities. The table below highlights the key contributing factors, consequences, controls, action plans and responsibilities associated with each strategic risk as aligned to the relevant strategic goals.

Table 40: Strategic Risk Register for the Department of Public Works

Strategic Goal	No.	Risk Description	Root Cause / Contributing factor	Consequences	IR	Current Controls	RR	Action Plans	Responsibility	Target (Completion Date)
To support service delivery in a smart, proactive and business centric manner that is aligned to statutory requirements	1.	Loss of State Resources through Fraud and Corruption	Lack of culture in embedding fraud and awareness in the Department Collusion in the perpetration of fraud and corruption Poor internal control and information systems Poor ethical conduct Misuse of delegations for emergency maintenance work Irregular transactions arising from failure to comply with legislative prescripts and other internal procedures Inadequate controls around the processes for infrastructure procurement Ineffective management of contracts awarded to contractors	Reputational damage Low levels of esteem by the public towards the Department High prevalence of fraud and corruption incidents Poor service delivery Decline in available resources	High	Operationalization of GRC Branch Anti-Fraud and Corruption Policy and Strategy in place Usage of the Whistle blowing Policy	High	Implementation of the Fraud Prevention Plan and the holistic anti- corruption strategy based on minimum Anti –corruption requirements Implementation of the Ethics and Compliance Framework Approval of the Contract Management Policy Implementation of the electronic Contract Management system	DDG: Governance Risk and Compliance Chief Financial Officer	31/03/2018 31/03/2018

Strategic Goal	No.	Risk Description	Root Cause / Contributing factor	Consequences	IR	Current Controls	RR	Action Plans	Responsibility	Target (Completion Date)
To support service delivery in a smart, proactive and business centric manner that is aligned to statutory requirements	2.	Breach of key legislation prescripts, acts, regulations and policies (e.g. PFMA and Treasury Regulations, GRAP, FMPI, Safety and Heath, GIAMA etc.)	Lack of compliance unit to foster integrated compliance Lack of Compliance Framework Ineffective Change Management with regards to new Policies, regulations and standards Lack of effective accounting controls over financial records	Irregular expenditure Reputational Damage Penalties and Criminal Charges for death and injury of people and other litigations Qualified audit reports	High	EXCO resolutions and DG directive HR Plan (Recruitment Plan) in place Partial Manual Accounting System	High	Establishment of a Compliance Unit Develop & implement Compliance Framework Model for the Department Roll-out of the fraud awareness plan Conduct continuous awareness and training on EPWP Frameworks	DDG: Corporate Services DDG: Governance, Risk and Compliance DDG: Expanded Public Works Programme	31/03/2018 31/03/2018 31/03/2018
To oversee the efficient delivery of identified services to prestige clients	3.	Failure to provide quality accommodation within time and cost (i.e. building new, maintaining or refurbishing existing properties)	Unclear job specifications and poor workmanship Breakdown of intergovernmental relations between DPW and its clients Non adherence to Regulatory frameworks and / or all Service Level Agreements Non adherence to agreed planning and delivery processes	Reputational damage Disagreements with Departments	High	SCM prescripts in place Ministerial Handbook in place Presidential handbook in place"	High	Appointment of Departments own site staff to monitor the works of both contractor/ consultants Implementation of the norms and standards for Prestige clients Review of business processes and standard operating procedures	National Coordinator: Prestige Policy	31/03/2018

Strategic Goal	No.	Risk Description	Root Cause / Contributing factor	Consequences	IR	Current Controls	RR	Action Plans	Responsibility	Target (Completion Date)
To transform the construction and property sectors through the development of Policy and Legislative prescripts	4.	Failure to influence the sector with regards to transformation in the Construction and Property sector	Misalignment / gaps between the CBE Act and the Acts governing the councils (BEPC's) Lack of transformation within the Construction industry Public works function is a concurrent mandate in the constitution Lack of awareness of the EPWP Frameworks (e.g. Ministerial determination and EPWP incentive grant requirements) Lack of awareness of the EPWP Frameworks (e.g. Ministerial determination and EPWP incentive grant requirements)	Low levels of transformation in the Construction and Property Industries Failure to co-ordinate EPWP projects Failure to meet the EPWP grant requirements Ineffective implementation of the PEPs by implementing bodies for the infrastructure sector Qualified Audit reports	High	Periodic review of the Policy / Legislations Provision of technical support to public bodies Training on EPWP Frameworks provided to public bodies	High	Development of the new DPW White Papers Review of the CBE Act Review of CIDB Act Conduct continuous awareness and training on EPWP Frameworks. Adopt and sign performance score cards with all entities	ADDG: Policy and Construction DDG: Expanded Public Works Programme DDG: Intergovernmental Relations	31/03/2018 31/03/2018 31/03/2018
To build state capacity in the built environment professions	5.	Failure to achieve EPWP, BBBEE and skills development targets	Lack of dedicated capacity and plan to grow the built environment Lack of policies to guide how DPW and PMTE should pursue skills development targets	Sub-optimal contribution to transformation by DPW and PMTE	High	Skills development programmes	High	Provide support to public bodies on the implementation of the EPWP Establishment and operationalisation of the Professional Services Branch	DDG: Expanded Public Works Programme DDG: Professional Services	31/03/2018 31/03/2018

Strategic Goal	No.	Risk Description	Root Cause / Contributing factor	Consequences	IR	Current Controls	RR	Action Plans	Responsibility	Target (Completion Date)
To provide oversight of the public works sector	6.	Lack of cooperation that enables seamless service delivery within the sector Departments	Lack of legal framework (Public Works Act) to govern the concurrent functions Autonomy of the spheres of government Absence of the signed Shareholder Compact	Reputational damage Poor planning leading to poor service delivery Misdirected strategies	High	Intergovernmental protocols in place Service Level Agreements (SLA's) with user departments Intergovernmental Structures (MINMEC, Technical MINMEC, CFO's forum, GIAMA technical forum Building Technical Committee etc.)	High	Provide inputs on the review of the white paper on concurrent functions Development of the customised framework for Public participation programme (PPP). Coordinate annual strategic sessions with the Sector Departments	DDG: Intergovernmental Relations	31/03/2018
To support service delivery in a smart, proactive and business centric manner that is aligned to statutory requirement	7.	Failure to integrate business information for cross-cutting functions that informs proper planning's	Non-alignment of Business Processes Manual processing of transactions and schedules Lack of integrated ERP system Systems across different functional areas within asset management do not interface Lack of integrated Property Management System PMTE does not have integrated and effective accounting and Project management systems	No integration of asset registers for all spheres of Government	High	Use of manual processes Use of DPW business processes and use of circulars Compliance criteria with Provinces Reliance on existing non-integrated property and project management information systems and use of external property data information systems Quarterly GIAMA forums Property Management System integrated to a new financial management system	High	Implementation and review of the Property Management System (ARCHIBUS)	DDG: Corporate Services	31/03/2018

12 CONDITIONAL GRANTS

Below are the updated Conditional Grant Tables for 2017/18:

Table 41: EPWP Conditional Grants: EPWP Integrated Grant for Provinces

Name of Grant	Purpose of Grant	Performance Indicators	2017/18 Target
EPWP Integrated Grant to Provinces	To incentivise provinces to increase labour intensive employment through programmes that maximise job creation and skills development as encapsulated in the Expanded Public Works Programme Integrated Grant Manual.	Number of Full Time Equivalents (FTEs) per annum	34, 346 FTEs.
		Percentage of grant disbursed per annum.	95% disbursement

Table 42: EPWP Conditional Grants: EPWP Integrated Grant for Municipalities

Name of Grant	Purpose of Grant	Performance Indicators	2017/18 Targets
EPWP Integrated Grant to Municipalities	To incentivise municipalities to increase labour intensive employment through programmes that maximise job creation and skills development as encapsulated in the Expanded Public Works Programme Integrated Grant Manual.	Number of Full Time Equivalents (FTEs) per annum	60,099 FTEs.
		Percentage of grant disbursed per annum.	95% disbursement

Table 43: Social Sector EPWP Incentive Grant for Provinces

Name of Grant	Purpose of Grant	Performance Indicators	2017/18 Targets
Social Sector EPWP Grant to Provinces	▪ To incentivise provincial Social Sector departments identified in the 2014 Social Sector EPWP Log-frame to increase job creation by focusing on the strengthening and expansion of social service programmes that have employment potential ▪ 80 % of the grant is meant for payment of stipends to the EPWP beneficiaries and 20% can be utilised to strengthen the delivery capacity at the Not-for-Profit (NPO)/ Implementing Agent's (IA) level	Number of Public Bodies incentivised	40 sector public bodies incentivised
		Number of beneficiaries receiving services	250 000
		Number of NPOs/ IAs supported	350
		Percentage of grant disbursed per annum	90% disbursement

Table 44: EPWP Incentive: Non State Sector Wage Subsidy

Name of Grant	Purpose of Grant	Performance Indicators	2017/18 Targets
Non-State Sector Wage Subsidy.	To increase job creation through the expansion of Non State Sector EPWP programmes.	Number of work opportunities reported per annum	54 270
		Number of NPOs contracted;	350
		Percentage of wage subsidy disbursed per annum.	100%

13 PUBLIC ENTITIES

Table 45: **Public Entities reporting to the Minister of Public Works**

Name of Public Entity	Mandate	Outputs	2017/18 budget (R '000)	Date of next evaluation
Construction Industry Development Board (cidb)	Provide strategic leadership to construction industry stakeholders to stimulate sustainable growth, reform and improvement of the construction sector.	Transformation of the construction industry ▪ Grow the economy through construction industry collaboration ▪ Monitor and increase government capital spent infrastructure to 90% by 2020 ▪ Ensure accessibility of work by designated group by 2020 ▪ Grow BBBEE owned construction companies to play meaningful role in construction industry. ▪ Ensure that percentage of public contractors are ring-fenced for BB-BEE contractors.	R149 477	Quarterly Evaluations July 2017 October 2017 January 2018 April 2018
	Promote sustainable growth of the construction industry and the participation of the emerging sector in the industry;	Contractor Development and Partnership ▪ Ensure an innovative and thriving construction environment ▪ Support all contractors to deliver quality work and value for money ▪ Support contractors through training and development		
	Determine, establish and promote improved performance and best practice of public and private sector clients, contractors and other participants in the construction delivery process;	Construction Industry Development ▪ Monitor and evaluate contractor development success ▪ Monitor the performance of the construction industry against dashboard. ▪ Industry performance dashboard to monitor client and contractor performance. ▪ Conduct construction industry benchmarking studies to assess industry performance and development ▪ Provide experiential learning opportunities ▪ Review the artisan training learning program and investigate revitalisation of colleges.		

Name of Public Entity	Mandate	Outputs	2017/18 budget (R '000)	Date of next evaluation
	Promote uniform application of policy throughout all spheres of government and promote uniform and ethical standards, construction procurement reform, and improved procurement and delivery management – including a code of conduct;	Regulatory Framework and Partnership ▪ Provide a well-regulated construction industry by 2020 through legislative reviews ▪ Ensure that percentage of contractors and clients adhere to cidb regulations by 2020 ▪ Maintain and utilise construction registers to ensure percentage of contractors are complying with regulations ▪ Influencing stakeholders to ensure that higher percentage of budgets are spent on targeted groups		
	Develop systematic methods for monitoring and regulating the performance of the industry and its stakeholders, including the registration of projects and contractors.	Regulatory Framework and High Performing Organisation ▪ Maintain and utilise construction registers to ensure percentage of contractors are complying with regulations ▪ Provide value added services to all registered contractors ▪ Improve the overall performance of the cidb ▪ Manage the cidb to be fair and corruptive free. ▪ Digitalised service – Online registration services ▪ Reduce administrative burden on contractors during the registration process		

Name of Public Entity	Mandate	Outputs	2017/18 budget (R '000)	Date of next evaluation
Council for the Built Environment (CBE)	The CBE bases its programmes and projects as contained in its 2015-2020 Strategic Plan on its mandate as elaborated in Section 3 of the CBE Act as follows: 1. Promote and protect the interest of the public in the built environment 2. Promote and maintain a sustainable built environment and natural environment 3. Promote ongoing human resources development in the built environment 4. Facilitate participation by the built environment professions in integrated development in the context of national goals 5. Promote appropriate standards of health, safety and environmental protection within the built environment 6. Promote sound governance of the built environment professions 7. Promote liaison in the field of training in the Republic and elsewhere and to promote the standards of such training in the Republic 8. Serve as a forum where the built environment professions can discuss relevant issues 9. Ensure uniform application of norms and guidelines set by the Professional Councils throughout the built environment	▪ To ensure that all BE academic programmes include adequate coverage of issues on health and safety in construction, environmental sustainability and job creation through labour intensive construction in their curriculum by 30 March 2020. ▪ To ensure that all National Standards for the planning design, procurement, construction, operation and maintenance of infrastructure embody health and safety, environmental sustainability and job creation through labour intensive construction by 30 March 2020. ▪ To be the lead driver of skills development initiatives for public sector infrastructure delivery with a focus on SIPs skills initiatives by 30 March 2020. ▪ To monitor and evaluate the implementation of a standardised and quality assured Workplace Training ▪ Framework by BE employers to produce competent professionals and graduates for the BE industry by 30 March 2020. ▪ To lead the implementation of the CBE Transformation Model by all BE stakeholders in order to increase the numbers, demographic and gender representative of BEPs to reflect the demographics of the country by 30 March 2020. ▪ To provide advice to Government of BE priority matters that are identified in the 2014-19 MTSF and the NDP, and provide information and knowledge management resources for the BE to inform government policy on an annual basis. ▪ To act as an appeal body on matters of law referred to it in terms of legislation regulating the BEPs, and to promote and enhance high standards of professional ethics within the BE.	DPW Transfer R48 568 Other Income R 2 861 Total Expenditure R51 429	Quarterly Evaluations July 2018 October 2018 January 2019 April 2019

Name of Public Entity	Mandate	Outputs	2017/18 budget (R '000)	Date of next evaluation
Independent Development Trust (IDT)	The Mandate, as adopted by Cabinet in 1997, tasks the IDT to be "a government development agency that implements projects that are commissioned by government departments."	▪ To contribute to the State's capacity by effectively implementing development programmes that deliver quality social infrastructure on time, within budget and scope ▪ To ensure a distinctive developmental approach to social infrastructure delivery that empowers communities to receive, own, manage and sustain their own development. ▪ To create an effective, efficient and sustainable organisation that is financially viable, compliant, results-based, efficient and focused. ▪ To build a sustainable organisation and maintaining a clean administration which is committed to the efficient application of resources, compliance with regulations and legislation and which is accountable.	R746, 280, 000	Quarterly Evaluations July 2017 October 2017 January 2018 April 2018

