



Department of Public Works
2019/20
ANNUAL PERFORMANCE PLAN



public works

Department:
Public Works
REPUBLIC OF SOUTH AFRICA



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Department of Public Works 2019/20 Annual Performance Plan

The 2019/20 Department of Public Works Annual Performance Plan is compiled with the latest available information from departmental and other sources. Some of this information is unaudited or subject to revision.

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I present herewith the 2019/20 Annual Performance Plan for the Department of Public Works and Infrastructure (DPWI).

At the centre of its existence, the Department manages the physical spaces for peoples' primary interactions with government, from the spaces they go to register the birth of their children, to the places they go to obtain grants, report crime and seek justice through our courts. How people experience these spaces profoundly impacts their view of the state – whether or not it cares, and whether it is actually working. They have every right to demand that their assets are well maintained and managed in a cost effective manner.

In this regard, the department has suffered significant damage to its reputation as a result of the poor state of accommodation provided to government departments through which many public services are accessed, as well as for allegations of rampant fraud and corruption in its midst.

Against this background, the macro economy is in the midst of a recession, with our people unable to find jobs and feed their children. Our country therefore demands of us that we change gears, that government rediscovers its integrity' and restores hope in the future.

When I was appointed as Minister of Public Works and Infrastructure at the end of May 2019, President Cyril Ramaphosa made it clear that the time for idle talk was over and that the central feature of the sixth democratic administration is "implementation". This means that all our concerted efforts had to be redirected from planning towards what we actually aim to achieve in our contributions to realise the vision of the National Development Plan (NDP). The State of the Nation Address (SONA) by the President on the 20th of June reflected the reality of our people and set out the broad framework to respond to the challenges confronting the nation and articulated seven priorities aligned to the NDP and Medium Term Strategic Framework (MTSF) namely:

1. Economic transformation and job creation,
2. Education, skills and health,
3. Consolidating the social wage through reliable and quality basic services,
4. Spatial integration, human settlements and local government,
5. Social cohesion and safe communities,
6. A capable, ethical and developmental state and
7. A better Africa and World.

The 2019/2020 Annual Performance Plan (APP) of the Department, which may be amended in-year, should further planning considerations be identified, therefore focuses on the longer-term plans and priorities of Government arising from the NDP, and the MTSF, as well as these seven priorities, within the scope of the mandate of the Department of Public Works and Infrastructure, and which we will incorporate into our work.

While the development of the strategic plan for the 2020-2025 period will allow us to thoroughly unpack our action plan for the next five years, the APP for the 2019/20 financial year, in closing out the five-year cycle ending March 2020, provides the Department and the Property Management Trading Entity (PMTE) with an opportunity to begin to recalibrate and refocus our plans and embrace these priorities as our plan of action for the immediate future. Included below are some of the focus areas as they relate to the department.

Economic Transformation and Job Creation

The Department coordinates government's flagship Public Employment Programme, the Expanded Public Works Programme (EPWP). Through the EPWP, the Department will seek to unlock employment opportunities, contributing towards the construction and maintenance of infrastructure while promoting the creation of work opportunities through the use of labour-intensive methods. The EPWP will also engage in training and skills development focused on Small, Medium and Micro Enterprises (SMME) and cooperatives,

and prioritise the National Youth Service Programme in Building Construction, Rehabilitation and Maintenance Projects.

In promoting the goals of Economic Transformation, the Department will be investing in SMME incubation, job creation, SMME empowerment, localisation, and enterprise development, and has targeted 297 contractors for development over the medium term. Incubator programmes include the Contractor Incubator Programme (CIP), the National Youth Service Programme (NYS) involving youth in activities which provide benefits to the community whilst developing their abilities through delivering services and learning and the Vukuphile Programme which provides SMMEs and Cooperatives with managerial and entrepreneurial skills required to set up and manage new ventures.

In the year ahead the Department will also promote the development of SMMEs by leveraging all procurement spend to advance previously disadvantaged groups as categorised in the Preferential Procurement Regulations, 2017 (PPR). In this regard the PPR provides for a mechanism to enable opportunities for previously disadvantaged groups and SMMEs through the Departments procurement spend. The Department has also placed emphasis on increasing opportunities for previously disadvantaged companies in the leasing-in of accommodation from the private sector by creating a database of landlords which will be utilised by both National and Provincial departments of Public Works. In pursuance of the Departments empowerment agenda we will designate 30% of the planned procurement spend for empowering small businesses, cooperatives, and rural and township enterprises. Given the centrality of procurement to infrastructure provision and its susceptibility to fraud and corruption, during the year ahead the Department will introduce a Procurement Transparency initiative that will among other features, open tender processes, including tender registration and bid adjudication processes to public observation.

Infrastructure is a critical area of investment that supports structural transformation, growth and job creation. In this regard the state is required to effect its primary role as an enabler that provides basic services and infrastructure. This infrastructure creates the multiplier environment for job creation and for the private sector to create a crowding-in effect. In responding to the call of the President to work in partnership with the private sector as well as in recognising our fiscal restraints and the project delivery risks confronting government, in the year ahead the Department, acting in concert with other stakeholder departments will explore alternative delivery models, including infrastructure development through Private Public Partnerships (PPP).

Education, Skills and Health

The Department will lead transformation initiatives through skills development programmes in collaboration with other stakeholders in the public works sector. The Department has structured Built Environment Programmes in place including the Candidacy Programme, Internships, Artisan training and placements, as well as Technical Learnerships which offer structured skills transfer and mentoring opportunities, along with a bursary and schools programme.

Our Professional Services built environment programmes including the skills pipeline programme and Public Works Academy will also be leveraged in the year ahead to promote transformation and skills development in the built environment. I will also be engaging the Council for the Built Environment (CBE) and the six Built Environment Professional Councils to ensure that we synchronise our strategies as we work towards common goals in this regard.

A Capable, Ethical and Developmental State

In strengthening our own governance and compliance processes, the Department will implement a comprehensive fraud prevention and detection strategy to manage incidents of fraud corruption and maladministration, as well as a Governance Framework to provide guidance on ethical and effective leadership, and to align the strategy and performance of the Department. Good governance is not something we aspire to. We must practice it!

Working closely with the Special Investigations Unit (SIU), the Governance, Risk and Compliance Branch will investigate emergency day-to-day maintenance incidents in state owned buildings, in the course of which the Anti-Corruption Unit has already flagged 16 000 suspicious transactions. The branch will also implement an

Integrity Management framework as a call for us to embrace a new ethical foundation and moral conscience that reflects our will to do things differently and to work towards a South Africa we long for and want to have.

I have a zero tolerance level for fraud and corruption and dereliction of duty in the workplace. These serious misdemeanours as well as regular acts which breach the code of conduct for public servants must be accompanied by appropriate accountability and consequence management processes. In our quest to do things better, nothing less will do!

Social cohesion and a developmental state

The department cannot be stagnant in its approach to providing services to our communities. The Batho Pele principles require that citizens should be consulted about the level and quality of public services they receive and where possible are given a choice about the services they are offered. Driven by the aspirations of our people, community outreach, participation and consultation will therefore become a touchstone for service delivery in the Department. In our quest to orientate ourselves around the needs of our people, we will consult with communities whether we are building bridges or developing spatial plans that affect their localities, seeking their council and guidance, and agreeing with them on how best our programmes could be designed to benefit their broader needs, be it with respect to community training and development or local job creation. Furthermore, in developing infrastructure we will overlay all our decisions with design led thinking that assesses the impact of our programmes on climate change.

A core responsibility of the Department which we carry out in concert with other role players is the broader development and transformation of the Construction and Property industries. I will therefore be working closely with the Construction Industry Development Board and the Property and Construction Sector Charter Councils in the year ahead to assess the impact of our interventions in this regard, and in particular our interventions in the area of women empowerment, so that women and women owned construction companies are able to participate in the male dominated construction industry.

Growth and development

The appointment of the new Executive by the President has resulted in a number of changes to the core functions of the Department. Inherent in the name change from the Department of Public Works, to the Department of Public Works and Infrastructure, the Infrastructure Delivery Management System (IDMS) function, currently residing with National Treasury, will be transferred to the Department. The Department will also assume the added coordination responsibility for Public Sector Infrastructure development, and the Presidential Infrastructure Coordinating Commission (PICC) will accordingly be transferred from the Department of Economic Development to the Department of Public Works and Infrastructure. During the year under review, while the administrative processes to give effect to these arrangements gather momentum, the Department will have to gear itself and visualise its role in driving infrastructure delivery as a catalyst for economic growth and job creation, among other goals.

In line with these initiatives, I am confident that the targets articulated in the APP for 2019/20 will enable us conclude the current planning cycle, and to intensify our contributions towards the priorities articulated during the SONA as we gear ourselves towards the next five-year cycle.



**Ms. P. De Lille MP,
Minister of Public Works and Infrastructure**



OVERVIEW BY THE DIRECTOR-GENERAL

Advocate S Vukela
Director-General

During the much anticipated Jobs Summit hosted by the President of the Republic, which took place on 4 and 5 October 2018, high-impact interventions to drive employment opportunities, job retention and economic growth were identified. Amongst the proposals to stimulate employment were the boosting of local procurement and the commitment of all social partners to take concrete steps to avoid retrenchments and support struggling companies. The Department will at all times heed these imperatives during its planning and operations throughout the 2019/20 performance cycle.

In contributing towards addressing the rising youth unemployment in South Africa, the Department continues to lead the coordination of the EPWP to enable Government to create labour-intensive work opportunities for the unemployed. As we near the end of Phase 3, the Department can congratulate itself on having done immensely well towards achieving a five-year target (2014–2019) of creating six million work opportunities. The Department has managed to create 3.52 million work opportunities over the past four years, which resulted in R30.2 billion being distributed to poor households in the form of EPWP wages.

This year, we envisage recording further achievements to attain the five-year target. It is through the practical implementation of the Public Employment Programmes (PEPs) that we are able to exercise continuous efforts in ensuring broadened social security, sustainable livelihoods and improved services to the marginalised.

Some of the high-risk areas identified in the implementation of the EPWP that the Department seeks to resolve in the next phase (Phase 4) include the following:

- Some of the poorest municipalities and provinces have returned part of their incentive grants unspent, and in other instances it is unclear whether the grants are being used optimally to support the creation of employment in the marginal areas.
- Non-compliance with the minimum wage set through a Ministerial Determination.

The Department has since committed to addressing all of these concerns during the implementation of Phase 4 to ensure synergy and convergence between EPWP sectorial programmes, the development and application of common standards for recruitment processes and wage levels, innovative approaches and partnerships that expand the scale and impact of PEPs, comprehensive measuring of the social and economic impact of the assets and services delivered by the EPWP, and the strengthening of pathways to employment. As directed by Cabinet, the Department has also prioritised the expansion of the Community Works Programme (CWP) to target the most marginal areas, as they are more community driven.

In strengthening the oversight of the public works sector, the Department, through intergovernmental coordination (IGC), continues to ensure the integrated planning and coordination of concurrent functions across the public works sector by primarily promoting and facilitating collaboration and cooperative decision-making and by aligning policies and programmes. There are a number of guidelines and frameworks signed with provincial counterparts on sector-transversal programmes such as the EPWP, NIMS, small harbours, GIAMA and Green Building.

The built environment is one of the areas where critical skills are needed in order to deliver on the National

Infrastructure Plan (NIP) and transform the country's economic landscape. In restoring the skills pipeline in the built environment, the Department has thus far reached an agreement between State and non-State stakeholders on the identified professions that form part of the NIP to contribute towards producing competent, skilled and motivated professionals through supported learning interventions and focused experiential learning processes. To ensure the successful implementation of these learning interventions, the Department has resolved on the establishment of a Public Works Academy, a venture which is currently at the conceptualisation stage. This Academy will reside within the Professional Services branch. The Academy will focus on developing the internal capacity of the Department, in particular; of the sector; and, ultimately, of the State (infrastructure), in line with our Technical Capacity Building Programme and the National Skills Development Plan. We have therefore set ourselves stringent targets in the 2019/20 performance cycle to ensure significant progress in achieving an efficient, effective and functional State capacity.

In order to transform the construction and property sectors, continuous work is being done on developing and improving policy and legislation regulating these sectors. The Department has already embarked on a process of reviewing the two Public Works White Papers developed in 1997 and 1999 with the objective of defining the role of the Department in a developmental state and reinforcing this role in driving transformation in the construction and property sectors.

Subsequent to the decision by Parliament on 04 September 2018 to rescind the Expropriation Bill [B4D-2015] for further refinement, the Department commenced with the redrafting of the Bill to incorporate provisions around 'nil (0) compensation'. A reworked Bill was then gazetted on 21 December 2018 for public comment, with a 60-day turnaround time. In clause 12(3), the Bill proposed the following areas for the application of nil compensation:

- Where the land is occupied or used by a labour tenant, as defined in the Land Reform (Labour Tenants) Act, 1996 (Act No. 3 of 1996);
- where the land is held for purely speculative purposes;
- where the land is owned by a State-owned corporation or other State-owned entity (SOE);
- where the owner of the land has abandoned the land; and

- where the market value of the land is equivalent to, or less than, the present value of direct State investment or subsidy in the acquisition and beneficial capital improvement of the land.

Following receipt and consideration of substantive public comments, the Department is intending to table this Bill before the end of the term of the fifth Parliament. In addressing the challenges encountered in the Prestige portfolio in relation to the exorbitant cost of infrastructure maintenance and overall Prestige infrastructure issues, the Department has developed a Prestige User Asset Management Plan (U-AMP) which constitutes the intelligence behind infrastructure spending in the prestige environment. In implementing the U-AMP requirements, we have resolved to develop various policies, guidelines, norms and standards dealing with the provision of accommodation for various categories of political office bearers.

As with any other organisation, the Department is aware that services cannot be delivered in an effective and efficient manner in an environment of high risk of fraud and corruption. It is therefore a collective responsibility to ensure that all proactive measures and due diligence are applied in executing our respective duties. In order to eradicate fraud and corruption in the operations of the Department, a fraud risk management plan has been developed and implemented which is incorporated into the overall fraud prevention strategy of the Department to primarily focus on proactive measures designed to identify fraud and corruption risks and manage or mitigate these risks on a continuous proactive basis.

In conclusion, the Department has made extensive progress with respect to the audit outcomes for the main vote. The same momentum will be continued and maintained this year to improve compliance on performance information, the settling of invoices within 30 days, compliance with the established supply chain management (SCM) processes, and the awarding of bids and quotations within the prescribed period.

"Let us join hands in building a better South Africa for all through Public Works"



Advocate S Vukela
Director-General

OFFICIAL SIGN-OFF

This Annual Performance Plan was developed by the management of the Department of Public Works and Infrastructure under the guidance of Minister P. De Lille, in line with the 2015–2020 Revised Strategic Plan (SP) 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 2019/20 financial year (FY).

Mr I. Fazel

Signature:



**Deputy Director-General: Governance, Risk and Compliance
Department of Public Works and Infrastructure**

Mr M. Sithole

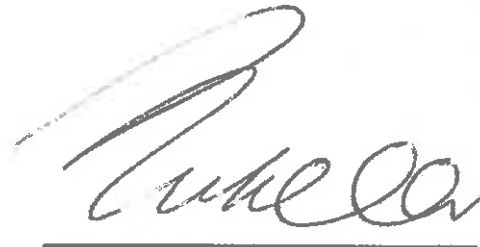
Signature:



**Chief Financial Officer
Department of Public Works and Infrastructure**

Adv. S. Vukela

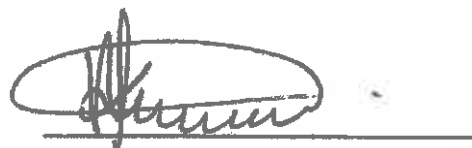
Signature:



**Director-General
Department of Public Works and Infrastructure**

Ms N. Kiviet, MP

Signature:



**Deputy Minister
Department of Public Works and Infrastructure**







Approved by:

Ms P. De Lille, MP

Signature:



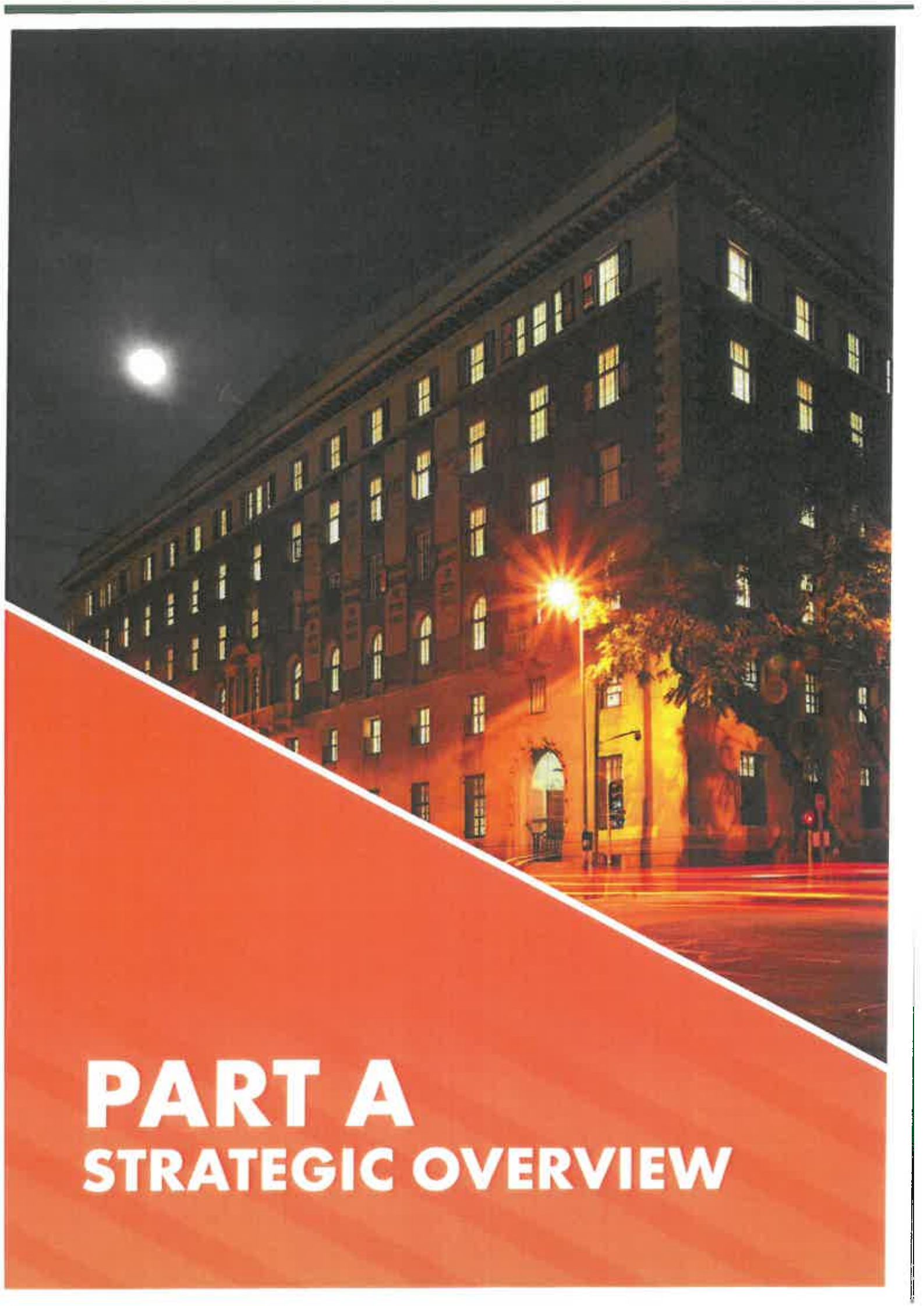
**Minister
Department of Public Works and Infrastructure**

EXCO MEMBERS	
	Mr C. Mtshisa Corporate Services
	Mr M. Mohwasa Intergovernmental Relations (Acting)
	Ms L. Bici Professional Services
	Mr S. Henderson Expanded Public Works Programme
	Ms F. Rabada Property and Construction Industry Policy and Research (Acting)
	Mr M. Sazona Prestige Policy

ACRONYMS

Acronym	Full Description	Acronym	Full Description
AGSA	Auditor General of South Africa	G&A	Governance and Administration
APP	Annual Performance Plan	GAAP	Generally Accepted Accounting Principles
ASA	Agrément South Africa	GC	Government Component
BBBEE	Broad-Based Black Economic Empowerment	GDP	Gross Domestic Product
BCP	Business Continuity Plan	GIAMA	Government Immovable Asset Management Act 19 of 2007
BEE	Black Economic Empowerment	GRAP	Generally Recognised Accounting Practice
BEPCs	Built Environment Professional Councils	GRC	Governance, Risk and Compliance
BEPs	Built Environment Professions	HCBC	Home and Community-Based Care
C-AMP	Custodian Immovable Asset Management Plan	HCI	Human Capital Investment
CBE	Council for the Built Environment	HDI	Historically Disadvantaged Individuals
CBOs	Community-based Organisations	HO	Head Office
CCCs	Construction Contact Centres	HOD	Head of Department
CETA	Construction Education Training Authority	HPC	high-performance centre
cidb	Construction Industry Development Board	HQ	Head Quarters
CIP	Contractor Incubator Programme	HR	Human Resources
CMS	Change Management Strategy	HRD	Human Resources Development
CPD	Continuous Professional Development	IA	Implementing Agent
CPIs	Customised Performance Indicators	IAR	Immoveable Asset Register
CPO	Chief Procurement Officer	ICT	Information and Communication Technology
CSIR	Council for Scientific and Industrial Research	IDMS	Infrastructure Delivery Management System
CWP	Community Work Programme	IDT	Independent Development Trust
DHET	Department of Higher Education and Training	IFMS	Integrated Financial Management System
DMS	Document Management System	IGC	Intergovernmental Coordination
DORA	Division of Revenue Act	IGP	Integrated Growth Plan
DPME	Department of Planning, Monitoring and Evaluation	IGR	Intergovernmental Relations
DPSA	Department of Public Service and Administration	ILO	International Labour Organisation
DPWNIF	Department of Public Works National Intergovernmental Forum	IPAP	Industrial Policy Action Plan
DRDLR	Department of Rural Development and Land Reform	IRMF	Integrated Risk Management Framework
DRP	Disaster Recovery Plan	ISS	Intenda Solution Suite
DTI	Department of Trade and Industry	IT	Information Technology
DWS	Department of Water Affair and Sanitation	ITAC	Information Technology Acquisition Centre
ECD	Early Childhood Development	ITP	Information Technology Procurement
EDMS	Employee Development and Management System	JT	Joint Task Team
EEC	Economic and Employment Cluster	LOGIS	Logistical Information System
EHW	Employee Health and Wellness	M&E	Monitoring and Evaluation
ENE	Estimates of National Expenditure	MDGs	Millennium Development Goals
EPWP	Expanded Public Works Programme	MIG	Municipal Infrastructure Grant
EPWPRS	EPWP Reporting System	MINMEC	Minister and Members of the Executive Council
ERP	Enterprise Resource Planning	MINTOP	Minister and Top Management
ETQA	Education and Training Quality Assurance	MIS	Management Information System
EXCO	Executive Management Committee	MOA	Memorandum of Agreement
FET	Further Education and Training	MPAT	Management Performance Assessment Tool
FTE	Full Time Equivalent	MPAT-LSIP	MPAT Low Score Improvement Plan
FY	Financial Year	MTBPS	Medium Term Budget Policy Statement
		MTEF	Medium Term Expenditure Framework
		MTSF	Medium Term Strategic Framework
		NCC	National Coordinators Committee

Acronym	Full Description	Acronym	Full Description
NCDP	National Contractor Development Programme	SACQSP	South African Council for the Quantity Surveying Profession
NDP	National Development Plan	SADC	Southern African Development Community
NGP	New Growth Path	SAIA	South African Institute of Architects
NIMS	National Infrastructure Maintenance Strategy	SAIBPP	South African Institute of Black Property Practitioners
NIP	National Infrastructure Plan	SAPOA	South African Property Owners Association
NPOs	Non-profit Organisations	SAPS	South African Police Service
NSF	National Skills Fund	SARB	South African Reserve Bank
NSNP	National School Nutrition Programme	SAS	Strategic Management System
NSS	Non-State Sector	SCM	Supply Chain Management
NT	National Treasury	SDGs	Sustainable Development Goals
NYS	National Youth Service	SDIP	Service Delivery Improvement Programme
OBB	Operation Bring Back	SDMF	Service Delivery Model and Framework
OSD	Occupation-specific Dispensation	SET	Science, Engineering and Technology
PBB	Performance-based Building	SETAs	Sector Education and Training Authorities
PCC	Property Charter Council	SIPs	Strategic Integrated Projects
PCDF	Provincial Contractor Development Forum	SIU	Special Investigating Unit
PEP-IMC	Public Employment Programmes Inter-Ministerial Committee	SIYB	Start and Improve Your Business
PEPs	Public Employment Programmes	SLA	Service Level Agreement
PFMA	Public Finance Management Finance Act 1 of 1999	SMMEs	Small, Medium and Micro-sized Enterprises
PICC	Presidential Infrastructure Coordinating Committee	SMS	Senior Management Services
PMDS	Performance Management and Development System	SOE	State-owned Entity
PMTE	Property Management Trading Entity	SONA	State of the Nation Address
PRASA	Passenger Rail Agency of South Africa	SP	Strategic Plan
PSCs	Provincial Steering Committees	SPM	Strategic Performance Management
RIA	Regulatory Impact Assessment	ToR	Terms of Reference
RMC	Risk Management Committee	TVET	Technical and Vocational Education and Training
SACAP	South African Council for the Architectural Profession	U-AMP	User Asset Management Plan
SACLAP	South African Council for the Landscape Architectural Profession	UIF	Unemployment Insurance Fund
SACPCMP	South African Council for the Project and Construction Management Professions	VPN	Virtual Private Network
SACPVP	South African Council for the Property Valuers Profession	VRP	Voluntary Rebuild Programme
		WBS	Web-based Reporting System
		WCS	Works Control System
		WEF	World Economic Forum



PART A

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:
 - o Management of State-owned and leased-in immovable assets; and
 - o 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, 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. Provide an oversight role in the implementation of PEPs through 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. Build State capacity in the built environment professions.

4.2 A detailed description of the strategic outcome-oriented goals follows in the tables below.

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 the 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 the 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 standardised EPWP 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, which 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 the EPWP in the non-State sector (NSS) To support public bodies to implement PEPs within the 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 objectives	To improve the delivery of services to Prestige Clients

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 PMTE to improve efficiencies towards 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 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 the PMTE To combat fraud and corruption within the Department and the PMTE To provide compliant internal control, financial and SCM services To facilitate organisational transformation through effective performance management To provide an enterprise ICT architecture to support all business functions To protect the interests of the Department by providing legal services

³ Medium-Term Strategic Framework: Outcome 4: Page 3⁴ Revised Medium-Term Strategic Framework: Outcome 12: Page 12⁵ National Development Plan: Chapter 13: Page 363

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)

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 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 Government plans and programmes and describes both direct and indirect links with the priorities of National Government. Given the decline in both economic growth and Government's revenue growth, the 2019/20 budget will not have funds available to increase spending above the baseline. The internal reprioritisation process within the Department is therefore informed by the need to drive key NDP and MTSF targets. 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.
Description	<p>The EPWP continues to be a successful income-generating programme which benefits the poor and unemployed. The fundamental objectives are to increase employment opportunities so that individuals who cannot find work and/or receive a low income can earn a liveable 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 six 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.</p> <p>As referred to in the NDP, the EPWP will:</p> <ul style="list-style-type: none"> • Contribute to a reduction in unemployment by creating temporary employment in response to the number of unemployed South Africans; and • Address gaps in the social protection of the unemployed who have no access to UIF by providing income support to them. <p>Furthermore, the NGP advances the EPWP as "Growing public-service employment to meet public needs, including lower-skilled auxiliary support through the EPWP".</p> <p>More than 4.3 million work opportunities have been created by the EPWP in the three years of Phase III implementation, with various reported outputs. This includes the 40 000 km of routine road maintenance carried out and 17 644 km of water reticulation installed.</p>
MTEF Budget	The medium-term budget allocation for the EPWP (including compensation of employees and goods and services) is R8.8 billion.
Related Key Performance Indicator	<p>Number of work opportunities reported in the EPWP-RS by public bodies aligned to the approved EPWP Phase III Business Plan targets¹²</p> <p>Percentage EPWP participation by designated groups (women, youth and persons with disabilities) reported on the EPWP RS by public bodies¹³</p>

¹² Department of Public Works: 2017/18 Annual Performance Plan: Programme 3

¹³ 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
Sub Outcome 3	MTSF Outcome 5 – Skilled and capable workforce to support an inclusive growth path
MTSF action	Increase access to high-level occupationally directed programmes in needed areas
Description	Produce and retain a new generation of university academics, transforming the historical and social composition of the academic workforce
	<p>The Department has a combination of developmental programmes for the built environment, property and construction professionals. The programmes are aligned to the Skills Pipeline Strategy and are aimed at accelerating the production of professionals through the provision of structured mentorship. The programmes involve schools, a technical bursary scheme, internships, learnerships, the development of young professionals, assistance to management trainees (property) and artisan development. Participating candidates follow a structured programme that provides valuable on-the-job experience and leads to professional registration. In the 2017/18 FY a total of 1 680 beneficiaries participated in the skills development programmes.</p> <p>The Department, through the Professional Services Programme, 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 the State and non-State actors and (2) creating institutional State capacity. The anticipated 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. As an added bonus to the process, the professions in the built environment and property sectors get exposure early on in learners' school careers.</p>
MTEF Budget Related Key Performance Indicator	<p>The medium-term budget allocation for professional services is R89.4 million.</p> <p>Number of beneficiaries participating in the Department's Skills Development Programme</p>

Table 10: Indirect links to NDP Chapter 15 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	A reformed social welfare sector and services
Sub-Outcome 2	Improved provision of (improved quality of and access to) Early Childhood Development Services for children aged 0–4
Sub Outcome 3	Strengthened community development interventions
MTSF action	<p>Contribute to the strengthening of the existing partnership model through consultative processes to realise availability of the partnership mode</p> <p>Contribute towards the regulatory framework aligned to ECD policy to ensure delivery of ECD services according to the EPWP principles, resulting in the creation of work opportunities</p> <p>Collaborate with and facilitate the involvement of infrastructure managers of provincial departments of public works and social development in the development of the ECD infrastructure plan</p> <p>Contribute to the alignment of the Community Care Workers' Policy with EPWP principles for the expansion of work opportunities in all programmes that are delivered following a community-based approach</p>
Description	<p>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. 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". In support of Outcome 13, the Department has revised the partnership model for the delivery of EPWP job opportunities and enhancement of service delivery and has entered into partnerships with 350 NPOs. The Department also participates in the National Integrated Committee on Early Childhood Development (NICECD) and the Children's Rights Inter-Sectoral Committee.</p> <p>The EPWP contributes to the following broader social protection functions:</p> <ol style="list-style-type: none"> Income transfer in the form of wages into poor communities not only reduces poverty but is also a form of economic stimulus that is targeted directly at the poor. The increased focus on CWP's 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 assists in building one's self-esteem and social networks, providing structure to people's lives and recognising their value in their communities. The assets and services provided can have a transformative impact on the development of the infrastructure sector, the social sector, and the environment and culture sector through programmes such as food security, community safety, the building of community institutions (including schools and clinics), and the improvement of quality of life in communities. The increased emphasis on participatory approaches and the use of non-profit agencies in delivery are leading to new forms of partnership between Government, civil society and communities and deepen 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 the EPWP Social Sector Grant is R1.4 billion. The incentive for the EPWP, NSS, and NPOs is R2.6 billion.
Related performance indicator	Number of contracted NPOs to implement the NSS: NPO Programme supported ¹⁴

¹⁴Department of Public Works: Annual Performance Plan Programme 3

5.3 Policy directives emanating from the State of Nation Address (SONA)

The 2019 SONA focused on recognising the need to repair South Africa's key institutions and previous competitive strengths, ranging from State-owned entities to other areas in the public sector. Rapid economic growth was placed firmly on the agenda to lift and drive employment and so reduce poverty and inequality, as the need for a substantial strengthening in business confidence and accordingly in private sector investment was formally recognised.