Name of Public Entity	Mandate	Outputs	2017/18 budget (R '000)	Date of next evaluation
Agrément South Africa (ASA)	Promote the use of innovative construction by providing assurance to specifiers and users via confirmation and certification of "fitness for purpose" after successfully carrying out technical assessment of non-standardised or unconventional products, construction systems, components, materials or devices for which no South African national standard or codes of practice exists, hereby supporting South Africa's place and contribution in the global community. Facilitate the safe introduction, application and utilisation of satisfactory innovation and technology development in the construction industry as the internationally acknowledged, objective South African centre by providing assurance of fitness-for-purpose of such technologies which optimise resource utilisation and realise cost savings in the industry.	▪ Technical reports and certificates of "fitness for purpose" of successfully assessed and certified results of non-standardised or unconventional products, construction systems, components, materials or devices for which no South African national standard or codes of practice exists. ▪ Formulate and update performance criteria used as guidelines in the technical assessments process. Dissemination of information on appropriate innovative construction technologies and infrastructure to promote acceptance amongst the construction fraternity. ▪ Technical assessment and certification of non-standardised innovative and non-standard building and construction products. ▪ Service to consumers and user interests by providing assurance of fitness-for-purpose and value for money of innovative, non-standardised construction technology as well as on-going quality assurance. ▪ Working with the construction sector to facilitate the introduction of cost effective technology and non-standardised construction technology. ▪ Dissemination of correct, objective and relevant information to all concerned in respect of the technical, socio-economic and regulatory aspects of innovative technology and non-standardised construction technology. ▪ Provide support to policy makers at all levels and minimise the risk associated with the use of innovations. ▪ Provide support on the application of the National Building Regulations. ▪ Actively maintain international links with peer organisations and support to the South African construction industry in its export activities by facilitating the approval of South African innovative construction products in foreign countries. ▪ Facilitate the acceptance of innovative products within the context of the government's new priorities and policies.	R15 401 460.00 (DPW transfer of R13 211 460.00 and other revenue of R2 190 000.00).	Quarterly Evaluations July 2017 October 2017 January 2018 April 2018

Table 46: The six Built Environment Professional Councils

Name of Built Environment Professional Council	Mandate	Date of next evaluation
South African Council for the Property Valuers Profession (SACPVP)	The SACPVP ACT requires and empowers SACPVP to perform the following functions: 1. Establish a property valuers standards generating body and develop standards for property valuers education and professional competency 2. Visit education providers to evaluate programmes and accredit educational programmes that meet the educational requirements toward registration in each of the categories; 3. Register persons in professional categories who demonstrate competency against the standards for the categories; 4. Evaluate educational qualifications that are not already accredited or recognised; 5. Register persons who meet educational requirements in candidate categories; 6. Establish specified categories of registration to meet specific health and safety licencing requirements and register persons in these categories; 7. Require registered persons to renew registration at intervals and under conditions that the Council prescribes; 8. Enter into international agreements for the recognition of educational programmes and registration; 9. Develop and maintain a code of conduct, supported where necessary by codes of practice; 10. Investigate complaints of improper conduct against registered persons and conduct enquiries and impose sanctions as each case requires; 11. Annually publish guideline professional fees and scope of work; 12. Recognise Voluntary Associations (VA's); 13. Recommend to the Council for the Built Environment (CBE) SACPVP's identification of the type of Property valuers work which may be performed by persons registered in any category. 14. Advise government and other parties and to take necessary steps to protect the public interest, health and safety, improve standards of property valuers services, create awareness of the need to protect the environment and conduct research.	Quarterly Evaluations July 2018 October 2018 January 2019 April 2019

Name of Built Environment Professional Council	Mandate	Date of next evaluation
Engineering Council of South Africa (ECSA)	The Engineering Council of South Africa (ECSA) is a statutory body established in terms of the 1. Engineering Profession Act, 2000 (Act No. 46 of 2000) (EPA). 2. The EPA requires and empowers ECSA to perform the following functions: 3. Establish an engineering standards generating body and develop standards for engineering education and professional competency; 4. Visit education providers to evaluate programmes and accredit educational programmes that meet the educational requirements toward registration in each of the categories; 5. Register persons in professional categories who demonstrate competency against the standards for the categories; 6. Evaluate educational qualifications that are not already accredited or recognised; 7. Register persons who meet educational requirements in candidate categories; 8. Establish specified categories of registration to meet specific health and safety licencing requirements and register persons in these categories; 9. Require registered persons to renew registration at intervals and under conditions that the council prescribes; 10. Enter into international agreements for the recognition of educational programmes and registration; 11. Develop and maintain a code of conduct, supported where necessary by codes of practice; 12. Investigate complaints of improper conduct against registered persons and conduct enquiries and impose sanctions as each case requires; 13. Annually publish guideline professional fees and scope of work; 14. Recognise Voluntary Associations (VA's); 15. Recommend to the Council for the Built Environment (CBE) ECSA's identification of the type of engineering work which may be performed by persons registered in any category; 16. To advise government and other parties and to take necessary steps to protect the public interest, health and safety, improve standards of engineering services, create awareness of the need to protect the environment and conduct research.	Quarterly Evaluations July 2018 October 2018 January 2019 April 2019

Name of Built Environment Professional Council	Mandate	Date of next evaluation
The South African Council for the Architectural Profession (SACAP)	The Architectural Profession Act, 2000 (Act No. 44 of 2000) requires and empowers SACAP to perform the following functions: 1. Establish a standards generating body and develop standards for architectural education and professional competency 2. Visit education providers to evaluate programmes and accredit educational programmes that meet the educational requirements toward registration in each of the categories; 3. Register persons in professional categories who demonstrate competency against the standards for the categories; 4. Evaluate educational qualifications that are not already accredited or recognised; 5. Register persons who meet educational requirements in candidate categories; 6. Establish specified categories of registration to meet specific health and safety licencing requirements and register persons in these categories; 7. Require registered persons to renew registration at intervals and under conditions that the council prescribes; 8. Enter into international agreements for the recognition of educational programmes and registration; 9. Develop and maintain a code of conduct, supported where necessary by codes of practice; 10. Investigate complaints of improper conduct against registered persons and conduct enquiries and impose sanctions as each case requires; 11. Annually publish guideline professional fees and scope of work; 12. Recognise Voluntary Associations (VA's); 13. Recommend to the Council for the Built Environment (CBE) SACAP's identification of the type of architectural work which may be performed by persons registered in any category. 14. Advise government and other parties and to take necessary steps to protect the public interest, health and safety, improve standards of architectural services, create awareness of the need to protect the environment and conduct research.	July 2018 October 2018 January 2019 April 2019

Name of Built Environment Professional Council	Mandate	Date of next evaluation
The South African Council for the Quantity Surveying Profession (SACQSP)	The Quantity Surveying Profession Act, 2000 (Act No. 49 of 2000) requires and empowers SACQSP to perform the following functions: 1. Establish a standards generating body and develop standards for quantity surveying education and professional competency. 2. Visit education providers to evaluate programmes and accredit educational programmes that meet the educational requirements toward registration in each of the categories; 3. Register persons in professional categories who demonstrate competency against the standards for the categories; 4. Evaluate educational qualifications that are not already accredited or recognised; 5. Register persons who meet educational requirements in candidate categories; 6. Establish specified categories of registration to meet specific health and safety licencing requirements and register persons in these categories; 7. Require registered persons to renew registration at intervals and under conditions that the Council prescribes; Enter into international agreements for the recognition of educational programmes and registration; 8. Develop and maintain a code of conduct, supported where necessary by codes of practice; 9. Investigate complaints of improper conduct against registered persons and conduct enquiries and impose sanctions as each case requires; 10. Annually publish guideline professional fees and scope of work; 11. Recognise Voluntary Associations (VA's); 12. Recommend to the Council for the Built Environment (CBE) SACQSP's identification of the type of quantity surveying work which may be performed by persons registered in any category; 13. Advise government and other parties and to take necessary steps to protect the public interest, health and safety, improve standards of quantity surveying services, create awareness of the need to protect the environment and conduct research.	Quarterly Evaluations July 2018 October 2018 January 2019 April 2019

Name of Built Environment Professional Council	Mandate	Date of next evaluation
South African Landscape Architectural Professions (SACLAP)	The Landscape Architectural Profession Act, 2000 (Act No. 45 of 2000) requires and empowers SACLAP to perform the following functions: 1. Establish a standards generating body and develop standards for landscape architectural education and professional competenc. 2. Visit education providers to evaluate programmes and accredit educational programmes that meet the educational requirements toward registration in each of the categories; 3. Register persons in professional categories who demonstrate competency against the standards for the categories; 4. Evaluate educational qualifications that are not already accredited or recognised; 5. Register persons who meet educational requirements in candidate categories; 6. Establish specified categories of registration to meet specific health and safety licencing requirements and register persons in these categories; 7. Require registered persons to renew registration at intervals and under conditions that the Council prescribes; 8. Enter into international agreements for the recognition of educational programmes and registration; 9. Develop and maintain a code of conduct, supported where necessary by codes of practice; 10. Investigate complaints of improper conduct against registered persons and conduct enquiries and impose sanctions as each case requires; 11. Annually publish guideline professional fees and scope of work; 12. Recognise Voluntary Associations (VA's); 13. Recommend to the Council for the Built Environment (CBE) SACLAP's identification of the type of landscape architectural work which may be performed by persons registered in any category; 14. Advise government and other parties and to take necessary steps to protect the public interest, health and safety, improve standards of landscape architectural services, create awareness of the need to protect the environment and conduct research.	Quarterly Evaluations July 2018 October 2018 January 2019 April 2019

Name of Built Environment Professional Council	Mandate	Date of next evaluation
South African Council for Project and Construction Management Profession (SACPCMP)	The Project and Construction Management Professions Act, 2000 (Act No. 48 of 2000) requires and empowers SACPCMP to perform the following functions: 1. Establish a standards generating body and develop standards for project and construction management education and professional competency; 2. Visit education providers to evaluate programmes and accredit educational programmes that meet the educational requirements toward registration in each of the categories; 3. Register persons in professional categories who demonstrate competency against the standards for the categories; 4. Evaluate educational qualifications that are not already accredited or recognised; 5. Register persons who meet educational requirements in candidate categories; 6. Establish specified categories of registration to meet specific health and safety licencing requirements and register persons in these categories; 7. Require registered persons to renew registration at intervals and under conditions that the cCouncil prescribes; 8. Enter into international agreements for the recognition of educational programmes and registration; 9. Develop and maintain a code of conduct, supported where necessary by codes of practice; 10. Investigate complaints of improper conduct against registered persons and conduct enquiries and impose sanctions as each case requires; 11. Annually publish guideline professional fees and scope of work; 12. Recognise Voluntary Associations (VA's); 13. Recommend to the Council for the Built Environment (CBE) SACPCMP's identification of the type of project and construction management work which may be performed by persons registered in any category; 14. Advise government and other parties and to take necessary steps to protect the public interest, health and safety, improve standards of project and construction management services, create awareness of the need to protect the environment and conduct research.	Quarterly Evaluations July 2018 October 2018 January 2019 April 2019

14 PUBLIC PRIVATE PARTNERSHIPS

There are no Public Private Partnerships planned for the 2017/18 period

PART D

ANNEXURES TO THE ANNUAL PERFORMANCE PLAN

15 AMENDMENTS TO THE FIVE YEAR STRATEGIC PLAN

The Department has established a new Professional Services Branch in the 2016/17 financial year to give effect to the mandate to create technical capacity for the State in the built environment. To give effect to this Branch a new organisational structure has been developed. In line with the new structure the Department has developed a new organisational goal and two additional strategic objectives.

PROGRAMME 2: INTERGOVERNMENTAL COORDINATION

Table 47: Strategic outcome oriented goal 6

Strategic Goal 6	To build State capacity in the Built Environment Professions
Goal Statement	To restore a managed skills pipeline in the built environment and introduce asset management service tools that enable the establishment of institutional capacity to manage public infrastructure programme(s)
Programme name	Programme 2: Intergovernmental Coordination
Justification	To 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. To create institutional capacity within the PMTE and Public Works Sector for GIAMA implementation.
Links	MTSF Outcome 5: A skilled and capable workforce to support an inclusive growth path and NDP Chapter 9: Improving education, training and innovation South Africa needs built environment skills to deliver on the National Infrastructure Plan which aims to transform the country's economic landscape while simultaneously strengthening the delivery of basic services.
Related Strategic Objectives	▪ To restore the skills pipeline in the built environment ▪ To establish institutional capacity to manage the public infrastructure programme(s)

Table 48: Strategic Objective 2.2

Strategic objective 2.2	To restore the skills pipeline in the built environment
Objective statement	To develop a plan to restore the skills pipeline in the built environment targeting identified areas of skills shortages in the PMTE
Objective indicator	Development of a Built Environment Sector Plan (with agreed targets on critical skills)
Baseline	-
5 Year target	Built Environment Sector Plan approved by the Minister
Justification	To professionalise the business of public works through the PMTE to support the implementation of infrastructure programme(s) in the portfolio
Links	Through building capacity for the Built Environment Professionals, expanding the production of highly skilled Professionals and enhancing the capacity of the nation, the Department contributes to Chapter 9 of the NDP and Outcome 5 in the MTSF of a "skilled and capable workforce to support an inclusive growth path". Strategic goal 3: To build State capacity in the Built Environment Professions

Table 49: Strategic Objective 2.3

Strategic objective 2.3	To introduce Asset Management Tools to enable establishment of institutional capacity to manage the public infrastructure programme(s)
Objective statement	To develop asset management service tools across the GIAMA lifecycle functions for DPW and PMTE for the effective delivery of State infrastructure
Objective indicator	Establishment of institutional capacity services in the GIAMA function phases
Baseline	-
5 Year target	Institutional capacity Asset Management service tools developed in acquisition, operations and implementation in the GIAMA function phases
Justification	To enable extraction of Turnaround efficiency dividends from the Immovable Asset Register, IDMS, NIMS and procurement reforms.
Links	Through building capacity for the Built Environment Professionals, expanding the production of highly skilled Professionals and enhancing the capacity of the nation, the Department contributes to Chapter 9 of the NDP and Outcome 5 in the MTSF of a "skilled and capable workforce to support an inclusive growth path". Strategic goal 3: To build State capacity in the Built Environment Professions

Table 50: Strategic Objective 3.1

Strategic objective 3.1	To monitor and evaluate the implementation of PEPs within the EPWP.
Objective statement	To collate, monitor and report data on the EPWP 6 million work opportunities to be created by Public Bodies as per the EPWP Phase III Business Plan.
Objective indicator	Number of annual progress reports completed on the EPWP
Baseline	Annual EPWP Evaluation Report developed for 2016/17.
5 Year target	5 Annual Progress Reports on PEPs within EPWP Phase III completed.
Justification	To track and report progress on the implementation of the EPWP Phase III targets. The EPWP Programme is a strategic intervention to provide work opportunities for the poor and unemployed.
Links	[1]Outcome 4: EPWP Phase III (including CWP) implemented, monitored and evaluated including the establishment of a Presidential Public Employment Commission to coordinate the rollout of Public Employment Programmes Strategic Goal 3: To provide an oversight role in the implementation of Public Employment Programmes through Expanded Public Works Programme (EPWP) standardised frameworks.

Goal title	To build state capacity in the Built Environment Professionals
Short definition	To restore a managed skills pipeline in the built environment and introduction of Asset Management Service Tools to enable establishment of institutional capacity to manage public infrastructure programme(s)
Purpose/importance	To meet the country's longer-term infrastructure delivery objectives by restoring or replacing the skills pipeline that produces the wide range of skills required within the built environment. Introduction of Asset Management Service Tools to enable to create institutional capacity within the PMTE and Public Works Sector for GIAMA implementation.
Source/collection of data	State of Built Environment Professionals Report, Council for Built Environment Skills Audit Report (2008), Development Indicators, International Infrastructure Management Manual, State of the Built Environment Professions Industry reports
Method of calculation	None
Data limitations	Insufficient/ Inadequate data on the Built Environment Professions in the country and skills for and through SIPS.
Type of goal	Outcome
Calculation type	Non-cumulative
Reporting cycle	5 Year Reporting Period
New goal	Yes
Desired performance	To produce competent, skilled and motivated built environment professionals through supported learning interventions and focused experiential learning processes.
Goal responsibility	Deputy Director-General: Professional Services

Objective title	To restore the skills pipeline in the built environment
Short definition	To develop a plan to restore the skills pipeline in the built environment targeting identified areas of skills shortages in the PMTE
Purpose/importance	To professionalise the business of public works through the PMTE to support the implementation of infrastructure programme(s) in the portfolio
Source/collection of data	State of Built Environment Professionals Report, Council for Built Environment Skills Audit Report (2008), Development Indicators, International Infrastructure Management Manual, State of the Built Environment Professions Industry reports
Method of calculation	None
Data limitations	Insufficient/ Inadequate data on the Built Environment Professions in the country
Type of objective	Output
Calculation type	Non-cumulative
Reporting cycle	Annual
New objective	Yes
Desired performance	A skills pipeline plan that addresses the identified skills gap and informs sustainable growth of the built environment professions in the short, medium and long-term horizons
Objective responsibility	Chief Director: Professional Services

Objective title	To establish institutional capacity to manage the public infrastructure programme(s)
Short definition	To implement asset management service tools across the GIAMA lifecycle functions for DPW and PMTE for the effective delivery of State infrastructure
Purpose/importance	To enable extraction of Turnaround efficiency dividends from the Asset Register, IDMS, NIMS and procurement reforms.
Source/collection of data	State of Built Environment Professionals Report, Council for Built Environment Skills Audit Report (2008), Development Indicators, International Infrastructure Management Manual, State of the Built Environment Professions Industry reports
Method of calculation	None
Data limitations	Insufficient/ Inadequate data on the Built Environment Professionals in the country
Type of objective	Output
Calculation type	Non-cumulative
Reporting cycle	Annual
New objective	Yes
Desired performance	To create the required institutional capacity to meet the long term service delivery objectives of the Department and PMTE
Objective responsibility	Chief Director: Professional Services

The Department has amended its Key Performance Indicators on Programme 3: Expanded Public Works Programme to ensure better alignment to the Medium Term Strategic Framework.

Table 51: Links to NDP Chapter 3, NGP Job Driver 4 and MTSF Outcome 4

NDP Chapter & MTSF National Outcome	NDP Chapter 3: Economy and employment New Growth Path: Jobs Driver 4 : Investing in Social Capital MTSF Outcome 4: Decent employment through inclusive economic growth
Sub Outcome 9	Public employment schemes provide relief for the unemployed and build community solidarity and agency.
MTSF action	[25]EPWP Phase 3 (including CWP) implemented, monitored and evaluated including the establishment of a Presidential Public Employment Commission to coordinate the roll-out of Public Employment Programmes
Description	The EPWP continues to be a successful income-generating programme which benefits the poor and the youth. The fundamental objectives are to increase employment opportunities so that individuals, who cannot find work and/or have a low income, can earn an income and gain experience and skills through productive work. Phase III of the EPWP, which covers the period 2014/15 to 2018/19, aims to create 6 million work opportunities. The EPWP must continue to select and deliver assets and services that directly benefit the poor in order to fulfil its transformative and developmental social protection potential. As referenced in the NDP, the EPWP will: ▪ contribute to the reduction in unemployment by creating temporary employment in response to the number of unemployed South Africans; and ▪ address gaps in social protection for the unemployed who have no access to UIF by providing income support to the unemployed. Further the NGP advances the EPWP as "Growing public-service employment to meet public needs, including lower-skilled auxiliary support through the EPWP". A total of 1,845,523 work opportunities have been created by EPWP in the two years of Phase III implementation, with various outputs reported. This includes the 40 000 km of routine road maintenance carried out, 3 717 km gravel roads re-gravelled, and 589 Ventilation Improvement Pit (VIP) latrines constructed.
MTEF Budget	The medium-term budget allocation for EPWP (including compensation of employees and goods and services) is R7.6 billion.
Related APP performance indicator	▪ Number of work opportunities reported in the EPWP-RS by public bodies aligned to the approved EPWP Phase III Business Plan targets.[26] ▪ Percentage EPWP participation among designated groups (women, youth and persons with disabilities) reported on the EPWP RS by public bodies[27]

25 MTSF Outcome 4: Sub Outcome 6: Page 27
26 Department of Public Works: 2017/18 Annual Performance Plan: Programme 3
27 Department of Public Works: 2017/18 Annual Performance Plan: Programme 3

Table 52: Links to NDP Chapter 11 and MTSF Outcome 13

NDP Chapter & MTSF National Outcome	NDP Chapter 11 : Social protection MTSF Outcome 13 – An inclusive and responsive social protection system
Sub Outcome 1	Strengthening social welfare delivery through legislative, policy reforms; capacity building
Sub Outcome 2	Improved quality and access of Early Childhood Development Services for children aged 0-4
Sub Outcome 4	Deepening social assistance and expanding access to social security
MTSF action	[28]Integrate and rationalize the various Home and Community-Based Care (HBC) and other community based workers, as a key group for improving services [29]Develop an Integrated Strategy for Early Childhood Development policy implementation [30]Improve access to social insurance for vulnerable people of working age
Description	The NDP argues that "(T) the provision of work opportunities is one of the best forms of social protection" while Outcome 13 of the MTSF identifies the need for an "inclusive and responsive social protection system". The EPWP's objective of providing work opportunities to the unemployed is aligned to both Chapter 11 of the NDP and Outcome 13 of the MTSF. Notably, the EPWP contributes to the following broader social protection functions: ▪ The income transfer, as wages, into poor communities not only reduces poverty but is also a form of economic stimulus, targeted directly at the poor. The increased focus on Community Works Programmes also allows this stimulus to address spatial inequality, target the poorest areas and strengthen productive activities in marginalised local economies; ▪ Participation in work through public employment can assist in building self-esteem, social networks, providing structure in people's lives, and recognition of their value to their communities; ▪ The assets and services provided can have transformative impacts on development through various sectors. These sectors comprise the Infrastructure Sector, the Social Sector and the Environment & Culture Sector through programmes such as food security, community safety, building community institutions (including schools and clinics), and improving the quality of life in communities. ▪ The increased emphasis on participatory approaches, as well as the use of non-profit agencies in delivery, starts to build new forms of partnership between Government, civil society and communities and deepens participation in development planning and ownership of the process. In addition, it has the potential to unlock new forms of agency and active citizenship by enabling communities to take action in relation to their priority challenges.
MTEF Budget	The medium-term budget allocation for EPWP Social Sector Grant is R1, 2 billion.
Related Key Performance Indicator	Number of contracted Non Profit Organisations (NPOs) to implement the Non-State Sector (NSS): NPO Programme supported[31].

28 MTSF Outcome 13: Sub Outcome 1: Page 9
29 MTSF Outcome 13: Sub Outcome 3: Page 11
30 MTSF Outcome 13: Sub Outcome 4: Page 13
31 Department of Public Works: 2017/18 Annual Performance Plan: Programme 3

16 TECHNICAL INDICATOR DESCRIPTIONS

16.1 Programme 1: Administration

SUB PROGRAMME MANAGEMENT

Key Performance Indicator 1.1

Strategic Goal	To support service delivery in a smart, proactive and business centric manner that is aligned to statutory requirements
Strategic Objective	Improve governance processes within the Department and PMTE
Indicator Title	Change in the index score for management practices
Short description	The indicator measures the average index score attained in the management practices guided by various MPAT standards. The end goal is to determine the degree of improvement.
Purpose/importance	To use the percentage change to determine the degree of improvement of management practices within the Department over time. If the percentage score in the current year (Y1) is higher than the previous score (Y0), the more the degree of improvement. The percentages are then worked into an index. Changes upwards of the index score shows improvement in MPAT
Source/collection of data	Branch inputs and evidence as per each MPAT standard under the 4 KPA: Strategic Management, Governance and Accountability Management, Human Resource Management and Financial Management
Method of calculation	Multiply the average percentage of each KPA with the weight allocated to the KPA to get a score and then sum the scores of the KPAs to determine the index
Unit of Measure	Index
Data limitations	Lack of evidence to support a particular management practice and standard affecting the score
Type of indicator	Output
Calculation type	Non-Cumulative
Reporting cycle	Annual
New indicator	No
Desired performance	To ensure full compliance to the MPAT process and reaching the highest score on the basis of evidence that supports each reported MPAT standards
Indicator owner	Deputy Director-General: Governance, Risk and Compliance
Indicator updater	Chief Director Monitoring and Evaluation

Baseline	**Year – 3 Audited Actual**	**Year – 2 Audited Actual**	**Year – 1 Audited Actual**	**Current Year (Estimated Performance)**
	2	1.8	2.7	3.5

Annual Targets	**2016/17 (EP)**	**2017/18**	**2018 /19**	**2019/2020**	**2020/2021**
	3.5	3.8	4.0	4.0	4.0
Portfolio of Evidence	M&E Report on MPAT Analysis of Final Scores	M&E Report on MPAT Analysis of Final Scores	M&E Report on MPAT Analysis of Final Scores	M&E Report on MPAT Analysis of Final Scores	M&E Report on MPAT Analysis of Final Scores

Quarterly targets 2017/18	**Quarter 1**	**Quarter 2**	**Quarter 3**	**Quarter 4**
	-	-	3.8	-
Portfolio of Evidence	-	-	M&E Report on MPAT Analysis of Final Scores	-

Key Performance Indicator 1.2

Strategic Goal	To support service delivery in a smart, proactive and business centric manner that is aligned to statutory requirements
Strategic Objective	To combat fraud and corruption within the Department and PMTE
Indicator Title	**Percentage of investigation initiated within 30 days in respect of validated allegations**
Short description	The indicator is measuring the percentage of investigations that have been initiated within 30 days of receipt of validated fraud and corruption allegations reported. The 30 day period commences after the allegations have been validated. This indicator is linked to Phase II of the Turnaround Strategy.
Purpose/importance	To ensure that all validated fraud and corruption allegations are investigated timeously. The time period to conclude an investigation will vary based on the nature of the allegation.
Source/collection of data	Register of allegations maintained within the Anti-Corruption Unit.
Method of calculation	Count the number of investigations initiated within 30 days after a fraud and corruption allegation has been validated and express that as a percentage of the total number of validated fraud and corruption allegations reported for the same time period. Count the number of investigations initiated within 30 days after a fraud and corruption allegation is validated Total number of valid investigations reported for the same time period
Unit of Measure	Percentage
Data limitations	Inaccurate and/or incomplete Register of Allegations
Type of indicator	Output
Calculation type	Non- cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	100% of all investigations instituted within 30 days of receipt of admissible allegations that have been verified.
Indicator owner	Deputy Director-General: Governance, Risk and Compliance
Indicator updater	Director: Fraud awareness and investigations

Baseline	**Year – 3 Audited Actual**	**Year – 2 Audited Actual**	**Year – 1 Audited Actual**	**Current Year (Estimated Performance)**
	0	35	50	100%

Annual Targets	**2016/17 (EP)**	**2017/18**	**2018 /19**	**2019/2020**	**2020/2021**
	100%	100%	100%	100%	100%
Portfolio of Evidence	Extract of the allegation register indicating the date on which the allegation was received, validated and investigation commencement date	Extract of the allegation register indicating the date on which the allegation was received, validated and investigation commencement date	Extract of the allegation register indicating the date on which the allegation was received, validated and investigation commencement date	Extract of the allegation register indicating the date on which the allegation was received, validated and investigation commencement date	Extract of the allegation register indicating the date on which the allegation was received, validated and investigation commencement date

Quarterly targets 2017/18	**Quarter 1**	**Quarter 2**	**Quarter 3**	**Quarter 4**
	100%	100%	100%	100%
Portfolio of Evidence	Extract of the allegation register indicating the date on which the allegation was received, validated and investigation commencement date	Extract of the allegation register indicating the date on which the allegation was received, validated and investigation commencement date	Extract of the allegation register indicating the date on which the allegation was received, validated and investigation commencement date	Extract of the allegation register indicating the date on which the allegation was received, validated and investigation commencement date

Key Performance Indicator 1.3

Strategic Goal	To support service delivery in a smart, proactive and business centric manner that is aligned to statutory requirements
Strategic Objective	To combat fraud and corruption within the Department and PMTE
Indicator Title	**Number of interventions recommended resulting from fraud risk management**
Short description	The indicator is measuring the number of interventions that have been identified to improve transparency and accountability within the Department and PMTE based on fraud risk assessments that have been conducted.
Purpose/importance	Through the fraud risk assessments the Department will be in a position to identify areas that requires attention in respect of internal control deficiencies identified. Relevant mitigating factors shall be required from the relevant line function managers which will lead to the reduction in fraud risk ratings.
Source/collection of data	Fraud Risk Register
Method of calculation	A simple count of the interventions recommended to DPW and PMTE
Unit of Measure	Number
Data limitations	Fraud Risk Register not updated / Inaccurate Fraud Risk Register
Type of indicator	Output
Calculation type	Non- cumulative
Reporting cycle	Bi annual
New indicator	No
Desired performance	Reduction in the fraud and corruption risk levels across the Department
Indicator owner	Deputy Director-General Governance, Risk and Compliance
Indicator updater	Director: Fraud awareness and investigations

Baseline	**Year – 3 Audited Actual**	**Year – 2 Audited Actual**	**Year – 1 Audited Actual**	**Current Year (Estimated Performance)**
	-	-	-	4