5.3.1 Drive employment to reduce poverty and inequality through the EPWP

The EPWP has recorded more than 4.37 million work opportunities in the past four years of the current administration, as of the end of the 2017/18 Financial Year. From this overall number of work opportunities reported, participation in the EPWP by designated groups is as follows: 68% women, 44% youth and 1% persons with disabilities. Furthermore, over the past four years the EPWP has transferred R36 billion in wages to poor households, positively impacting on household sustainability. In the 2018/19 financial year the EPWP contributed to the development outcomes in the following way:

- a) **38 700** children were provided Early Childhood Development (ECD) services,
- b) Cooked meals were provided to **440 220** children,
- c) **19 729** hectares of invasive alien plants were cleared,
- d) **4 390** indigenous trees planted,
- e) Maintained over **30,000 km** of access roads,
- f) **1 448** kilometres of coastal areas cleaned and maintained, and

In 2018/19, the EPWP continued its partnership with the Financial Sector Conduct Authority (FSCA) to capacitate EPWP participation on financial related matter. The purpose of the capacity workshops was to provide, promote and support financial education, awareness and confidence regarding financial products, in order to enable the EPWP participants to make better informed financial choices and of which ultimately lead to better lives.

In an effort to address the scarce and critical skills required by the economy, the EPWP, through a partnership with the Manufacturing, Engineering and Related Services Sector Education and Training Authority (merSETA), is training the youth in various artisan trades such as auto electricians, boilermakers, diesel mechanics, electricians, fitters and turners, and motor mechanics. As at the end of 2017/18, 62 participants have successfully completed their trade tests and are now qualified artisans. There are 88 trainees still

in training. Currently, through the EPWP, the Department is recruiting additional trainees for the artisan programme. Approximately 208 small, medium and micro enterprises (SMMEs), which includes cooperatives and NPOs, have been provided with enterprise development support. Support includes capacity building, assistance with regard to compliance matters and training on existing enterprise support.

As part of expanding the EPWP, the Department is identifying new opportunities to increase the number of jobs created through the EPWP. Among others, the Department will collaborate with the Department of Communications through the training of youth as set top box installers to assist with the digital migration programme. In addition, there is a similar collaboration with the Department of Energy to install and maintain solar water heaters. The Department will continue to subsidise NPOs which directly provide services and assets to communities, who will then also benefit through work opportunities. To further improve the governance of the EPWP, the Department is developing an EPWP Policy that will clearly define the roles and responsibilities of implementers and coordinators thereof.

5.3.2 Improve workplace performance and access to job opportunities through in-service training and the implementation of skills development programmes

The Department has put built environment programmes in place that include a candidacy programme, internships, artisan training and placements, and technical learnerships which offer structured skills transfer and mentoring opportunities. These programmes contribute to high-level human capital development and to the creation of a pool of critical skills aimed at changing the profile of the workforce by growing a representative workforce for the built and property environment while growing the size and raising the quality of the human capital base needed to improve the quality of life of all South Africans. The Department, through the Professional Services branch, coordinates and manages the supply of built environment skills to support State infrastructure delivery. Furthermore, it maintains partnerships with relevant stakeholders to strengthen and facilitate the provision of built environment skills and support all government spheres with the institutionalisation of capacity-building programmes. The following achievements have been noted with regard to the implemented technical capacity-building programmes:

- Schools Programme: 19 schools participated in the programme, with 112 learners participating in the Mathematics and Science offerings. 30 matriculants were awarded bursaries.

- Bursary Programme: 31 learners who obtained bursaries in 2014 completed their academic studies and are currently enrolled in the Internship Programme.
- Young Professionals Programme: 139 young professionals are participating in the Technical Candidacy Programme and 30 youths are participating in the Internal Audit Candidacy Programme. A total of six young professionals have attained professional registration.
- Artisan Programme: 120 artisan trainees have obtained trade test certificates. The Department is in the process of finalising their appointment into the workshop structure.
- Technical learnerships: 360 learners completed the learnership programme in plumbing.
- Mentorship Programme: 19 retired mentors have been appointed to assist with the Young Professionals Programme and the various candidacy programmes.

These programmes contribute to high-level human capital development and to the creation of a pool of critical skills aimed at changing the profile of the workforce by growing a representative workforce for the built and property environment while growing the size and raising the quality of the human capital base needed to improve the quality of life of all South Africans. The priority programmes for the 2019/20 year include the International Student Exchange Programme; the recruitment of graduates with qualifications required within the built environment and their placement on projects for exposure and skills development towards professional registration; the recruitment of candidates and participants across all capacity development programmes and their placement in building construction, rehabilitation and maintenance projects; and the implementation of the Cuban Technical Advisory Programme, with 36 Cuban engineers being deployed across provinces to ensure technical skills transfer within the Department. The Department is in the process of identifying international models for governmental technical capacity building to benchmark against.

5.3.3 Transform the property and construction sectors

The Department is undertaking a policy review to facilitate socio-economic transformation within the built environment. The review covers the 1997 and 1999 Public Works White Papers and the CBE and CIDB Acts. The Department continues to support the Construction Sector Charter Council to ensure that parameters are set and measured for transformation in the construction industry to determine progress. The revised Construction

Sector Code was gazetted in November 2017. The final Construction Sector Code was gazetted in 2018/19. On the property sector front, the dti gazetted the Property Sector Code in October 2016. However, effective implementation only commenced in October 2018 to allow for the issued BBBEE certificates of the trading entities in the sector to expire, as they had already been issued when the new sector code was approved and became binding on the property sector. The Department also leads transformation and growth initiatives in collaboration with provinces, public entities and BEPCs, and other stakeholders.

The Department conducts various advocacy and awareness campaigns to facilitate the participation of women, youths and people with disabilities in departmental empowerment programmes such as the Vukophile Programme, the Capacity Building Programme to promote entrepreneurship in construction and property, and developmental programmes for designated groups. The campaigns are informed by the ongoing M&E of the participation of designated groups in the programmes of the Department. The Department has established both a Departmental Disability Council and a Women Empowerment Advisory Council. In addition, the Department is implementing a small-business memorandum of agreement (MOA) with SEFA.

5.3.4 Re-industrialise/Stimulate manufacturing

This priority relates to the strategic use of incentives and other measures as well as localisation programmes for products designated for local manufacturing – clothing, furniture, water metres etc. – via our public procurement interventions.

The SCM Policy and internal directives were designed to ensure local beneficiation and enforce mandatory sub-contracting to people within designated groups. To attain and enforce what has been prescribed in the SCM Policy in respect of local beneficiation and mandatory subcontracting to designated groups, the Department will be monitoring and reporting on the area on a quarterly basis. Furthermore, the Consolidated Procurement Plan (CPP) of the Department is being used to leverage procurement spend to advance the designated groups through targeted procurement/prequalification and mandatory sub-contracting. All procurement transactions, depending on the applicable threshold(s), are executed with the mandatory requirement to subcontract to designated groups and/or targeted/prequalification procurement from the designated groups. The establishment of panels of PSPs is well underway with the advertising having been completed. The evaluation and adjudication of responses is still in progress, but three professional

disciplines have been awarded and are ready for full-scale implementation.

In terms of future plans to advance the localisation programme for products designated for local manufacturing, the Department will be establishing term contracts for furniture. Three commodities have been identified in this regard. The term contracts will be subjected to mandatory local content and production requirements as prescribed by the dti and National Treasury (NT). This mandatory requirement will be taken further into the built environment with the insistence that when bills of quantities (BoQs) are prepared, the mandatory requirements for local content and production must be implemented to attain the goals contained in the localisation programme for products designated for local manufacturing. Within the Prestige environment there are contracts in place to procure furniture within the thresholds of local content and production.

5.3.5 Support black industrialists to build a new generation of black and women producers who are able to build enterprises of significant scale and capability

This priority intervention relates to supporting black industrialists to build a new generation of black and women producers who are able to build enterprises of significant scale and capability, using competition policy to open markets to new black entrants while at the same time investing in the development of township and rural enterprises. The intervention measures identified by the Department to support this priority relate to the full implementation of the Preferential Procurement Regulations (PPRs) 2017, largely to effect targeted procurement through a prequalification process for procurement from designated groups and/or mandatory subcontracting to designated groups in bids that are above a prescribed threshold.

An SCM Policy has been implemented that institutionalises preferential procurement with respect to all procurement transactions. The PPRs 2017 provide for a mechanism to empower/enable opportunities for designated groups and SMMEs through the Department's procurement spend. To that end the Department enacted a directive that implemented the PPR 2017 with a distinct purpose that included the setting of a framework to direct and guide preferential procurement initiatives in the procurement value chain of the PMTE to ensure consistency and compliance with the legislative requirements as articulated in the PPPFA, Act No. 5 of 2000; the institutionalisation of preferential procurement from qualifying service providers to promote inclusive economic growth that is consistent

with the strategic intent of the PMTE with regard B-BBEE participation and transformation as defined in the PPPFA and PPR 2017; and the formalisation of the setting of annual preferential procurement goals and the monitoring, evaluation and reporting thereof by the PMTE. The CPP is a tool that is used to facilitate the execution of the set targets, the monitoring thereof, and the reporting thereof on a monthly basis to the management structures of the Department. Going forward the Department will set specific targets for SMMEs, women, the youth, people with disabilities, township and rural enterprises, military veterans and cooperatives. This will be over and above the mandatory sub-contracting of 30% for all transactions above the threshold of R30 million.

5.3.6 Invest in SMME incubation: Small businesses, co-operatives and township enterprises

Rapid economic growth was placed firmly on the SONA agenda to lift and drive employment and so reduce poverty and inequality, as the need for the substantial strengthening of business confidence and so private sector investment was formally recognised. The priority is meant to honour 30% of procurement allocation to these enterprises, invest in SMME incubation and convince the corporate sector to welcome the SME fund initiative. The intervention measures identified by the Department to support this priority relate to the full implementation of the Preferential Procurement Regulations (PPR) 2017, largely to effect targeted procurement through a prequalification process for procurement from designated groups and/or mandatory subcontracting to designated groups in bids that are above a prescribed threshold.

The nuance of the intervention in this period has been to implement the PPR 2017 mandatory requirement to sub-contract 30% of all transactions that are worth R30 million and above and specifically to set aside 30% of all procurement to the designated groups, i.e. small business, co-operatives, and township and rural enterprises. More than 70% of transactions within the quotation environment were awarded to service providers that fall within this category. In pursuance of the Department's empowerment agenda, all branches will be required to designate 30% of their planned procurement spend towards empowering small businesses, cooperatives, and rural and township enterprises.

5.3.7 Use entities and professional councils as agents for advancing economic and social transformation

The Department will give greater attention to improving the governance of its entities to ensure their alignment to departmental priorities and to the ongoing M&E of performance. In addition, there will be regular review sessions with the Entities and Built Environment Professional Councils (BEPCs) to improve corporate governance and effective oversight.

In line with its concurrent mandate, the Department will continue to engage other spheres of Government and organs of State to ensure uniformity in the provision of

public sector services. This includes providing leadership to the sector through MinMEC, Technical MinMEC and Technical MinMEC sub-committees. The Department will also develop and monitor sector policy frameworks for small harbours and facilities management and put in place other relevant strategies to be determined by the sector. Intergovernmental agreements will be coordinated and finalised with other spheres of Government to formalise and secure their commitment to collaboration on the delivery of public works services in the form of agreements such as MOUs, MOAs and SLAs.

6. Legislative and other mandates

There have been no significant changes to the legislative and other mandates presented in the Five Year Revised Strategic Plan. 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 CBE and for the composition, functions, powers, assets, rights, duties and financing of that Council and matters connected thereto.
- 6.2.4 The Professional Council Acts regulate the six built environment professions (BEPs) to organise them to serve the imperatives of Government, including transformation, public protection and good governance.

- 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, among other things, to evaluate the fitness-for-purpose of non-standardised construction-related products or systems for use in the construction industry for which a national standard does not yet 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.
- 6.2.7 Other Acts placing specific responsibilities on the Department that are listed in Part D Annexures to the APP.

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 focuses 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 facilitate the growth of the emerging construction sector.

6.3.3 Construction Sector Transformation Charter, 2006 (Charter 2006)

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

- Provide the construction sector with the first quantitative method for monitoring and evaluating the progress of an enterprise towards achieving Broad-Based Black Economic Empowerment (BBBEE) targets, 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 and on 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 by 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 Department of Public Works BBBEE 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 rental on the property. Consequently, the Respondent was locked out of the premises, and police officers had to work from official vehicles. Post the eviction order being granted the matter has been resolved between the parties. The Department effected outstanding rental owed and tendered the legal costs of the applicant. The Department is currently in occupation of the applicant premises.
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 On 4 September 2018 Parliament adopted the Report on the Expropriation Bill [B4D-2015] following a motion by the Chief Whip of the Majority Party. Accordingly, Parliament's previous decision to pass the Expropriation Bill [B4D-2015] was rescinded thereby rejecting the Bill in terms of Joint Rule 203(3) (c). The redrafted Expropriation Bill, 2019 was gazetted for public comments on 21 December 2018. It is envisaged that the Expropriation Bill, 2019 will be ready for submission to Parliament by April 2019.
- 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 A closer analysis of the focus associated with the ever-evolving broader macro-economic policy and legislation shows continuity albeit with points of emphasis at any particular point in time. The mandate of the Department, as interpreted from the existing overarching policy frameworks – that is the 1997 and 1999 Public Works White Papers – remains unchanged. Intrinsic to the mandate of the Department is the need to embed the vertical imperatives that is Government's socio-economic objectives which are centred on radical socio-economic transformation and contributing to sustainable development. The Policy space has become abuzz and heavily contested with respect to role and boundaries of the State in issues to land tenure, access to and control of land and other categories of immovable assets. The review of the 1997 and 1999 Public Works White Papers is thus alive to the emerging themes, primarily as they relate to issue of equity, sustainable development, the role, relevance and sustainability of State-owned Entities, good governance and the capacity of the State to plan, manage and provide oversight of development that meets the aspirations of communities and future generations;
- 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 The six (6) BEPs Draft Amendment Acts did not address all policy related matters and it was then decided that further research must be undertaken. The Department has therefore initiated a review process towards amendments of the aforementioned acts. It is anticipated that the Amendment Bills will be tabled in the 6th parliament
- 6.5.6 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.
- 6.5.7 The development and finalisation of a business case to ensure financial stability of the Independent Development Trust (IDT) is underway. A mandate to determine the scope of its services is being drafted and finalised which will be coupled with human resources and finance models towards a comprehensive business case. Upon finalisation, the business case will be submitted to Joint Evaluation Committee (JEC) of the National Treasury and Department of Public Service and Administration for approval.

7. Updated situational analysis

7.1 External Environment

After recovering somewhat from the recession of 2008, the South African economy has seen a progressive worsening of economic growth. The economy shrunk by about 1.5 per cent in 2008 and achieved positive growth rates of around 3 per cent 2009 and 2010. However, from 2011 onward growth decelerated by 1 per cent per year to almost 0 per cent in 2015. In 2016 the economy shrunk further, this time by just more than 1 per cent. These low and negative growth rates translate into declining average incomes for South Africans, impacting most severely on those at the lower end of the income distribution. The economic slowdown has been accompanied by lower levels of employment creation and increasing inequality. Economic growth has slowed, in contrast to the NDP targets of 5.4 per cent per year for GDP and 2.9 per cent for employment creation by 2030. The current economic crisis underscores the need to develop more effective strategies for dealing with economic challenges. Furthermore, it requires a prioritisation framework to ensure Government priorities are appropriately aimed at urgently turning this dire situation around.

This situation is being referred to by commentators as a “low growth trap” for South Africa and impedes the economy’s ability to curb unemployment and inequality. The growth slowdown can be related to both global and domestic factors. The global economic slowdown, downturn of the commodity cycle, and slowdown of economic growth in China, have reduced the demand and prices of South African exports. In addition to these international trends, slow rates of socio-economic transformation have resulted in growing protests in

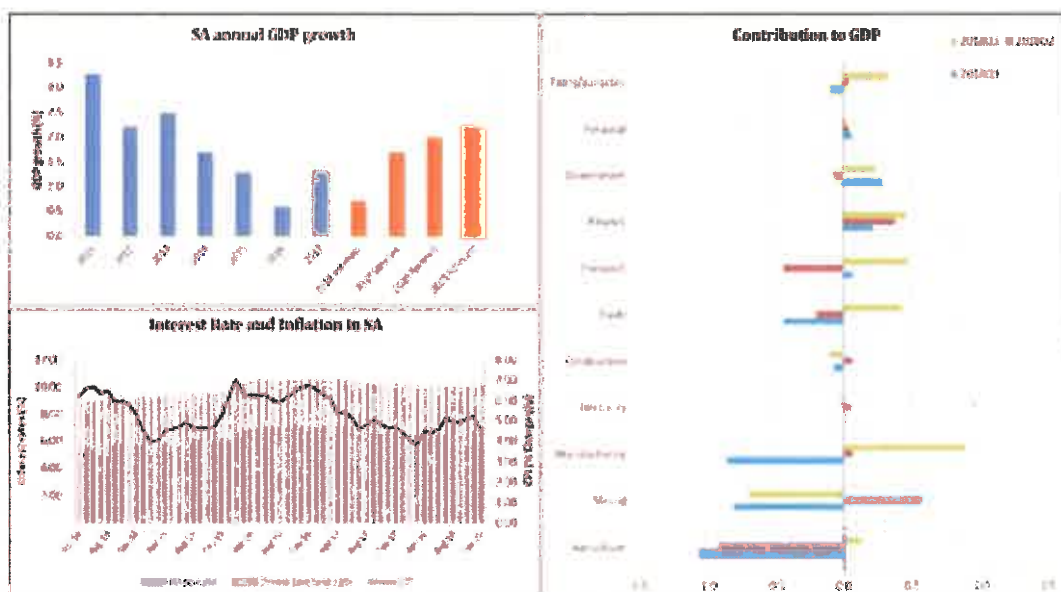
poor areas and at higher education institutions in South Africa. The declining rate of growth has impacted dramatically on the national fiscus.

7.1.1 Economic Overview

The world economy experienced a weakening in expansion in 2018. The International Monetary Fund (IMF) estimates global growth for 2018 at 3.7%. The world economy is expected to grow at 3.5% in 2019 and 3.6% in 2019. These forecasts have been revised downwards in the last two quarters, indicating negative risks to global growth. The growing trend of trade protectionism in developed countries is amongst the factors attributable to the forecast risk being on the negative.

2018 has been a tough year for South Africa, with GDP decline recorded in the first two quarters of the year. Although the third quarter showed a relatively good growth figure, it was not enough to realise the earlier growth forecasts for 2018. The Reserve Bank’s latest GDP estimates for 2018 suggest that growth for the year might be 0.7%, which is about half of the growth rate estimated when the year began. The primary sector struggled, with the agricultural sector contributing the least to growth in the first two quarters of the year, as shown in the charts below. Rising fuel costs also added a significant burden on consumers. The secondary sectors of the economy, namely electricity generation, construction and manufacturing, also experienced difficulties in the first two quarters. As shown in the charts below, the Reserve Bank forecasts positive – although relatively small – growth figures for the country in the next three years.

Figure 1: South Africa’s GDP, Interest Rate and Inflation

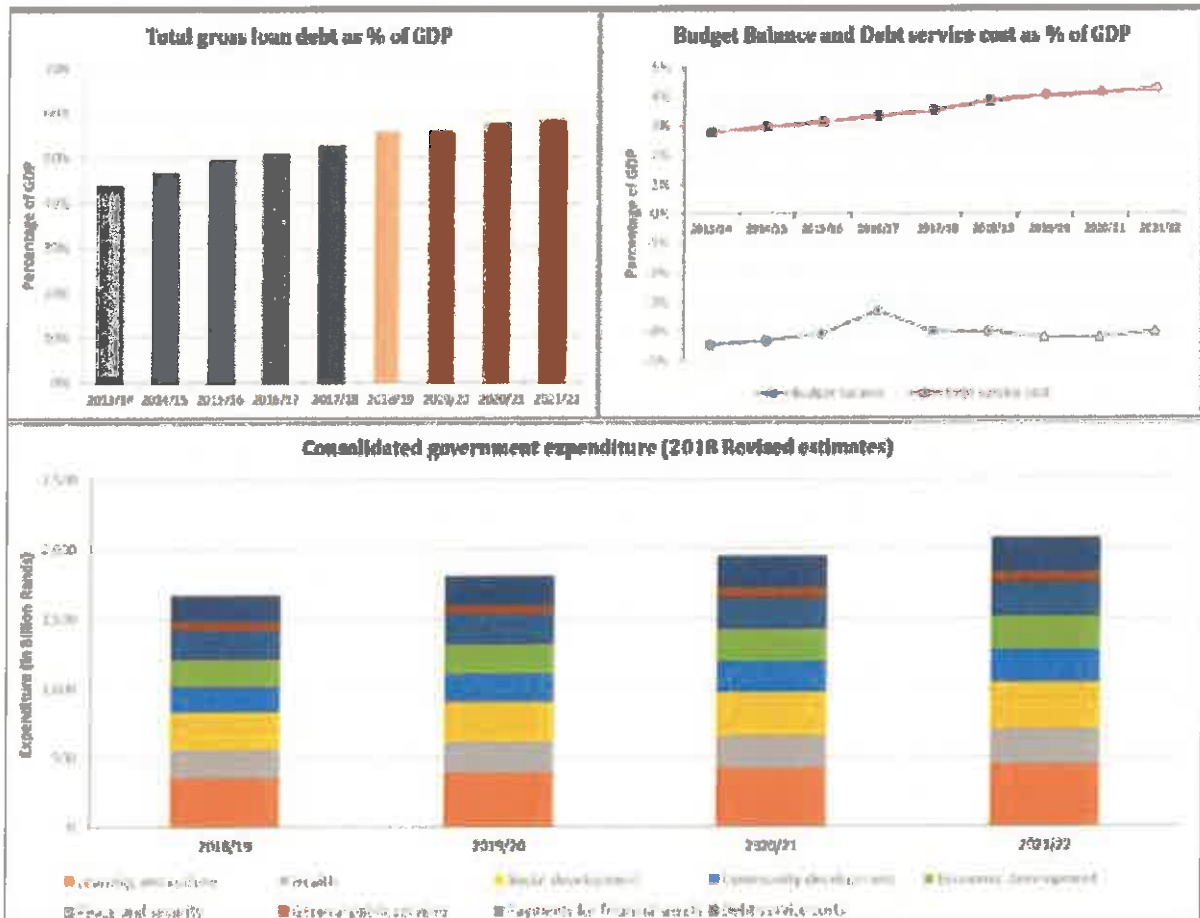


Threats to inflation led to the reserve bank increasing interest rates, despite earlier reductions in the year. Consumer Price Inflation (CPI), remained mostly within the targeted band for the year, measuring at 4.5% (year-on-year) in December of 2018. The producers' price index (PPI) was higher for most of the year, mainly due to coke, petroleum, chemical, rubber and plastic products. The IMF reported an average price estimate for oil to be \$60 per barrel for 2019, which is lower than its earlier forecasts of \$69 and \$66. The reduced oil prices, coupled with the recently strengthened rand, are a positive ingredient towards achieving low inflation in South Africa.

using data provided by the National Treasury, the government budget has been in a deficit for an extended period. For the period from April to December of the 2018/19 financial year (Year to date), revenue has grown by 8% when compared with the same period of the previous year, whilst expenditure grew by 5% in the same period. Although the growth in revenue outweighed the expenditure growth, the state still had a deficit of R163.1 billion, which had to be financed through debt. Total loan debt has been growing over the past years and is projected to reach 55.8% by the end of the 2018/19 financial year. For the first three quarters, debt-service costs amounted to 10.6% of total expenditure and is estimated to grow at an average of 10.9% per year over the medium term.

The low growth poses a huge constraint to the already compromised fiscal base. As shown in the charts below,

Figure 2: Budget Deficit and Government Debt



The charts above also show Government expenditure across various sectors of the economy for the 2018/19 financial year, as per the revised budget estimates. Education (learning and culture) has the highest share of the budget, a trend expected to continue into the medium term. Social Development and Health are the other large expenditure items, followed by Peace and Security. Given the various spending pressures resulting from wage agreements, policy priorities and various

funding needs required by State-owned entities (SOEs), the State is still faced with a serious fiscal problem – that is, multiple high-priority spending needs with a limited revenue base.

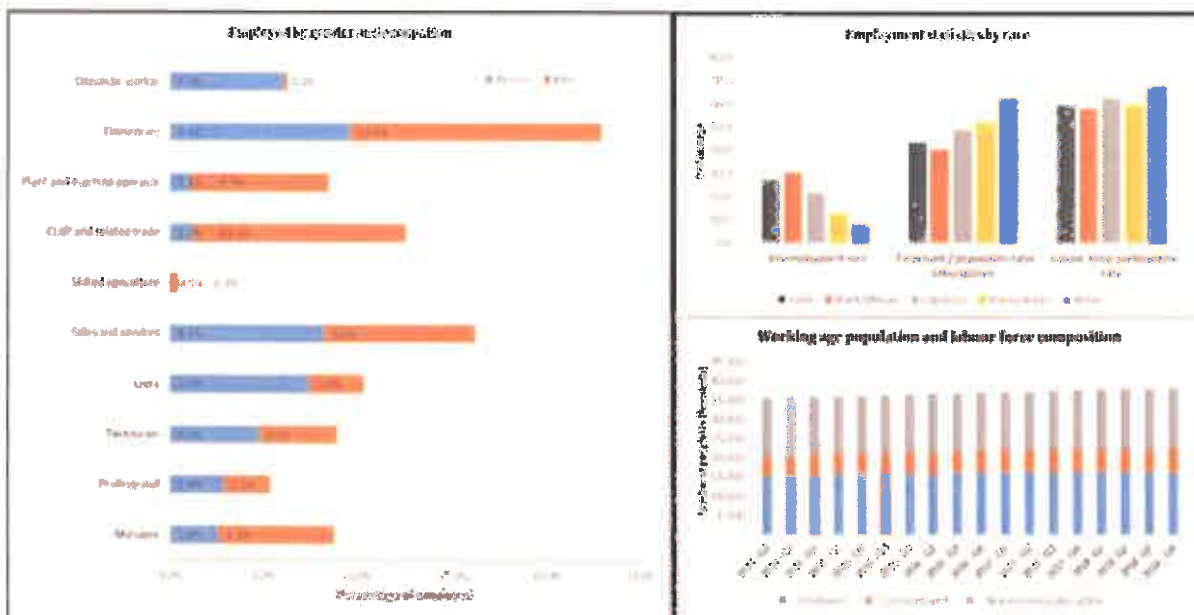
7.1.2 Labour Market Perspective

According to Statistics South Africa (StatsSA), 16.5 million people were employed as at the end of the fourth quarter of 2018. This is a 0.9% increase in employment

when compared to the third quarter of 2018, but 2.2% when compared to the third quarter of 2017 (year-on-year growth). Although employment increased, the unemployment rate measured 27.1% as at the end of the fourth quarter, which is below the rate of 27.5% seen in the fourth quarter of 2017. This shows that the increase in employment over the year was not enough to cater for the overall increase in the economically active. Compared to a year ago (2017Q4), the number of discouraged job seekers increased by 303 000. This increase can lead to an understatement in the unemployment rate, as the

discouraged job seekers are regarded as not being economically active whilst they would work given a job. However, they have given up looking for one, mostly due to a prolonged period of searching. The bottom right chart below shows the working age population (aged 15-64 years), which is composed of the labour force (employed and unemployed) and the economically inactive. Key labour market statistics by race are shown on the top right chart. The chart on the left shows the composition of employed people by gender and occupation for the third quarter of 2018.

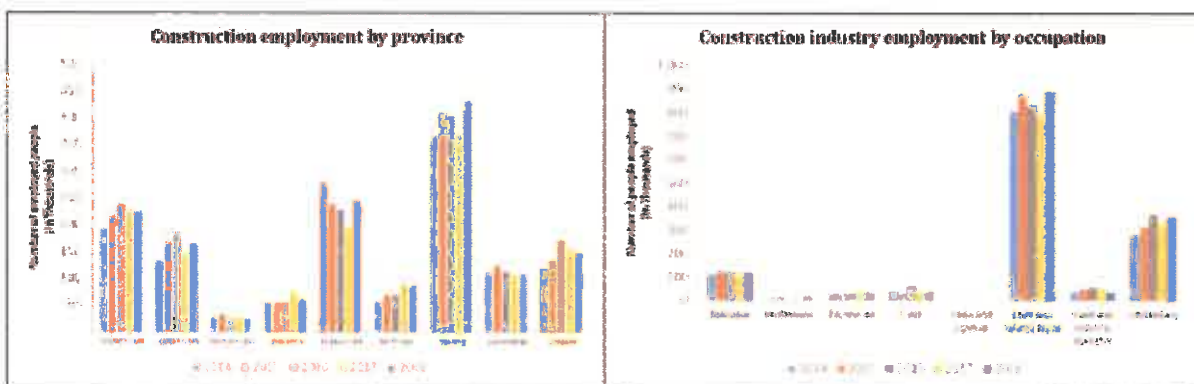
Figure 3: Employment Statistics



The construction sector employed 1.48 million people as at the end of December 2018. Employment in the fourth quarter of 2018 decreased by 1.4% compared to the previous quarter. However, construction industry employment increased by 6.5% when compared to the same period a year ago. Despite recent growth in sector employment, major declines were recorded in the second quarter of 2017 such that the employment levels of the first quarter of 2017 have not yet been attained. Employment equity, particularly by gender, is

still very low in this industry, with 1.33 million (90%) of the people employed in the sector being men. The charts below show the composition of employment by province and by occupation over the last 5 years. By location, the majority of construction employment is in Gauteng, followed by KwaZulu-Natal and Western Cape. By occupation, the majority of workers in this industry are in crafts and related trade or elementary occupations, which, as shown in the charts above, have a high number of male employees.