Annual Targets	**2016/17 (EP)**	**2017/18**	**2018 /19**	**2019/2020**	**2020/2021**
	4	4	4	4	4
Portfolio of Evidence	Extract of the detection review report to management	Extract of the detection review report to management	Extract of the detection review report to management	Extract of the detection review report to management	Extract of the detection review report to management

Quarterly targets 2017/18	**Quarter 1**	**Quarter 2**	**Quarter 3**	**Quarter 4**
	-	2	-	2
Portfolio of Evidence	-	Extract of the detection review report to management	-	Extract of the detection review report to management

SUB PROGRAMME: FINANCE AND SUPPLY CHAIN MANAGEMENT

Key Performance Indicator 1.4

Strategic Goal	To support service delivery in a smart, proactive and business centric manner that is aligned to statutory requirements
Strategic Objective	To provide a compliant internal control, financial and SCM service
Indicator Title	**Percentage change in the irregular expenditure baseline**
Short description	This indicator is measuring the percentage of irregular expenditure transactions reduced from the irregular expenditure that was reported from the 2014/15 financial year.
Purpose/importance	This performance measure seeks to demonstrate how effectively the Department is resolving the irregular expenditure as disclosed in the annual report
Source/collection of data	Irregular expenditure register
Method of calculation	Calculate the rand value of the irregular expenditure as the end of the current financial year and divide that by the rand value of the irregular expenditure of the previous financial year expressed as a percentage Current financial year's rand value of irregular expenditure Previous financial year's rand value of irregular expenditure
Unit of Measure	Percentage
Data limitations	None
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annual
New indicator	No
Desired performance	Eradication of all irregular expenditure in the Department
Indicator owner	Chief Financial Officer
Indicator updater	Director: Inspectorate and Compliance

	Year – 3 Audited Actual	Year – 2 Audited Actual	Year – 1 Audited Actual	Current Year (Estimated Performance)
Baseline	R583 million	R400 million	44% reduction of irregular expenditure baseline	40% reduction of the irregular expenditure baseline

	2016/17 (EP)	2017/18	2018/19	2019/2020	2020/2021
Annual Targets	40%	80%	100%	100%	100%
Portfolio of Evidence	Irregular expenditure register indicating the baseline of the prior year and current year	Irregular expenditure register indicating the baseline of the prior year and current year	Irregular expenditure register indicating the baseline of the prior year and current year	Irregular expenditure register indicating the baseline of the prior year and current year	Irregular expenditure register indicating the baseline of the prior year and current year

	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Quarterly targets 2017/18	-	-	-	80% reduction of the irregular expenditure baseline
Portfolio of Evidence	-	-	-	Irregular expenditure register indicating the baseline of the prior year and current year

Key Performance Indicator 1.5

Strategic Goal	To support service delivery in a smart, proactive and business centric manner that is aligned to statutory requirements
Strategic Objective	To provide a compliant internal control, financial and SCM service
Indicator Title	**Percentage of compliant invoices settled within 30 days**
Short description	The indicator is measuring the percentage of compliant invoices received from service providers for services rendered which are required to be paid within 30 days in accordance with the Treasury Regulations 8.3.1. Invoice is only regarded as valid once the work has been certified as completed in accordance with the requirements of the Department.
Purpose/importance	Tracks the turnaround time of payments to ensure compliance with regulatory prescripts and to ensure that suppliers are not disadvantaged with regard to late payments
Source/collection of data	Invoices received from suppliers, payments register/ Reapatala Invoice Tracking System
Method of calculation	Count the number of compliant invoices settled within 30 days and express this as a percentage of the total number of compliant invoices paid. Number of compliant invoices paid within 30 days Total number of compliant invoices paid for the same period
Unit of Measure	Percentage
Data limitations	None
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	100% of compliant invoices should be paid within 30 days
Indicator owner	Chief Director: Finance
Indicator updater	Director: Finance

Baseline	**Year – 3 Audited Actual**	**Year – 2 Audited Actual**	**Year – 1 Audited Actual**	**Current Year (Estimated Performance)**
	75%	89%	75%	100%

Annual Targets	**2016/17 (EP)**	**2017/18**	**2018 /19**	**2019/2020**	**2020/2021**
	100%	100%	100%	100%	100%
Portfolio of Evidence	Reapatala Report indicating date of invoice received, status, compliance, date paid	Reapatala Report indicating date of invoice received, status, compliance, date paid	Reapatala Report indicating date of invoice received, status, compliance, date paid	Reapatala Report indicating date of invoice received, status, compliance, date paid	Reapatala Report indicating date of invoice received, status, compliance, date paid

Quarterly targets 2017/18	**Quarter 1**	**Quarter 2**	**Quarter 3**	**Quarter 4**
	100%	100%	100%	100%
Portfolio of Evidence	Reapatala Report indicating date of invoice received, status, compliance, date paid	Reapatala Report indicating date of invoice received, status, compliance, date paid	Reapatala Report indicating date of invoice received, status, compliance, date paid	Reapatala Report indicating date of invoice received, status, compliance, date paid

Key Performance Indicator 1.6

Strategic Goal	To support service delivery in a smart, proactive and business centric manner that is aligned to statutory requirements
Strategic Objective	To provide a compliant internal control, financial and SCM service
Indicator Title	**Percentage of bids awarded within 56 working days of closure of tender**
Short description	The indicator is measuring the percentage of relevant bids awarded for services procured above R500 000 for the Department within 56 days of closure of tender
Purpose/importance	To demonstrate that the end to end business process for processing bids is able to be executed within the agreed timeframes thereby enhancing service delivery to clients and ensuring compliance to regulations. This performance measure indicates how effectively the Department will achieve the efficiency of acquiring goods, services and works over the R500 000 threshold.
Source/collection of data	Bids Register and Procurement Plan
Method of calculation	Count the number of bids over the R500 000 threshold awarded within 56 working days of closure of tender advertisement and express this as a percentage of the total number of bids awarded for the same time period. Count the number of bids awarded within 56 working days of closure of tender advertisement Total number of bids awarded over the period
Unit of Measure	Percentage
Data limitations	None
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	The aim is to award all bids within the agreed timeframes with no variations
Indicator owner	Deputy Director-General: supply Chain Management
Indicator updater	Chief Director: Supply Chain Management

Baseline	**Year – 3 Audited Actual**	**Year – 2 Audited Actual**	**Year – 1 Audited Actual**	**Current Year (Estimated Performance)**
	89	119	78%	31%

Annual Targets	**2016/17 (EP)**	**2017/18**	**2018 /19**	**2019/2020**	**2020/2021**
	31%	65%	70%	75%	80%
Portfolio of Evidence	Register of bids awarded (above R 500 000) indicating the date of tender closure and award date (supported by letter of award)	Register of bids awarded (above R 500 000) indicating the date of tender closure and award date (supported by letter of award)	Register of bids awarded (above R 500 000) indicating the date of tender closure and award date (supported by letter of award)	Register of bids awarded (above R 500 000) indicating the date of tender closure and award date (supported by letter of award)	Register of bids awarded (above R 500 000) indicating the date of tender closure and award date (supported by letter of award)

Quarterly targets 2017/18	**Quarter 1**	**Quarter 2**	**Quarter 3**	**Quarter 4**
	65%	65%	65%	65%
Portfolio of Evidence	Register of bids awarded (above R 500 000) indicating the date of tender closure and award date (supported by letter of award)	Register of bids awarded (above R 500 000) indicating the date of tender closure and award date (supported by letter of award)	Register of bids awarded (above R 500 000) indicating the date of tender closure and award date (supported by letter of award)	Register of bids awarded (above R 500 000) indicating the date of tender closure and award date (supported by letter of award)

Key Performance Indicator 1.7

Strategic Goal	To support service delivery in a smart, proactive and business centric manner that is aligned to statutory requirements
Strategic Objective	To provide a compliant internal control, financial and SCM service
Indicator Title	**Percentage of quotations awarded within 30 days from requisition date**
Short description	The indicator is measuring the percentage of relevant quotations awarded for services below R500 000 procured for the Department within the 30 days period from the date of requisition to support the delivery of services within time and cost
Purpose/importance	To indicate the efficiency in which Supply Chain Management is acquiring goods, services and works below the R500 000 threshold
Source/collection of data	Register of all quotations awarded for DPW services through the quotation process
Method of calculation	Count the number of quotes awarded within 30 days from requisition date and express this as a percentage of the total number of quotes awarded. Count the number of quotes awarded within 30 days from the requisition date Total number of quotes awarded over the period
Unit of Measure	Percentage
Data limitations	None
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	The aim is to award quotations within 30 days from the requisition date for the next three years with no deviations
Indicator owner	Deputy Director-General: Supply Chain Management
Indicator updater	Chief Director: Supply Chain Management

Baseline	**Year – 3 Audited Actual**	**Year – 2 Audited Actual**	**Year – 1 Audited Actual**	**Current Year (Estimated Performance)**
	741	873	58%	79%

Annual Targets	**2016/17 (EP)**	**2017/18**	**2018 /19**	**2019/2020**	**2020/2021**
	79%	88%	90%	92%	94%
Portfolio of Evidence	Register of quotations awarded (below R500 000) indicating date of requisition and award date (supported with letters of appointment/ purchase order)	Register of quotations awarded (below R500 000) indicating date of requisition and award date (supported with letters of appointment/ purchase order)	Register of quotations awarded (below R500 000) indicating date of requisition and award date (supported with letters of appointment/ purchase order)	Register of quotations awarded (below R500 000) indicating date of requisition and award date (supported with letters of appointment/ purchase order)	Register of quotations awarded (below R500 000) indicating date of requisition and award date (supported with letters of appointment/ purchase order)

Quarterly targets 2017/18	**Quarter 1**	**Quarter 2**	**Quarter 3**	**Quarter 4**
	88%	88%	88%	88%
Portfolio of Evidence	Register of quotations awarded (below R500 000) indicating date of requisition and award date (supported with letters of appointment/ purchase order)	Register of quotations awarded (below R500 000) indicating date of requisition and award date (supported with letters of appointment/ purchase order)	Register of quotations awarded (below R500 000) indicating date of requisition and award date (supported with letters of appointment/ purchase order)	Register of quotations awarded (below R500 000) indicating date of requisition and award date (supported with letters of appointment/ purchase order)

SUB PROGRAMME: CORPORATE SERVICES

Key Performance Indicator 1.8

Strategic Goal	To support service delivery in a smart, proactive and business centric manner that is aligned to statutory requirements
Strategic Objective	To facilitate organisational transformation through effective performance management.
Indicator Title	**Percentage of funded prioritised vacancies filled as per approved recruitment plan**
Short description	The indicator is measuring the percentage of funded critical vacancies that have been filled as reflected in the Recruitment Plan. The Recruitment Plan identifies critical vacancies prioritised and approved for advertising and filling.
Purpose/importance	Intended to facilitate the capacitation of the Department and the PMTE through the filling of critical funded vacancies and thereby reduce the vacancy rate. The Department complies with the requirements set out by the DPSA when filling of vacancies.
Source/collection of data	PERSAL information and reports, Vulindlela schedule of posts advertised and filled.
Method of calculation	A count of the number of vacant prioritised posts that have been filled within 6 months express that as a percentage of the total number of prioritised vacant posts that have been filled for the same timeframe. Number of prioritised posts filled within 6 months Total number of prioritised posts filled for the same period
Unit of Measure	Percentage
Data limitations	None
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	To fill all vacant prioritised posts within 6 months or less from the date of advertisement
Indicator owner	Chief Director: Human Resource Management
Indicator updater	Director :Human Resource Planning and Recruitment

Baseline	**Year – 3 Audited Actual**	**Year – 2 Audited Actual**	**Year – 1 Audited Actual**	**Current Year (Estimated Performance)**
	565	1 626	603	52%

Annual Targets	**2016/17 (EP)**	**2017/18**	**2018 /19**	**2019/2020**	**2020/2021**
	52%	100%	100%	100%	100%
Portfolio of Evidence	Database with dates of posts advertised and filled (supported by letters of appointment)	Database with dates of posts advertised and filled (supported by letters of appointment)	Database with dates of posts advertised and filled (supported by letters of appointment)	Database with dates of posts advertised and filled (supported by letters of appointment)	Database with dates of posts advertised and filled (supported by letters of appointment)

Quarterly targets 2017/18	**Quarter 1**	**Quarter 2**	**Quarter 3**	**Quarter 4**
	-	100%	100%	100%
Portfolio of Evidence	-	Database with dates of posts advertised and filled (supported by letters of appointment)	Database with dates of posts advertised and filled (supported by letters of appointment)	Database with dates of posts advertised and filled (supported by letters of appointment)

Key Performance Indicator 1.9

Strategic Goal	To support service delivery in a smart, proactive and business centric manner that is aligned to statutory requirements
Strategic Objective	To provide and enterprise ICTarchitecture to support all business functions
Indicator Title	**Number of Property Management modules implemented**
Short description	The indicator is measuring the number of ICT modules (Asset Register and Lease) implemented on the ARCHIBUS system at Head Office and all Regional Offices for Property Management.
Purpose/importance	To automate business functions in order to provide integrated data for enhanced business decisions
Source/collection of data	Project implementation reporting plan
Method of calculation	Simple count of the testing of each module that has been added to the ARCHIBUS system for Head Office and each Regional Office
Unit of Measure	Number
Data limitations	None
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	ICT modules implemented for use by the end user that will automate all data and inform business decisions. End users full trained on new modules.
Indicator owner	Deputy Director-General Corporate Services
Indicator updater	Chief Director: Information Services

	Year – 3 Audited Actual	Year – 2 Audited Actual	Year – 1 Audited Actual	Current Year (Estimated Performance)
Baseline	-	-	Procurement of a Property Management System	2 modules implemented PMTE

	2016/17 (EP)	2017/18	2018 /19	2019/2020	2020/2021
Annual Targets	2 modules implemented PMTE	1 module implemented PMTE (infrastructure management)	-	-	-
Portfolio of Evidence	Signed off user acceptance testing and training	Signed off user acceptance testing and training	-	-	-

	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Quarterly targets 2017/18	1 module implemented at Head Office	1 module implemented at 4 Regional Offices	1 module implemented at 3 Regional Offices	1 module implemented at 4 Regional Offices
Portfolio of Evidence	Signed off user acceptance testing and training	Signed off user acceptance testing and training	Signed off user acceptance testing and training	Signed off user acceptance testing and training

Key Performance Indicator 1.10

Strategic Goal	To support service delivery in a smart, proactive and business centric manner that is aligned to statutory requirements
Strategic Objective	To provide an enterprise ICT architecture to support all business functions
Indicator Title	**ERP system developed for the public works sector**
Short description	An Enterprise Resource Planning System that will be used for Property Management functions such as the Immovable Asset Register, Facilities Management, Lease Management and Construction Project Management amongst others.
Purpose/importance	To have a single system for the public works sector in order to have interoperability and be able to produce a single Immovable Asset Register for the State
Source/collection of data	Project implementation plan
Method of calculation	None
Unit of Measure	None
Data limitations	Lack of / Inadequate information obtained from Provinces on their current ERPs
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	To develop and implement an ERP system for the public works sector to serve the long term needs of the sector
Indicator owner	Deputy Director-General Corporate Services
Indicator updater	Chief Director: Information Services

Baseline	**Year – 3 Audited Actual**	**Year – 2 Audited Actual**	**Year – 1 Audited Actual**	**Current Year (Estimated Performance)**
	-	-	-	-

	2016/17 (EP)	**2017/18**	**2018 /19**	**2019/2020**	**2020/2021**
Annual Targets	-	Assessment of current ERP across the sector	Specification of the new ERP system developed	Phased implemented on the ERP system for the sector	Phased implemented on the ERP system for the sector
Portfolio of Evidence	-	Consolidated sector report on the ERP for all 9 provinces	Proof of completed procurement process	User Acceptance test results for NDPW and 2 provinces	User Acceptance test results for NDPW and 2 provinces

	Quarter 1	**Quarter 2**	**Quarter 3**	**Quarter 4**
Quarterly targets 2017/18	Assessment of current ERPs in 3 provinces	Assessment of current ERPs in 6 provinces	Assessment of current ERPs in 9 provinces	Consolidated sector report on the ERP for all 9 provinces
Portfolio of Evidence	Assessment reports for 3 provinces	Assessment reports for 6 provinces	Assessment of 9 provinces	Consolidated report for all 9 provinces

Key Performance Indicator 1.11

Strategic Goal	To support service delivery in a smart, proactive and business centric manner that is aligned to statutory requirements
Strategic Objective	To protect the interests of the Department by providing legal services
Indicator Title	**Percentage of reported fraud and corruption misconduct cases subjected to disciplinary processes**
Short description	The indicator is measuring the percentage of reported fraud and corruption misconduct cases subjected to disciplinary processes to ensure that all reported fraud and corruption misconduct cases subjected to disciplinary processes and officials are held accountable. There can be no time period specified for the completion of the disciplinary process since each case is different in nature.
Purpose/importance	To root out fraud and corruption in the Department and PMTE.
Source/collection of data	All Business Units in the Department and PMTE
Method of calculation	Count the number of valid fraud and corruption misconduct cases that are subjected to disciplinary processes and express that as a percentage of the total number of valid fraud and corruption misconduct cases reported for the same period The number of reported fraud and corruption misconduct cases subjected to disciplinary processes The total number of fraud and corruption cases reported for the same period
Unit of Measure	Percentage
Data limitations	Non availability of information to investigate allegations of misconduct.
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	All reported fraud and corruption misconduct cases finalised within acceptable time-frames.
Indicator owner	Chief Director: Legal Services
Indicator updater	Director: Labour Relations

Baseline	**Year – 3 Audited Actual**	**Year – 2 Audited Actual**	**Year – 1 Audited Actual**	**Current Year (Estimated Performance)**
	1 misconduct case finalised	3 misconduct cases finalised	100%	100%

Annual Targets	**2016/17 (EP)**	**2017/18**	**2018 /19**	**2019/2020**	**2020/2021**
	100%	100%	100%	100%	100%
Portfolio of Evidence	Annual oversight report	Annual oversight report	Annual oversight report	Annual oversight report	Annual oversight report

Quarterly targets 2017/18	**Quarter 1**	**Quarter 2**	**Quarter 3**	**Quarter 4**
	100%	100%	100%	100%
Portfolio of Evidence	Database of misconduct cases	Database of misconduct cases	Database of misconduct cases	Database of misconduct cases

Key Performance Indicator 1.12

Strategic Goal	To support service delivery in a smart, proactive and business centric manner that is aligned to statutory requirements
Strategic Objective	To protect the interests of the Department by providing legal services
Indicator Title	**Percentage of default judgments against the Department prevented**
Short description	The Department and PMTE faces litigation cases on an on-going basis. The indicator is measuring how effective litigations cases are managed thereby preventing default judgements from being granted, in other words, the Department and PMTE should not face fruitless or wasteful expenditure. . The summons that are issued by the courts are received by the State Attorney and then forwarded to the Department. The Department therefore can only prevent default judgements where the summons are received.
Purpose/importance	To ensure that litigation is proactively managed and default judgements are prevented from taking place so that the interests of the Department are protected
Source/collection of data	Register book used for receiving legal correspondence (summons, applications), Litigation workbook for all matters-provide status of each matter
Method of calculation	Count the number of default judgements against the Department that have been prevented and express this as a percentage of the total number of summons that have been received from the State Attorney for the same timeframe Number of default judgements against the Department prevented Total number of summons served to the Department for the same timeframe
Unit of Measure	Percentage
Data limitations	Delays in summons served to the Department and are late or are served at a wrong address
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	All litigious matters served to the Department are timeously defended and/or settled
Indicator owner	Chief Director: Legal Services
Indicator updater	Director: Legal Services

Baseline	**Year – 3 Audited Actual**	**Year – 2 Audited Actual**	**Year – 1 Audited Actual**	**Current Year (Estimated Performance)**
	86% (13)	98% (2)	99% (1)	100%

Annual Targets	**2016/17 (EP)**	**2017/18**	**2018 /19**	**2019/2020**	**2020/2021**
	100%	100%	100%	100%	100%
Portfolio of Evidence	Consolidated litigation workbook indicating the default judgements prevented and the summons served to the Department	Consolidated litigation workbook indicating the default judgements prevented and the summons served to the Department	Consolidated litigation workbook indicating the default judgements prevented and the summons served to the Department	Consolidated litigation workbook indicating the default judgements prevented and the summons served to the Department	Consolidated litigation workbook indicating the default judgements prevented and the summons served to the Department

Quarterly targets 2017/18	**Quarter 1**	**Quarter 2**	**Quarter 3**	**Quarter 4**
	100%	100%	100%	100%
Portfolio of Evidence	Consolidated litigation workbook indicating the default judgements prevented and the summons served to the Department	Consolidated litigation workbook indicating the default judgements prevented and the summons served to the Department	Consolidated litigation workbook indicating the default judgements prevented and the summons served to the Department	Consolidated litigation workbook indicating the default judgements prevented and the summons served to the Department

16.2 Programme 2: Intergovernmental Coordination

Key Performance Indicator 2.1

Strategic Goal	To provide oversight of the public works sector
Strategic Objective	To ensure integrated planning and coordination of concurrent functions
Indicator Title	**Number of performance review reports for the Sector Programme of Action presented to MinMec**
Short description	The indicator is measuring the number of performance review reports that are developed and monitored on the performance of the public works sector to ensure a coordinated approach for the implementation of concurrent function of Public Works Sector
Purpose/importance	Ensuring alignment and synergy of concurrent functions within the sector considering various critical interventions for service delivery implementation in the Sector
Source/collection of data	Quarterly performance reports
Method of calculation	Simple count of the number of performance review reports presented for discussion at MinMec
Unit of Measure	Number
Data limitations	Incomplete/ inaccurate performance information received from national / provinces
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Bi-annual
New indicator	Yes
Desired performance	Completed reports tabled at MinMec showing a positive trend in the service delivery performance of the sector
Indicator owner	Deputy Director-General: Intergovernmental Coordination
Indicator updater	Chief Director: Intergovernmental Relations

Baseline	**Year – 3 Audited Actual**	**Year – 2 Audited Actual**	**Year – 1 Audited Actual**	**Current Year (Estimated Performance)**
	-	-	-	-

Annual Targets	**2016/17 (EP)**	**2017/18**	**2018 /19**	**2019/2020**	**2016/17 (EP)**
	-	2	4	4	4
Portfolio of Evidence	-	Copy of reports tabled at MinMec supported with MinMec Agenda	Copy of reports tabled at MinMec supported with MinMec Agenda	Copy of reports tabled at MinMec supported with MinMec Agenda	Copy of reports tabled at MinMec supported with MinMec Agenda

Quarterly targets 2017/18	**Quarter 1**	**Quarterly targets 2017/18**	**Quarter 1**	**Quarterly targets 2017/18**
	-	1	-	1
Portfolio of Evidence	-	Copy of reports tabled at MinMec supported with MinMec Agenda		Copy of reports tabled at MinMec supported with MinMec Agenda

Key Performance Indicator 2.2

Strategic Goal	To provide oversight of the public works sector
Strategic Objective	To ensure integrated planning and coordination of concurrent functions
Indicator Title	**Number of agreements signed for joint service delivery signed with Provinces and Municipalities**
Short description	Cooperation and protocol agreements signed with Provinces and Municipalities for collaboration in areas where joint service delivery is required
Purpose/importance	To ensure that the National Department of Public Works and relevant sphere of Government achieve maximum impact in identified service delivery areas
Source/collection of data	Provincial Growth and Development Strategy (PGDS) , IDPS, APPS and Strategic Plans of the Public Bodies
Method of calculation	Simple count of signed agreements between the Department and the relevant Provincial / Municipal Department
Unit of Measure	Number
Data limitations	None
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Signed agreements with relevant sphere of Government that enhances service delivery implementation
Indicator owner	Deputy Director-General: Intergovernmental Relations
Indicator updater	Chief Director: Intergovernmental Relations

Baseline	**Year – 3 Audited Actual**	**Year – 2 Audited Actual**	**Year – 1 Audited Actual**	**Current Year (Estimated Performance)**
	-	-	2	10

Annual Targets	**2016/17 (EP)**	**2017/18**	**2018 /19**	**2019/2020**	**2020/2021**
	10	20	25	30	-
Portfolio of Evidence	Signed agreements between the Department and the relevant Provincial Department / Municipality	Signed agreements between the Department and the relevant Provincial Department / Municipality	Signed agreements between the Department and the relevant Provincial Department / Municipality	Signed agreements between the Department and the relevant Provincial Department / Municipality	-

Quarterly targets 2017/18	**Quarter 1**	**Quarter 2**	**Quarter 3**	**Quarter 4**
	5	5	5	5
Portfolio of Evidence	Signed agreements between the Department and the relevant Provincial Department / Municipality	Signed agreements between the Department and the relevant Provincial Department / Municipality	Signed agreements between the Department and the relevant Provincial Department / Municipality	Signed agreements between the Department and the relevant Provincial Department / Municipality

Key Performance Indicator 2.3

Strategic Goal	To provide oversight of the public works sector
Strategic Objective	To ensure integrated planning and coordination of concurrent functions
Indicator Title	**Number of reviews conducted on the intergovernmental governance structures**
Short description	The indicator is measuring the number of reviews that are conducted to determine the efficiency and effectiveness of the IGR governance structures in the delivery of concurrent functions and identify the areas of improvements in collaboration with Provinces. The intention is to improve planning and coordination within the sector so that service delivery is undertaken in a coherent manner
Purpose/importance	To unblock any challenges in the intergovernmental governance in order to improve the coordination and collaboration within the Public Works sector
Source/collection of data	IGR structures governance protocol and TOR's IGR approved policy
Method of calculation	Simple count of reviews conducted on the identified intergovernmental structures
Unit of Measure	Number
Data limitations	None
Type of indicator	Output
Calculation type	Non-Cumulative
Reporting cycle	Annual
New indicator	Yes
Desired performance	Effective coordination of the sector and smooth decision making processes
Indicator owner	Deputy Director-General: Intergovernmental Relations
Indicator updater	Chief Director: Intergovernmental Relations

Baseline	**Year – 3 Audited Actual**	**Year – 2 Audited Actual**	**Year – 1 Audited Actual**	**Current Year (Estimated Performance)**
	-	-	Intergovernmental Coordination Policy approved	2

Annual Targets	**2016/17 (EP)**	**2017/18**	**2018 /19**	**2019/2020**	**2020/2021**
	2	2	2	1	1
Portfolio of Evidence	Stakeholder survey report	Stakeholder survey report	Stakeholder survey report	Stakeholder survey report	Stakeholder survey report

Quarterly targets 2017/18	**Quarter 1**	**Quarter 2**	**Quarter 3**	**Quarter 4**
	-	-	-	2
Portfolio of Evidence	-	-	-	2 Stakeholder survey reports

Key Performance Indicator 2.4

Strategic Goal	To provide oversight of the public works sector
Strategic Objective	To ensure integrated planning and coordination of concurrent functions
Indicator Title	**Number of Policy Frameworks developed for the Public Works Sector**
Short description	The indicator is measuring the number of policy frameworks that are developed for the public works sector that regulate and guide policy implementation within the Sector
Purpose/importance	To ensure that the Sector achieves maximum impact in identified service delivery areas
Source/collection of data	Relevant Legislation, Provincial Growth and Development Strategy (PGDS), IDPS, APPS and Strategic Plans of the Public Bodies
Method of calculation	Simple count of Public Works Sector Policy Frameworks developed
Unit of Measure	Number
Data limitations	None
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annual
New indicator	Yes
Desired performance	Implementation of the developed Policy Framework through effective coordination and monitoring
Indicator owner	Deputy Director-General: Intergovernmental Relations
Indicator updater	Chief Director: Intergovernmental Relations

Baseline	**Year – 3 Audited Actual**	**Year – 2 Audited Actual**	**Year – 1 Audited Actual**	**Current Year (Estimated Performance)**
	-	-	-	-

	2016/17 (EP)	**2017/18**	**2018 /19**	**2019/2020**	**2020/2021**
Annual Targets	-	2 Policy Frameworks developed for the Public Works Sector ▪ Maintenance Framework ▪ Institutional Arrangement Framework for Small Harbours	1 Policy Framework developed for the Public Works Sector	1 Policy Framework developed for the Public Works Sector	1 Policy Framework developed for the Public Works Sector
Portfolio of Evidence		2 Policy Frameworks	1 Policy Framework	1 Policy Framework	-

	Quarter 1	**Quarter 2**	**Quarter 3**	**Quarter 4**
Quarterly targets 2017/18	-	-	-	2 Policy Frameworks developed for the Public Works Sector
Portfolio of Evidence	-	-	-	Final Policy documents ▪ Maintenance Framework ▪ Institutional Arrangement Framework for Small Harbours