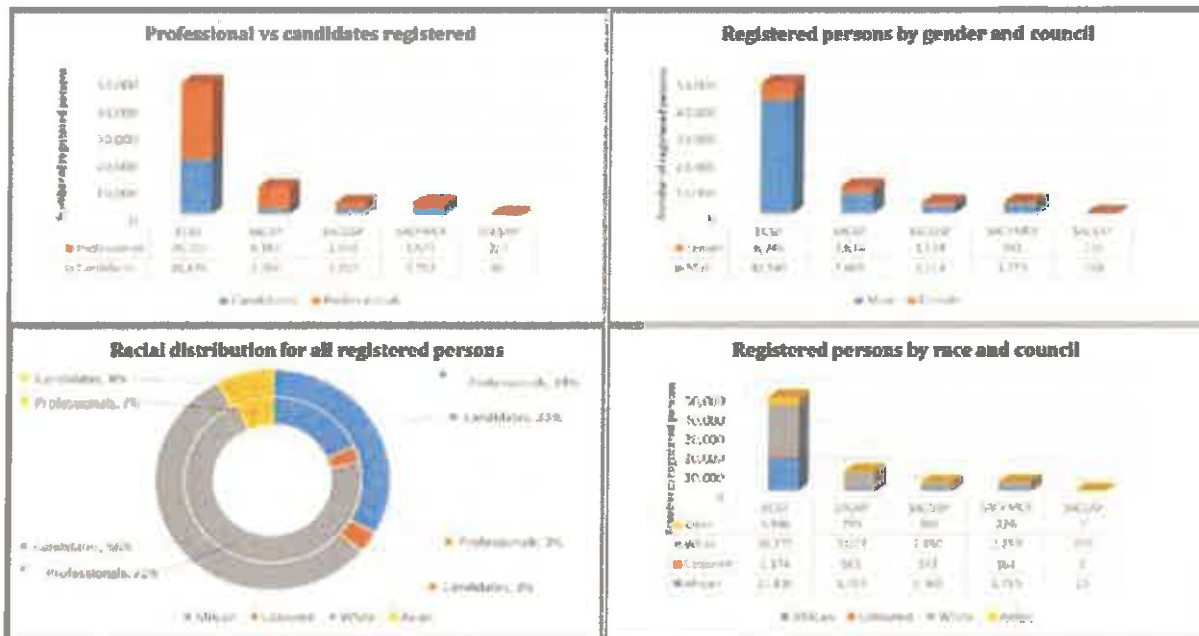
Figure 4: Construction Sector Employment



The employment figures for this sector show that from both a policy and an implementation perspective, the Department still has a huge role to play in boosting employment and the achievement of equality. The charts below, which show registration statistics for five of the

built environment professional councils, also show in more detail the nature of gender and racial inequality in the built environment sector at large. By gender, the sector is male dominated, whilst whites dominate the professions.

Figure 5: Professional Registration in the Built Environment



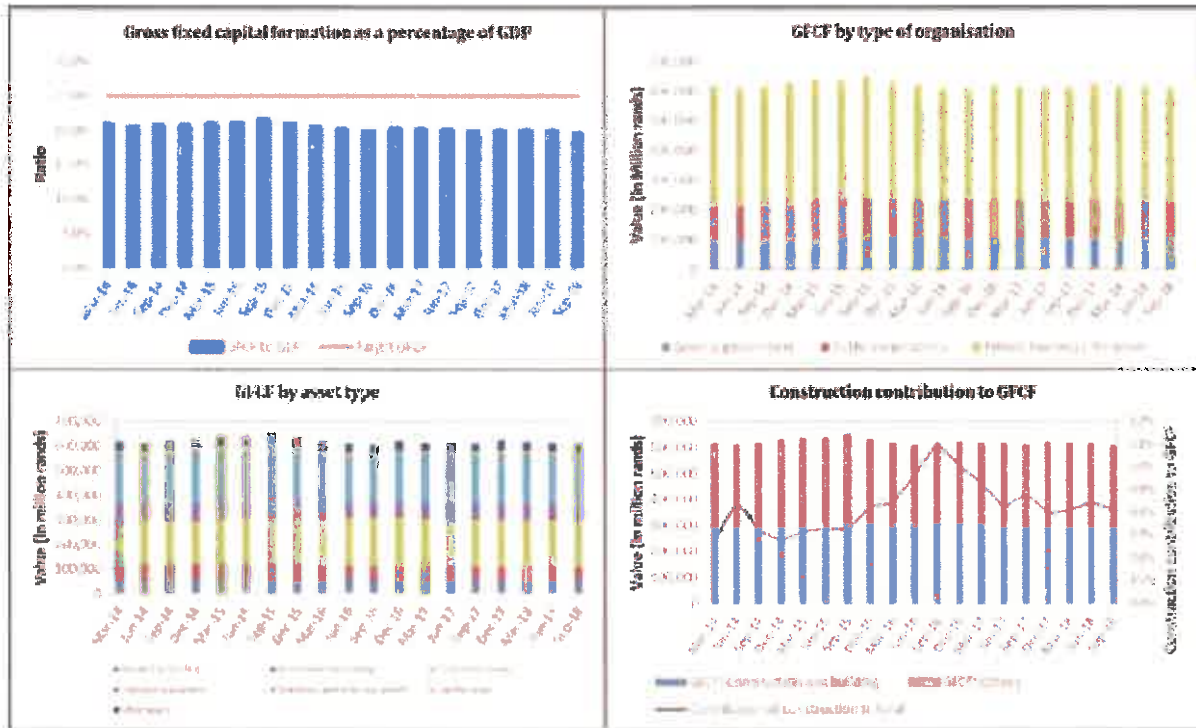
According to the Public Service Commission (PSC) bulletin published in the first quarter of 2018, the public sector had 1.3 million approved positions of which 1.17 million were filled. The number of people employed in the public service account for about 7.2% of all employed people. The public sector vacant positions account for 6.2% at a national level. At a departmental level, the Department of Public Works had the highest vacancy rate, with 40% (3 181) of the 7 865 approved positions not yet filled.

7.1.3 Construction sector

Gross fixed capital formation (GFCF) (also referred to as fixed investment expenditure) is an important aspect of an economy's expenditure. Countries that have

shown higher levels of GDP growth have also had GFCF accounting for a high percentage of GDP, mostly above 30%. South Africa's overall GFCF has averaged 20% of GDP since 2010, which is low given the growth targets desired in the National Development Plan (NDP). The charts below show GFCF by various classifications, namely asset type and type of organisation. The private sector still contributes the highest share to GFCF, followed by public corporations. By asset type, construction works and machinery are the highest contributors to GFCF. When construction works and buildings (residential and non-residential) are combined, they account for 48% of GFCF, showing the importance of the construction sector in forming fixed capital. Building statistics, as reported by STATSSA, are analysed below.

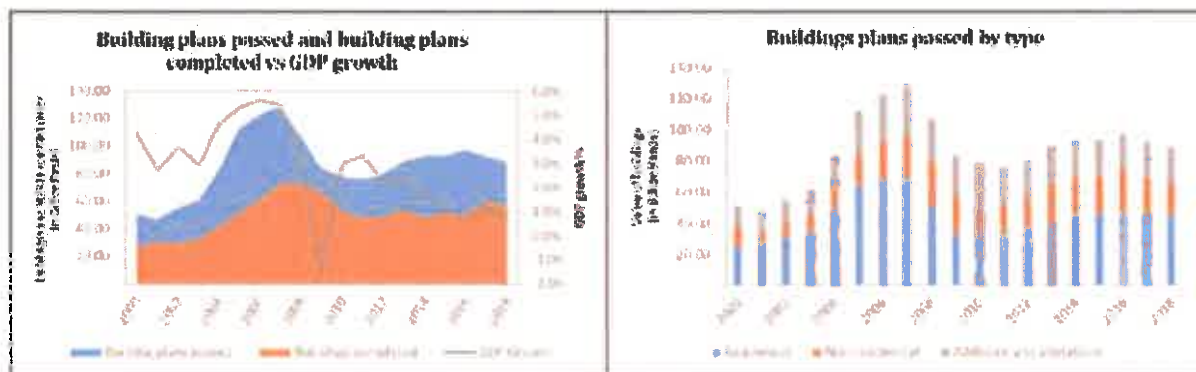
Figure 6: Activity within the Construction Sector



The charts below show activity in the construction sector, measured by building plans passed and completed buildings reported with large municipalities. The graphs show the work undertaken from January to November of each year for ease of comparison. The constant rand value of building plans registered between January and November of 2018 (R89.44 billion) is lower than that

for the same period in 2017 (R92.81 billion) by 3.6%. The buildings completed to date in the year fell by 3.4% from R59.95 billion in 2017 (January to November) to R57.89 billion. A lag relationship can be noticed in the graph on the left, where building plans appear to follow the path of GDP to some extent, whilst buildings completed lag behind the plans submitted.

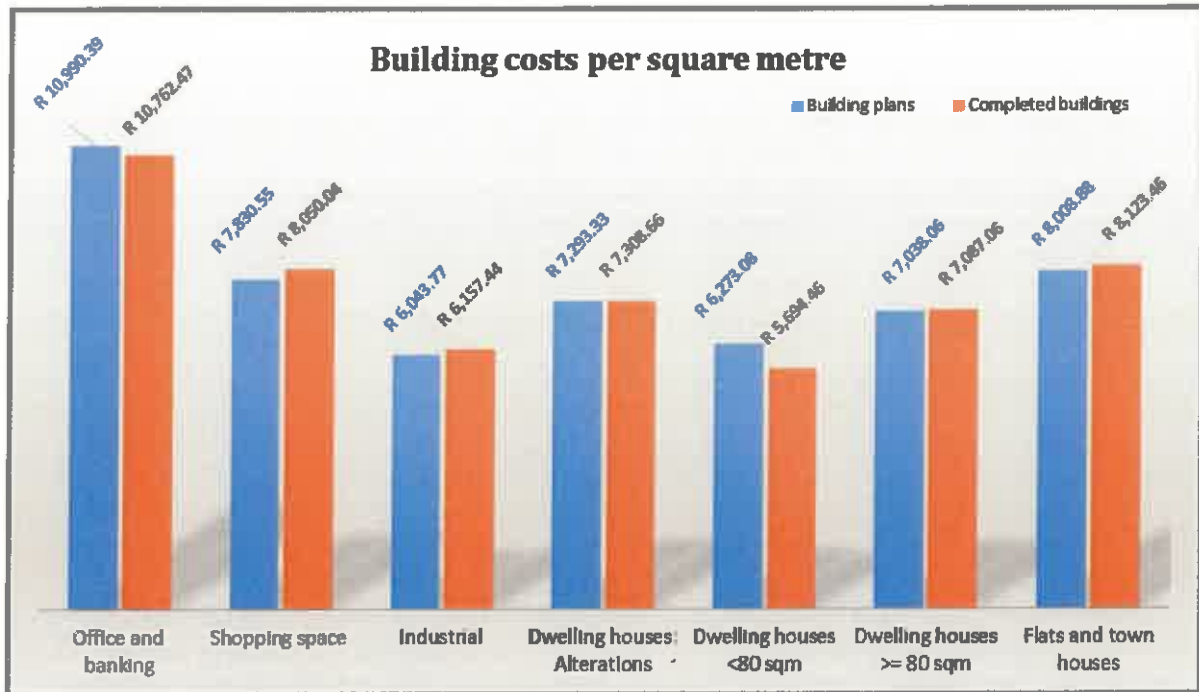
Figure 7: Building Plans Completed



From the same building activity data, construction cost per square metre can be computed by dividing the rand value by the reported size for each building type. The chart below shows the estimated building costs for

November 2018. The data suggests that office and banking space is more expensive to acquire than the other building types.

Figure 8: Building Costs per Square Metre

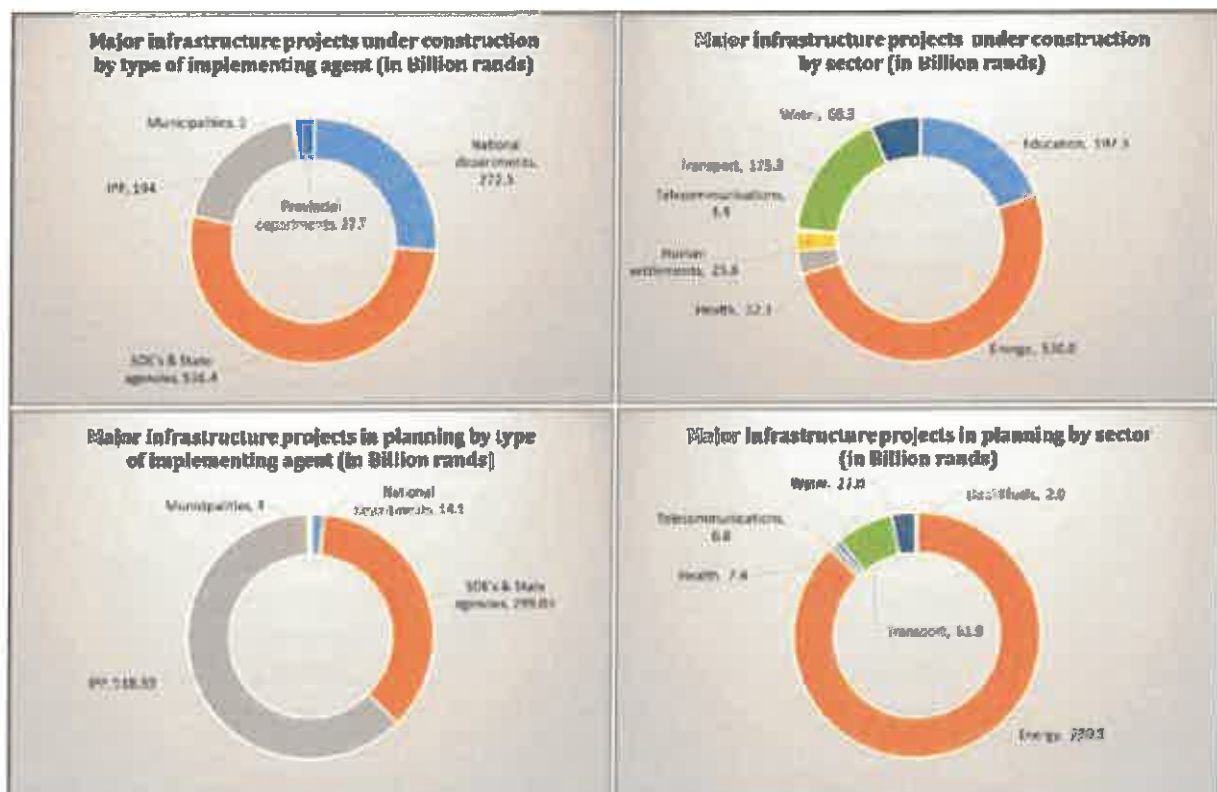


7.1.4 Public sector construction/infrastructure activity

The charts below show the major public infrastructure projects currently underway or being planned, as reported by National Treasury. The infrastructure projects which are currently underway are estimated to come in at a total project cost of R1.033 trillion. The estimated total cost for projects

which are still in the planning stages is R835.5 billion. The majority of the projects underway are being implemented by state-owned entities, with Eskom and Transnet being the major ones. Energy infrastructure projects have the highest share of projects under construction and being planned.

Figure 9: Money Value of Trade in Building Materials

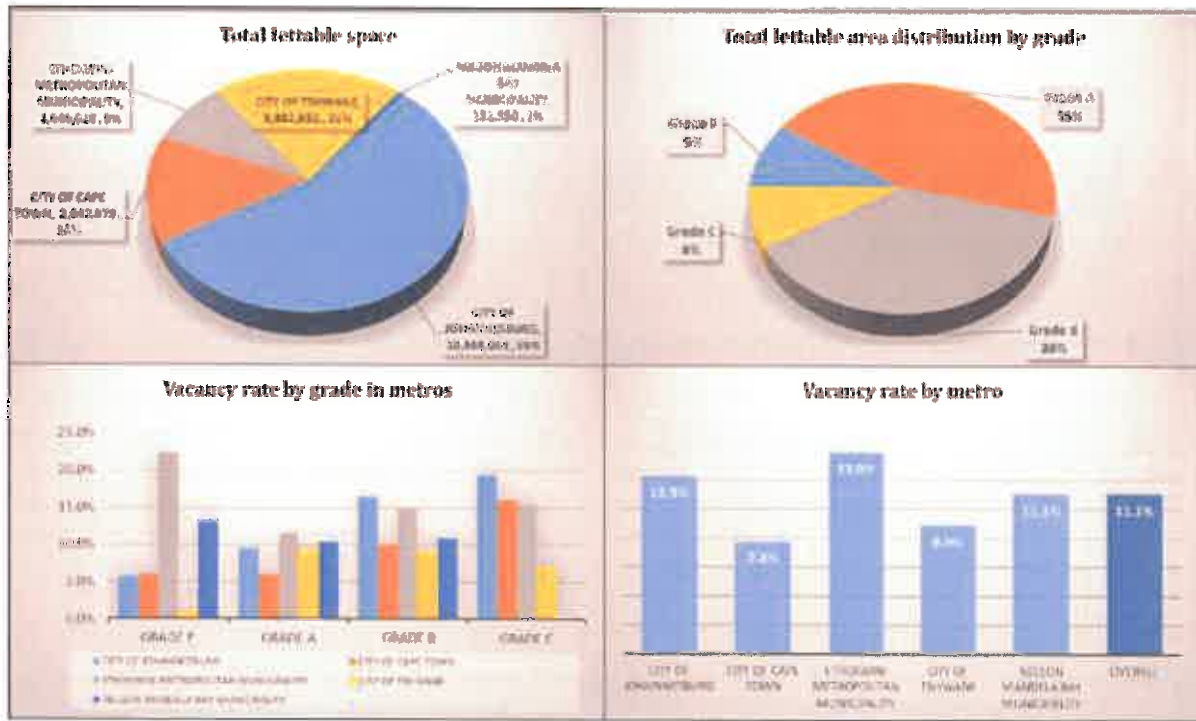


7.1.5 Property Sector

The charts below show the total office space and vacancy rates in the metros as at the end of the fourth quarter of 2018, as reported by the South African Property Owners Association (SAPOA). The City of Johannesburg has the largest lettable space, accounting for 56% of total available space. The City of Tshwane is the second-largest occupier, with 21% of total space. The highest lettable area by grade is grade A offices (45%), followed by grade B offices at 38%. The overall (average) vacancy rate measured at 11.1%,

with the eThekweni metro recording the highest vacancy rate at 13.9%. The inner city of Durban continues to be the main driver for the high vacancy rate in eThekweni. The City of Johannesburg had the second-highest vacancy rate at 12.3%. Braamfontein, Johannesburg CBD, Midrand, Sandton, Sunninghill and Parktown all had vacancy rates of 15% or more, which shows the economic challenges being faced. The City of Tshwane has been showing improvement in its vacancy rate, which measured 8.9%.

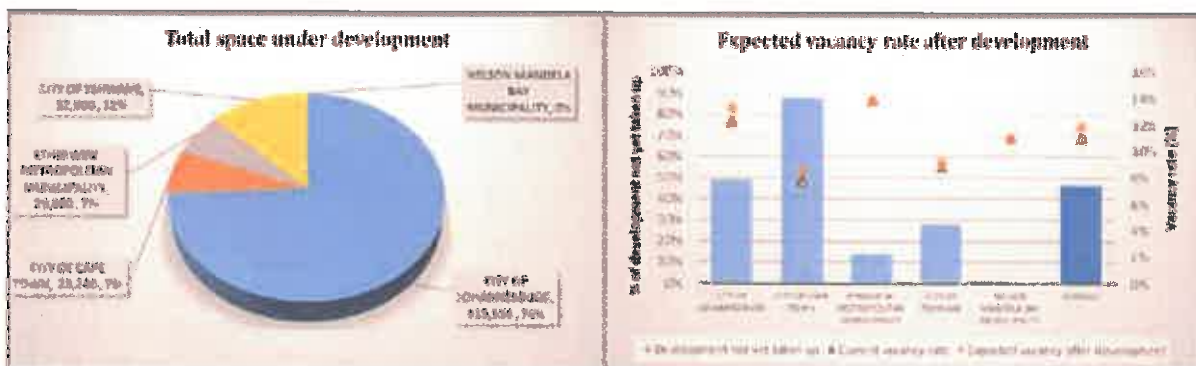
Figure 10: Office Space and Vacancy Rates in the Metros



The charts below show the total space committed to be developed in the metropolises as at the fourth quarter of 2018. The total space under development is 425 676 square metres. 74% of the space (315 536 square metres) is being developed in Johannesburg, with 62%

of this being developed in Sandton (36%) and Waterfall (26%). The chart on the right shows the percentage not yet taken up and how this will impact the vacancy rate after construction, all other things being constant.

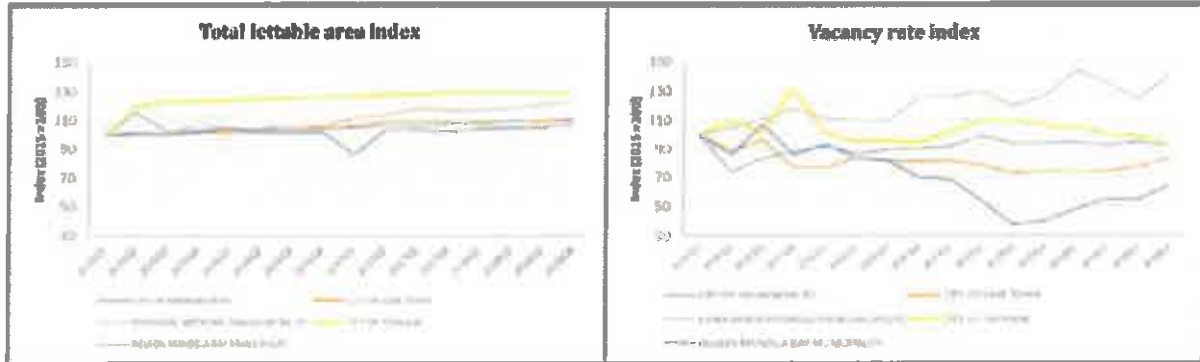
Figure 11: Total Space Committed to Development



The charts below show time series indices which were created to track the movements in space and vacancy rates in the metros between the first quarter of 2015 and the last quarter of 2018. A notable increase can be seen in Tshwane for the first quarter of the analysis period, followed by an almost flat period afterwards. Increases in available space were somewhat slow over

this period. With the exception of the eThekweni metro, all other metros have seen a gradual decrease (which is an improvement) in the vacancy rate. Note that although vacancy rates might have been improving, they still remain relatively high, averaging more than 10%, as discussed above.

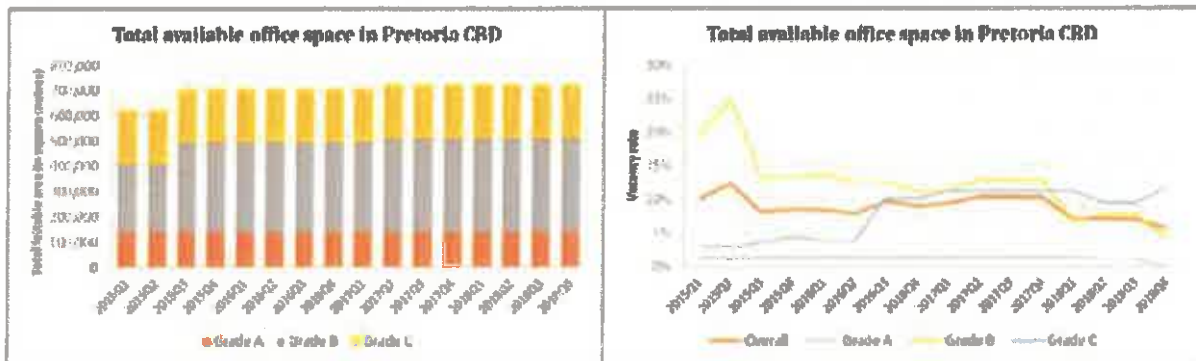
Figure 12: Space and Vacancy Rate



The Department participates in office leasing, mostly as a tenant. The highest leasing portfolio for the Department is in the City of Tshwane, where it is also the dominant tenant in the CBD. The charts below show the space by grade and vacancy rate in Pretoria's CBD from 2015

to 2018. SAPOA has reported no developments in the node for this period, which explains the nearly constant space. There has been a notable improvement in the vacancy rate in Pretoria's CBD. Cape Town's CBD is the only other node with a lower vacancy rate.

Figure 13: Space by Grade and Vacancy Rate

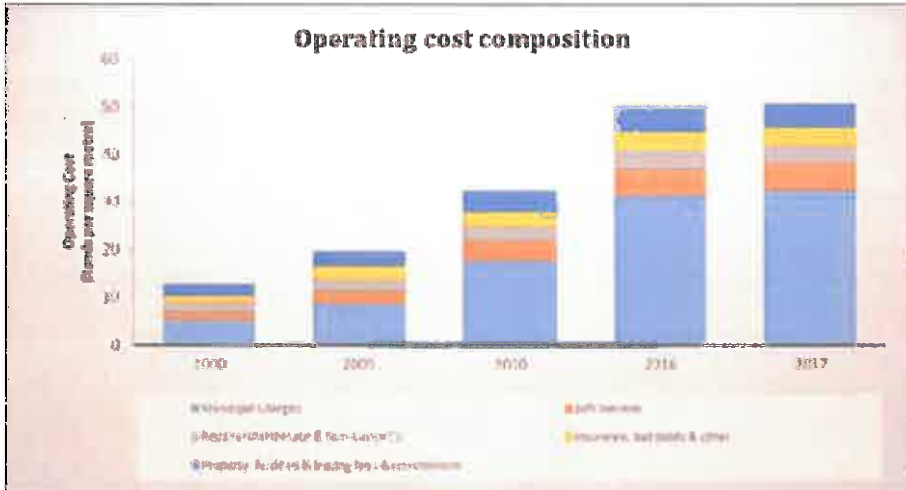


7.1.6 Operating Cost

Facilities management, particularly maintenance, has become a crucial element in the Department's mandate of state property management. It is therefore crucial to understand trends, developments and practices concerning operating costs. The chart below shows the average operating costs for all property types for a number of years between 2000 and 2017, based

on SAPOA's operating cost reports. The biggest driver for the increase in operating costs in these years was municipal charges, with the latest increase being 96 cents per square metre between 2016 and 2017. For SAPOA, municipal charges include charges for water, electricity and other municipal utilities, which are recovered from clients in the context of DPW.

Figure 14: Operating Cost Composition for all Property Types



Municipal (utilities) charges have increased drastically over the years from 41% of operating costs in 2000 to 63% in 2017, with electricity being the major driver of this increase. Soft services, which are the second-largest cost category, increased by 6 cents per square metre. A further analysis of major listed property companies' financial statements suggested that operating costs averaged about R40 per square metre per month. For

a portfolio of about 25 million square metres, this could translate to about R12 billion expenditure on operating costs per year. For a portfolio with major maintenance backlogs, this amount can increase up to three times or more. Being endowed with a massive property portfolio, it is crucial that maintenance planning and funding be infused into the Department's ethos.

7.2 Strategies responding to the external environment

For the economy to grow, Government must provide policy and regulatory certainty, direct State investment to support economic growth and play a critical role in transforming the economy. The key mechanisms through which Government supports the building of the economy are ensuring workers have skills (through the post-school education and training system and the skills development system), providing appropriate infrastructure and effective regulation (e.g. through industrial relations or competition law enforcement) and providing incentives or subsidies to promote economic activities and investment. These instruments of economic policy (skills development, infrastructure investment, regulation and incentives/subsidisation) are also highlighted in the NDP as important to reduce the cost of doing business and improve the competitiveness of the economy.

7.2.1 Raising employment levels by providing a supporting environment for growth and development, while promoting a more labour-absorptive economy

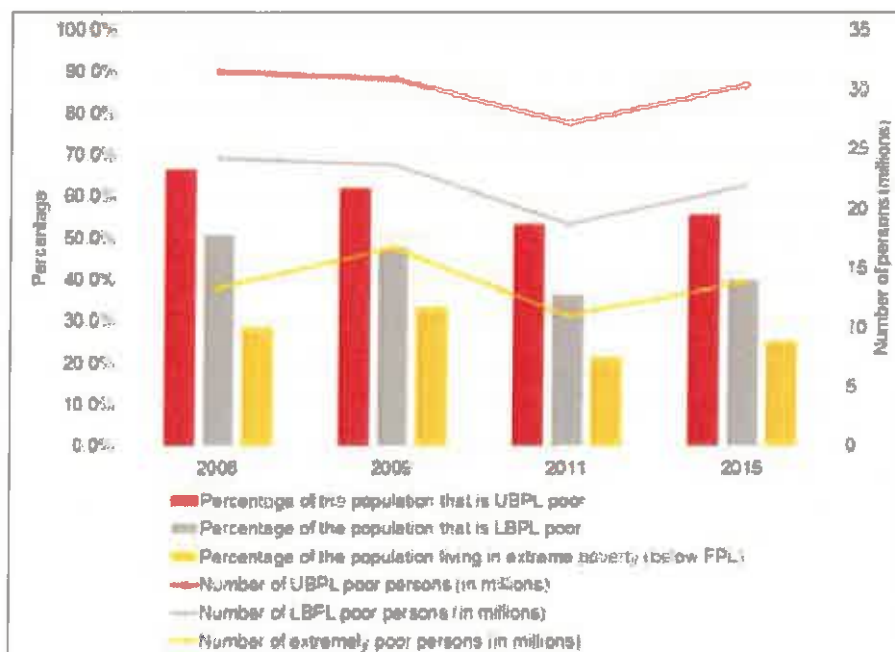
In the first three quarters of 2008, the electricity crisis and the global financial crisis slowed the economic growth of South Africa significantly. The economy went into recession in Q1 of 2009. The fiscal pressure resulted in a growth of the country's debt-to-GDP ratio (21.8% of GDP in 2008/09 to 43.7% of GDP by 2017/18). Although the economy started to recuperate from the end of 2009, the impact of the European debt crisis grew in 2011 and a global economic recession threatened. Since 2011 the economy has experienced

periods of stagnant growth alternated with negative growth.

The lack of strong growth has severely limited the capacity of the South African economy to create the jobs needed to address the needs of an increasing working-age population and the backlog reflected in the unemployment rate. The official unemployment rate in the first quarter of 2018/19 was 26.7% and the expanded unemployment rate was 36.7%.¹⁵ Of the unemployed, 62.0% have indicated a duration of unemployment of a year or longer. For women this long-term employment was measured at 67.2% of the unemployed, versus 57.3% for males.