SUB PROGRAMME: PROFESSIONAL SERVICES

Key Performance Indicator 2.5

Strategic Goal	To build state capacity in the Built Environment Professionals
Strategic Objective	To restore the skills pipeline in the built environment
Indicator Title	**Number of beneficiaries participating in the DPW/PMTE skills development programme**
Short description	The indicator is measuring the number of beneficiaries that are participating in the Department's skills development programme that aims to capacitate the Department and PMTE. There will be participation in in the following categories (young professionals, interns, learners, management trainees, artisan trainees)
Purpose/importance	The purpose is to create a pool of qualified potential employees for critical and scarce skills areas of the Department. This intervention contributes to the National Skills Development Strategy, and the National Development Plan Vision 2030 that articulates the accelerated production of black Built Environment Professionals. The skills development programme is mandatory with DPSA set targets at 5% of the organisational structure to be comprised of trainees.
Source/collection of data	PERSAL, Vulindlela, workplace skills plan
Method of calculation	Simple count of the beneficiaries participating in the programme as recorded on the database
Unit of Measure	Number
Data limitations	None
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annual
New indicator	No
Desired performance	To ensure the maximum participation of participants in the Department's skills development programme and where possible exceed the mandatory DPSA requirements
Indicator owner	Deputy Director-General: Professional Services
Indicator updater	Director: Human Capital Investment

Baseline	**Year – 3 Audited Actual**	**Year – 2 Audited Actual**	**Year – 1 Audited Actual**	**Current Year (Estimated Performance)**
	1 027	1 114	1 294	1067

Annual Targets	**2016/17 (EP)**	**2017/18**	**2018 /19**	**2019/2020**	**2020/2021**
	1 067	1 075	520	350	350
Portfolio of Evidence	Database with list of beneficiaries (supported by letter of appointment)	Database with list of beneficiaries (supported by letter of appointment)	Database with list of beneficiaries (supported by letter of appointment)	Database with list of beneficiaries (supported by letter of appointment)	Database with list of beneficiaries (supported by letter of appointment)

Quarterly targets 2017/18	**Quarter 1**	**Quarter 2**	**Quarter 3**	**Quarter 4**
	-	-	-	1 075
Portfolio of Evidence	-	-	-	Database with list of beneficiaries

Key Performance Indicator 2.6

Strategic Goal	To build state capacity in the Built Environment Professionals
Strategic Objective	To introduce institutional capacity to manage the public infrastructure programme(s)
Indicator Title	**Number of Asset Management Service tools approved (within the different GIAMA phases)**
Short description	This indicator is measuring the number of asset management tools that will be developed to drive the professionalisation programme across all the required GIAMA functions of Planning, Acquisition, Implementation, and Disposal Phases. The development of Asset Management Tools Professional Systems, Norms, Standards consistent with Generally Accepted Practices in the various Built Environment Professional Function Areas, will enable appropriate Asset Management Policy determination to effect GIAMA across the portfolios of both Users and Custodians
Purpose/importance	To incrementally build State capacity to acquire and maintain the appropriate Basic Operating units per GIAMA Functional Area, informed by available (current and to be made available through the Skills Pipeline) Human Capital to operate within the Standards of Uniformity as determined by the cidb (Delivery Models, Pricing Strategies and Forms of Contract)
Source/collection of data	Analysis of the technical capacity to implement the GIAMA functions within PMTE and the Public Works Sector, risk registers of GIAMA functional areas.
Method of calculation	Simple count of asset management service tools approved by the Accounting Officer
Unit of Measure	Number
Data limitations	Lack of accurate assessment of skills competencies within the GIAMA functional areas
Type of indicator	Output
Calculation type	Non-Cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Approved asset management tools to drive the professionalisation programme across all the required GIAMA functions of Planning, Acquisition, Implementation, Disposal Phases
Indicator owner	Deputy Director-General: Professional Services
Indicator updater	Deputy Director-General: Professional Services

Baseline	**Year – 3 Audited Actual**	**Year – 2 Audited Actual**	**Year – 1 Audited Actual**	**Current Year (Estimated Performance)**
	-	-	-	-

Annual Targets	**2016/17 (EP)**	**2017/18**	**2018 /19**	**2019/2020**	**2020/2021**
	-	2	2	1	-
Portfolio of Evidence	-	Accounting Officer sign off of the asset management service tools – acquisition phase	Accounting Officer sign off of the asset management service tools – operations phase	Accounting Officer sign off of the asset management service tool – construction phase	-

Quarterly targets 2017/18	**Quarter 1**	**Quarter 2**	**Quarter 3**	**Quarter 4**
	-	-	1	1
Portfolio of Evidence	-		Accounting Officer sign off of the asset management service tool for construction	Accounting Officer sign off of the asset management service tool for property management

16.3 Programme 3: Expanded Public Works Programme

Key Performance Indicator 3.1

Strategic Goal	To provide an oversight role in the implementation of Public Employment Programmes through Expanded Public Works Programme (EPWP) standardised frameworks.
Strategic Objective	To monitor and evaluate the implementation PEPs within the EPWP.
Indicator Title	**Number of work opportunities reported in the EPWP-RS by public bodies**
Short description	Coordinate, monitor and report on the number of work opportunities captured by public bodies, in all spheres of Government as well as Non-Profit Organisations, in the EPWP Reporting System aligned to the approved EPWP Phase III Business Plan. The 5 year target of 6 million work opportunities is based on baseline funding received by public bodies from Treasury over the MTEF.
Purpose/importance	The indicator measures the coordination and monitoring efforts of the Department of Public Works to ensure that work opportunities created by the implementing public bodies (national departments; provincial departments, municipalities, non-state and state entities) are reported in the Expanded Public Works Programme Reporting System (EPWP-RS).
Source/collection of data	Report drawn from EPWP Reporting System
Method of calculation	Aggregate work opportunities reported/ created by public bodies Work opportunity is paid work created for an individual on an EPWP project for any period of time. The same person can be employed on different projects and each period of employment will be counted as work opportunity.
Unit of Measure	Number
Data limitations	Inaccurate records provided by public bodies, work opportunities not reported and non-compliant data captured in the system.
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Actual performance exceeding targeted performance is desirable.
Indicator owner	Chief Director: EPWP Monitoring and Evaluation
Indicator updater	Director: Data quality and Incentive modelling

Baseline	**Year – 3 Audited Actual**	**Year – 2 Audited Actual**	**Year – 1 Audited Actual**	**Current Year (Estimated Performance)**
	1 012 665	1 103 983	741 540	1 343 154

Annual Targets	**2016/17 (EP)**	**2017/18**	**2018 /19**	**2019/2020**	**2020/2021**
	1 343 154	1 406 736	1 455 840	1 455 000	1 455 000
Portfolio of Evidence	EPWP Annexure Report	EPWP Annexure Report	EPWP Annexure Report	EPWP Annexure Report	EPWP Annexure Report

Quarterly targets 2017/18	**Quarter 1**	**Quarter 2**	**Quarter 3**	**Quarter 4**
	250 000	650 000	950 000	1 406 736
Portfolio of Evidence	EPWP Annexure Report	EPWP Annexure Report	EPWP Annexure Report	EPWP Annexure Report

Key Performance Indicator 3.2

Strategic Goal	To provide an oversight role in the implementation of Public Employment Programmes through Expanded Public Works Programme (EPWP) standardised frameworks.
Strategic Objective	To monitor and evaluate the implementation PEPs within the EPWP.
Indicator Title	**Percentage EPWP participation among designated groups (women, youth and persons with disabilities) reported on the EPWP RS by public bodies**
Short description	The indicator is measuring the number of work opportunities reported by public bodies disaggregated into women, youth and persons with disabilities: ▪ The number of work opportunities reported by public bodies for women in the programme as a percentage of the total number of EPWP work opportunities. ▪ The number of work opportunities reported by public bodies for people with disabilities in the programme as a percentage of the total number of EPWP work opportunities. ▪ The number of work opportunities reported by public bodies for young people of the age between 16-35 years as a percentage of the total number of EPWP work opportunities.
Purpose/importance	The indicator measures the work opportunities reported for women, youth and people with disabilities by the EPWP across all spheres and sectors created by the implementing public bodies (national departments; provincial departments, municipalities, non-state and state entities) on the Expanded Public Works Programme Reporting System (EPWP-RS).
Source/collection of data	Report drawn from EPWP Reporting System
Method of calculation	The work opportunities reported by public bodies are disaggregated into women, youth and people with disabilities. Percentage calculation of: ▪ Number of work opportunities reported for women / Total number of EPWP work opportunities reported ▪ Number of work opportunities reported for people with disabilities / Total number of work opportunities reported ▪ Number of work opportunities reported for youth / Total number of work opportunities reported
Unit of Measure	Percentage
Data limitations	Inaccurate records provided by public bodies, work opportunities not reported and non-compliant data captured in the system.
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Actual performance exceeding targeted performance is desirable.
Indicator owner	Chief Director: EPWP Monitoring and Evaluation
Indicator updater	Director: Data quality and Incentive modelling

	Year – 3 Audited Actual	Year – 2 Audited Actual	Year – 1 Audited Actual	Current Year (Estimated Performance)
Baseline	49% Youth 61% Women 0.98% persons with disabilities	51% Youth 63% Women 0.71% persons with disabilities	45.94% Youth 68.52% Women 1.68% persons with disabilities	55% Youth 55% Women 2% persons with disabilities

	2016/17 (EP)	2017/18	2018 /19	2019/2020	2020/2021
Annual Targets	55% Youth 55% Women 2% persons with disabilities	55% Youth 55% Women 2% persons with disabilities	55% Youth 55% Women 2% persons with disabilities	55% Youth 55% Women 2% persons with disabilities	55% Youth 55% Women 2% persons with disabilities
Portfolio of Evidence	EPWP Annexure Report	EPWP Annexure Report	EPWP Annexure Report	EPWP Annexure Report	EPWP Annexure Report

	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Quarterly targets 2017/18	55% Youth 55% Women) 2% persons with disabilities	55% Youth 55% Women) 2% persons with disabilities	55% Youth 55% Women) 2% persons with disabilities	55% Youth 55% Women) 2% persons with disabilities
Portfolio of Evidence	EPWP Annexure Report	EPWP Annexure Report	EPWP Annexure Report	EPWP Annexure Report

Key Performance Indicator 3.3

Strategic Goal	To provide an oversight role in the implementation of Public Employment Programmes through Expanded Public Works Programme (EPWP) standardised frameworks.
Strategic Objective	To monitor and evaluate the implementation of PEPs within the EPWP.
Indicator Title	**Number of data quality assessment reports produced.**
Short description	The data quality assessment report that is being measured will speak to the assessment of data quality reported on the EPWP reporting system (EPWP RS) by reporting bodies from all spheres of government.
Purpose/importance	To assess the data quality reported on the EPWP Reporting System.
Source/collection of data	Report drawn from EPWP Reporting System and EPWP Surveys.
Method of calculation	Simple count of the number of data quality assessment reports completed
Unit of Measure	Number
Data limitations	Inaccurate reporting on the EPWP Reporting System as well as inaccurate records provided by public bodies.
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Bi-annual
New indicator	No
Desired performance	All data reported on the EPWP RS is complete and accurate.
Indicator owner	Chief Director: EPWP Monitoring and Evaluation
Indicator updater	Director: Data quality and modelling

Baseline	**Year – 3 Audited Actual**	**Year – 2 Audited Actual**	**Year – 1 Audited Actual**	**Current Year (Estimated Performance)**
	-	-	-	2

Annual Targets	**2016/17 (EP)**	**2017/18**	**2018 /19**	**2019/2020**	**2020/2021**
	2	2	2	2	2
Portfolio of Evidence	Data Quality Assessment Reports.	Data Quality Assessment Reports.	Data Quality Assessment Reports.	Data Quality Assessment Reports.	Data Quality Assessment Reports.

Quarterly targets 2017/18	**Quarter 1**	**Quarter 2**	**Quarter 3**	**Quarter 4**
	-	1	-	2
Portfolio of Evidence	-	Data Quality Assessment Report.	-	Data Quality Assessment Reports.

Key performance Indicator 3.4

Strategic Goal	To provide an oversight role in the implementation of Public Employment Programmes through Expanded Public Works Programme (EPWP) standardised frameworks.
Strategic Objective	To support NPOs to implement PEPs within EPWP in the Non-State Sector.
Indicator Title	**Number of contracted NPOs to implement the NSS: NPOs programme supported.**
Short description	The indicator is measuring the number of contracted NPOs that are supported into the Non-State Sector (NSS) NPOs programme to implement Public Employment Programmes (PEPs), through a wage subsidy and the provision of capacity building training. The NPOs are appointed on multi-year contracts. The same NPOs are carried through during the financial year.
Purpose/importance	The indicator contributes to the work opportunities reported by NPOs within the EPWP.
Source/collection of data	Reports from the EPWP-RS showing the number of contracted NSS: NPOs supported.
Method of calculation	A simple count of the number of contracted NPOs supported
Unit of Measure	Number
Data limitations	Late contracting with NPOs by intermediaries
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	All contracted NPOs provided with the necessary support to implement the NSS: NPOs programme effectively
Indicator owner	Chief Director: EPWP Operations
Indicator updater	Director: Non-state sector

Baseline	**Year – 3 Audited Actual**	**Year – 2 Audited Actual**	**Year – 1 Audited Actual**	**Current Year (Estimated Performance)**
	329	300	396	300

Annual Targets	**2016/17 (EP)**	**2017/18**	**2018 /19**	**2019/2020**	**2020/2021**
	300	350	400	400	400
Portfolio of Evidence	Database of contracted NPOs indicating the contract start date and contract period (supported by Intermediary report).	Database of contracted NPOs indicating the contract start date and contract period (supported by Intermediary report).	Database of contracted NPOs indicating the contract start date and contract period (supported by Intermediary report).	Database of contracted NPOs indicating the contract start date and contract period (supported by Intermediary report).	Database of contracted NPOs indicating the contract start date and contract period (supported by Intermediary report).

Quarterly targets 2017/18	**Quarter 1**	**Quarter 2**	**Quarter 3**	**Quarter 4**
	-	350	350	350
Portfolio of Evidence	-	Database of contracted NPOs indicating the contract start date and contract period (supported by Intermediary report).	Database of contracted NPOs indicating the contract start date and contract period (supported by Intermediary report).	Database of contracted NPOs indicating the contract start date and contract period (supported by Intermediary report).