Linked to these economic trends, poverty levels in South Africa declined between 2006 and 2011 but rose again in 2015. In 2015, over 30.4 million South Africans were living in poverty. Graph 1 shows the trend for poverty in terms of the upper-bound poverty line (UBPL – R992 per person per month in 2015 prices), the lower-bound poverty line and extreme poverty (LBPL). In the period 2006 to 2015 there was a slight decline for both the income and expenditure Gini coefficients. Nevertheless, the devastating effects of the 2008 global financial crisis are very evident for those most deprived in our society (extremely poor people). The proportion of females living below the LBPL increased from 38.1% in 2011 to 41.7% in 2015. In response to the need for social protection, the percentage of individuals who benefited from social grants increased from 12.8% in 2003 to 30.8% in 2017. In the same period the percentage of households that received at least one grant increased from 30.8% to 43.8%.

Figure 15: Poverty Headcounts and the Number of Poor Persons



¹⁵ Quarterly Labour Force Survey, Quarter 1 2018; Statistics South Africa; 2018

The General Household Survey of 2017 indicated progress in addressing the prevailing challenges in terms of infrastructure, service delivery and inequality. 84.4% of the households were connected to the electricity supply from the main grid in 2017, compared to 76.7% in 2002. The number of households with access to piped water has increased from 9.3 million (76.5%) in 2006 to 13.5 million (85.5%) in 2017. Since 2012 an additional 20.5 per cent of households have access to improved sanitation. The local authorities removed refuse at least once per week for 65.9% of the households in 2017, compared to 56.1% in 2002. A total of 71.2% of the households reported that they made use of public clinics, hospitals or other public institutions as their first point of access when household members fell ill or got injured, compared with 69.8% in 2004. In the same period, access to and participation in early childhood development (ECD) activities among children aged 0-4 has increased overall over time. In 2017, 74.5% of persons aged 7 to 24 years attended educational institutions, compared with 73.1 in 2002. Improved access to schooling has led to a significant decline in the percentage of functionally illiterate individuals in the 20-39 age group between 2002 (16.3%) and 2017 (4.8).

The above statistics attest to a change in the socio-economic profile of the country. However, there are still large challenges in terms of infrastructure and service delivery to address, whilst inequality of access remains an issue for certain regions, population groups, gender groups, the youth and people with disabilities. For example, the unemployment rate for the youth (15 to 34 years old) was reported to be 38.2% in 2016¹⁶, whilst "... most persons with disabilities have always occupied the lower socio-economic status rungs of the ladder due to marginalisation and exclusion from various aspects of life such as education and employment"¹⁷.

In the above socio-economic context, the EPWP contributes to both short-term social protection and longer-term socio-economic development. The participants are recruited through self-targeting on a short-term basis to work, which means that they receive a subsistence wage which is set at a level that ensures that only the poor enrol in the programme. The programme is therefore a form of non-contributory social assistance focused on providing employment to the under- or unemployed poor. The income transfers alleviate poverty and limit its spread. Through the work, infrastructure is also developed in, and services are delivered to, poor communities.

The NDP has a target of reducing the unemployment rate to 14% in 2020 and 6% in 2030, and this is to be achieved by expanding the EPWP to other strategies. The third phase of the EPWP, which started in April 2014,

will end in March 2019, with a target of six million work opportunities. Due to the introduction of the revised EPWP Reporting System (EPWPRS) with its more stringent validation rules, work opportunities are reported to have declined during Phase III. Furthermore, reports by the Auditor General of South Africa (AGSA) on the EPWP have shown a recurring finding of under-reporting for EPWP audited projects. Another challenge observed during the implementation of Phase III of the EPWP is a lack of mainstreaming of the EPWP through the utilisation of own funds to create work opportunities, which has significantly contributed to the underreporting of work opportunities in the EPWP.

EPWP targets are set for women, the youth and persons with disabilities. These targets are formulated in terms of percentages of all reported participants for all these designated groups. The attainment of the targets for the designated groups is inevitably affected by the non-attainment of the overall work opportunity target. With the introduction of Phase III of the EPWP, greater emphasis was placed on the reporting of outputs in terms of infrastructure developed and services delivered. Quality issues in the reporting by public bodies of these outputs have limited the use of this data in evaluating the EPWP's contribution in addressing infrastructure and service delivery challenges.

Further repeat findings for the EPWP by the AGSA relate to non-compliance by public bodies to the legal framework, described in the following documents:

- Ministerial Determination 4: EPWPs;
- Code of Good Practice for Employment under Special Public Works Programmes; and
- The grant frameworks for the EPWP's conditional grants.

Ministerial Determination 4: EPWPs, as published in the Government Gazette on 4 May 2012, applies to all employers and employees engaged in the EPWP. The Ministerial Determination provides for exemption from certain provisions in the Basic Conditions of Employment Act. It prescribes, inter alia, that every employer must keep written records for a period of at least three years after the completion of the EPWP and the content of an obligatory contract between the employer and the employee.

With the introduction of the current EPWP Reporting System (EPWP RS) in 2015, approval of a participant on the system for reporting was made dependent on the uploading of a certified ID copy of the participant in order to limit the scope for fraudulent reporting. The Code of Good Practice for Employment under Special Public Works Programmes provides good practice

¹⁶ Vulnerable Groups Indicator Report 2016; Statistics South Africa; 2016

¹⁷ Community Survey 2016: Profiling socioeconomic status and living arrangement of persons with disabilities in South Africa; Statistics South Africa; 2018

guidelines for all stakeholders in the EPWP in respect of working conditions, payments, disciplinary and grievance procedures.

The EPWP Conditional Grants are governed by grant frameworks which are published in the Division of Revenue Acts. The frameworks for the EPWP's Integrated Grant for Municipalities, the EPWP Integrated Grant for Provinces and the Social Sector EPWP Incentive Grant for Provinces prescribe the submission of lists of projects to be funded by the grants by receiving public bodies prior to the first transfers to these public bodies.

The Vuk'uphile Programme is partnering with public bodies to provide training projects for contractors. In addition, the NDPW has appointed a panel of contractors to ensure that contractors and supervisors are provided with mentorship during the implementation of projects. The NDPW has signed a MOA with Nedbank to provide project and asset finance for contractors during the implementation of projects. The mentors appointed by the NDPW ensure that the provision of community assets and services during the implementation of Vuk'uphile projects occurs according to specifications. Public bodies in rural areas have been engaged to implement Vuk'uphile programmes. The Vuk'uphile projects employ participants in rural areas, taking into account the EPWP minimum wage. At least 55% are targeted for participation in rural areas.

The Department is currently implementing the National Youth Service (NYS) Programme, through which youths are trained in the built environment in artisan trades. The EPWP NYS Programme is implemented on National DPW projects. Projects implemented in rural areas provide opportunities for the recruitment of youths on the NYS Programme. The NYS Programme has been prioritised in building construction, rehabilitation and maintenance through engagement with projects managers. Every regional office has clear targets on the recruitment of NYS participants. The following areas of the coordinated youth employment strategy, which is implemented by the parties to the Youth Employment Accord, link directly with the EPWP: education and training; work exposure; youth target set-asides; and youth entrepreneurship and youth cooperatives.

The Department has signed memoranda of agreement with the Department of Higher Education and Training (DHET) and the Department of Small Business Development, respectively, to support EPWP participants in terms of skills development and small business development, particularly co-operative development. As from 2018, the Department has partnered with the DHET to train a further 8 300 EPWP participants through skills programmes, artisan development programmes and learnerships, of whom a large number will be youths.

Key training initiatives that are longer in duration are learnerships and apprenticeship training. The learnership interventions address skills shortages and provide participants with skills that improve the ability of EPWP participants to find labour market opportunities beyond the Programme. Through the artisan development initiatives, participants are able to become fully fledged artisans through three to four year training intervention. Critical artisan trades are boilermakers, diesel mechanics, motor mechanics, fitters, electricians and turners. The DPW utilises funding from DHET for the artisan training and partners with Sector Education and Training Authorities (SETAs) on the implementation of the training.

Other training initiatives include partnership with the Financial Sector Conduct Authority, through which 4 911 youth were capacitated on financial and consumer-related matters for the period from 01 April 2018 to 31 December 2018. These interventions are aimed at ensuring that youths understand the importance of budgets, savings, the ability to distinguish between wants and needs, credit, and the impact that an adverse credit rating can have on future wealth.

The EPWP will continue to implement programmes with a youth focus. These programmes include the NYS within the EPWP Infrastructure and EPWP Environment and Culture sectors. The NYS programmes provide participants with accredited training and workplace experience on construction projects that the DPW implements through various private sector construction companies. These programmes and projects are being implemented countrywide, and critical assets and services such as the construction of schools are being concurrently delivered. In 2017/18, 7 489 youths participated in construction-related NYS programmes. Exciting programmes currently being implemented include the Chefs Programme, in which youths are being provided with relevant training and then placed within large hotel groups. These programmes provide the youth with opportunities to be absorbed into formal employment. Other programmes with a large youth focus include natural resource management programmes such as the Working for Water and Working on Fire programmes, under which youths are being provided with opportunities to become supervisors.

In terms of small business development, EPWP participants are being assisted to form small and micro businesses including co-operatives with 208 entities supported within the EPWP in 2018/19 financial year. Some of the co-operatives are fully run by the youth, whilst others are a mixture of various age groups. Entities are receiving support through DPW collaboration with the Department of Small Business Development (DSBD) that has funded equipment and machinery. The Small Enterprise Development Agency (SEDA) that has

provided training, business plan development and mentorship. National Empowerment Fund (NEF) has provided training on Business Skills and SETAs that have provided accredited technical skills training. The DPW also implement a capacity programme for EPWP participants that have an interest in business, on 'generate your business idea, start your business and improve your business'. These capacity programmes assist to increase the sustainability of SMMEs. However, the SMMEs do experience challenges such as lack of technical skills, in-fighting between business owners and access to markets. The DPW works with various government departments and the private sector to resolve these challenges.

The Department has entered into several agreements with social partners, and these agreements are monitored regularly to ensure compliance. Resolutions are monitored through high-level structures such as the Public Employment Programme Inter-Ministerial Committee. The EPWP continuously aims to ensure pathways to sustainable livelihoods for EPWP participants, hence new partners are continuously engaged. The EPWP will furthermore continue with existing partners and programmes with the aim of reaching even more youths. Initiatives such as the NYS, artisan development, SMME support and financial literacy training will continue. The interventions within the EPWP infrastructure sector address unemployment, poverty and inequality in construction and maintenance programmes through promotion of the use of labour-intensive methods. Labour-intensive methods promote the creation of work opportunities, and the employment of participants helps reduce of poverty and inequality. Some of the sub-programmes in the EPWP infrastructure that can be implemented in the PMTE include:

- The EPWP NYS Programme, under which youths are trained in artisan trades in the built environment;
- The EPWP Vuk'uphile Learnership Programme, under which contractors and supervisors are trained in labour-intensive methods to implement projects and employ participants; and
- The EPWP Large Projects Programme, under which projects over R30 million are implemented labour-intensively to create employment.

7.2.2 Transformation within the property and construction sectors

South Africa needs transformation that opens a path to inclusive economic growth and development. The performance of the construction industry has come under strain during the past year, compounded by the slow growth in the economy. Transformation in the construction and property sectors continues to be

painstakingly slow, especially as regards participation of the designated groups. Transformation without economic growth would be narrow and unsustainable. According to the property charter sector report on the state of transformation in the South African property sector, "[t]he property sector continues to be characterised by under-representation of black people and black women in particular in executive management and in certain companies which includes board level participation. Thus, race and gender inequality, particularly of black people and black women remains of major concern in the property sector and needs to be effectively and substantially addressed urgently." The Department drives its transformation agenda through various interventions, including advocacy and awareness programmes, monitoring the implementation of empowerment programmes, and initiating training and capacity building programmes for designated groups.

The Department must formulate and oversee the implementation of policy instruments that promote the transformation, growth and effective regulation of the construction and property industries. To this end, the Department has an approved Property Empowerment Policy in place which seeks to provide opportunities for employment, enterprise development and ownership of economic assets. The implementation of the Property Management Empowerment Policy will be monitored to ensure focused and deliberate contributions to the empowerment and transformation of the property sector, aligned to the B-BBEE property codes. The Department will also continue to advocate for the implementation of the Contractor Incubator Programme (CIP) and the Vuku'phile Programme and will collaborate with other critical stakeholders like the Department of Small Business Development to support SMMEs in the construction sector. Through this collaboration, the Department has managed to sign an MOU with SEFA to fund disabled contractors to the amount of approximately R200 million, which will enable them to participate in the CIP.

The Department will strengthen advocacy for the implementation of the Accessibility Programme. The inaccessibility of State buildings contributes to the exclusion of people with disabilities; therefore, the acceleration of this programme will ensure that the human rights of people with disabilities are promoted. The Department will ensure that the universal access principles are given centre stage through the Disability Awareness Programme, which includes policy reviews as well as audits of State buildings. The Department has fully embraced Government's procurement transformation agenda and has implemented measures designed to advance businesses that were previously

disadvantaged. Extensive focus is placed on designating 75% of all planned procurement for designated groups.

Policy, of critical importance for a country such as South Africa, should be concerned with social and economic development and the interface between them. The Department is reviewing the CIDB Act, the CBE Act and the six BEP Acts with the idea of deepening transformation in the construction and BEPs sectors. The review processes towards the amendment of the legislation seek to ensure better regulation of the construction and BEPs sectors. Expropriation of property through a new uniform legislative measure has been identified as being central to the facilitation of the achievement of Government's socio-economic development objectives. Government's policy initiative to introduce new expropriation legislation by way of the Expropriation Bill [B4D-2015] was interrupted by objections from interested parties. The President has since remitted the bill to parliament to cure the deficiencies identified. Simultaneous with this process, the parliamentary constitutional review committee is investigating the feasibility of an amendment to the property clause in the Constitution with a view to accommodate the various public interests.

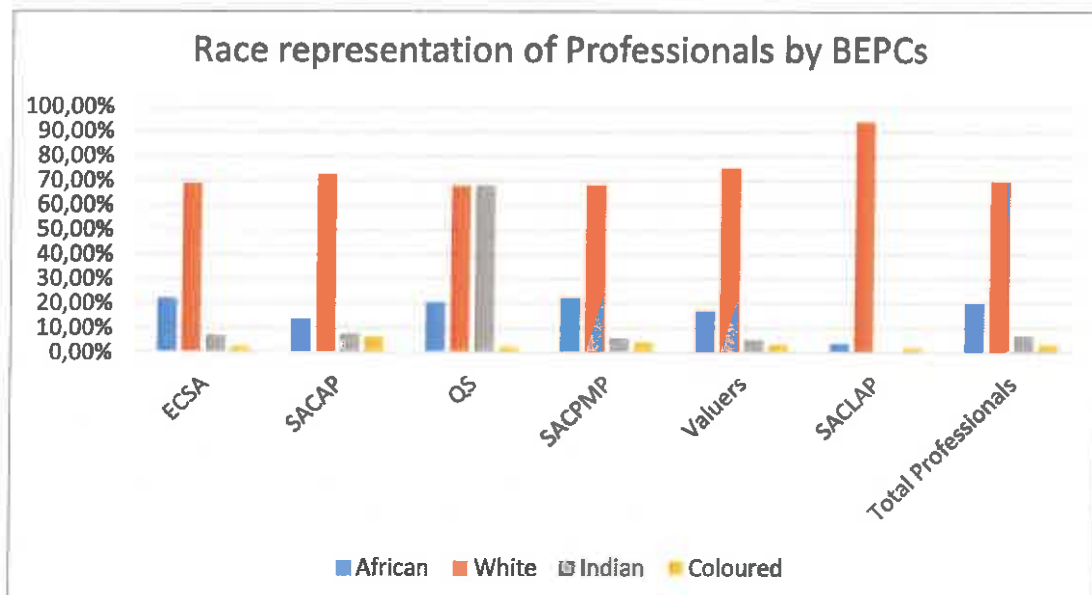
7.2.3 Skills development in the Built Environment

South Africa has a projected quantum skills shortage from the current registered professional base, driven by

the forecasted infrastructure development programme up to 2030. Major infrastructure projects are driving growth; however, the country's lack of skilled professionals is slowing down the growth potential. The Post-School Education and Training (PSET) system, consisting of higher education (or universities), technical and vocational education, community education and skills development, is critical in supplying necessary skills to the economy and society. In recent years the sector has seen significant expansion, accommodating about 1.1 million full-time equivalent students by 2014. However, in 2014 the sector accommodated only about 15 per cent of South Africans between 18 and 24 years of age, too small to serve the needs of South African youths and to fire up the economy.

The rapid expansion in the PSET sector, together with significant cost pressures resulting mostly from the competition to secure high-level staff, has put the sector under significant pressure. This has been exacerbated by pressure from students who are struggling to cope with the rising costs at universities, also because of gaps and inefficiencies in Government's National Student Financial Aid Scheme. There are demands to change the current financing model by reducing the private fee contribution to the PSET system. Even without this, though, the sector requires increased funding for expansion, quality improvement and stability which will have to be accommodated to safeguard the country's development prospects.

Figure 16: Summary of Race Representation per BEPC



Threats to the built environment include the low rate of students entering built environment studies due to the quality of pass rates for Maths and Science and limited study opportunities, especially at universities. Further to this, the built environment is characterised by an ageing profile of professionals, low throughput rates of graduates, and low professional registration outcomes,

amongst others. The implications for the status of built environment professionals in the construction sector, the property sector and the Department (including the PMTE) are that Government in general will be unable to deliver on its Infrastructure Programme, which will adversely affect economic growth. The figure below shows race representation as reflected by figures for registration with

the Built Environment Professional Council (BEPC). Although blacks make up around 80% of the population estimate, only 20% of them account for built environment professionals. The white population remains in the majority in all built environment categories. The built environment remains a sector that is unrepresentative of the country's demographics.

Figure 17: Registration of Built Environment Professions by Category, and Race



Racial transformation is still very slow, as over 82% of the professionals are white. Blacks, although they are in the majority in the country, still account for only 20% of the total number of engineers in South Africa.

These stats show that there is a lack of transformation within the field.

The analysis is based on 2017/2018 statistics, which reveal that of the total population of 30 275 engineers in the country, 20 815 are white, whilst blacks account for only 6 694, of whom 1 203 are females.

Of the 2 670 professionals registered with the South African Council for the Project Construction Management Profession, 1 820 are white and 592 are blacks, only 66 of whom are females.

The built environment sector remains unrepresentative of the demographics of the country. More concerning is the fact that the sector comprises mostly ageing registered professionals. The implications of the status of built environment professionals for the construction and property sectors are that Government in general will be unable to deliver on its Infrastructure Programme, which will adversely affect economic growth.

A key strategy in addressing the aforementioned is to restore the skills pipeline by consolidating and managing the implementation of the BE Skills Pipeline Strategy throughout the sector. The Skills Pipeline Strategy is geared at addressing bottlenecks from the schooling system at tertiary level and ensuring the provision of structured workplace training to expedite professional registration. At the core of the strategy is strategic partnerships with education, BEPCs, infrastructure and related departments, SOC, and the industry. The strategy aims to build technical capacity whilst addressing issues of transformation within the built environment sector.

The Department can influence fiscal constraints and cost containment measures in respect of the State and related built environment councils by attracting and retaining skilled professionals and identifying those to be developed. An opportunity exists for the Department to drive SCM reforms that mandate all State infrastructure, facilities management and property management contracts to include a percentage for skills development. This approach will ensure the expansion of a capacity building programme without added pressures on the fiscus. The availability of professionalised skills within the State will minimise over-reliance on consultants and decrease spend in this regard. The Department continues to implement the Technical Bursary Scheme, which directly supports the Government's Policy on Free Education. The

Bursary Scheme is a programme within the Skills Pipeline Strategy that targets learners from the Schools Programme who matriculate with high passes in Maths and Science and are accepted for built environment studies at higher learning institutions. Bursaries are also provided to departmental employees for the development of human capacity at the following levels: basic and advanced levels of training of staff as part of professional training and development through accredited and non-accredited training emanating from existing needs and established staff developmental needs; the development of career paths for the workforce within the property and facilities management environment by offering under-graduate and post-graduate qualifications, especially for individuals with extensive experience; training and development for managerial roles by their participating in advanced professional development courses; and the acquisition of professional mentorship that accommodates registration and recognition of prior learning (RPL) coupled with ensuring accredited providers and workplaces. Bursary holders are supported throughout their studies through the Bursary Care Programme, which has resulted in almost 90% of students progressing and/or finishing their qualifications within the stipulated period. In this way the Department is able to avoid bottlenecks, improve the throughput of built environment graduates, and ultimately grow the BEPs.

The Department has successfully implemented its strategy to bring in skilled graduate professionals through programmes aimed at young professionals, internships, technical learnerships and artisan development. The targets for 2018/19 contributions to a skilled and capable workforce are as follows:

- 150 young professionals;
- 300 internships;
- 300 artisans;
- 200 learnerships; and
- 150 bursary holders studying towards qualifications in the built environment.

The Department is also in the process of establishing a Public Works Academy for the provision of built environment training. Programme beneficiaries are supported through the facilitation of structured training and development programmes. Beneficiaries maintain logbooks which are utilised to record their experience. These logbooks are then signed off by mentors for submission to statutory councils. Further to this, quarterly meetings are held wherein candidates present on their progress towards professional registration. The BEPCs participate in these quarterly meetings. Beneficiaries are also developed through the provision of formal training interventions.

7.2.4 Promoting Good Governance within the Public Works Sector

Recent economic and social developments have increased the focus on the role that good governance plays in achieving social and economic development. Good governance is an essential precondition for sustainable development. It involves focusing on the public works mandate and on outcomes for citizens and service users within the sector. The public works mandate, service delivery model and oversight responsibility are the major issues to be addressed in that context. This can be pursued through providing leadership and improving oversight of IGR concurrence, efficacious planning and coordination of the concurrent function, the elimination of red tape for speedy service delivery and, ultimately, the attainment of sector outcomes. The Department will provide leadership in the planning and monitoring of sector programmes to improve performance and counteract the non-delivery of services. In proposing ways in which accountability might be improved, the Department recognises that extensive accountability already exists in the sector. As the Department considers ways of improving accountability, it will also need to look at strengthening capacity to support existing and new demands within the sector. The assessment of programme outcomes is an important way for the sector, clients and the public to understand how well it is accomplishing its goals.

Participation is vital to facilitating a deliberative relationship within the sector. Engagements and collaborations with all stakeholders within the public works sector, infrastructure departments, skills development institutions (public and private) and the Department of Higher Education remain vital, as does training, including for subsidiaries. Stakeholder engagements range from collaborations, funding and secondments to support for professional registration outcomes and more. The Department is currently carrying out an instruction from MinMec to conduct technical skills baseline assessments with DPW provincial departments to inform capacity-building interventions for the public works sector.

The Department provides oversight over the four public entities and six BEPCs involved in the process of delivering its mandate, in terms of political, strategic, administrative, financial, ethical and legal aspects. The CBE is an overarching body that coordinates six councils for the BEPs of architecture, engineering, landscape architects, project and construction management, property valuation and quantity surveying. The cidb is a Schedule 3a public entity established to lead construction industry stakeholders in construction development. It was established in terms of the CIDB Act 38 of 2000. The IDT is responsible for delivering social infrastructure and social development programme management services on behalf of Government. Social infrastructure programmes delivered include public schools, clinics, community centres and government offices, predominantly in rural communities in the nine provinces of South Africa. ASA is tasked with conducting testing, performance and certification of construction industry products and methodologies to ensure the quality and durability of such products on behalf of the Department. The DPME Mandate Paper insists on good governance in public entities and penalties for governance lapses by withholding transfers and/or guarantees. Particular attention should be given to public entities where such lapses are endemic. The oversight role exercised by the Department over public entities and BEPCs entails reviewing and monitoring quarterly performance reports in line with the set strategy, evaluating board or council effectiveness and ensuring adherence to legislative prescripts. The Department has developed a Framework for the Oversight of Public Entities that provides guidance in discharging its legislative oversight role over the four public entities scheduled under Section 1 of the PFMA and that extends meaningful oversight to the six BEPCs and the Construction and Property Charter Councils (PCCs).

7.2.5 Value for money

A media address on the fight against fraud and corruption within the Department expressed concerns over syndicates of officials that are working with syndicates in the private sector to continue to bleed the State's resources even amid a changed political environment. The Department continues with its efforts to stamp out corruption and turn the tide of State capture which brought this country to the brink of disaster.

There is a renewed determination within the country to combat fraud, explicitly articulated in the SONA. Various efforts are currently being undertaken to combat fraud and corruption within the public sector through State-funded commissions such as the Justice Zondo Commission, the commission of inquiry into state capture. The law enforcement agencies have also received a renewed mandate to intensify their efforts in combating fraud and corruption. This is evident from the strategic appointments that have been made within the law enforcement sector to bring about much needed stability.

Given insufficient economic growth and socio-economic transformation, tight alignment of the NDP and the Budget is required. This means ensuring that priorities in the plan are adequately funded, that funds are reallocated from non-core and non-performing programmes, and that the funding is used appropriately for more urgent interventions. The SONA expressed the need for a streamlined, capable state by, for instance, reducing public service sector remuneration costs compared to previous fiscal projections, which is key given that it is a main expenditure item. In compiling this APP, the following issues and assumptions, which are already impacting the Department through the MTEF process and adjustment budget, were taken into consideration as the economic meltdown continues to have a major effect on the budget planning process and outcomes for the 2019 MTEF:

- Economic climate;
- Inflation;
- Government's commitment to remain within the expenditure ceiling;
- Service delivery cost increases;
- Annual salary adjustments; and
- Value-added tax adjustment.

The budget allocation for current payments (i.e. compensation of employees and purchasing of goods and services) will be maintained at its present level. The budget allocation for the compensation of employees over the medium term has been increased at an average of 6.5%, and therefore positions that are currently filled will be maintained. Only high-priority positions will be filled in line with the available budget. In line with the saving strategies initiated by the Office of the Chief Procurement Officer (CPO) in 2016/17, the Department has implemented all Treasury instructions received. The Department has implemented both soft and hard benefits, and the expenditure for the following items has been reviewed in line with the guidelines:

- Communication;
- Subsistence and travelling;
- Advertising;
- Catering;
- Entertainment; and
- Furniture.

The expenditure has been reviewed in accordance with the technical guidelines and all the items have already been adjusted to comply with the cost containment measures and proposed budget reductions. Where savings were identified, they have been reallocated to items where cost pressures were being projected.

7.3 Internal Environment

In an effort to address persistent adverse audit findings, the Department developed a seven-year Turnaround Plan in 2012. The Turnaround Plan and the current strategic planning have already established initiatives to further improve operations within the Department. The second phase of the turnaround strategy, 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 interventions described below run through the Department and the PMTE.

7.3.1 Business Improvement Programme within the Department

7.3.1.1 Young Professionals Programme

The Department was granted funding to expand the Young Professionals Programme. This programme is aimed at the professionalisation of the PMTE through the Public Works Academy project with the goal to:

- 7.3.1.1.1 Rebuild the technical and professional capacity of the State;
- 7.3.1.1.2 Promote training and skills development in the built environment in line with the needs of the NIP and the NDP;
- 7.3.1.1.3 Develop a capacity-building knowledge management system to assure the quality of capacity-building interventions at all levels;
- 7.3.1.1.4 Set up a comprehensive capacity-building pathway, including the effective utilisation and enhancement of existing capacity-building interventions and resources at national, provincial and municipal levels;
- 7.3.1.1.5 Raise the standards and quality of records management, reporting, coordination, M&E of capacity-building activities; and
- 7.3.1.1.6 Transform the BEPs to reflect the demographics of the country, in particular facilitating access for learners from disadvantaged communities (only 20% of built environment professionals are black and only around 10% are female).

7.3.1.2 Prevention, detection and investigation of fraud and corruption

From the 2012/13 FY to the end of March 2018, the ACU conducted 252 investigations on a series of allegations of fraud and corruption in the Department. Of these, 223 cases have since been completed; 17 are at various

stages of investigation; and 12 were referred to other law enforcement agencies.

As a result of these investigations, 255 disciplinary proceedings were initiated against departmental officials for various forms of misconduct relating to corruption, financial misconduct and non-adherence to Departmental policies and procedures. Of the total 255 recommended disciplinary proceedings, 190 have been finalised. Resultant sanctions of the 190 finalised proceedings against officials range from dismissals, final written warnings, written warnings and suspensions without pay, resignations before finalisation of disciplinary hearings, retirement, non-prospects of successful prosecution and findings of not being guilty.

A total of 37 cases entailing criminal acts relating to misrepresentation and fraud and corruption have also been referred to the SAPSs for further investigation and possible prosecution of the perpetrators. Emanating from the investigations that were conducted, the ACU made recommendations for civil recoveries for a total amount of R29 020 600.02 from entities that were deemed to have engaged in fraudulent conduct with the Department. These matters are currently being handled by the Office of the State Attorney.

Over the years, the focus of the Department has also been on preventing incidents of fraud and corruption through the proactive management of vulnerable areas. As such, investigations being conducted began to focus on identifying internal control deficiencies and recommending appropriate mitigating steps to prevent a reoccurrence of fraud and mismanagement in areas that have been identified.

The SIU has conducted and is continuing to conduct investigations in the Department in terms of four Presidential proclamations. The focus areas of the proclamations include capital projects delivered by the Department; property leased in from the private sector; and renovations to Prestige facilities. The SIU investigations are guided by the terms of reference (ToR) of the proclamations. When an investigation has been finalised, the SIU provides the President with a report of its findings.

Emanating from the investigations, the SIU recommended that the Department should institute disciplinary action against departmental officials where there is prima facie evidence justifying such action. Where there is prima facie evidence of criminal transgressions by officials and/or other persons, for example contractors or service providers, the SIU registers a criminal case with the SAPS for further criminal investigation. The objective of this action is to obtain a successful prosecution. In terms of

the SIU's legislation, the SIU also institutes civil action for recovery of monies due to the State (for example, in cases of over-payments, fraudulent claims, etc.) or for other legal remedies (for example, the cancellation of illegal contracts between the Department and landlords in instances of leased property, etc.).

In accordance with these provisions under the terms of all the proclamations, the SIU conducted a total of 2 325 investigations emanating from four Presidential proclamations (from the 2010 FY to the end of 31 March 2018), of which 1 087 have been finalised while 518 are ongoing. As a result of these investigations, 79 disciplinary proceedings were initiated against departmental officials and finalised. Sanctions range from final written warnings (14) to verbal warnings (3), written warnings (9), dismissals (8), suspensions without pay (12) and otherwise finalised (resigned, retired or died before sanction) (7). In 11 cases, evidence to prove misconduct was found to be insufficient and in 2 cases officials were found not guilty. Thirteen matters are still pending.