Key performance Indicator 3.5

Strategic Goal	To provide an oversight role in the implementation of Public Employment Programmes through Expanded Public Works Programme (EPWP) standardised frameworks.
Strategic Objective	To support public bodies to implement PEPs within EPWP in the Infrastructure, Social and Environment and Culture Sectors
Indicator Title	**Number of public bodies provided with technical support.**
Short description	The indicator measures the number of public bodies provided with technical support by the National Department of Public Works to implement projects according to EPWP guidelines. Technical support is provided through meetings, One-On-One engagements, telephone engagements and site visits to the public bodies. The support provided involves assisting the public bodies to identify suitable projects, setting targets for projects, reporting, project evaluation, assisting with designs and contract documentation, extracting project training needs and also EPWP mainstreaming in public bodies in line with the EPWP guidelines and requirements.
Purpose/importance	Technical support is provided to public bodies to ensure compliance to EPWP guidelines and to ensure correct reporting of the number of work opportunities created through the EPWP.
Source/collection of data	EPWP Technical Support reports
Method of calculation	A simple count of the number of public bodies provided with technical support.
Unit of Measure	Number
Data limitations	None.
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	To support public bodies to increase in the number of work opportunities created by public bodies in accordance with the EPWP guidelines and reporting requirements
Indicator owner	Chief Director: EPWP Infrastructure
Indicator updater	Director: Technical Support

Baseline	**Year – 3 Audited Actual**	**Year – 2 Audited Actual**	**Year – 1 Audited Actual**	**Current Year (Estimated Performance)**
	271	274	278	290

Annual Targets	**2016/17 (Estimated Performance)**	**2017/18**	**2018 /19**	**2019/2020**	**2020/2021**
	290	290	290	290	290
Portfolio of Evidence	Database showing public bodies provided with technical support (supported by the Technical Support Report).	Database showing public bodies provided with technical support (supported by the Technical Support Report).	Database showing public bodies provided with technical support (supported by the Technical Support Report).	Database showing public bodies provided with technical support (supported by the Technical Support Report).	Database showing public bodies provided with technical support (supported by the Technical Support Report).

Quarterly targets 2017/18	**Quarter 1**	**Quarter 2**	**Quarter 3**	**Quarter 4**
	-	200	-	290
Portfolio of Evidence	-	Database showing public bodies provided with technical support (supported by the Technical Support Report).	-	Database showing public bodies provided with technical support (supported by the Technical Support Report).

Key Performance Indicator 3.6

Strategic Goal	To provide an oversight role in the implementation of Public Employment Programmes through Expanded Public Works Programme (EPWP) standardised frameworks.
Strategic Objective	To provide strategic guidance on sector convergence through the development of implementation frameworks.
Indicator Title	**Number of frameworks on sector convergence approved.**
Short description	The indicator is measuring the number of frameworks that are developed and approved that provide strategic guidance on sector convergence and implementation frameworks. The term "Frameworks" is generically to include Standard Operating Procedures, Guidelines, Policies, Memorandum of Understandings and Agreements. Approved is considered as signed-off by the relevant authority, who may be either the Chief Director, Deputy Director-General, Director-General or the Minister.
Purpose/importance	To ensure there are uniform practices used by EPWP sectors when collaborating on implementation of projects.
Source/collection of data	Reports or minutes of meetings or workshops.
Method of calculation	Simple count of the number of frameworks on sector convergence approved.
Unit of Measure	Number
Data limitations	Lack of information to inform the sector frameworks.
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Bi-annual
New indicator	No
Desired performance	Actual performance achieved.
Indicator owner	Chief Director: Convergence and PEP-IMC Secretariat
Indicator updater	Director: EPWP Analyst

Baseline	**Year – 3 Audited Actual**	**Year – 2 Audited Actual**	**Year – 1 Audited Actual**	**Current Year (Estimated Performance)**
	-	-	-	1

Annual Targets	**2016/17 (EP)**	**2017/18**	**2018 /19**	**2019/2020**	**2020/2021**
	1	1	1	1	1
Portfolio of Evidence	Approved Framework	Approved Framework	Approved Framework	Approved Framework	Approved Framework

Quarterly targets 2017/18	**Quarter 1**	**Quarter 2**	**Quarter 3**	**Quarter 4**
	-	Draft framework developed for consultation (SoP for EPWP audit)	-	1 Framework approved (SoP for EPWP audit)
Portfolio of Evidence	-	Draft Framework	-	Approved Framework

16.4 Programme 4: Property and Construction Industry Policy and Research

Key Performance Indicator 4.1

Strategic Goal	To transform the construction and property sectors through the development of policy and legislative prescripts
Strategic Objective	To research and develop policies and legislative prescripts for the construction and property sectors
Indicator Title	**Public Works White Paper developed**
Short description	Lead the review of the mandate of the Department, culminating in a Public Works White Paper that will inform the development of legislative prescripts, including the Public Works Act.
Purpose/importance	The development of legislative prescripts emanating from the new Public Works White Paper will ensure improved efficiencies with regard to oversight and service delivery in the Public Works Sector, Public Entities reporting to the Minister of Public Works and functional areas within the Department
Source/collection of data	Current White Papers, policies and legislation, research findings, quarterly and annual reports;
Method of calculation	None
Unit of Measure	None
Data limitations	Lack of inputs from stakeholder engagement and public comment.
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	An approved Public Works White Paper and Draft Public Works Bill developed for consultation by 2017/18.
Indicator owner	Deputy Director-General: Construction and Property Policy Regulation and Research
Indicator updater	Chief Director: Construction & Property Policy

	Year – 3 Audited Actual	Year – 2 Audited Actual	Year – 1 Audited Actual	Current Year (Estimated Performance)
Baseline	-	-	-	Situational analysis and recommended research themes submitted to Minister for approval

	2016/17 (EP)	2017/18	2018 /19	2019/2020	2020/2021
Annual Targets	Situational analysis and recommended research themes submitted to Minister for approval	Draft Public Works White Paper gazetted for public comment	Public Works White Paper submitted to Cabinet for approval Draft Public Works Bill developed for consultation	Public Works Bill submitted to Parliament	-
Portfolio of Evidence	Situational analysis and recommended research themes	Gazette notice (Draft Public Works White Paper for public comment). Schedule of all comments and revised Draft White Paper.	Public Works White Paper. Gazette notice (Draft Public Works Bill for public comment)	Gazette notice (submission of Public Works Bill to Parliament)	-

	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Quarterly targets 2017/18	Draft 1 of Public Works White Paper circulated to stakeholders for comment	Draft 2 of Public Works White Paper circulated to stakeholders for comment	Draft 3 of Public Works White Paper submitted to Minister for approval to gazette for public comment.	Draft Public Works White Paper finalised
Portfolio of Evidence	Draft 1 of Public Works White Paper (supported with communique to relevant stakeholders to provide comment)	Draft 2 of Public Works White Paper (supported with communique to relevant stakeholders to provide comment)	Draft 3 of Public Works White Paper (supported with communique to relevant stakeholders to provide comment)	Final Draft of the Public Works White Paper (supported by Gazette notice (Draft Public Works White Paper for public comment). Schedule of all comments and revised Draft White Paper.

Key Performance Indicator 4.2

Strategic Goal	To transform the construction and property sectors through the development of policy and legislative prescripts
Strategic Objective	To research and develop policies and legislative prescripts for the construction and property sectors
Indicator Title	**Amended Construction Industry Development Board (cidb) Act**
Short description	Revision of the cidb Act (Act 38 of 2000) to ensure relevance of the Act and that the regulatory role of the cidb is strengthened within the construction sector.
Purpose/importance	To improve regulation within the construction sector
Source/collection of data	Current policies and legislation; research findings, quarterly and annual reports;
Method of calculation	None
Unit of Measure	None
Data limitations	Lack of inputs from stakeholder engagements and public consultation process
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	A reviewed cidb Act approved by 2018/19
Indicator owner	Deputy Director-General: Construction and Property Policy Regulation and Research
Indicator updater	Chief Director: Construction Policy Development

	Year – 3 Audited Actual	Year – 2 Audited Actual	Year – 1 Audited Actual	Current Year (Estimated Performance)
Baseline	cidb 5 year Review	-	Prompt payment regulations gazetted	Draft cidb Amendment Bill development for consultation

	2016/17 (EP)	2017/18	2018 /19	2019/2020	2020/2021
Annual Targets	Draft cidb Amendment Bill development for consultation	Stakeholder consultation on the draft cidb Amendment Bill	cidb Amendment Bill submitted to Parliament	Participation in the Parliamentary process	-
Portfolio of Evidence	Ministerial submission for approval to consult	Documented proof of consultation sessions held. Ministerial approval for submission of Draft Draft cidb Amendment Bill to Cabinet	Gazette notice (submission of cidb Bill to Parliament)	Minutes of meetings of: (i) National Assembly Portfolio Committee (ii) National Council of Provinces Select Committee	-

	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Quarterly targets 2017/18	-	-	Construction industry stakeholders consulted on the Draft cidb Amendment Bill	Draft cidb Amendment Bill approved by the Minister to request Cabinet approval to gazette for public comment
Portfolio of Evidence	-	-	Documented proof of consultation sessions held	Minister's approval for submission of Draft cidb Amendment Bill to Cabinet

Key Performance Indicator 4.3

Strategic Goal	To transform the construction and property sectors through the development of policy and legislative prescripts
Strategic Objective	To research and develop policies and legislative prescripts for the construction and property sectors
Indicator Title	**Amended Council for the Built Environment (CBE) Act**
Short description	The development of a BEP Policy toward the amendments of the CBE Act and the six professions Acts that regulates the built environment
Purpose/importance	To ensure well-regulated built environment that is representative of country's demographics
Source/collection of data	Database of the CBE and the Professional Councils, Quarterly Reports of the Public Entity
Method of calculation	None
Unit of Measure	None
Data limitations	Lack of inputs from stakeholder engagements and public consultation process
Type of indicator	Output
Calculation type	None
Reporting cycle	Quarterly
New indicator	No
Desired performance	An approved BEP Policy that informs the amendment to the CBE Act
Indicator owner	Deputy Director-General: Construction and Property Policy Regulation and Research
Indicator updater	Chief Director: Construction Policy Development

	Year – 3 Audited Actual	Year – 2 Audited Actual	Year – 1 Audited Actual	Current Year (Estimated Performance)
Baseline	BEP Policy developed	Consultation on the BEP Policy	-	Revised Built Environment Professions (BEP) Policy submitted to Minister for approval

	2016/17 (EP)	2017/18	2018 /19	2019/2020	2020/2021
Annual Targets	Revised Built Environment Professions (BEP) Policy submitted to Minister for approval	Stakeholder consultation on the draft CBE Amendment Bill	CBE Amendment Bill submitted to Parliament	Participation in the Parliamentary process	-
Portfolio of Evidence	Ministerial submission and BEP Policy	Documented proof of consultation sessions held. Ministerial approval for submission of Draft CBE Amendment Bill to Cabinet	Gazette notice (submission of CBE Amendment Bill to Parliament)	Minutes of meetings of: (i) National Assembly Portfolio Committee (ii) National Council of Provinces Select Committee	-

	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Quarterly targets 2017/18	-	-	Built Environment and Property Sector stakeholders consulted on the Draft CBE Amendment Bill	Draft CBE Amendment Bill approved by the Minister to request Cabinet approval to gazette for public comment
Portfolio of Evidence	-	-	Documented proof of consultation sessions held	Minister's approval for submission of Draft CBE Amendment Bill to Cabinet

16.5 Programme 5: Prestige Policy

Key Performance Indicator 5.1

Strategic Goal	To oversee the efficient delivery of identified services to Prestige clients
Strategic Objective	To improve the delivery of services to Prestige clients
Indicator Title	**Number of Prestige policies approved**
Short description	Research, development and review of policies, guidelines, norms and standards for Prestige clients for accommodation, security measures, state events
Purpose/importance	To regularise the Prestige physical environment that ensures consistency in the provision of services to clients
Source/collection of data	Ministerial handbook, Presidential Handbook, Guidelines and Security measures
Method of calculation	Simple count of approved Prestige policies
Unit of Measure	Number
Data limitations	None
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	To manage the whole Prestige environment according to an approved policy framework within the next 5 years
Indicator owner	National Coordinator : Prestige
Indicator updater	Director: Prestige

	Year – 3 Audited Actual	Year – 2 Audited Actual	Year – 1 Audited Actual	Current Year (Estimated Performance)
Baseline	_	Norms and standards for provision of accommodation for President, Deputy President and Members of the Executive developed	Policy guidelines on installation, management and maintenance of security infrastructure at National Key Points developed	4 Prestige policies approved

	2016/17 (EP)	2017/18	2018 /19	2019/2020	2020/2021
Annual Targets	4 Prestige policies approved	4 Prestige policies approved	3 Prestige policies approved	-	-
Portfolio of Evidence	4 approved Prestige policies	4 approved Prestige policies	3 approved Prestige policies	-	-

	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Quarterly targets 2017/18	1 Prestige policy approved	1 Prestige policy approved	1 Prestige policy approved	1 Prestige policy approved
Portfolio of Evidence	Policy on Utilization of the Parliamentary Villages Bus Service approved by DG	Policy on Utilization of Prestige Facilities in the Parliamentary Villages approved by DG	Policy on the allocation of residences to Parliament Office Bearers approved by Minister	Policy on donating of Prestige Moveable infrastructure to Public Bodies and other Departments approved by the DG

Key Performance Indicator 5.2

Strategic Goal	To oversee the efficient delivery of identified services to Prestige clients
Strategic Objective	To improve the delivery of services to Prestige clients
Indicator Title	**Average number of working days taken to resolve mechanical breakdowns after logging of complaint**
Short description	To improve efficiency on all mechanical breakdowns for Prestige clients and ensure that accommodation complaints are attended to within the agreed timeframes. The timeframes taken to resolve breakdowns will involve containing the breakdown as the first step and further completing all the affected repair work
Purpose/importance	To ensure the condition of the State property does not deteriorate and that the needs of the end users are met
Source/collection of data	Breakdown reports from the Prestige call centre, written requests from the clients.
Method of calculation	Count the days taken to resolve mechanical breakdowns for Prestige accommodation after logging of a complaint and divide that by the number of calls logged for the same time period Total number of days taken to resolve mechanical breakdowns after logging of complaint Total number of mechanical breakdowns reported (registered calls) for the same period
Unit of Measure	Number
Data limitations	Inaccurate logging/capturing of maintenance calls
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	All mechanical breakdowns resolved within an average of 20 days or less on Prestige accommodation
Indicator owner	National Coordinator: Prestige
Indicator updater	Director: Prestige

Baseline	**Year – 3 Audited Actual**	**Year – 2 Audited Actual**	**Year – 1 Audited Actual**	**Current Year (Estimated Performance)**
	30	30	30	20

Annual Targets	**2016/17 (EP)**	**2017/18**	**2018 /19**	**2019/2020**	**2020/2021**
	20	15	10	5	5
Portfolio of Evidence	Schedule of mechanical breakdowns indicating date on which breakdown was logged and resolved (supported by call centre reports)	Schedule of mechanical breakdowns indicating date on which breakdown was logged and resolved (supported by call centre reports)	Schedule of mechanical breakdowns indicating date on which breakdown was logged and resolved (supported by call centre reports)	Schedule of mechanical breakdowns indicating date on which breakdown was logged and resolved (supported by call centre reports)	Schedule of mechanical breakdowns indicating date on which breakdown was logged and resolved (supported by call centre reports)

Quarterly targets 2017/18	**Quarter 1**	**Quarter 2**	**Quarter 3**	**Quarter 4**
	15	15	15	15
Portfolio of Evidence	Schedule of mechanical breakdowns indicating date on which breakdown was logged and resolved (supported by call centre reports)	Schedule of mechanical breakdowns indicating date on which breakdown was logged and resolved (supported by call centre reports)	Schedule of mechanical breakdowns indicating date on which breakdown was logged and resolved (supported by call centre reports)	Schedule of mechanical breakdowns indicating date on which breakdown was logged and resolved (supported by call centre reports)

Key Performance Indicator 5.3

Strategic Goal	To oversee the efficient delivery of identified services to Prestige clients
Strategic Objective	To improve the delivery of services to Prestige clients
Indicator Title	**Average number of working days taken to complete emergency breakdowns after logging of complaint**
Short description	To improve efficiency on all emergency breakdowns for Prestige clients and ensure that accommodation complaints are attended to within the agreed timeframes. The timeframes taken to resolve emergency breakdowns will involve containing the breakdown as the first step and further completing all the affected repair work
Purpose/importance	To ensure the condition of the State property does not deteriorate and that the needs of the end users are met
Source/collection of data	Breakdown reports from the Prestige call centre and written requests from the clients.
Method of calculation	Count the days taken to resolve emergency breakdowns for Prestige accommodation after logging of a complaint and divide that by the number of calls logged for the same time period Total number of days taken to resolve emergency breakdowns after logging of complaint Total number of emergency breakdowns reported (registered calls) for the same period
Unit of Measure	Number
Data limitations	Inaccurate logging/capturing of maintenance calls
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	All emergency breakdowns resolved within 5 days or less on Prestige accommodation
Indicator owner	National Coordinator: Prestige
Indicator updater	Director: Prestige

Baseline	**Year – 3 Audited Actual**	**Year – 2 Audited Actual**	**Year – 1 Audited Actual**	**Current Year (Estimated Performance)**
	5	5	5	4

Annual Targets	**2016/17 (EP)**	**2017/18**	**2018 /19**	**2019/2020**	**2020/2021**
	4	2	1	1	1
Portfolio of Evidence	Schedule of mechanical breakdowns indicating date on which breakdown was logged and resolved (supported by call centre reports)	Schedule of mechanical breakdowns indicating date on which breakdown was logged and resolved (supported by call centre reports)	Schedule of mechanical breakdowns indicating date on which breakdown was logged and resolved (supported by call centre reports)	Schedule of mechanical breakdowns indicating date on which breakdown was logged and resolved (supported by call centre reports)	Schedule of mechanical breakdowns indicating date on which breakdown was logged and resolved (supported by call centre reports)

Quarterly targets 2017/18	**Quarter 1**	**Quarter 2**	**Quarter 3**	**Quarter 4**
	2	2	2	2
Portfolio of Evidence	Schedule of mechanical breakdowns indicating date on which breakdown was logged and resolved (supported by call centre reports)	Schedule of mechanical breakdowns indicating date on which breakdown was logged and resolved (supported by call centre reports)	Schedule of mechanical breakdowns indicating date on which breakdown was logged and resolved (supported by call centre reports)	Schedule of mechanical breakdowns indicating date on which breakdown was logged and resolved (supported by call centre reports)

Key Performance Indicator 5.4

Strategic Goal	To oversee the efficient delivery of identified services to Prestige clients
Strategic Objective	To improve the delivery of services to Prestige clients
Indicator Title	**Number of planned State events supported with movable structures**
Short description	The indicator is measuring the number of prestige events for which the Department provides items such as marquees and decor for national events such as Cabinet Lekgotla, National Awards, SONA, Mandela Day etc.
Purpose/importance	To support the success of the Prestige events by providing the required moveable structures.
Source/collection of data	Based on the formal request/specifications of Prestige clients.
Method of calculation	Simple count of Prestige events support with required moveable structures.
Unit of Measure	Number
Data limitations	Specifications of infrastructure required not available upfront / changes to specifications impacting service delivery.
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	The aim is to ensure that the Department provides all the required infrastructure in the correct quantity and the correct time for Prestige events.
Indicator owner	National Coordinator: Prestige
Indicator updater	Director: Prestige

Baseline	**Year – 3 Audited Actual**	**Year – 2 Audited Actual**	**Year – 1 Audited Actual**	**Current Year (Estimated Performance)**
	12	13	15	8

Annual Targets	**2016/17 (EP)**	**2017/18**	**2018 /19**	**2019/2020**	**2020/2021**
	8	8	8	12	10
Portfolio of Evidence	Schedule of all planned state events (supported by signed needs letter and invoice)	Schedule of all planned state events (supported by signed needs letter and invoice)	Schedule of all planned state events (supported by signed needs letter and invoice)	Schedule of all planned state events (supported by signed needs letter and invoice)	Schedule of all planned state events (supported by signed needs letter and invoice)

Quarterly targets 2017/18	**Quarter 1**	**Quarter 2**	**Quarter 3**	**Quarter 4**
	2	2	2	2
Portfolio of Evidence	Schedule of all planned state events (supported by signed needs letter and invoice)	Schedule of all planned state events (supported by signed needs letter and invoice)	Schedule of all planned state events (supported by signed needs letter and invoice)	Schedule of all planned state events (supported by signed needs letter and invoice)

Key Performance Indicator 5.5

Strategic Goal	To oversee the efficient delivery of identified services to Prestige clients
Strategic Objective	To improve the delivery of services to Prestige clients
Indicator Title	**Average number of working days taken to provide Movable Assets to Prestige clients**
Short description	The indicator is measuring the average number of working days taken for the provision of movable assets (furniture) to prestige clients from the date of receipt of request.
Purpose/importance	To ensure that Prestige clients receive the correct movable assets in the correct quantities at the right time.
Source/collection of data	Needs assessments from user departments, condition assessments, Ministerial Handbook and Presidential Handbook
Method of calculation	Count the working days taken to provide movable assets to Prestige clients after receiving the clients' request and divide that by the number of registered requests received for movable assets for the same time period Count the total number of working days taken for the provision of movable assets (furniture) Total number of registered requests received for movable assets for the same time period
Unit of Measure	Number
Data limitations	Incomplete needs assessment from user departments, changing of user requirements
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	To provide movable assets to Prestige clients in accordance to the specified requirements within 60 days or less
Indicator owner	National Coordinator: Prestige
Indicator updater	Director: Prestige

Baseline	**Year – 3 Audited Actual**	**Year – 2 Audited Actual**	**Year – 1 Audited Actual**	**Current Year (Estimated Performance)**
	-	-	-	60

Annual Targets	**2016/17 (EP)**	**2017/18**	**2018 /19**	**2019/2020**	**2020/2021**
	60	60	60	60	60
Portfolio of Evidence	Schedule of prestige clients provided with movable assets indicating the date of request and the date of delivery (supported by the letter of request and delivery note)	Schedule of prestige clients provided with movable assets indicating the date of request and the date of delivery (supported by the letter of request and delivery note)	Schedule of prestige clients provided with movable assets indicating the date of request and the date of delivery (supported by the letter of request and delivery note)	Schedule of prestige clients provided with movable assets indicating the date of request and the date of delivery (supported by the letter of request and delivery note)	Schedule of prestige clients provided with movable assets indicating the date of request and the date of delivery (supported by the letter of request and delivery note)

Quarterly targets 2017/18	**Quarter 1**	**Quarter 2**	**Quarter 3**	**Quarter 4**
	60	60	60	60
Portfolio of Evidence	Schedule of prestige clients provided with movable assets indicating the date of request and the date of delivery (supported by the letter of request and delivery note)	Schedule of prestige clients provided with movable assets indicating the date of request and the date of delivery (supported by the letter of request and delivery note)	Schedule of prestige clients provided with movable assets indicating the date of request and the date of delivery (supported by the letter of request and delivery note)	Schedule of prestige clients provided with movable assets indicating the date of request and the date of delivery (supported by the letter of request and delivery note)

17 LEGISLATION THE DEPARTMENT OF PUBLIC WORKS ADMINISTERS

Short Title of the Act	Purpose of the Act
Before Union (prior to 1910)	
Cape Outspans Act 17 of 1902	To provide for the resumption of unused Outspans, and cancellation and delimitation of Outspan Servitudes.
Pretoria and Military Supply Ordinance,1905	To render certain Crown Land to the Municipality of Pretoria upon certain conditions.
During Union (1910 – 1961)	
Rhodes Will (Groote Schuur Devolution) Act 09 of 1910	To provide for the surrender of the Groote Schuur Estate to the Government of the Union of South Africa in accordance with the Will of the late Cecil John Rhodes and for the release of the Trustees.
Agricultural Holdings (Transvaal) Registration Act 22 of 1919	To approve the division and registration of land in former Transvaal as an agricultural holding and to cancel such certificates at request for owner.
Bethelsdorp Settlement Act 34 of 1921	To provide for the settlement of certain matters in dispute at Bethelsdorp between the London Missionary Society and its successors, the Congregational Union Church Aid and Missionary Society of South Africa and the Bethelsdorp Board of Supervisors.
Mooi River Township Lands Act 05 of 1926	To provide for the grant of certain land to the Local Board of Township of Mooi River and matters incidental therefore.
Carnarvon Outer Commonage Sub-division Act 17 of 1926	To provide for the cancellation of the title issue under section 14 of Act No 19 of 1913 to the Committee of Management of the Carnarvon Outer Commonage, the sale of certain sowing lands on the said Commonage, the subdivision and allocation of the remaining extent of the said Commonage among the owners of 'opstallen' and persons having grazing and sowing rights thereon and the issue of individual titled to such owners and persons, the disposal of certain other lands owned by the said Committee, and matters incidental thereto.
Payment of Quitrent (Cape) Act 14 of 1927	To regulate the payment of quitrent by part-owner of land subject to payment of quitrent and situated in the province of the Cape of Good Hope.
Marburg Immigration Settlement (Social Board of Management) Act 43 of 1927	To provide for the constitution of a local Board of Management for the Marburg Immigration Settlement, County of Alfred, in the Province of Natal and certain incidental matters.
Cape Outspans Act 17 of 1937	To provide for the issue of deeds of grant to divisional and municipal councils in respect of Outspans consisting of Crown Land situated in the Cape of Good Hope.
Municipal Lands (Muizenberg) Act 09 of 1941	To make better provision for attaining the object of certain lands adjoining False Bay are vested in the Council of the City of Cape Town.
Cape Town Foreshore Act 26 of 1950	To provide for the management, control and development of the Cape Town foreshore and to that end to establish a board in respect of the said foreshore and to define its functions and to provide for through the incidental matters.
Republic (1961 – 1994)	
State Land Disposal Act 48 of 1961	To provide for the disposal of certain State Land and for matters incidental thereto, and to prohibit the acquisition of State Land by prescription.
Paarl Mountain Act 83 of 1970	To provide for the transfer of the ownership of certain land to the Paarl Municipality for certain purposes and the expropriation of certain rights in such land; to empower the said Municipality to donate a portion or portions of the said land to the State for the purpose of a Language Monument, and to provide for other incidental matters.

Short Title of the Act	Purpose of the Act
Marburg Immigration Settlement Regulation Act 50 of 1971	To provide for the subdivision of commonages within the Marburg Immigration Settlement situate in the County of Alfred, province of Natal and the allocation of the relevant portions to, and the dividing of the other assets of the Marburg Immigration Settlement Board, among registered owners of lots within the said Settlement, for matters incidental thereto.
Church Square, Pretoria, Development Act 53 of 1972	To provide for the management and upkeep of Church Square in Tshwane.
General Law Amendment Act 102 of 1972	Section 34. Certain conditions of title applying in respect of immovable property owned by the State to lapse in certain circumstances.
The Lake Areas Development Act 39 of 1975	To provide for the establishment of lake areas under the control of a Lake Areas Development Board, and for matters incidental thereto.
Expropriation Act 63 of 1975	To provide for the expropriation of land and other property for public and certain other purpose and for matters incidental thereto.
Rating of State Property Act 79 of 1984	To repeal certain Acts granting exemption in respect of certain State property from rates levied on immovable property by local authorities; provided that such rates may, notwithstanding certain other exemptions, be levied on other State property, make provision for rebates in respect of such rates levied on State property, and provide for matters such rates levied on State property, and provide for matters incidental thereto.
Transfer of Powers and Duties of the State President Act 97 of 1986	To amend certain laws so as to vest certain functions presently assigned to the State President, in the respective Ministers of State who are charged with the administration of those laws; and to provide for incidental matters.
Land Affairs Act 101 of 1987	To provide for the determination of amounts of compensation, purchase prices or rents in respect of immovable property expropriated, purchased or leased by the Department of Public Works for public purposes and the giving of advice with regard to the value of land and purchase prices or rent in respect of certain immovable property; for that purpose to make provision for the establishment of a Land Affairs Board; and to provide for incidental matters.
Commonwealth War Graves Act 08 of 1992	To prohibit the desecration, damaging or destruction of Commonwealth War Graves, to regulate the disinterment, removal, reinterment or cremation of Commonwealth war burial and the removal, alteration, repair or maintenance of Commonwealth War Graves and to provide for matters connected therewith.
South Africa (1994 to date)	
Parliamentary Village Management Board Act 96 of 1998	To provide for the establishment of a Parliamentary Villages Management Board and matters incidental thereto.
Construction Industry Development Board Act 38 of 2000	To provide for the establishment of the Construction Industry Development Board, and matters incidental thereto.
Council for the Built Environment Act 43 of 2000	To provide for the establishment of the Council for the Built Environment and matters incidental thereto.
Architectural Profession Act 44 of 2000	To provide for the establishment of the Council for the Architectural Profession and matters incidental thereto.
Landscape Architectural Professional Act 45 of 2000	To provide for the establishment of the Council for the Landscape Architectural Profession and matters incidental thereto.
Engineering Profession of South Africa Act 46 of 2000	To provide for the establishment of the Council for the Engineering Profession and matters incidental thereto.
Property Valuers Profession Act 47 of 2000	To provide for the establishment of the Council for the Property Valuers Profession and matters incidental thereto.
Project and Construction Management Profession Act 48 of 2000	To provide for the establishment of the Council for the Project and Construction Management Profession and matters incidental thereto.

Short Title of the Act	Purpose of the Act
Quantity Surveying Profession Act 49 of 2000	To provide for the establishment of the Council for the Quantity Surveying Profession and matters incidental thereto.
Government Immovable Asset Management Act 19 of 2007	To provide for a uniform framework for the management of an immovable asset that is held or used by a national or provincial department to ensure the coordination of the use of an immovable asset with the service delivery objectives of a national or provincial department; to provide for issuing of guidelines and minimum standards in respect of immovable asset management by a national or provincial department.

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