The SIU also dispensed with 71 criminal matters in the form of referrals to the SAPS, the NPA and SARS. In 17 of these matters, the NPA declined to prosecute. 28 matters are still under consideration by the NPA. Seventeen matters are with SARS for further investigations. Five matters are under further investigation by the SAPS. Two matters are before the court, and landlords are out on bail. In totality, the SIU is seeking to recover an amount of R1.3 billion for losses suffered by the Department as a consequence of a series of irregularities relating to transactions entered into by the Department with service providers. The amounts will be recovered through court proceedings. The processes to recover these amounts have commenced and the cases are at different stages of completion.

The second phase of the Department's turnaround emphasises efficiency enhancement within the Department through systematic, process and performance improvements. There is a realisation, however, that these improvements as well as the elimination of fraud and corruption in the Department are ultimately dependent upon and require a change in departmental values that directs us towards a new organisational culture.

In this regard, the Department has developed a number of governance frameworks for continuous performance improvement while meeting governance obligations and legislative requirements. These include a compliance framework to proactively and systematically manage compliance throughout the Department as well as an Integrity Management Framework. The Integrity Management Framework in particular has been

developed in response to the Department's position on zero tolerance towards fraud and corruption and its commitment to public service delivery. This naturally calls for a renewed Organisational Culture of Public Service.

The Department, while continuing with this strategy and using the investigative tools at its disposal, will place an increasing emphasis on integrity management and the preventative aspects of the anti-corruption strategy. This includes requiring every senior manager to assume accountability for managing fraud risks in their respective areas of responsibility.

7.3.1.3 Service delivery improvement

The Department has commenced with a process to establish a service delivery improvement function to build capacity for the planning, developing, implementation and institutionalisation of service delivery tools, systems, processes, mechanisms and intervention programmes aimed at improving and institutionalising quality services in the Department. The project, which includes norms and standards for service delivery modelling, business process mapping, review and management, standard operating procedures, unit costing and cost management, setting of service standards and service charters, is intended to guide decision-making conducive to the achievement of the Department's long-term goals. It also includes the Service Delivery Improvement Plan (SDIP), focusing on strategies that will enhance departmental performance through targeted critical service areas. The SDIP model includes the development, implementation, M&E of departmental service delivery improvement plans.

The Department has an approved SDIP which has been developed in line with the Strategic Plan, APP and Turnaround Plan. The SDIP aims to provide a focused approach to the continuous improvement of key services and products in line with the Batho Pele Principles, which serve to ensure effective and efficient service delivery. The aim of the SDIP is to ensure that stakeholder needs are duly met and to identify areas within the organisation that require improvement in order to serve all stakeholders with integrity and excellence. The Department has made notable progress in the first year of its three-year SDIP with the approval of the Property Empowerment Policy and EPWP Recruitment Guidelines. In addition, there has been enhanced client relations management across the Prestige portfolio.

The next critical step in the project is the development of a service delivery model to determine how the Department will deliver on the services and products that are identified in the Five-Year SP and the APP. The service delivery model will analyse the possible modes of delivery and describe how the services will be delivered.

7.3.2 Internal policies, processes and systems

Policies and procedures are intrinsic to the operations of public sector institutions. Together, policies and procedures provide a roadmap for day-to-day operations. They ensure compliance with laws and regulations, give guidance on decision-making, and streamline internal processes. Policies are important in ensuring that the Department reinforces and clarifies the standards expected of employees and help employers manage operational requirements more effectively. Business systems assist the Department by providing constantly available information on areas that need to be improved and, more importantly, to understand the unmet needs of clients. The implementation of a sound business system will also assist the Department in its endeavours to reduce costs and siloed thinking through the alignment of all activities across the value chain.

7.3.3.1 Development of Infrastructure Skills Development Framework in alignment and support of the skills pipeline

The Department will introduce the National Framework for Technical Capacity Building of the State which aims to facilitate, coordinate and monitor capacity-building activities within the built environment with a focus on the State. For purposes of this National Framework for Technical Capacity Building of the State, the State consists of three spheres of Government, namely the local, provincial and national spheres. The State further refers to State entities and State-owned companies.

The focus of capacity building falls on HR, institutional development and the policy environment. In terms of the Framework, capacity building refers to education, training, development and exchange activities intended to assist current and future employees to gain the necessary knowledge, technical skills and attitudes to register as professionals, to improve their performance in their current positions and for the future technical capacity needs of the State. The long-term goal of the Framework is to produce competent professionals that can effectively manage consultants and construction in the implementation of State infrastructure projects and to minimise over-reliance on consultants. Further to that, building state capacity will promote accountability and value for public money.

7.3.3.2 Development of a Professional Services Knowledge Management System

Knowledge resources and information on the built environment are currently scattered among various industry owners. As such, industrywide stakeholders find it difficult to preserve essential information and share best practices on a common platform. The industry's

information and knowledge portfolio is currently structured based on tacit knowledge and individual insights. A professional services system is required to support the Department with built environment knowledge and expertise transfer across the State. The skills pipeline for the built environment needs a unique but integrated platform designed for:

- (i) Knowledge creation and collation
 - Create and collate appropriate knowledge to add value in the built environment;
 - Access and retrieve authenticated knowledge to inform planning and decision-making;
 - Promote ease of access to information and knowledge and also ensure compliance;
 - Collate and share skills development best practices and lessons learnt for knowledge development and innovation; and
 - Incorporate knowledge management and project management principles for the seamless delivery of skills pipeline initiatives.
- (ii) Knowledge sharing and transfer
 - Promote informed participation in exposure visits and learning groups according to thematic expertise, interests and skills development plans;
 - Promote and improve knowledge sharing and transfers within and across the skills pipeline phases;
 - Regulate opportunities for the thematic and methodological sharing of skills development pipeline information and knowledge;
 - Promote ease of access to and the prompt retrieval, sharing and transfer of information and knowledge as per relevant legislative requirements; and
 - Promote collective opportunities for learning and development with synergies ensured and experiences shared wherever possible.
- (iii) Knowledge storage and preservation
 - Synthesise, collate and store built environment skills pipeline knowledge using a systematic and classified method;
 - Register and document best practices and case studies systematically and collaboratively;
 - Store and archive data, information, records knowledge and content as per legal and functional requirements;
 - Maintain absolute knowledge of the skills pipeline as per required standards; and
 - Preserve the built environment skills pipeline information and knowledge effectively, efficiently and in compliance with legislative prescripts.

The completed user requirement specification (URS) has generated some process guidance on generating solution options and comparing the relative merits of each option during the conceptual phase. In the course of the current engagement with system and process stakeholders (IT and knowledge management), consideration is being given to the option analysis based on the existing system, proposed system and supply/demand client login website for interaction. A business case for the professional services system, based on an options analysis, will be developed and presented to the relevant role players in the industry for inputs and mobilisation of resources. This will be implemented incrementally to ensure publicity, marketing and awareness across the industry.

7.3.3.3 The Integrity Management Framework

As stated above, the Integrity Management Framework has been developed in response to the Department's position of zero tolerance towards fraud and corruption and its commitment to public service delivery, calling for a renewed Organisational Culture of Public Service. The purpose of the Integrity Management Framework is to drive ethics as a key consideration of the Turnaround Strategy and serve as a medium that provides guidance on:

- Articulating the Department's expectations of professional conduct, which in turn assists in upholding accountability for any behaviour with a negative impact;
- Developing a common approach in enhancing the quality of ethical decisions made, by encouraging all employees to align their decisions with the Department's values and mandate;
- Setting the premise for developing a separate code of ethics;
- Assisting all employees to identify and resolve ethical dilemmas;
- Increasing awareness of ethical requirements through education and training on ethics, fraud and corruption;
- Ensuring that the Department as a whole responds in a timely and appropriate manner to potential or actual unethical conduct (including allegations thereof);
- Instilling a compliant and responsible ethical culture benchmarked against the values of the Department; and
- Indicating the Department as a good corporate citizen and improving its reputation in the sight of relevant stakeholders and the public.

7.3.3.4 Human Resource Policy Review in line with the Amended Public Service Regulations

Following the approval of the new Public Service Regulations of 2016, the Department has commenced with a review of all HR policies affected by the new Regulations. The policies that will be reviewed and implemented are:

- Recruitment Policy
- Employment Equity Policy
- Funeral Policy
- Acting Policy
- Termination of Service Policy
- Resettlement Policy.

7.3.3.5 Integrated single asset register for the public works sector

The Department is exploring the development of an enterprise resource planning (ERP) system for the broader Public Works sector to create a single view of the IAR. Having done a baseline ERP landscape assessment in 2017/18, there is a need to conduct a detailed feasibility study of the ERP systems implemented across the public works sector family. The plan is to conduct this feasibility study during 2018/19, with the main deliverables being a digital strategy and the ToR for the public sector single asset register, which will be forming the base for the implementation to be initiated from 2019/20 onwards. The strategy aims to enhance current technologies used by the sector, introduce new collaborative solutions for the achievement of a single view of the sector's IAR and, most importantly, enhance the management of the State's immovable assets.

7.3.3.6 Implementation of the strategic management module as the business intelligence tool

SAS has been adopted as the business intelligence tool. So far, the strategy management module has been developed, the APP has been loaded onto the SAS tool and the single asset register views have been developed. As part of the 2019/20 plans, the data warehouse will be developed to draw data from various systems and allow dashboard views and reports.

7.3.3.7 Disaster recovery plan

The lack of a disaster recovery plan (DRP) has been a recurring audit finding. The Department has now finalised and signed off a DRP plan and is in the process of implementing it. The Department has identified a vacant building in Johannesburg as a site for its primary DR and business continuity. However, there have been delays in getting the site ready due to the procurement process not having been finalised yet. In mitigation of the

current situation, the Department has engaged SITA for DR facilities. Currently, data is being backed up at Head Office (HO) and regional offices, replicated at SITA and thereafter copied into a separate medium. Therefore, the only means of recovery is through restoring back-ups. The idea of the DR site is to create a hot site in which data is replicated into a remote live server. When the production server fails, the remote server kicks in and there is no time delay to the users. The recovery process is instant.

7.3.3.8 SCM process and system review

The Department is currently undertaking an SCM review of standard operating procedures that is aimed at improving efficiencies and turnaround times, over and above accommodating changes in the SCM landscape. Within the leasing environment, changes that have been effected include the delegation of some of the functions that were hitherto performed at HO level to the regional offices, thereby facilitating decision-making where the execution occurs. The impact of this is that the responsiveness of the system is enhanced and turnaround times are improved. The attendance of bid committees, which has been a source of delays in bid execution, turnaround and finalisation, has been made mandatory for all relevant stakeholders.

At an operational level, acquisition practitioners have been assigned and they have taken on the function of monitoring compliance with the procurement plan timelines in order to ensure compliance. This will have an impact on the quantum of awards, particularly with regard to preferential procurement.

The Department has been engaging with SITA to deploy G-Commerce. A decision has been made to host the application internally and a proposal has been made in that regard. This is aimed at ensuring the implementation of an end-to-end e-procurement system with a number of modules covering demand, acquisitions and contract management. The full utilisation of the G-Commerce platform for the procurement of quotations will enhance turnaround times and limit deviations. The modules for an end-to-end procurement system for tenders are being further developed and implemented with SITA. Contract management is in the process of being implemented and an electronic contract management module is being developed.

7.3.3.9 EPWP Policy

The Department will develop coherent strategies for identifying and addressing compliance issues to supplement the work currently underway within the sector. This is informed by the reports of the consolidated key performance indicators that have been included in the APPs of provincial departments of public works, as well as the principles of the EPWP protocol agreements

signed by the MECs responsible for EPWP and the Minister of Public Works. It will be ensured that there are regulations for the implementation of the EPWP in place that can be enforced. Currently, apart from the Ministerial Determination, the Code of Good Practice and the Division of Revenue Act, there is no legal framework that guides the EPWP. The EPWP guidelines will be converted into regulations once an Act has been developed and is in place. A draft EPWP policy will be in place by the end of 2018/19 for Cabinet approval in 2019/20.

7.3.3.10 Improvements to the EPWPRS

The current EPWPRS will be upgraded to EPWP-RS Version 2 to accommodate the capacity of offline capabilities. The enhancements will include the following:

- Capacity to switch from online to offline and vice versa;
- Biometric facial recognition, which will be rolled out in two programmes, namely the NSS: NPO and the Community Work Programme (CWP); and
- Capacity to capture participants who are not linked to the project.

In addition to the system enhancements, the EPWP is currently engaging with the Department of Home Affairs to request the automatic downloading of original ID copies stored on the Department of Home Affairs' database to reduce the burden of having to scan the IDs into EPWP-RS.

7.3.3.11 CIDB Amendment Bill, CBE Amendment Bill and six BEPC Amendment Bills

The Draft CBE Amendment Bill, six BEPC Draft Amendment Acts and Draft CIDB Amendment Bill do not address all policy-related matters; hence, the Department has commenced with a process to undertake further research, starting with a review thereof. To achieve this, a project plan has been drafted entailing the development of a discussion document to facilitate the reviewing of the said legislation, key stakeholder consultation, draft amendment legislation, and Parliamentary processes. It is anticipated that the Amendment Bills will be tabled at the sixth Parliamentary sitting.

In reviewing the CIDB Act, 2000 and the six BEP Acts of 2000, it is anticipated that once draft documents have been finalised for initial discussion among key stakeholders representing the public works sector and construction industry, for the CIDB Act, and the BEPs sector (from industry and academia), for the BEP Acts, the Minister will approve the proposed approaches towards reviews of the respective Acts. The draft discussion documents will form the basis for the drafting of the respective amendment Bills. The Department will ensure

that the Draft Bills are ready for gazetting for public comment.

It is anticipated that the reviews of the Acts will entail the draft discussion documents, stakeholder consultation, the drafting of the Amendment Bills and public comment processes.

Project management plans have been developed which outline project flow. This includes the development of draft discussion documents which state the intent of the reviews based on challenges, gaps and future needs. The draft discussion documents will be utilised to solicit inputs through key stakeholder consultation on the draft discussion documents and will consolidate inputs. Policy position documents will be submitted to the Minister for approval to enable commencement of the drafting of the CIDB Amendment Bill and the CBE and BEPC Acts. Thereafter, the discussion documents will be the source for developing draft Amendment Bills for submission to the Minister to gazette for public comment. It is anticipated that the Amendment Bills will be tabled in the sixth Parliamentary sitting.

7.3.3.12 Development of an IDT business case and IDT Act

The Department has prioritised the development of an IDT business case, IDT Act and Plan to ensure financial sustainability and improve the client base and overall performance. The Department is working on developing a mandate for the IDT towards a business case to ensure the sustainability of the IDT. The finalisation of the mandate will also include the development of the human resource and finance models. The final business case will be presented to the JEC of the NT and the DPSA for approval.

7.3.3.13 Review of the Public Works White Papers

As part of its Five-Year Strategic Plan, the Department commenced a policy review directed towards reviewing the 1997 and 1999 Public Works White Papers. The

purpose of the Public Works Policy review exercise is to clarify and refresh mandates and determine whether new legislation and/or amendments or regulations are required; strengthen the regulatory and developmental role of the Department and the public works sector in its entirety; identify and close policy gaps; realign policy objectives; and ensure policy coherence. Due to capacity challenges, the policy review project only started off in earnest in July 2017/18. The review exercise will be completed in 2019/20 and will culminate in the submission of a draft White Paper.

7.3.3.14 Disability Policy Guideline

The primary objective of the Disability Policy Guideline is to ensure that the Department realises its mandate by setting commitments to disability policy provisions and targets. It emphasises the principles of universal design to comply with any measure as determined in any international and national instruments that inform the design of products, the environment, programmes and services that are usable by all people so as to ensure and promote an inclusive society.

- The Policy Guideline prioritises the following areas of concern:
- Ensure that Government buildings are accessible and user-friendly to persons with disabilities;
- Review, give effect to and recognise disability in our SCM system; and
- Increase the beneficiation of disable people in our projects and programmes.

7.3.3.15 Implementation framework for the Youth Policy

The objectives of the Youth Development Strategic Framework are to align the Department's support for Government actions aimed at implementing the National Youth Development Policy and programmes through the departmental mandate and to accelerate programmes for youth employment and youth-led enterprise development in the built environment.

7.4 Performance Environment

The Department has demonstrated improved compliance with the audit findings on the financial statements since the 2013/14 FY to date. The financial statements were fairly prepared in accordance with the modified cash standard (MSC) and the requirements of the PFMA and DORA. The challenges revealed by the auditing of performance information have not been addressed by the Department, with no significant improvement having been realised for performance information for the 2017/18 FYs. While Programme 4 (Property and Construction Industry Policy and Research) received an unqualified opinion, Programme 3 (EPWP) and Programme 5 (Prestige Policy) received a qualification and a disclaimer, respectively. The EPWP Programme was qualified due to the reported achievements in the Annual Report not being in agreement with the supporting evidence provided for consolidated key performance indicators. The reason for the Prestige Policy disclaimer was the inability of the Auditor General to obtain sufficient appropriate audit evidence for the reported achievements. Generally, the Department has improved, with matters of emphasis being reduced from four in 2013/14 to one in the 2017/18 FY.

7.4.1 Interventions to improve performance within the Department

7.4.1.1 Poor reporting and underreporting of EPWP work opportunities by public bodies

While the EPWP continues to sustain high levels of participation, reported work opportunities have seen a decline from the projected annual target since the 2015/16 financial year. The underreporting on the EPWPRS is attributed to poor reporting by public bodies implementing the EPWP, poor record-keeping by public bodies, new reporting requirements having been introduced by the AGSA that make it difficult for public bodies to comply with the EPWPRS and reporting requirements, delays by reporting bodies to capture data on the EPWPRS before the quarter ends, and a lack of capacity to collect all the required documentation for reporting. There is also under-performance in all the EPWP sectors as well as missed opportunities in areas like the Solar Water Heater Roll-Out Programme and the Upgrading of Informal Settlements Programme. A number of PEP-type programmes outside of the EPWP (for example, NARYSEC and the Water Leak Ambassadors) are not included in EPWP reporting. Poor reporting by key programmes such as the CWP and from municipalities needs to be addressed by the relevant accounting officers of the departments responsible for these programmes. The Department will continue providing support in order to address the reporting challenges, strengthen public

bodies' reporting function, enhance public bodies' compliance with legislative prescripts by expanding the quantum of site visits undertaken by implementing bodies, and develop appropriate frameworks and guidelines to direct public bodies on the implementation and governance of the EPWP.

The root causes of the audit findings relate to non-compliance with the EPWP guidelines in terms of reporting requirements by the public bodies. Beneficiary lists and attendance registers are not regularly reviewed by public bodies to ensure that all participants are correctly captured on the EPWPRS. The EPWPRS has a functionality that continuously reports to public bodies those participants who do not pass validation. Therefore, all public bodies are equipped to ensure that all valid participants are approved and reported on the system. However, the EPWPRS remains only a reporting system. Validations on the compliance and internal consistency of captured data is possible, but under-reporting or the incorrect reporting of participants can only be detected through actual public body visits by the Department. The Department will continue to conduct continuous monitoring of all the reported projects. The public bodies are still fully responsible for proper record-keeping and oversight in terms of the Ministerial Determination.

7.4.1.2 Poor record-keeping by public bodies

Section 12 of the Ministerial Determination prescribes that every employer must keep a written record of a defined set of documents for a period of at least three years after the completion of the EPWP¹⁸. Proper record-keeping practices are not being followed by public bodies to ensure that the information of EPWP participants is compliant and can be reported on the EPWP RS. The securing of certified ID copies, employment contracts, signed and verified attendance registers and proofs of payment is an administrative function which lies with each public body. With the introduction of the current EPWP RS in 2015, approval of a participant on the system for reporting was made dependent on the uploading of a certified ID copy for the participant, in order to limit the scope for fraudulent reporting. Public bodies have therefore been requested to ensure the certified ID copies are written into contracts with service providers. Since the linking of the EPWP RS with the population register of the Department of Home Affairs, the clearance of the ID numbers of EPWP participants is also accepted as valid evidence. Public bodies are also requested, during site visits, to ensure that service providers keep proper records in line with Section 15 of the Ministerial Determination, which prescribes the content of an obligatory contract between the employer and the employee.

¹⁸ Ministerial Determination 4: EPWP, as published in the Government Gazette on 4 May 2012, applies to all employers and employees engaged in the EPWP. The Ministerial Determination provides for exemption from certain provisions in the Basic Conditions of Employment Act.

7.4.1.3 Non-implementation of projects as per the business plans of public bodies

The EPWP Conditional Grants are governed by grant frameworks which are published in the Division of Revenue Acts. The frameworks for the EPWP Integrated Grant for Municipalities, the EPWP integrated Grant for Provinces and the Social Sector EPWP Incentive Grant for Provinces prescribe the submission of lists of projects to be funded by the grants by receiving public bodies prior to the first transfers being made to these public bodies. Public bodies do not follow the established process for requesting changes to the business plans submitted to the Department where the planned grant-funded projects are not reported to the EPWP RS. The Department relies on in-year monitoring (IYM) reports submitted to NT and not the financial data reported on the EPWP RS to approve conditional grant transfers. In addition to the IYM reports, the Department verifies whether the public body has reported at least some of the projects included in the business plan. These methods have been adopted by the Department due to the quality of the financial data reported on the EPWP RS and the high rate of cancellation of projects by public bodies. There will be continuous engagements with public bodies for the regular review of business plans.

The resolutions taken on compliance issues identified during the public body visits will be ensured through the administration of an intervention register. The register will ensure the resolution of all compliance issues identified during the project visits through the allocation of responsibility and timelines. Non-resolution of compliance issues within a reasonable timeframe will translate into the withholding of grant funding where applicable. The integrity of lists of grant-funded projects will be confirmed through the resubmission of lists of grant-funded projects by the public bodies for which not all such projects have been reported on by the end of the third quarter, to ensure that these lists have not been changed unilaterally by the public body.

7.4.1.3 Implementation of standard operating procedures to improve audit outcomes

In June 2018, the EPWP audit standard operating procedures (SOPs) were approved by the Director-General. The objectives of the EPWP SOPs are to:

- Standardise the audit process in the EPWP;
- Outline the audit processes undertaken in the EPWP;
- Outline the standard documentation to be kept by implementing bodies as a portfolio of evidence (POE) for work opportunities created and reported on;
- Clarify the roles and responsibilities of each player in the EPWP;

- Clarify the audit requirements and time frames for responding to audit queries;
- Clarify the implications of non-compliance with audit requirements; and
- Encourage compliance of EPWP public bodies with the relevant legislative and regulatory frameworks that guide audits.

The SOPs developed by the Department are not intended to replace any prevailing legislative prescripts in the EPWP but to provide guidance to public bodies on how the EPWP projects will be audited by internal and external auditors and prepare the public bodies for such audits. To ensure that the EPWP audit SOP is implemented, the monitoring of EPWP projects will also focus on compliance aspects considered by auditors during the performance audits.

The Department will conduct site visits with all public bodies implementing the EPWP SOP. During the site visits, the public bodies will be presented with a checklist of compliance issues raised during the audits. Accounting officers will be subsequently notified of any gaps identified during the visits and requested to submit an action plan on how to address these gaps. The resolution of compliance issues identified during these visits will be monitored through the administration of an intervention register kept by the Department. The register will ensure the resolution of all compliance issues identified during the project visits through the allocation of responsibility and timelines. Non-resolution of compliance issues within a reasonable timeframe will translate into further actions being taken. To improve on the reporting of the EPWP projects and increase compliance with the legislative prescripts, all provincial coordinating departments of public works should align themselves to the MTSF: Chapter 4 on the monitoring of EPWP work opportunities reported in the EPWP RS for their respective provinces.

7.4.1.4 Increasing the work opportunity targets

As part of expanding the EPWP, the Department is identifying new opportunities to expand work opportunities created through the programme. Among others, the Department will collaborate with the Department of Communications through the training of youths as set-top box installers to assist in executing the digital migration programme. In addition, there is a similar collaboration with the Department of Energy to install and maintain solar water heaters. The Department will continue to subsidise NPOs who directly provide services and assets to communities who also benefit through work opportunities. To further improve the governance of the EPWP, the Department is developing an EPWP Policy that will clearly define the roles and responsibilities of implementers and coordinators of the programme. In

order to increase job creation and delivery capacity within the National DPW, the following initiatives are being undertaken:

- The training of project managers and technical staff in labour-intensive methods is being planned for all regions to enhance their understanding of the EPWP.
- EPWP project specifications are being developed for NDPW projects to ensure that they adhere to minimum EPWP labour-intensity requirements.

7.4.1.5 Enhancing the Skills Development Programme

The Department has exceeded its performance target with regard to the implementation of the Skills Development Programme for the 2017/2018 FY as a result of funding commitments and receipts from PMTE, EWSETA and strategic partnerships. Further to this, in the 2017/2018 FY the Young Professionals Programme internally secured R38 million to recruit 74 candidates. It also secured R16.5 million from the National Skills Fund (NSF) to expand the programme. The Energy and Water Sector Education and Training Authority (EWSETA) funded R6.8 million for the Water Graduates Programme that resulted in the appointment of 70 trainees. The operationalisation of the Professional Services Branch by filling vacancies and obtaining additional capacity is a priority to facilitate improved performance. Improvements to the Skills Development Programme as reflected in the MTEF are a focus on the National Capacity-Building Programme, the establishment of a Public Works Academy, the consolidation of all sector interventions, and the development of a national framework and streams of funding for the Built Environment Plan. The Public Works Academy will drive sector interventions, manage the delivery of international programmes, and consolidate the professionalisation of the sector.

7.4.1.5 Improving IGC and coherence

In ensuring integrated planning and coordination of concurrent functions, the Department provides oversight of the public works sector. The sector comprises provincial public works departments, public entities and BEPCs. This partnership is pursued with the primary responsibility of promoting and facilitating collaboration and cooperative decision-making. Implementation of the sector strategy is central to this process, creating a platform for responding to the concurrent mandate. Policies and programmes are aligned to the mandate of the Department for implementation across the spheres of Government to achieve improved service delivery. The Department is collaborating with its provincial counterparts on sector-transversal programmes such as the EPWP; the implementation of IDMS; the IAR; the implementation of GIAMA; the coordination of

rates and taxes payments, including services; and the implementation of interventions and special projects. Coherence has been achieved in the implementation of programmes despite gaps in the regulatory environment to enforce the concurrent mandate.

Services will be implemented in an integrated matter within the public works sector through joint planning and resource sharing. An integrated planning approach is being implemented through the development a programme of action titled "Towards an Integrated Programme of Action for the Public Works Sector (2018–2021)". The plan, which is currently being implemented, focuses on the key sector-transversal programmes listed above. A strategic planning session for Technical MinMEC is conducted annually to support the reporting process, strengthen efforts to implement the PoA and ensure the relevance of the sector. This process is further supported by the implementation of customised performance indicators. The Department will continuously engage with relevant partners through the monitoring of sector-transversal programmes and the tabling of performance review reports to Technical MinMEC.

Furthermore, the Department continues to coordinate IGR governance structures through the streamlining of sector performance. The Technical MinMEC and its sub-committees were reviewed in the previous FY through the conducting of surveys. The reviews focused on improving fragmented planning in the sector. A detailed report in this regard has been tabled at Technical MinMEC level. The recommendations made are currently being implemented. Processes for the delivery of services are continuously being facilitated through the signing of protocol agreements with public bodies across all spheres of Government.

The Department will collaborate with IGR partners by advocating the IGR programme to ensure the effective implementation of policy frameworks. This will ensure uniformity of regulatory frameworks, policies and systematic methods in driving sector norms and standards throughout all spheres of Government. The Department is collaborating with relevant line functions to facilitate and develop the following policy frameworks for the sector:

- (a) Maintenance Strategy;
- (b) Occupational Health and Safety (OHS);
- (c) Baseline for Technical Skills in the Sector; and
- (d) Institutional frameworks for small harbours.

The abovementioned policy frameworks are works-in-progress to be concluded in the current FY. The sector frameworks will eliminate fragmented planning and illustrate improvements in the implementation of sector priorities, thus enhancing partnerships and cooperation with organs of state across the three spheres of

Government. The Department will intensify its stakeholder management strategies to attain maximum results going forward.

Effective oversight of public entities will be continuously pursued to ensure policy implementation of service delivery objectives, appropriate return on investments and financial viability. Oversight is concerned with the reviewing, monitoring and overseeing of the affairs, practices, activities, behaviour and conduct of entities, in order to be satisfied that their affairs and business are being conducted in an expected manner and in accordance with all normal commercial, legislative and other prescribed or agreed norms.

7.4.1.6 Accelerating the finalisation of legislation within the Department

A comprehensive and evidence-based review of both policy and legislative frameworks that impart on the public works function is being undertaken. This entails a review of the current policy framework as encapsulated in the 1997 and 1999 Public Works White Papers. To lay the foundation for the review exercise, an internal discussion document was generated which formed the basis for internal policy dialogue. An initial socio-economic impact assessment (SEIA) has also been undertaken to identify, evaluate and prioritise potential socio-economic impacts related to the policy review exercise. The internal policy discourse has culminated in a preliminary diagnostic report which forms the basis for wider engagement within the public sector and with identified strategic stakeholders such as the councils for the BEPs and the Construction and PCCs, amongst others.

To ensure integrated policy reviews and development, the review of the 1997 and 1999 Public Works White Papers forms the cornerstone for, and its results should inform the review of, the CBE and CIDB Acts. It should also contribute to the finalisation of the IDT business case. The Department is thus optimising its available resources to ensure that policies within its ambit are evidence-based, draw from the same basis and are current to the realities of the country. This includes, amongst various imperatives, positioning the Department and the sector in its entirety to drive socio-economic transformation in the construction and property sectors, BEPs, and the built environment per se.

7.4.1.7 Improving service delivery to Prestige clients

The Department is developing and reviewing policies, guidelines, norms and standards for the management of its Prestige portfolio, which deals with the provision of accommodation to Parliamentarians, Ministers, Deputy Ministers, the Deputy President, the President, as well as judicial office bearers such as judges and justices. This

entails working towards the approval of an expected seven Prestige policies over the medium term, including a focused asset management and maintenance strategy, a portfolio management strategy, and infrastructure planning and programme management methodologies. Prestige has started in-sourcing the policy development function due to a lack of internal capacity. The two policies to be approved in 2018/19 are a policy on the allocation of residences to Parliamentary office bearers and a policy on donating Prestige's movable infrastructure to public bodies and other departments. A work stream (comprising Prestige, Finance, SCM and Policy) under the supervision of the PMTE's Operational and Financial Sustainability Programme is being established to draft norms and standards for State funerals and events.

Movable assets for Prestige clients were previously provided on a reactive basis, due to poor planning, which resulted in prolonged delivery processes. Term contracts have therefore been put in place for furniture and related services. The contracts have been under review to ensure that the prices were market related. This will significantly improve turnaround times in the provision of movable assets and ensure the proactive maintenance of prestige accommodation. By driving these improvements, the Department will improve service delivery and consequently enhance client relationships and client satisfaction. In addition, the Department will conduct condition assessments of all movable assets and develop a multiyear demand management plan. This will be used to inform a three-option furniture catalogue for standardised furniture. The rollout of the plan will be guided by the norms and standards document for the provisioning of movable assets. Prestige clients now get to choose from a catalogue with three different predetermined options for their furniture requirements. The immediate service delivery benefit is that clients are now restricted to a maximum of three options (with a possibility of a fourth) to choose from.

7.4.1.8 Reducing fraud and corruption risks

Anti-fraud and corruption procedures have become a significant measure of good governance in Government. As with any other organisation, the Department is aware that services cannot be delivered in an effective and efficient manner in an environment of high fraud risk.

The Department is not immune to fraud and corruption risks. Industry reports, along with internal experiences, indicate that the construction and property sectors are highly susceptible to fraud and corruption risks. This is largely due to the high project costs and the specialised nature of work done, i.e. highly technical and with a limited number of skilled professionals to effectively manage and oversee infrastructure projects. The infrastructure sector therefore remains vulnerable to bid rigging, the

misrepresentation of credentials, collusive tendering, bribery and general fraudulent misdemeanours.

As part of the Department's broader measures to eradicate fraud and corruption within its operations, we have developed and implemented a Fraud Risk Management Plan which is incorporated into the Department's overall Fraud Prevention Strategy. The robust Fraud Risk Management Plan will enable the Department to:

- Enhance systems, processes and procedures, and reporting systems which support operational efficiency;
- Ensure the economic and efficient use of State resources;
- Realise improved service delivery; and
- Improve stakeholder confidence.

In this respect, the Department focuses on proactive measures designed to identify fraud and corruption risks and manage or mitigate these risks proactively. Placing emphasis on preventative action through a fraud and corruption risk management framework significantly reduces the time, effort, costs and potential reputational damage of reacting to incidents of fraud and corruption. It is expected that when the fraud risk management process has reached full maturity, it will be characterised by:

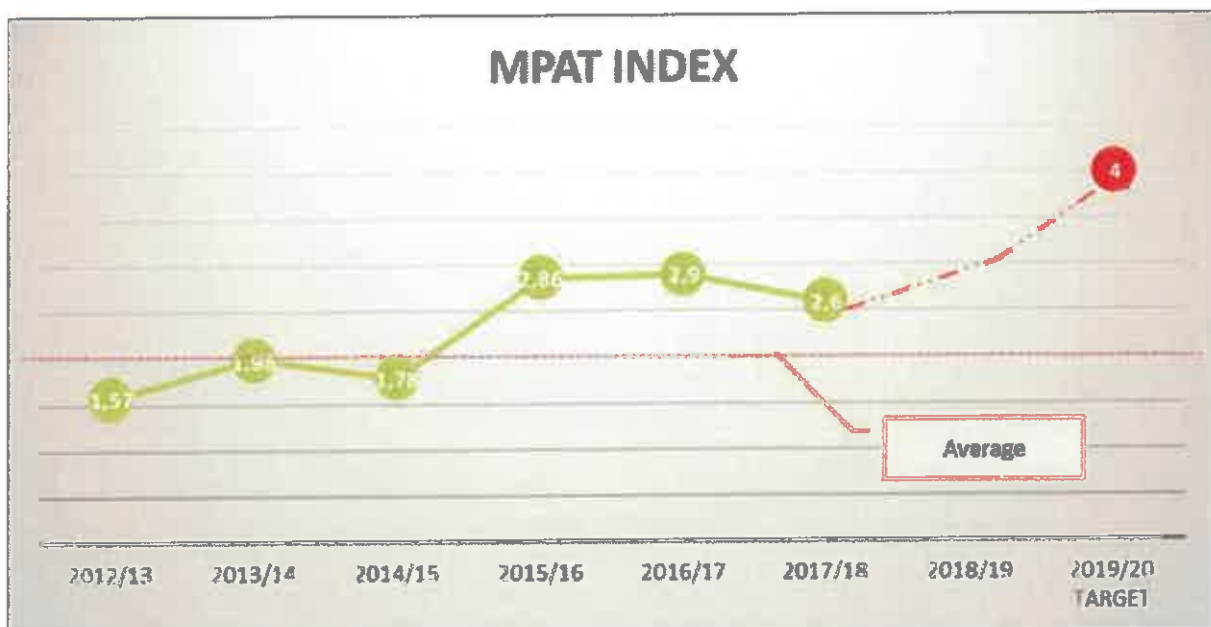
- Risk assessment at the strategic and operational levels of the Department, including the assessment of fraud and the identification of mitigating action plans and controls;
- All business units within the Department aligning their financial and business internal control systems to the fraud prevention plan, putting in place key controls that specifically address the risk of fraud;

- A fraud risk ownership structure from the top to the bottom of the Department;
- Branches assuming responsibility for the implementation of the fraud prevention plan within their area of responsibility;
- Management putting in place basic internal controls to prevent and detect fraud and corruption; and
- Management being obliged to report periodically on fraud risk control effectiveness within their respective areas of responsibility.

7.4.1.9 Improvements in management practices (MPAT)

The MPAT framework is built around four management key performance areas (KPAs), namely, strategic management; governance and accountability; human resource management; and financial management. The MPAT is designed to assess compliance and the quality of management practices within these four KPAs. The four KPAs are further broken down into 17 management performance areas. Performance is measured against 35 standards across the management performance areas. The Department has improved its performance as measured against the MPAT since its inception in 2012. To successfully track the performance of the MPAT over time, the Department created an MPAT index where each KPA is allocated weights. The weights are determined based on the amount of work required and the strength of the standards within the KPA. These are furthermore seen as key drivers in each KPA. The minimum score is 1, with 4 being the maximum score. The MPAT index is calculated based on the final scores of the MPAT released by the Department of Planning, Monitoring and Evaluation (DPME). The diagram below shows the performance of the index since 2012.

Figure 18: Summary of MPAT Scores for the Period 2012/13 to 2019/20



The 2012 MPAT index is 1.57, meaning that the Department performed in the 'fair' category of level of compliance. In 2013, the index improved slightly from 1.57 to 1.98; however, the category of the compliance level remained unchanged. The index dropped slightly in 2014 (1.78) but picked up again in 2015 (2.86) and 2016 (2.9). For 2017, the score is at 2.6. In terms of compliance, the Department improved from a 38% compliance rate in 2012 to 70% in 2016. With a substantial decrease in the number of standards in 2017 (about 37%), the Department complied at 66%. This still represents a significant improvement in compliance. The Department is aiming for 80%–100% at the end of the current Government administration. Overall, the Department's level of compliance has improved over time and its performance is above average. The improvement in MPAT scores is a reflection of the efficiencies within the Department, in line with the second phase of the turnaround strategy.

7.4.1.10 Improving turnaround times within SCM

SCM processes are largely dependent on external parties such as project managers, bid committees, external consultants doing risk assessments, SSA for security clearances and delays in confirmation of funds by clients. Additionally, the implementation of the new PPR 2017 regulations with mandatory requirements for subcontracting, etc. added more steps into the procurement process (which were not a factor when the target was conceptualised), thus impacting the overall turnaround time. Within the quotations environment, inadequate supplier responses lead to protracted turnaround times as the Department pursues compliance with the NT prescript of always obtaining three quotes. Furthermore, the extent of support that SCM must provide to all branches is not commensurate with the resources currently available within SCM. The intervention measures implemented by SCM to address the shortfall in performance do not have a significant impact in ensuring an improved performance level, due to capacity constraints.

Strategic interventions to improve performance include a review of supply chain business processes and delegations; regular training of SCM role players; the implementation of compliance gates within the SCM business processes through compliance checklists; and full enforcement of the milestone monitoring tool. All administrative requirements as prescribed by NT to date have been implemented in the Department. That notwithstanding, the identified cases that relate to non-compliance and irregular expenditure will be referred for investigation for appropriate action to be taken. Based on the outcome of the investigation, existing internal controls, processes and procedures will continue

to be followed or enhanced and necessary monitoring conducted to enforce compliance.

The bid evaluation committees (BECs) are a critical component in the turnaround time for the processing of bids. Measures are being set in place to establish service level agreements (SLAs) based on predetermined turnaround times for each gate in the evaluation process, including the risk assessment reports, in order to reach the set target. In an effort to reduce turnaround times and benefit from economies of scale, SCM still continues to facilitate the establishment of term contracts and panels of service providers as part of strategic sourcing.

7.4.1.11 Paying suppliers within 30 days

The Department's performance with regard to compliance with section 38(1)(f) of the PFMA, 1999, requiring the processing of payments within 30 days, has improved to 93% in 2017/18, compared to 90% in the 2016/17 FY. The payments monitoring system that was introduced in 2016/17 to assist with the management of payments is being improved constantly to ensure that accurate and reliable results are obtained and that areas of weakness are being improved. In 2019/20, the Department will target full compliance with regard to the processing of payments within 30 days.

7.4.1.12 Reduction in incidences of irregular expenditure

The reviewing of bids and quotations in previous FYs has resulted in a significant reduction in irregular expenditure for the Department, and this process of reviewing will continue to ensure full compliance with the relevant prescripts. The investigation of cases of irregular expenditure will commence within 30 days after the reporting thereof and will be completed within a period of 90 days of commencement of the investigation. At the end of the 2017/18 FY, 75% of the total irregular expenditure of R583m reported at the end of the 2013/14 had been resolved, while the remaining balance will be resolved by the end of the 2018/19 FY.

7.4.1.13 Reduction in the number of litigation cases within the Department

The construction industry is regarded as being a complex and competitive environment characterised by short-term and opportunistic relations rather than being based on cooperative partnerships. In particular, it is claimed that conflicts and litigation proliferate in the construction industry. The Department itself has been party to an increasing number of litigation matters dating back to 1999, some of which have been dormant for a number of years. Long-outstanding litigation matters that are re-enrolled by plaintiffs pose a challenge to the Department, as the relevant project managers and other key witnesses

are no longer available to attend court proceedings. As a result, the Department receives judgements in some cases and in other cases is forced to settle on unfavourable terms. In an effort to ensure the speedy resolution of legal disputes, the Department will embed dispute resolution clauses in all new contracts which make provision for dispute resolution processes through negotiation, mediation arbitration or adjudication, or expert determination. Should the alternative dispute resolution processes not yield the desirable positive outcomes, the Department will then go to court as a last resort.

The dispute resolution clause will provide the Department with an opportunity to arrest new litigation matters without delay. In addition, the Department will also conduct ongoing reassessments of all legal matters at different stages during the litigation process in order to consider implementing various dispute resolutions processes where possible. To date, 13 disputes have been resolved through alternative dispute resolution process while three are still pending finalisation.

7.5 Demand for services

7.5.1 Demand for built environment specialists

The National Scarce Skills List 2015, as gazetted by the Ministry of Higher Education and Training, provides a list of occupations in high demand. The main purpose of this list is to identify occupations that are scarce and in high demand. The list is published to assist departments and the industry to plan for skills development interventions and decision-making processes. For the purposes of the list, an occupation in high demand is defined as an occupation that is experiencing high growth or chronic shortages in the labour market.

This list is of pivotal importance to the Professional Services Programme, as it captures all built environment occupations with a high vacancy rate in the sector. Of significance is that the chronic shortages experienced by the State are reflected throughout the built environment sector. The NIP has added further pressure on the demand for technical skills. The list enables the Department to make informed decisions in conceptualising, strengthening and enhancing capacity-building programmes, especially the Young Professionals Programme and the Artisan Development Programme, which are aligned to address these scarce technical skills. Professional Services will need to provide inputs into the National Scarce Skills List 2017, as most occupations in real estate which are key to the PMTE are not captured in the list.

The tables below provide a summary of the EPWP Phase IV targets per sector and sphere of Government:

Table 11: Five-year targets per sector (Work opportunities)

Year	Infrastructure	Environmental and Culture	Social	Non-State	Total
2019-2020	299 909	198 920	188 719	330 000	1 017 548
2020-2021	302 908	200 909	190 606	330 000	1 024 423
2021-2022	305 938	202 918	192 512	330 000	1 031 368
2022-2023	308 997	204 947	194 437	330 000	1 038 381
2023-2024	312 087	206 996	196 381	330 000	1 045 464

Table 12: Infrastructure sector targets per sphere of Government (Work opportunities)

Year	Municipal	Provincial	National	Total
2019-2020	-	-	-	299 909
2020-2021	-	-	-	302 908
2021-2022	-	-	-	305 938
2022-2023	-	-	-	308 997
2023-2024	-	-	-	312 087
Total				1 529 839

A cohesive approach across all sectors is required to increase the annual supply of professionals and address the skills gap.

7.5.2 Demand for work opportunities

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

- Sound leadership and direction in the implementation of the EPWP within public bodies;
- The availability of dedicated capacity for the coordination and implementation of the EPWP;
- That work opportunities created from the budgets of the public bodies are reported and captured on the EPWPRS for reporting to Cabinet;
- That EPWP work opportunity targets set in the protocol agreements are met;
- Effective coordination and monitoring of the EPWP within public bodies; and
- That PMTE infrastructure projects are implemented by using labour-intensive methods, where possible, to optimally increase the work opportunities created.

Table 13: Environment and culture sector targets per sphere of Government (Work opportunities)

Year	Municipal	Provincial	National	Total
2019-2020	-	-	-	198 920
2020-2021	-	-	-	200 909
2021-2022	-	-	-	202 918
2022-2023	-	-	-	204 947
2023-2024	-	-	-	206 996
Total				1 014 690

Table 14: Social sector targets per sphere of Government (Work opportunities)

Year	Municipal	Provincial	National	Total
2019-2020	-	-	-	188 719
2020-2021	-	-	-	190 606
2021-2022	-	-	-	192 512
2022-2023	-	-	-	194 437
2023-2024	-	-	-	196 381
Total				962 655

Table 15: Non-State sector targets per sphere of Government (Work opportunities)

Year	CWP	NPO	Total
2019-2020	60 000	270 000	330 000
2020-2021	60 000	270 000	330 000
2021-2022	60 000	270 000	330 000
2022-2023	60 000	270 000	330 000
2023-2024	60 000	270 000	330 000
Total	300 000	1 350 000	1 650 000

Despite numerous efforts having been undertaken by Government, unemployment in South Africa has remained stubbornly high. The ongoing global economic downturn has further exacerbated the situation by contributing to the number of unemployed in South Africa. This state of events emphasises the need for the EPWP as a unique policy instrument for Government through which to create work opportunities and alleviate unemployment.

The EPWP aims to assist the poor and unemployed through a combination of geographical and community-based targeting as well as self-targeting (through the wage rate). For all the EPWP sectors, project-based training aimed at capacitating EPWP participants remains an important part of the EPWP. At the same time, it is recognised that the role and importance of training varies considerably from sector to sector and from sub-programme to sub-programme, and each sector will have to develop its own distinct training policy and strategy. Strong collaboration with the NSF and Skills Education and Training Agencies (SETAs) will continue to source funding for training participants. Sectors will also be encouraged to dedicate a portion of their implementation budgets for the training of beneficiaries. Where possible, the graduation of EPWP beneficiaries into formal employment will be promoted through various initiatives, including cooperatives and small enterprise development.

Based on a preliminary report emanating from consultations undertaken with stakeholders to plan for Phase 4 of the EPWP, the following issues will be considered:

- Convergence is not always well understood by implementing bodies and therefore not optimised across all sectors (e.g., the application of common norms and standards for similar projects).
- Pathways into sustainable livelihoods are often not explored optimally so that communities could benefit from the full value-add of PEPs.
- The five-year work opportunity target is not likely to be met (with the implication of budget cuts and coordination challenges in programmes like the CWP and municipal infrastructure projects) - targets setting to be (both quantitative and qualitative should focus on the value-add of PEPs).
- There has been an unsatisfactory increase in youth participation rates to gradually realise the 80% target set in the Youth Accord.

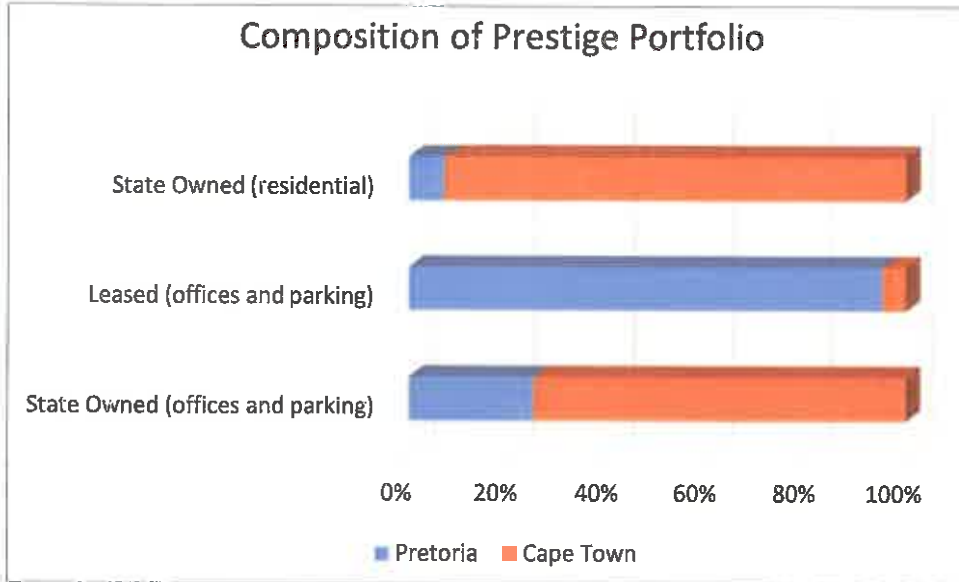
Feedback shows that some EPWP structures were not sufficiently aligned to the Phase III requirements in order to achieve the set objectives. The Department will target improvements to ensure that the targets set for the next phase of the EPWP are met, that accurate reporting occurs on the work opportunities created and

that data quality is strengthened in the reporting system. Implementing bodies of the respective EPWPs are responsible for capturing progress data directly on the EPWP RS. Senior officials in the employ of these public bodies must authorise the data captured on the EPWP RS as valid and correct. Registered users are granted access on the EPWP RS with various roles such as administrator,

capturer, authoriser or project owner. The EPWP RS Help Desks support capturing on the system and oversee the basic administration of the system. The responsibility for the integrity of the data in the EPWP RS lies solely with the public body that has captured the information on the EPWP RS.

7.5.2 Demand for prestige accommodation

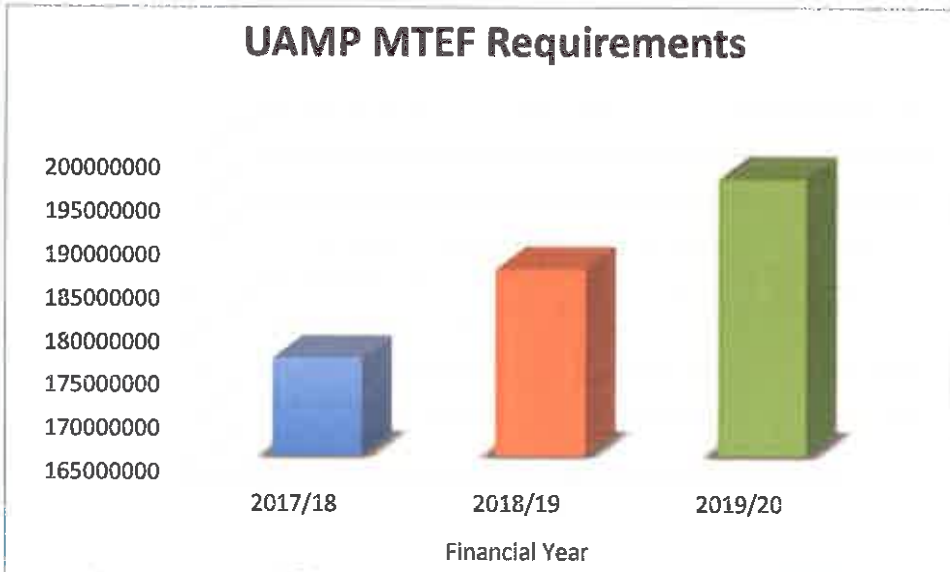
Figure 19: Composition of the Prestige Portfolio



The expansion of Cabinet has resulted in office accommodation constraints due to various new requests for office accommodation for the additional administrative staff for Parliament. The Department has accordingly acquired Parliament Towers to assist with the accommodation shortage and to reduce lease costs. In order to offer a longer-term solution to the Prestige accommodation requirements, the Department, together with the secretariat of Parliament, are in the process of assessing the increased needs of Parliament with a view to revisiting plans to construct an office block with

interlinking parking. This will also be integrated within the inner city precinct development plans to create further efficiencies and maximise the utilisation of Government land and buildings. The proposed extensive plans for the expansion of Parliament will be rationalised whilst the long-term vision for Parliament is being discussed. The long-term infrastructure plan for the Prestige portfolio will be based on feasibility studies, including condition assessments of, for instance, heritage buildings to ensure the optimal utilisation and functionality of these facilities.

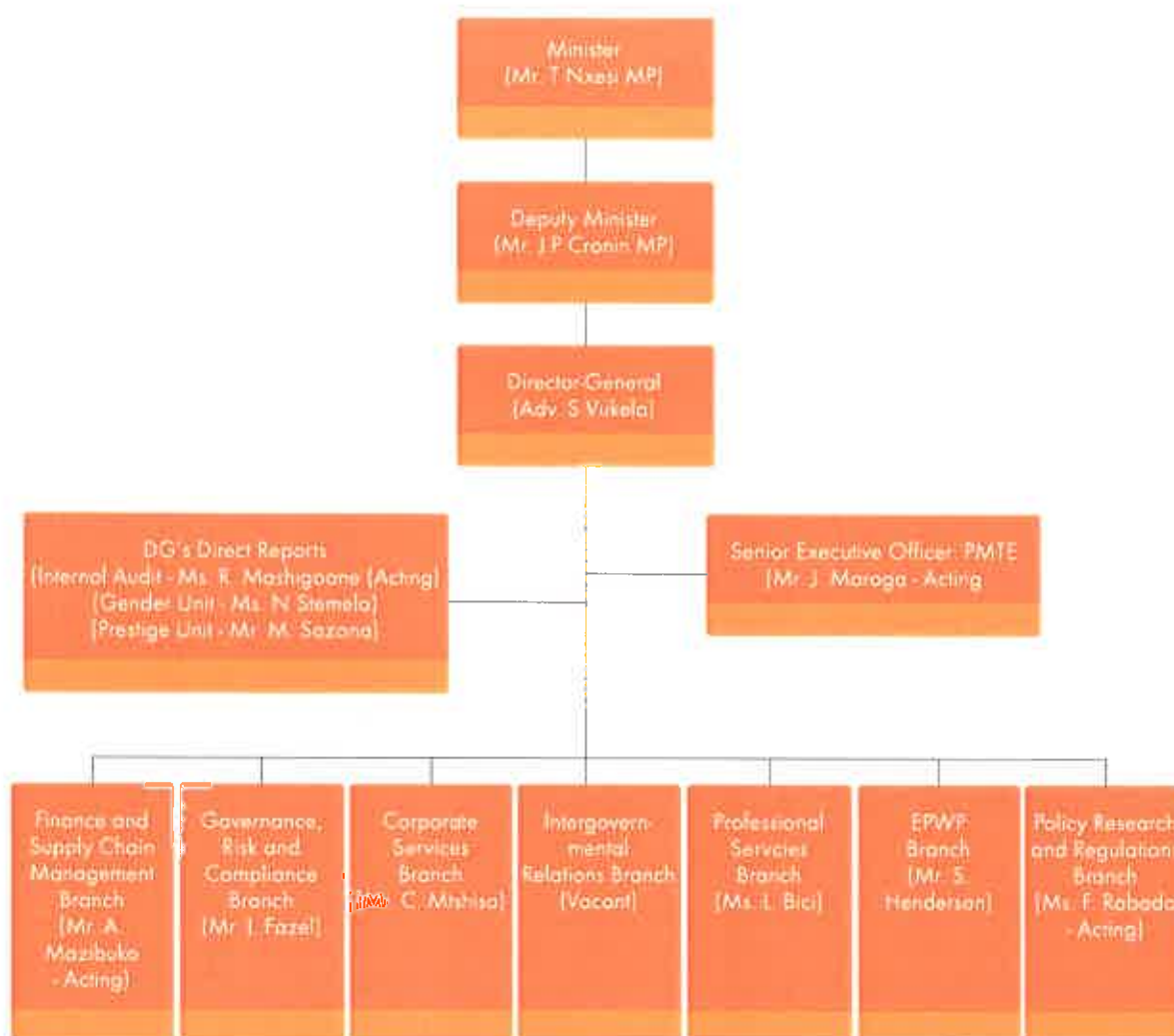
Figure 20: Prestige UAMP MTEF Requirements



The Department is in the process of identifying a suitable facility to establish Prestige workshops to ensure that the buildings and the related services meet the needs of the Prestige clients. The classes of work undertaken by the workshops include general building and civil, electrical and mechanical engineering. The operational requirements for the workshops include vehicles, working tools, workshops, fuel, protective clothing, equipment and machinery. Various options have been considered which will be factored into the feasibility study to determine possible options to be utilised for this purpose.

7.6 Organisational Environment

Figure 21: High Level Organisational Structure of the Department



7.5.1 Key issues relating to the Organisational Structure

The organisational structure for the Department was finalised and approved in September 2016, in collaboration with the Department of Public Service and Administration and the National Treasury. The process of matching and placing of officials against the new streamlined structure was concluded in the 2017/18 financial year. Following the conclusion of the matching and placing exercise, the Department deactivated the unfunded positions on PERSAL in line with the approved Recruitment Plan. All positions that became vacant subsequent to this process will either remain vacant on the new streamlined structure or be prioritised for advertisement and filling thereof. This includes positions reserved through acting appointments and against which contract appointments are made. Sixty-five percent of the vacant posts were filled within six months of being vacant while the remaining thirty-five percent were filled outside six months due to delays in the outcomes of the pre-

employment screening for old and foreign qualifications.

The recruitment process has been intensified, as outlined in the Human Resource Plan, in order to fill critical positions, address the high vacancy rate and ensure leadership stability within the Department. Capacitation of functional areas will continue in line with the priority areas as identified in the Policy Statement, which include, Property and Construction Industry Policy and Research, EPWP and Professional Services. The phasing-in approach of the approved organisational structure takes into consideration the restricted compensation budget by ensuring that more capacitation takes place in the core service delivery areas. As the Department continues to implement the organisational structure there will be a reduction on the number of posts additional to the establishment through the non-extension of identified contracts.

7.5.2 Factors within the organisational environment that have informed the Annual Performance Plan

The focal areas within the business model of the Department is – to provide policy leadership to the wider construction and property sectors; oversight of the Public Works Sector; co-ordinating and providing support, guidelines and norms and standards to the wider public works family – particularly in the provinces, working with the Entities, BEPCs, Charter Councils etc. to regulate and transform the Built Environment; working with CBE to open up the skills pipeline for scarce skills in the Built Environment – in a way which better reflects the demographics of the country – by race, gender, class and disability; as well as coordinating, providing implementation support, monitoring and evaluation, and reporting on the EPWP not only to provide work opportunities, but also short-term social protection and longer-term socio-economic development. The PMTE, which is located within the broader organisational structure of the Department, currently manages largest Real Estate portfolio in South Africa, which was previously the core business of the Department.

The Department has assigned the immovable asset management functions to the PMTE by virtue of the

transfer of functions that occurred on 1 April 2013, and 1 April 2014. The transfer of function related expenditure (compensation of employees and goods and services) from the Main Vote to PMTE was effected from 1 April 2013. Additional functions were subsequently re-allocated from the Main Vote to the PMTE trading account with effect from 1 April 2014. Since the separation of functions between the Department and the PMTE in 2014, a shared services model has been utilised which is the consolidation of specific business operations that are used by both the Department and the PMTE. Shared services was regarded as a cost-efficient option at that point to centralize back-office operations that are and eliminate redundancy. The Department has commenced with a review of the shared services model looking beyond the cost and streamlining savings expecting more value: better service quality, faster turnaround, greater consistency and ideally, increased business value. Based on this assessment a process the phasing out all shared services, (modelled on the existing established Finance function and structure in the PMTE) has commenced.

The table below provides a summary of the Departmental staff complement as at the end of January 2019:

Table 16: Staff establishment of the Department of Public Works and Property Management Trading Entity

Combined filled and vacant posts per salary level with vacancy rate					
Salary Level	Filled posts	Vacant posts	Total (Filled & Vacant)	Current vacancy rate (%)	Additional to the establishment
1	0	0	0	0%	306
2	0	3	3	100%	1
3	1809	22	1831	1%	124
4	152	6	158	4%	69
5	218	22	240	9%	49
6	234	14	248	6%	8
7	554	41	595	7%	59
8	432	55	487	11%	56
9	76	39	115	34%	9
10	351	41	392	10%	21
11	118	57	175	33%	89
12	429	66	495	13%	69
13	105	50	155	32%	14
14	44	10	54	19%	5
15	7	4	11	36%	7
16	3	1	4	25%	1
Grand Total	4532	431	4963	9%	887

The Department of Public Works and PMTE have a total staff establishment of **5 850** posts. The Main vote, has a total staff establishment of **717** posts of which **665** are filled permanently, **155** are filled additionally and **48** are vacant. The PMTE has a total staff establishment of **4 982** posts of which **3 867** are filled permanently, **732** are filled additionally and **383** are vacant. Approximately 80% of the PMTE headcount is located at the Regional Offices.

Table 17: Staff establishment of the Department of Public Works

Department of public works: filled and vacant posts per salary level with vacancy rate					
Salary Level	Filled posts	Vacant posts	Total (Filled & Vacant)	Current vacancy rate (%)	Additional to the establishment
1	0	0	4	100%	50
2	0	3	3	100%	0
3	71	0	71	0%	0
4	8	0	8	0%	36
5	38	0	38	0%	29
6	19	0	19	0%	0
7	78	1	79	1%	9
8	80	3	83	4%	1
9	7	8	15	53%	2
10	96	6	102	6%	5
11	12	8	20	40%	4
12	169	14	183	8%	7
13	57	4	61	7%	7
14	23	1	24	4%	3
15	4	0	4	0%	1
16	3	0	3	0%	1
Grand Total	665	48	717	7%	155

The Main vote, has a total staff establishment of **868** posts of which **665** are filled permanently, **155** are filled additionally and **48** are vacant. In responding to the priorities of national government, an integrated Human Resource Plan has been developed and implemented through an intensive recruitment drive to ensure that the Department has the required skills and competencies to deliver on its mandate and objectives and to proactively address the Department's prioritised areas.

7.7 Description of the Strategic Planning Process

The Five Strategic Plan and Annual Performance Plan are informed by the outcomes contained in the National, Continental and International Policy Agenda, which includes Agenda 2030 (2015-2030), Agenda 2063 (2013-2050), Sustainable Development Goals (SDGs), National Development Plan (NDP) and Medium-Term Strategic Framework (MTSF). African Agenda 2063 and the global 2030 Agenda for Sustainable Development offer a unique opportunity for Africa to achieve inclusive, transformative and sustainable development, aspirations that are urgent in order to put the continent on a sustainable development path. The seventeen SDGs fit neatly into the twenty goals of Agenda 2063. They are all encapsulated in the 20 goals of Agenda 2063. The scope of the SDGs is confined to social, economic and environmental dimensions while the Agenda 2063 has broader in scope, covering social, economic and sustainability considerations in the broad context, political cultural and other African priorities. Hence by implementing Agenda 2063 Member States will ipso facto be meeting global obligations under the SDGs.

The NDP was adopted in 2012 and sets out a vision and framework for pursuing radical social and economic transformation is grounded on analysis of South Africa's achievements and the challenges faced since 1994, and sets out the elements which will guide the country's development policies and actions until 2030, with the aim of eliminating poverty and reducing inequality. The objectives of the NDP and the SDGs show broad convergence between the national and global development frameworks, related to all 5Ps of People, Prosperity, Planet, peace and partnerships.

The NDP targets zero per cent poverty in 2030 and reduced unemployment and inequality. The NDP sees significant employment growth (reducing unemployment from 25 per cent in 2010 to 6 per cent in 2030) and economic growth (average growth of 5.4 per cent per year between 2012 and 2030) as the key means of achieving these targets. 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 plans of Government. 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.

In addition to the National, Continental and International Policy Agenda priorities, the Department has also given due consideration to the objectives articulated in the DPME Mandate Paper. The Mandate Paper is a shorter-term instrument of national planning, building on the NDP and the MTSF, to refine objectives and approaches given the prevailing socio-economic context and ensuring that resource strategies (budgets) are aligned with the NDP. It seeks to establish a systematic basis for making strategic choices among competing priorities and limited resources, in order to better optimise the budget as a key lever for driving the NDP. In line with the Mandate Paper the Annual Performance Plan takes into consideration the need to improve (i) the alignment between the budget and the NDP and (ii) resource-allocation decisions in the context of rising budgetary demands, weak economic and revenue growth, as well as a commitment to fiscal consolidation.

The Department participates in the Technical Implementation Forums (TIFs) that coordinate Government's work toward 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.

Figure 22: The Department’s Strategic Planning Process:



7.8 Overview of the 2019 Budget and MTEF Estimates

7.8.1 Expenditure estimates

Table 18: 2019 Budget and MTEF Estimates for the Department of Public Works

Programmes	Audited outcome		Adjusted appropriation		Medium-term expenditure estimate		
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
	(R'000)	(R'000)	(R'000)	(R'000)	(R'000)	(R'000)	(R'000)
Administration	479 150	450 463	447 607	483 401	508 013	543 248	596 698
Intergovernmental Coordination	44 747	16 477	45 419	56 144	60 886	63 398	70 728
Expanded Public Works Programme	1 939 909	2 301 446	2 367 805	2 547 275	2 680 814	2 844 695	3 259 304
Property and Construction Industry Policy and Research	3 735 387	3 547 048	3 986 848	4 246 490	4 443 848	4 680 130	4 870 960
Prestige	81 954	87 931	79 608	150 016	115 427	106 284	121 352
Total	6 281 147	6 403 365	6 927 287	7 483 326	7 808 988	8 237 755	8 919 042

Economic classification	Audited outcome		Adjusted appropriation		Medium-term expenditure estimate		
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
	(R'000)	(R'000)	(R'000)	(R'000)	(R'000)	(R'000)	(R'000)
Current payments	801 893	804 938	816 220	990 549	1 011 364	1 073 594	1 173 882
Compensation of employees	435 858	438 827	444 993	518 347	557 826	599 662	638 641
Salaries and wages	393 112	393 897	397 367	457 334	491 861	528 807	563 182
Social contributions	42 746	44 930	47 626	61 013	65 965	70 855	75 459
Goods and services	364 462	366 111	369 421	471 808	453 538	473 932	535 241
Administrative fees	12 437	13 313	29 739	42 297	44 982	47 508	50 121
Advertising	7 389	4 277	4 791	3 869	4 338	4 635	5 656
Minor Assets	3 447	3 399	2 711	6 540	8 379	8 102	9 474
Audit costs: External	16 420	9 605	12 378	12 879	13 644	15 617	16 476
Bursaries: Employees	147	48	155	1 000	1 500	1 555	1 613
Catering: Departmental activities	1 866	1 724	2 851	4 673	4 852	4 916	5 434
Communication (G&S)	12 644	5 912	5 679	14 858	23 546	22 863	21 550
Computer services	40 200	31 585	48 468	36 062	38 250	40 689	46 020
Consultants: Business and advisory services	26 214	25 700	28 643	34 202	33 838	35 007	42 424
Infrastructure and planning services	25 340	32 222	-	-	-	-	-
Legal services (G&S)	14 987	17 402	16 956	16 394	14 601	15 514	16 149
Contractors	43 599	22 766	32 320	90 735	48 270	39 231	46 534
Agency and support/outsourced services	87 617	79 036	71 572	73 649	75 294	84 273	94 642
Entertainment	177	160	159	295	422	384	454
Fleet services (including government motor transport)	1 914	2 134	2 578	3 353	3 452	3 630	3 809
Consumable supplies	2 071	5 668	2 221	4 217	2 608	2 754	3 819
Consumables:							
Stationery, printing and office supplies	5 482	6 080	4 335	7 165	6 596	7 583	8 996
Operating leases	3 920	20 520	24 006	31 567	35 698	39 148	44 940
Rental and hiring	245	1 139	402	573	218	214	829
Property payments	1 390	27 485	16 934	15 465	19 451	21 610	27 529

Economic classification	Audited outcome		Adjusted appropriation		Medium-term expenditure estimate		
	2015/16 (R'000)	2016/17 (R'000)	2017/18 (R'000)	2018/19 (R'000)	2019/20 (R'000)	2020/21 (R'000)	2021/22 (R'000)
Transport provided:				100	106	112	118
Departmental activity							
Travel and subsistence	43 543	38 809	48 004	51 823	52 881	56 178	62 277
Training and development	5 083	6 168	4 814	6 131	6 578	6 805	7 325
Operating payments	5 295	5 842	4 960	6 563	6 397	7 604	8 948
Venues and facilities	3 035	5 117	4 745	7 398	7 637	8 000	10 104
Interest and rent on land	1 573	-	1 806	394	-	-	-
Interest (Incl. interest on unitary payments (PPP))	-	-	1 806	394	-	-	-
Rent on land	1 573	-	-	-	-	-	-
Transfers and subsidies	5 411 314	5 571 249	6 088 989	6 471 038	6 774 383	7 143 551	7 720 180
Provinces and municipalities	1 139 399	1 425 666	1 472 615	1 516 868	1 598 233	1 688 043	1 782 693
Provinces	551 710	761 671	781 162	823 984	868 181	916 863	968 273
Provincial agencies and funds	551 710	761 671	781 162	823 984	868 181	916 863	968 273
Municipalities	587 689	663 995	691 453	692 884	730 052	771 180	814 420
Municipal bank accounts	587 689	663 995	691 453	692 884	730 052	771 180	814 420
Departmental agencies and accounts	3 653 519	3 507 343	3 845 388	4 173 787	4 386 911	4 625 501	4 815 960
Departmental agencies (non-business entities)	3 653 519	3 507 343	3 845 388	4 173 787	4 386 911	4 625 501	4 815 960
Foreign governments and international organisations	23 363	28 234	22 342	22 723	26 564	28 163	29 849
Public corporations and private enterprises	50 000	-	111 066	28 362	5 000	-	-
Public corporations	50 000	-	111 066	28 362	5 000	-	-
Other transfers to public corporations	50 000	-	111 066	28 362	5 000	-	-
Non-profit institutions	535 147	600 427	624 024	720 158	750 424	794 371	1 084 181
Households	9 886	9 579	13 554	9 140	7 251	7 473	7 497
Social benefits	795	1 928	2 427	4 140	1 971	1 903	1 621
Other transfers to households	9 091	7 651	11 127	5 000	5 280	5 570	5 876
Payments for capital assets	23 537	25 779	16 856	21 739	23 241	20 610	24 980
Machinery and equipment	23 180	19 722	16 794	21 739	23 241	20 610	24 980
Transport equipment	949	0	2 492	0	1 000	1 000	1 055
Other machinery and equipment	22 231	19 722	14 302	21 739	22 241	19 610	23 925
Software and other intangible assets	357	6 057	62	-	-	-	-
Payments for financial assets	44 403	1 399	5 222	-	-	-	-
Total	6 281 147	6 403 365	6 927 287	7 483 326	7 808 988	8 237 755	8 919 042

7.8.2 Relating Expenditure Trends to Strategic Goals

Over the medium term, the Department of Public Works will continue to focus on creating jobs; building a capable and developmental state by strengthening its governance, risk and compliance functions; fighting corruption by strengthening its oversight of the public works sector; and enhancing the department's research and policy development capacity. This supports the realisation of outcome 4 (decent employment through inclusive growth), outcome 6 (an efficient, competitive and responsive economic infrastructure network) and outcome 12 (an efficient, effective and development-orientated public service) of government's 2014-2019 medium-term strategic framework.

An average of 86.7 per cent (R28.1 billion) of the total budget over the medium term is allocated to transfers and subsidies for the operations of the department's entities, and conditional grants to provinces and municipalities for the implementation of the expanded public works programme.

Creating employment and investing in people

The department leads, coordinates and monitors the expanded public works programme as part of its contribution to outcome 4. The department aims to contribute towards the creation of 6 million work opportunities over the medium term. Between April 2014 and March 2018, the programme created a cumulative total of R3.5 million or 53 per cent against the five-year target of 6 million work opportunities. The programme aims to create 4.4 million work opportunities over the medium term.

The department will over the medium term continue to provide technical support to public bodies implementing the expanded public works programme, specifically on data capturing and verification. The department will spend R1.1 billion for the management of the expanded public works programme, of which R573.3 million will be spent on compensation of employees for the administration of the programme, and R507.4 million on goods and services, R382 million of which will be spent on agency and support/outsourced services for technical support. Spending on transfers and subsidies to public bodies for the creation of the 4.4 million work opportunities through the expanded public works programme is expected to amount to R7.7 billion over the medium term.

Strengthening oversight and cooperation

The department shares the public works concurrent function with the provincial sphere of government in relation to the management of government's infrastructure related requirements such as the provision of accommodation to client departments, maintenance

of properties and payment of property rates to municipalities. The department achieves its immovable asset portfolio management objectives through the Property Management Trading Entity, as the department since 2015/16, now focuses on policy development for as well as coordination, regulation and oversight of the public works sector.

As a policy department, it is expected to provide leadership and coordination of the public works sector through its policies and legislative frameworks for the sector such as the Government Immovable Asset Management Act, as well as monitor public works sector programmes so as to contribute towards performance and service delivery improvements. Over the medium period, the department will continue to provide support and guidance to the public works sector on processes related to planning and performance management. Accordingly, the department will over the medium term and by 2021/22 sign 50 cooperation and protocol agreements for joint service delivery with provinces and municipalities. The department will also establish monitoring mechanisms for addressing negative audit outcomes. To carry out these oversight or monitoring activities, R105 million over the medium term is allocated to the Intergovernmental Coordination programme, of which spending on compensation of employees accounts for 77 per cent (R81.6 million).

Skills development in the construction and property sector

South Africa is currently experiencing a skills shortage in critical sectors such as the built environment which affects the number of registered professionals. Infrastructure projects are the main drivers of economic growth; however, the country's gaps in the required set of skilled professionals is slowing down the growth potential of the country. The built environment sector remains unrepresentative of the demographics of the country, and comprises mostly of ageing registered professionals. To address this challenge, the department has introduced a strategy which includes various programmes such as the provision of technical bursary schemes, internships, learnerships, management trainees (Property) and artisan development. All these programmes seek to augment the skills pipeline so as to improve the throughput rate of built environment graduates, and ultimately, grow the built environment professions.

The Skills Pipeline Strategy is geared towards addressing bottlenecks from the schooling system and tertiary level, and ensuring provision of structured workplace training to expedite professional development and registration. To achieve this objective, the department will ensure the participation of 1 100 beneficiaries in

the department's and Property Management Trading Entity's skills development programme over the medium term. Skills development activities will be carried out in the Professional Services subprogramme in the Intergovernmental Coordination programme with an allocation of R89.4 million over the medium term, of which R45.8 million will be spent on compensation of employees, R26.3 million on goods and services, and R16.7 million on transfers to households for non-employees' bursaries.

Improving service delivery to prestige clients

The Prestige programme covers the management of national government offices and the accommodation of The Presidency, Cabinet Members, Members of Parliament and senior judges - as well as the organising of national events. Prestige is a unique portfolio, which requires innovative solutions to provide services that are often urgent, critical and unique with regard to security requirements. 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 the Ministerial Handbook 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.

Strengthening the department's research and policy development capacity

The Department remains responsible for the regulation and transformation of the construction and property sectors. Over the medium term, the department will continue to focus on finalising the reviews of the 1997 and 1999 Public Works White Papers. The review of the White Papers will simultaneously inform the development or amendment of the legislation governing the different public entities of the department. The department will also continue its review of the Construction Industry Development Board and Council for the Built Environment Acts, as well as the six founding Acts for the Built Environment Professional Councils. The review of the Construction Industry Development Board Act, Act 38 of 2000, began with consulting key stakeholders. Upon completion of the consultations, sections of the Act to be amended will be submitted for political consideration and approval, and once approved the revision of the Acts will commence. Review of the Council for the Built Environment Act, Act 43 of 2000 and the six Built Environment Professional Council Acts is at an infancy stage. The department anticipates the finalisation of

a draft discussion document by June 2019, which will take into account comments from key stakeholders representing the public works sector and construction industry. The discussion document will assist the Minister of Public Works in approving the proposed approach when reviewing the Acts. The Draft discussion document will form the basis for drafting the amendment Bills. The Department will ensure the Draft Bills are ready for gazetting for public comment. The reviews of the acts are part of the department's objective to providing leadership and direction toward meaningful transformation in the Built Environment Sector and in ensuring effective regulation of the construction and property industries.

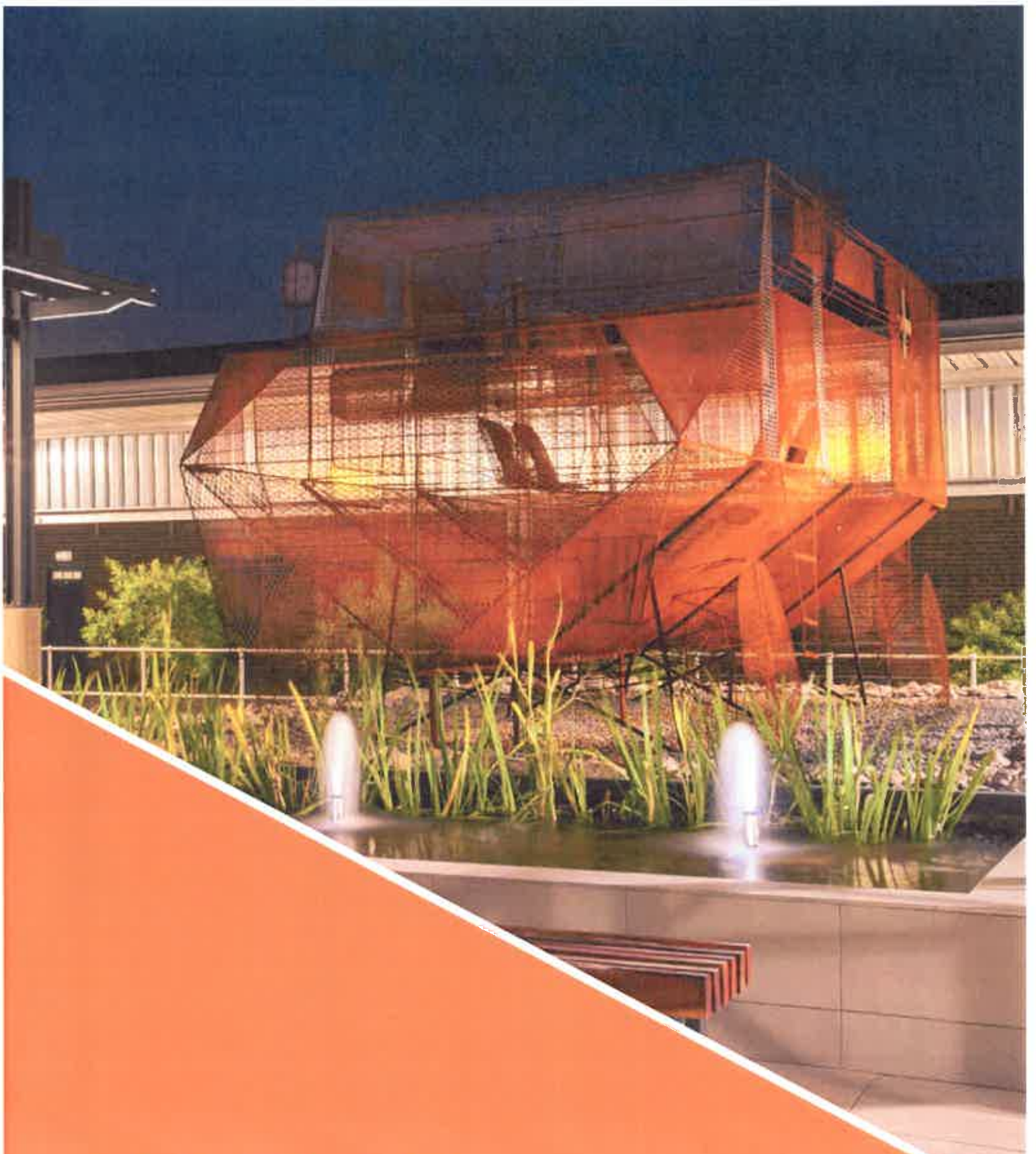
Activities related to the regulation and transformation of the construction and property sectors will be funded through the Property and Construction Industry Policy and Research programme, with an allocation of R111 million over the medium term. An estimated R55.5 million of the programme's total allocation will be spent on compensation of employees, and R53.5 million on goods and services in support of strengthening the department's research and policy development capacity to carry out these reviews and address governance challenges.

Strengthening governance, risk and compliance functions

The Department has embarked on a process of improving various internal policies, processes and systems (such as the Disaster Recovery Plan, Integrity Management Framework, Human Resource Policy Review and Professional Services System). The process is expected to bring about improved efficiencies and effectiveness in the delivery of the public works services and contribute towards good governance and ethical practices.

The Department will over the medium term enhance the implementation of the holistic fraud prevention strategy with an emphasis on the application of proactive measures (such as aligning financial and business internal control systems to the fraud prevention plan, putting in place key controls that specifically address the risk of fraud and implementing a fraud risk ownership structure across the department) to enhance operational efficiency. The implementation of the fraud prevention plan, which includes the fraud risk management plan, will ensure that the department mitigates the occurrence of fraud and corruption. To carry out governance, risk and compliance activities, R144.2 million over the medium term is allocated in the Administration programme, of which spending on compensation of employees accounts for 80 per cent (R101.4 million).





PART B

PROGRAMME AND SUB PROGRAMME OBJECTIVES



PROGRAMME BUDGET STRUCTURE

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

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 2019/20 TO 2021/22

Table 19: Strategic objectives and medium-term targets for 2019/20 – 2021/22

Strategic Objective	Strategic Plan Target (5 year target)	Audited/ Actual Performance	2015/16	2016/17	2017/18	Estimated Performance 2018/19	2019/2020	Medium Term Targets 2020/2021	2021/2022
Sub Programme: Management									
1. To improve governance processes within the Department and PMTE	100% 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% (3.8) compliance of management practices as per MPAT	80% - 100% compliance of management practices as per MPAT	90% - 100% 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	53% (2.3) reduction in fraud and corruption risk levels	75% (3.2) reduction in fraud and corruption risk levels	80% reduction in fraud and corruption risk levels	85% reduction in fraud and corruption risk levels	85% 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	Unqualified audit outcome for 2014/15 with 2 negative emphasis of matter	Qualified audit outcome for 2015/16 with 3 qualification areas and 10 negative emphasis of matter	Unqualified outcome for 2016/17 with 2 negative emphasis of matter	Unqualified audit outcome for 2017/18 with reduced negative emphasis of matter	Unqualified audit outcome for 2017/18 with reduced negative emphasis of matter -2016/17 baseline)	Unqualified audit outcome for 2018/19 with reduced negative emphasis of matter -2017/19 baseline)	Unqualified audit outcome for 2019/2020	
Sub Programme: Corporate Services									
4. To facilitate organisational transformation through effective performance management.	An integrated HR Plan for DPW and PMTE developed annually	HR Plan for DPW and PMTE developed and submitted by 31 March 2016	HR Plan for DPW and PMTE developed and submitted by 31 March 2017	HR Plan Implementation report submitted to DPSA by 31 March 2018	HR Plan Implementation report submitted to DPSA by 31 March 2019	HR Plan Implementation report submitted to DPSA by 31 March 2020	HR Plan Implementation report submitted to DPSA by 31 March 2021	HR Plan Implementation report submitted to DPSA by 31 March 2022	

Strategic Objective	Strategic Plan Target (5 year target)	Audited/ Actual Performance			Medium Term Targets		
		2015/16	2016/17	2017/18	2019/2020	2020/2021	2021/2022
5. To provide an enterprise ICT architecture that supports all business functions	An integrated Business system for PMTE	Financial system (accounts payable and accounts receivable module) integrated	Financial system (budgeting module) implemented	IAR, Facilities Management Call Centre and Movable Assets modules integrated into the ERP system.	Lease out, Construction Project Management, Conditional Assessment, Scheduled maintenance,	Investment Analysis modules integrated into the ERP system	
6. To protect the interests of the Department by providing legal services	100% of 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	150 (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 2019/20 TO 2021/22
Table 20: Performance indicators and medium-term targets for 2019/20 – 2021/22

Performance Indicator	2015/16	Audited/ Actual Performance 2016/17	2017/18	Estimated Performance 2018/19	2019/2020	Medium-Term Targets 2020/2021	2021/2022
Sub Programme: Management							
Strategic Objective: To improve governance processes within the Department and PMTE							
1. Number of initiatives undertaken to accelerate transformation agenda of the Department	24 initiatives undertaken (8 Advocacy initiatives; 4 Stakeholder engagements; 4 capacity building initiatives)	30 initiatives undertaken (10 Advocacy initiatives; 10 Stakeholder engagements; 10 capacity building initiatives)	36 initiatives undertaken (12 Advocacy initiatives; 12 Stakeholder engagements; 12 capacity building initiatives)	36 initiatives undertaken to accelerate transformation agenda of the Department	36 initiatives undertaken to accelerate transformation agenda of the Department	36 initiatives undertaken to accelerate transformation agenda of the Department	36 initiatives undertaken to accelerate transformation agenda of the Department
2. Change in the index score for management practices	2.7 average score for management practices	2.9 average score for management practices	2.9 index score for management practices	3.1 - 3.5 index score for management practices	3.6 - 4.0 index score for management practices	3.6 - 4.0 index score for management practices	3.6 - 4.0 index score for management practices
Strategic Objective: To combat fraud and corruption within the Department and PMTE							
3. Percentage of investigations initiated within 30 days in respect of validated allegations	100% (50) investigations initiated within 30 days in respect of validated allegations	100% (28) investigations initiated within 30 days in respect of validated allegations	100% (24) 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
4. Number of interventions recommended resulting from fraud risk management	-	2 interventions recommended for mitigation of fraud risks within DPW and PMTE	6 interventions recommended for mitigation of fraud risks within DPW and PMTE	2 interventions recommended for mitigation of fraud risks within DPW and PMTE	2 interventions recommended for mitigation of fraud risks within DPW and PMTE	2 interventions recommended for mitigation of fraud risks within DPW and PMTE	2 interventions recommended for mitigation of fraud risks within DPW and PMTE

Performance Indicator	2015/16	Audited/ Actual Performance 2016/17	2017/18	Estimated Performance 2018/19	2019/2020	Medium-Term Targets 2020/2021	2021/2022
Sub Programme: Finance and Supply Chain Management Strategic Objective: To provide a compliant internal control, financial and supply chain management service							
5. Percentage change in the irregular expenditure baseline	44% (R254 million) reduction of irregular expenditure baseline	55% (R203 million) reduction of irregular expenditure baseline	11% (26 mil) reduction of irregular expenditure baseline	100% reduction of irregular expenditure baseline	100% reduction of irregular expenditure baseline	100% compliant invoices settled within 30 days	100% compliant invoices settled within 30 days
6. Percentage of compliant invoices settled within 30 days	75% (20 209) compliant invoices settled within 30 working days	90% (21 418) compliant invoices were settled within 30 working days	93% (21 826) 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	100% compliant invoices settled within 30 days
7. Percentage of bids awarded within 56 working days of closure of tender advertisement	78% (20) of bids awarded within 56 days for DPW	49% (401) of bids awarded within 56 working days of closure of tender advertisement	54% (14) 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	80% of bids awarded within 56 working days of closure of tender advertisement	85% of bids awarded within 56 working days of closure of tender advertisement
8. Percentage of quotations awarded within 30 working days from requisition date	58% (268) quotations awarded within 14 days for DPW	83% (31) of quotations awarded within 30 days from requisition date	86% (273) of quotations awarded within 30 days from requisition date	88% of quotations awarded within 30 working days from requisition date	90% of quotations awarded within 30 working days from requisition date	90% of quotations awarded within 30 working days from requisition date	90% of quotations awarded within 30 working days from requisition date
9. Percentage of procurement spend for bids awarded to designated groups in line with Preferential Procurement Regulations 2017			(Tenders) 70% (R1,4bn) of procurement spend (Quotations) 70% (R245 894 006 mil) of procurement spend	75% of procurement spend for bids awarded to designated groups in line with Preferential Procurement Regulations 2017	80% of procurement spend for bids awarded to designated groups in line with Preferential Procurement Regulations 2017	85% of procurement spend for bids awarded to designated groups in line with Preferential Procurement Regulations 2017	90% of procurement spend for bids awarded to designated groups in line with Preferential Procurement Regulations 2017
10. Percentage of bids awarded to designated groups in line with Preferential Procurement Regulations 2017			(Tenders) 70% (184) of tenders awarded (Quotations) 70% (3 906) of quotations awarded	75% of bids awarded to designated groups in line with Preferential Procurement Regulations 2017	80% of bids awarded to designated groups in line with Preferential Procurement Regulations 2017	85% of bids awarded to designated groups in line with Preferential Procurement Regulations 2017	90% of bids awarded to designated groups in line with Preferential Procurement Regulations 2017

Performance Indicator	2015/16	Audited/ Actual Performance 2016/17	2017/18	Estimated Performance 2018/19	2019/2020	Medium-Term Targets 2020/2021	2021/2022
Sub-Programme: Corporate Services Strategic Objective: To facilitate organisational transformation through effective performance management.							
11. Percentage of funded prioritised vacancies filled as per approved recruitment plan	100% funded prioritised vacancies filled (603 appointments made, 107 promotions)	69% (94) funded prioritised vacancies filled within 4 months from the date of advertisement. Additional 25 positions advertised in 2015/16 financial year were filled during period under review	100% (109) positions filled within 6 months from date of advertising	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
Strategic Objective: To provide an enterprise ICT architecture to supports all business functions							
12. Number of property management modules implemented		2 modules (Lease In and IAR) developed and all users trained at Head Office and Regional Offices. Additional Modules developed which include GIS integration, Facilities Management call center and Movable assets	0 module implemented for PMTE (Infrastructure Management) 3 modules (Facilities Management Call Centre, Movable Assets and Immovable Asset Register modules) implemented in 4 Regional Offices	5 modules implemented (Condition Assessment, Scheduled maintenance, Lease In, Lease Out and Construction Project Management)	1 module implemented (Investment Analysis)		
13. Number of modules enhanced as per ERP implementation plan				3 modules enhanced:- Immovable Asset Register, Facilities Management Call Centre, Movable Assets	5 modules enhanced:- Scheduled maintenance, Condition assessment, Lease In, Lease Out and Construction project management)	2 modules enhanced:- Componentised based enhancement of Immovable Asset Register and Condition Assessment	1 module enhanced:- Investment analysis,

Performance Indicator	Audited/ Actual Performance					Medium-Term Targets	
	2015/16	2016/17	2017/18	2018/19	2019/2020	2020/2021	2021/2022
14. Integrated Single Asset Register developed for the Public Works Sector			Assessment report of current Asset Management systems across the Public Works Sector	Feasibility study on Asset Management systems for the Public Works Sector developed	Phase 1 of the Integrated Single Asset Register implemented for the Public Works sector	Phase 2 of the Integrated Single Asset Register implemented for the Public Works sector	
Strategic Objective: To protect the interests of the Department by providing legal services							
15. Percentage of reported fraud and corruption misconduct cases subjected to disciplinary processes	100% (4) fraud and corruption misconduct cases subjected to disciplinary processes	100% (7) reported fraud and corruption misconduct cases subjected to disciplinary processes	100% (5) 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
16. Percentage of default judgments against the Department prevented	98% (2) default judgements prevented	99%(1) 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	100% default judgments against the Department prevented

8.1.3 PROGRAMME 1: PROGRAMME PERFORMANCE INDICATORS AND QUARTERLY TARGETS FOR 2019/20

Table 21: Performance indicators and quarterly targets for 2019/20

Performance Indicator	Reporting period	Annual Target 2019/2020	Quarterly Targets			
			1st	2nd	3rd	4th
Sub Programme: Management						
1. Number of initiatives undertaken to accelerate transformation agenda of the Department	Quarterly	36 initiatives undertaken to accelerate transformation agenda of the Department	9 initiatives undertaken to accelerate transformation agenda of the Department	9 initiatives undertaken to accelerate transformation agenda of the Department	9 initiatives undertaken to accelerate transformation agenda of the Department	9 initiatives undertaken to accelerate transformation agenda of the Department
2. Change in the index score for management practices	Annual	3.6 - 4.0 index score for management practices				3.6 - 4.0 index score for management practices
3. Percentage of investigations 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
4. Number of interventions recommended resulting from fraud risk management	Bi annual	2 interventions recommended for mitigation of fraud risks within DPW and PMTE	1 intervention recommended for mitigation of fraud risks within DPW and PMTE	1 intervention recommended for mitigation of fraud risks within DPW and PMTE		1 intervention recommended for mitigation of fraud risks within DPW and PMTE
Sub Programme: Finance and Supply Chain Management						
5. Percentage change in the irregular expenditure baseline	Annual	100% reduction of irregular expenditure baseline				100% reduction of irregular expenditure baseline
6. Percentage of compliant invoices settled within 30 days	Quarterly	100% 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	100% compliant invoices settled within 30 days

Performance Indicator	Reporting period	Quarterly Targets			
		Annual Target 2019/2020	1st	2nd	3rd
7. Percentage of bids awarded within 56 working days of closure of tender advertisement	Quarterly	75% bids awarded within 56 working days of closure of tender advertisement	75% bids awarded within 56 working days of closure of tender advertisement	75% bids awarded within 56 working days of closure of tender advertisement	75% bids awarded within 56 working days of closure of tender advertisement
8. Percentage of quotations awarded within 30 working days from requisition date	Quarterly	90% of quotations awarded within 30 working days from requisition date	90% % of quotations awarded within 30 working days from requisition date	90% % of quotations awarded within 30 working days from requisition date	90% % of quotations awarded within 30 working days from requisition date
9. Percentage of procurement spend for bids awarded to designated groups in line with Preferential Procurement Regulations 2017	Quarterly	80% of procurement spend for bids awarded to designated groups in line with Preferential Procurement Regulations 2017	80% of procurement spend for bids awarded to designated groups in line with Preferential Procurement Regulations 2017	80% of procurement spend for bids awarded to designated groups in line with Preferential Procurement Regulations 2017	80% of procurement spend for bids awarded to designated groups in line with Preferential Procurement Regulations 2017
10. Percentage of bids awarded to designated groups in line with Preferential Procurement Regulations 2017	Quarterly	80% of bids awarded to designated groups in line with Preferential Procurement Regulations 2017	80% of bids awarded to designated groups in line with Preferential Procurement Regulations 2017	80% of bids awarded to designated groups in line with Preferential Procurement Regulations 2017	80% of bids awarded to designated groups in line with Preferential Procurement Regulations 2017

Performance Indicator	Reporting period	Annual Target 2019/2020			
		1st	2nd	3rd	4th
Sub Programme: Corporate Services					
11. Percentage of funded prioritised vacancies filled as per approved 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
12. Number of property management modules implemented	Annual	1 module implemented (Investment Analysis)			1 module implemented (Investment Analysis)
13. Number of modules enhanced as per ERP implementation plan	Quarterly	5 modules enhanced:- Scheduled maintenance, Condition assessment, Lease IN, Lease OUT and Construction project management)	1 Module enhanced (condition assessment)	2 Module enhanced (lease out, lease in)	1 Module enhanced (construction project management)
14. Integrated Single Asset Register developed for the Public Works Sector	Annual	Phase 1 of the Integrated Single Asset Register implemented for the Public Works sector			Phase 1 of the Integrated Single Asset Register implemented for the Public Works sector
15. Percentage of reported fraud and corruption misconduct cases subjected to disciplinary processes	Quarterly	100% reported fraud and corruption 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
16. 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

8.1.4 RECONCILING PERFORMANCE TARGETS WITH THE BUDGET AND MTEF

Table 22: Expenditure estimates for Programme 1: Administration

Programmes	Audited outcome			Adjusted appropriation 2018/19 (R'000)	Medium-term expenditure estimate		
	2015/16 (R'000)	2016/17 (R'000)	2017/18 (R'000)		2019/20 (R'000)	2020/2021 (R'000)	2021/2022 (R'000)
Ministry	25 265	25 538	38 028	42 866	44 486	48 248	55 288
Management	114 739	90 633	103 461	104 871	116 680	126 175	135 156
Corporate Services	271 694	251 899	225 520	247 486	247 686	260 900	284 206
Finance and Supply Chain Management	67 452	45 490	45 042	50 186	53 714	57 225	63 331
Office Accommodation	-	36 903	35 556	37 992	45 447	50 700	58 717
Total	479 150	450 463	447 607	483 401	508 013	543 248	596 698

Economic classification	Audited outcome			Adjusted appropriation 2018/19 (R'000)	Medium-term expenditure estimate		
	2015/16 (R'000)	2016/17 (R'000)	2017/18 (R'000)		2019/20 (R'000)	2020/2021 (R'000)	2021/2022 (R'000)
Current payments	427 417	425 738	427 022	468 714	499 580	535 771	588 601
Compensation of employees	251 731	240 436	231 229	276 931	295 050	317 045	337 573
Salaries and wages	229 033	215 810	207 454	244 863	260 838	280 336	298 426
Social contributions	22 698	24 626	23 775	32 068	34 212	36 709	39 147
Goods and services	174 448	185 302	193 987	191 389	204 530	218 726	251 028
Administrative fees	1 162	1 428	1 061	170	496	575	607
Advertising	3 904	1 200	2 060	1 422	1 431	1 882	2 462
Minor Assets	597	612	327	928	679	1 083	1 143
Audit costs: External	16 420	9 605	12 378	12 879	13 644	15 617	16 476
Bursaries: Employees	147	48	155	1 000	1 500	1 555	1 613
Catering: Departmental activities	980	1 076	1 556	1 339	1 339	1 556	1 544
Communication (G&S)	10 993	4 559	4 355	12 630	21 196	20 223	18 051
Computer services	39 860	31 585	48 468	36 061	38 212	40 682	45 969
Consultants: Business and advisory services	18 785	17 585	23 345	17 466	16 226	16 412	20 294
Legal services (G&S)	14 987	17 402	16 903	16 394	14 601	15 514	16 149
Contractors	4 770	3 026	1 143	380	396	344	450
Agency and support/outsourced services	23 503	18 285	5 453	3 446	1 926	1 193	4 463
Entertainment	107	107	95	195	255	263	275
Fleet services (including government motor transport)	1 425	1 203	1 845	2 177	2 226	2 356	2 496
Consumable supplies	1 300	4 404	1 303	2 401	691	843	1 692
Consumables: Stationery, printing and office supplies	3 144	3 962	2 668	3 950	3 332	4 149	5 044
Operating leases	2 733	18 522	22 046	28 191	32 150	35 204	40 804
Rental and hiring	4	18	46	563	95	78	663
Property payments	1 390	21 160	16 909	15 355	19 451	21 610	27 529
Travel and subsistence	20 856	18 867	24 625	23 565	23 360	24 846	28 160
Training and development	4 610	5 765	3 986	5 183	5 578	5 749	6 211



Economic classification	Audited outcome			Adjusted appropriation 2018/19 (R'000)	Medium-term expenditure estimate		
	2015/16 (R'000)	2016/17 (R'000)	2017/18 (R'000)		2019/20 (R'000)	2020/2021 (R'000)	2021/2022 (R'000)
Operating payments	1 722	2 875	1 844	3 180	3 333	4 418	4 637
Venues and facilities	1 049	2 008	1 416	2 514	2 413	2 574	2 296
Interest and rent on land	1 238	-	1 806	394	-	-	-
Interest (incl. interest on unitary payments (PPP))	-	-	1 806	394	-	-	-
Rent on land	1 238	-	-	-	-	-	-
Transfers and subsidies	9 608	8 105	7 401	3 382	1 297	1 197	869
Provinces and municipalities	4	4	6	6	6	6	6
Municipalities	4	4	6	6	6	6	6
Municipal bank accounts	4	4	6	6	6	6	6
Households	9 604	8 101	7 395	3 376	1 291	1 191	863
Social benefits	513	450	1 362	3 376	1 291	1 191	863
Other transfers to households	9 091	7 651	6 033	-	-	-	-
Payments for capital assets	10 045	15 514	11 274	11 305	7 136	6 280	7 228
Machinery and equipment	9 688	9 457	11 212	11 305	7 136	6 280	7 228
Transport equipment	918	-	2 492	-	1 000	1 000	1 055
Other machinery and equipment	8 770	9 457	8 720	11 305	6 136	5 280	6 173
Software and other intangible assets	357	6 057	62	-	-	-	-
Payments for financial assets	32 080	1 106	1910	-	-	-	-
Total	479 150	450 463	447 607	483 401	508 013	543 248	596 698

8.1.5 PERFORMANCE AND EXPENDITURE TRENDS FOR PROGRAMME 1

The Department has also embarked on a process to improve various internal policies, processes and systems to ensure that an enabling context is in place. These elements will bring about improved efficiencies and effectiveness in the delivery of the public works services and well as increased compliance to MPAT.

Good governance and ethical practices are essential to ensure that the Department performs its core functions effectively. The Department will therefore enhance the implementation of the holistic fraud prevention strategy with the emphasis being on the application of proactive measures to enhance operational efficiency. The implementation of the fraud prevention plan, which

includes the fraud risk management plan, will ensure that the Department mitigates the occurrence of fraud and corruption. The focus of the Department over the MTEF will be on preventing incidents of fraud and corruption through pro-active management of vulnerable areas in this regard. As such investigations conducted began to focus on identifying internal control deficiencies and recommending appropriate mitigating factors to prevent a reoccurrence of fraud and mismanagement on areas identified. To carry out these governance, risk and compliance activities, R130 million over the medium term is allocated in the Administration programme, of which spending on compensation of employees accounts for 80 per cent (R104 million).

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 2019/20 TO 2021/22

Table 23: Strategic objective and medium term targets for 2019/20 – 2021/22

Strategic Objective	Audited/ Actual Performance			Estimated Performance 2018/19	Medium Term Targets		
	2015/16	2016/17	2017/18		2019/20	2020/2021	2021/2022
1. To ensure integrated planning and coordination of concurrent functions	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), Institutional Framework on Small Harbours developed for the sector	4 Sector Frameworks for (OHSA, Disposal, Maintenance and Baseline for Technical skills) developed.	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
2. To restore the skills pipeline in the built environment			Agreement between State and Non State stakeholders in the identified professions	Development of the capacity building framework and streams of funding	Built Environment Sector Plan approved by the Minister	Implementation of the Built Environment Sector Plan	

8.2.2 PROGRAMME 2: PROGRAMME PERFORMANCE INDICATORS AND MEDIUM-TERM TARGETS FOR 2019/20 TO 2021/22

Table 24: Programme performance indicators and medium term targets for 2019/20 – 2021/22

Performance Indicator	Programme Performance Indicators					Medium-Term Targets		
	Audited/ Actual Performance	2015/16	2016/17	2017/18	2018/19	2019/2020	2020/2021	2021/2022
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 Technical MinMec	-	-	2 performance review reports for the 2017/18 Sector Programme of Action presented to MinMEC	2 performance review reports for the 2018/19 Sector Programme of Action presented to Technical MinMEC	2 performance review reports for the 2019/20 Sector Programme of Action presented to Technical MinMEC	2 performance review reports for the 2020/21 Sector Programme of Action presented to Technical MinMEC	2 performance review reports for the 2021/22 Sector Programme of Action presented to Technical MinMEC	2 performance review reports for the 2021/22 Sector Programme of Action presented to Technical MinMEC
2. Number of agreements signed for joint service delivery with IGR partners	2 agreements signed for joint service delivery with Provinces and Municipalities	10 agreements signed for joint service delivery with Provinces and Municipalities	12 agreements signed for joint service delivery with Provinces and Municipalities	15 agreements signed for joint service delivery with IGR partners	15 agreements signed for joint service delivery with IGR partners	15 agreements signed for joint service delivery with IGR partners	15 agreements signed for joint service delivery with IGR partners	15 agreements signed for joint service delivery with IGR partners
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	1 review conducted on the intergovernmental governance structures	1 review conducted on the intergovernmental governance structures	1 review conducted on the intergovernmental governance structures	1 review conducted on the intergovernmental governance structures	1 review conducted on the intergovernmental governance structures

Performance Indicator	Programme Performance Indicators				Medium-Term Targets		
	Audited/ Actual Performance	2017/18	2018/19	Estimated Performance	2019/2020	2020/2021	2021/2022
Strategic Objectives: To restore the skills pipeline in the built environment							
4. Number of beneficiaries participating in the DPW Skills development programme	1 294 Beneficiaries participating in the DPW Skills Development programme	1 542 beneficiaries participating in the DPW skills development programme	1 680 beneficiaries participating in the DPW skills development programme	1 100 beneficiaries participating in the DPW skills development programme	1 212 beneficiaries participating in the DPW skills development programme	1 212 beneficiaries participating in the DPW skills development programme	1 212 beneficiaries participating in the DPW skills development programme
	<ul style="list-style-type: none"> 90 Young Professionals 700 Interns 319 Learnerships 52 Management Trainees 133 Programme Artisans 	<ul style="list-style-type: none"> 54 Young Professionals 108 Artisans Trainees 525 Interns 690 Learnerships 14 Bursary Holders 1 Management Trainees 	<ul style="list-style-type: none"> 536 Internships 308 Artisans 181 Learnerships 250 Skills Programme 169 Young Professionals 13 Management Trainees 136 Bursary Holders 87 Schools Programme 	<ul style="list-style-type: none"> Young Professionals: 150 Interns: 300 Learnerships: 200 Management Trainees: 0 Programme Artisans: 300 Bursary Programme: 150 	<ul style="list-style-type: none"> Young Professionals: 165 Interns: 253 Learnerships: 140 Management Trainees: 38 Programme Artisans: 420 Bursary Programme: 196 	<ul style="list-style-type: none"> Young Professionals: 165 Interns: 253 Learnerships: 140 Management Trainees: 38 Programme Artisans: 420 Bursary Programme: 196 	<ul style="list-style-type: none"> Young Professionals: 165 Interns: 253 Learnerships: 140 Management Trainees: 38 Programme Artisans: 420 Bursary Programme: 196
5. Number of Provinces with State capacity building programmes in the built environment aligned to the skills pipeline programme				3 Provinces with State capacity building programmes in the built environment aligned to the skills pipeline programme	3 Provinces with State capacity building programmes in the built environment aligned to the skills pipeline programme	3 Provinces with State capacity building programmes in the built environment aligned to the skills pipeline programme	Implementation of the Built Environment Sector Plan
6. Number of Schools Programme participants enrolled for Built Environment qualification.				30 Schools Programme participants graduating with a Bachelors' Degree pass	40 Schools Programme participants enrolled for Built Environment qualification	50 Schools Programme participants enrolled for Built Environment qualification	60 Schools Programme participants enrolled for Built Environment qualification
7. Number of bursary scheme beneficiaries with completed Built Environment Qualifications.				30 bursary scheme beneficiaries with completed Built Environment Qualifications.	40 bursary scheme beneficiaries with completed Built Environment Qualifications.	50 bursary scheme beneficiaries with completed Built Environment Qualifications.	60 bursary scheme beneficiaries with completed Built Environment Qualifications.
8. Department of Public Works Academy established				Public Works Academy concept document approved	Public Works Academy Operational	Performance review of the Public Works Academy	

8.2.3 PROGRAMME 2: PROGRAMME PERFORMANCE INDICATORS AND QUARTERLY TARGETS FOR 2019/20

Table 25: Performance indicators and quarterly targets for 2019/20

Programme Performance Indicators		Quarterly Targets				
Performance Indicator	Reporting period	Annual Target 2019/2020	1st	2nd	3rd	4th
To ensure integrated planning and coordination of concurrent functions						
1. Number of performance review reports for the Sector Programme of Action presented to Technical MinMEC	Bi annual	2 performance review reports for the 2019/20 Sector Programme of Action presented to Technical MinMEC		1 performance review report for the 2019/20 Sector Programme of Action presented to Technical MinMEC		1 performance review report for the 2019/20 Sector Programme of Action presented to Technical MinMEC
2. Number of agreements signed for joint service delivery with IGR partners	Quarterly	15 agreements signed for joint service delivery with IGR partners		5 agreements signed for joint service delivery with IGR partners		5 agreements signed for joint service delivery with IGR partners
3. Number of reviews conducted on the intergovernmental governance structures	Annual	1 review conducted on the intergovernmental governance structures				1 review conducted on the intergovernmental governance structures
Strategic Objective: To restore the skills pipeline in the built environment						
4. Number of beneficiaries participating in the skills development programme	Annual	1212 beneficiaries participating in the DPW skills development programme				1212 beneficiaries participating in the DPW skills development programme
		<ul style="list-style-type: none"> • Young Professionals: 165 • Interns: 253 • Learnerships: 140 • Management Trainees: 38 • Programme Artisans: 420 • Bursary Programme: 196 				<ul style="list-style-type: none"> • Young Professionals: 165 • Interns: 253 • Learnerships: 140 • Management Trainees: 38 • Programme Artisans: 420 • Bursary Programme: 196

Programme Performance Indicators		Quantitatively Targets				
Performance Indicator	Reporting period	Annual Target 2019/2020	1st	2nd	3rd	4th
5. Number of Provinces with State capacity building programmes in the built environment aligned to the skills pipeline programme	Annual	3 Provinces with state capacity building programmes in the built environment aligned to the skills pipeline programme	Baseline analysis report submitted	Capacity building programmes designed	Draft capacity building programmes developed	3 Provinces with state capacity building programmes in the built environment aligned to the skills pipeline programme
6. Number of Schools Programme participants enrolled for Built Environment qualification.	Annual	40 Schools Programme participants enrolled for Built Environment qualification.	40 Schools Programme participants enrolled for Built Environment qualification.			
7. Number of bursary scheme beneficiaries with completed Built Environment Qualifications.	Annual	40 bursary scheme beneficiaries with completed Built Environment Qualifications.				40 bursary scheme beneficiaries with completed Built Environment Qualifications.
8. Public Works Academy established	Quarterly	Public Works Academy Operational	Funding model to Treasury for a Public Expenditure Review submitted	Partnership MOU with NSG, Africa Infrastructure Development Programme and Construction UK (Constructionarium SA Chapter) developed	Revised business processes (DPW and PMTE), IDMS into training manuals, link Councils CPD training and embed on the e-learning platform	Public Works Academy Operational

8.2.4 RECONCILING PERFORMANCE TARGETS WITH THE BUDGET AND MTEF

Table 26: Expenditure estimates for Programme 2: Intergovernmental Coordination

Programmes*	Audited outcome				Adjusted appropriation			Medium-term expenditure estimate	
	2015/16 (R'000)	2016/17 (R'000)	2017/18 (R'000)	2018/19 (R'000)	2019/20 (R'000)	2020/2021 (R'000)	2021/2022 (R'000)	2020/2021	2021/2022
Monitoring, Evaluation and Reporting	34 186	2 651	3 594	7 209	8 182	6 858	7 498		
Intergovernmental Relations and Coordination	10 561	13 826	20 038	24 364	25 167	27 274	30 643		
Professional Services	0	0	21 787	24 571	27 537	29 266	32 587		
Total	44 747	16 477	45 419	56 144	60 886	63 398	70 728		

Economic classification	Audited outcome			Adjusted appropriation			Medium-term expenditure estimate		
	2015/16 (R'000)	2016/17 (R'000)	2017/18 (R'000)	2018/19 (R'000)	2019/20 (R'000)	2020/2021 (R'000)	2021/2022 (R'000)		
Current payments	31 892	16 224	36 951	50 519	54 830	57 041	64 015		
Compensation of employees	25 897	13 976	27 930	36 076	40 551	41 680	45 047		
Salaries and wages	23 143	12 660	24 857	31 292	35 202	36 163	39 091		
Social contributions	2 754	1 316	3 073	4 784	5 349	5 517	5 956		
Goods and services	5 995	2 248	9 021	14 443	14 279	15 361	18 968		
Advertising	176	323	200	299	304	181	192		
Minor Assets	48	12	25	443	364	477	670		
Catering: Departmental activities	139	107	429	1 173	1 238	1 075	1 394		
Communication (G&S)	231	51	165	590	522	700	1 435		
Computer services	49	-	-	1	38	7	51		
Consultants: Business and advisory services	1 431	-	314	758	585	596	729		
Contractors	-	-	9	475	501	630	690		
Agency and support/outsourced services	-	-	-	100	28	87	119		
Entertainment	13	4	17	28	82	32	86		
Fleet services (including government motor transport)	18	8	38	267	271	282	291		
Consumable supplies	13	1	540	401	421	332	501		
Consumables: Stationery, printing and office supplies	491	93	257	866	747	817	1 044		
Operating leases	6	4	-	686	703	997	1 105		
Rental and Hiring	-	-	-	-	105	115	121		
Property payments	-	-	-	100	-	-	-		
Travel and subsistence	1 846	1 286	4 412	5 587	5 562	6 165	7 007		
Training and development	400	0	681	-	-	-	-		
Operating payments	752	59	100	488	500	472	930		
Venues and facilities	382	300	1834	2181	2308	2396	2 603		
Transfers and subsidies	4	-	4 979	5 150	5 343	5 643	5 959		
Households	4	-	4 979	5 150	5 343	5 643	5 959		
Social benefits	4	-	110	150	63	73	83		
Other transfers to households	-	-	4 869	5 000	5 280	5 570	5 876		
Payments for capital assets	528	252	335	475	713	714	754		
Machinery and equipment	528	252	335	475	713	714	754		
Other machinery and equipment	528	252	335	475	713	714	754		
Payments for financial assets	12 323	1	3154	-	-	-	-		
Total	44 747	16 477	45 419	56 144	60 886	63 398	70 728		

8.2.5 PERFORMANCE AND EXPENDITURE TRENDS FOR PROGRAMME 2

Public Works is a concurrent function and is a shared responsibility of national and provincial Government. The Department provides the broad policy and legislative framework for the sector. This is generally done on a consultative basis, with key inputs from provincial public works. To ensure that policy formulation is underpinned by consensus, the department engages regularly with provincial department through Technical MinMec and MinMec Forums. The Department will provide leadership in the planning and monitoring of sector programmes to improve performance and non-delivery of services. As the department considers ways of improving accountability, it will also need to look at strengthening capacity to support existing and new demands within the sector through the assessment of programme outcomes.

Over the MTEF period, the Department expects to continue providing support and guidance to the public works sector on processes related to planning and performance management; and establish monitoring mechanisms to address negative audit outcomes and improve performance. To carry out these activities, R113 million over the medium term is allocated in the Intergovernmental Coordination programme, of which spending on compensation of employees accounts for 78 per cent (R88 million).

South Africa has a projected quantum skills shortage from the current registered professional base, driven by the forecasted infrastructure development programme up to 2030. Major infrastructure projects are driving growth,

however, the country's lack of skilled professionals is slowing down the growth potential. The built environment sector remains unrepresentative of the demographics of the country. More concerning is the fact that the sector comprises mostly of ageing registered professionals.

The Department has introduced a strategy that aims to restore the skills pipeline to improve the throughput of built environment graduates, and ultimately grow the built environment professions. The Skills Pipeline Strategy is geared at addressing bottlenecks from the schooling system, tertiary level, and ensuring provision of structured workplace training to expedite professional registration. At the core of the strategy is strategic partnerships with education, built environment professional councils (BEPCs), Infrastructure and related departments, SOC, and the Industry. The strategy aims to build technical capacity, whilst addressing issues of transformation with the built environment sector. The Department is also in a process of establishing a Public Works Academy for provision of Built Environment training.

These activities are set to be carried out in the Professional Services subprogramme in the Intergovernmental Coordination programme. This subprogramme receives allocations of R88.8 million over the medium term, of which R45.8 million is for compensation of employees, R25.7 million for goods and services, and R16.7 million for transfers to households for non-employees' bursaries.

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 2019/20 TO 2021/2022

Table 27: Strategic objectives and medium term targets for 2019/20 – 2021/2022

Strategic Objective	Actual Performance					Estimated Performance		Medium Term Targets	
	2015/16	2016/17	2017/18	2018/19	2019/2020	2020/2021	2021/2022	2020/2021	2021/2022
1. To monitor and evaluate the implementation of PEPs within the EPWP.	5 Annual Progress Reports on PEPs within EPWP Phase III 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	1 Annual Progress Report completed on PEPs within the EPWP for 2019/20	1 Annual Progress Report completed on PEPs within the EPWP for 2019/20	1 Annual Progress Report completed on PEPs within the EPWP for 2019/20
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	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	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	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. (Recruitment Guideline and Audit SOP)	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.	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 2019/20 TO 2021/2022

Table 28: Programme performance indicators and medium term targets for 2019/20 – 2021/2022

Performance Indicator	2015/16	Audited/ Actual Performance	2016/17	2017/18	Estimated Performance 2018/19	2019/20	Medium Term Targets 2020/2021	2021/2022
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	741 540 validated work opportunities reported.	779 251 work opportunities reported in the EPWP-RS by public bodies.	900 234 work opportunities reported in the EPWP-RS by public bodies.	1 455 840 work opportunities reported in the EPWP-RS by public bodies.	991 792 work opportunities reported in the EPWP-RS by public bodies.	994 110 work opportunities reported in the EPWP-RS by public bodies.	1 018 950 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	45.94% Youth (340 663) 68.52% Women (508 103) 1.68% persons with disabilities (12 457)	45% Youth (738 735) 68% Women (738 735) 1.66% persons with disabilities (26 863)	44% Youth (394 415) 66% Women (598 333) 1.3% persons with disabilities (11 510)	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	
Performance Indicator								
Audited/ Actual Performance								
2015/16								
2016/17								
2017/18								
Estimated Performance 2018/19								
2019/20								
Medium Term Targets 2020/2021								
2021/2022								
Programme Performance Indicators								
Strategic Objective: To support NPOs to implement PEPs within EPWP in the Non-State Sector								
3. Number of contracted Non Profit Organisations (NPOs) to implement the Non-State Sector (NSS): Non Profit Organisations Programme supported.	396 NPOs contracted.	386 NPOs contracted.	354 contracted NPOs supported.	350 contracted NPOs supported	350 contracted NPOs supported	350 contracted NPOs supported	350 contracted NPOs supported	
Strategic Objective: To support public bodies to implement PEPs within EPWP in the Infrastructure, Social and Environment and Culture Sectors								
4. Number of public bodies provided with technical support.	278 municipalities provided with technical support.	297 public bodies provided with technical support.	297 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.	290 public bodies provided with technical support.	
Strategic Objective: To provide strategic guidance on sector convergence through the development of implementation frameworks								
5. Number of frameworks on sector convergence approved.	0 Framework approved (Audit guidelines).	0 Framework approved (SOP for EPWP Audit).	1 Framework approved (EPWP Policy).	1 Framework approved	1 Framework approved	1 Framework approved.	1 Framework approved.	

8.3.3 PROGRAMME 3: PROGRAMME PERFORMANCE INDICATORS AND QUARTERLY TARGETS FOR 2019/20

Table 29: Performance indicators and quarterly targets for 2019/20

Performance Indicator	Reporting period	Annual Target 2019/2020	1st	Quarterly Targets 2nd	3rd	4th
Consolidated Indicators						
1. Number of work opportunities reported in the EPWPRS by public bodies	Quarterly (Cumulative Year to Date)	991 792 work opportunities reported in the EPWPRS by public bodies.	247 948 work opportunities reported in the EPWPRS by public bodies.	492 896 work opportunities reported in the EPWPRS by public bodies.	743 844 work opportunities reported in the EPWPRS by public bodies.	991 792 work opportunities reported in the EPWPRS by public bodies.
2. Percentage EPWP participation among designated groups (women, youth and persons with disabilities) reported on the EPWPRS by public bodies	Quarterly (Cumulative Year End)	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
Performance Indicator						
Programme Performance Indicators						
3. Number of contracted Non Profit Organisations (NPOs) to implement the Non-State Sector (NSS): NPO Programme supported.	Quarterly (Cumulative Year End)	350 contracted NPOs supported		350 contracted NPOs supported	350 contracted NPOs supported	350 contracted NPOs supported
4. Number of public bodies provided with technical support.	Bi-annual (Cumulative Year to Date)	290 public bodies provided with technical support.		200 public bodies provided with technical support.		290 public bodies provided with technical support.
5. Number of frameworks on sector convergence approved	Bi-annual (Cumulative to Date)	1 Framework approved (EPWP Policy).		Draft Policy developed for consultation.		1 Framework approved (EPWP Policy).

8.3.4 RECONCILING PERFORMANCE TARGETS WITH THE BUDGET AND MTEF

Table 30: Expenditure estimates for Programme 3: Expanded Public Works Programme

Programmes	Audited outcome			Adjusted appropriation	Medium-term expenditure estimate		
	2015/16 (R'000)	2016/17 (R'000)	2017/18 (R'000)		2019/20 (R'000)	2020/2021 (R'000)	2021/2022 (R'000)
Expanded Public Works Programme Monitoring and Evaluation	63 541	68 367	49 613	56 367	59 378	63 388	68 589
Expanded Public Works Programme Infrastructure	1 016 075	1 177 085	1 184 272	1 210 545	1 271 664	1 345 322	1 425 192
Expanded Public Works Programme Operations	799 213	997 378	1 067 829	1 205 827	1 265 593	1 344 711	1 667 255
Expanded Public Works Programme Partnership Support	57 273	53 897	60 290	68 644	78 087	84 525	90 806
Expanded Public Works Programme Public Employment Coordinating Commission	3 807	4 719	5 801	5 892	6 092	6 749	7 462
Total	1 939 909	2 301 446	2 367 805	2 547 275	2 680 814	2 844 695	3 259 304

Economic classification	Audited outcome			Adjusted appropriation	Medium-term expenditure estimate		
	2015/16 (R'000)	2016/17 (R'000)	2017/18 (R'000)		2019/20 (R'000)	2020/2021 (R'000)	2021/2022 (R'000)
Current payments	263 309	272 082	269 422	308 448	330 069	360 392	390 270
Compensation of employees	133 953	152 622	148 070	160 233	174 913	190 657	207 771
Salaries and wages	119 275	137 132	131 643	140 867	153 744	167 618	182 672
Social contributions	14 678	15 490	16 427	19 366	21 169	23 039	25 099
Goods and services	129 356	119 460	121 352	148 215	155 156	169 735	182 499
Administrative fees	11 275	11 885	28 678	42 127	44 486	46 933	49 514
Advertising	3 212	2 182	2 396	1 846	2 149	2 278	2 497
Minor Assets	326	182	189	399	422	445	469
Catering: Departmental activities	731	524	794	1791	1888	1991	2 101
Communication (G&S)	1 059	1 035	912	1 287	1 360	1 436	1 516
Computer services	291	-	-	-	-	-	-
Consultants: Business and advisory services	794	709	1 077	4512	4760	4963	5 298
Infrastructure and planning services	25 340	32 222	-	-	-	-	-
Contractors	246	171	33	15	16	12	13

Economic classification	Audited outcome				Adjusted appropriation 2018/19 (R'000)	Medium-term expenditure estimate		
	2015/16 (R'000)	2016/17 (R'000)	2017/18 (R'000)	2019/20 (R'000)		2020/2021 (R'000)	2021/2022 (R'000)	
Agency and support/outsourced services	62 692	46 484	65 609	68 639	71 413	81 405	88 384	
Entertainment	44	42	37	58	61	65	68	
Fleet services (including government motor transport)	230	365	306	370	390	411	434	
Consumable supplies	291	130	27	124	131	137	145	
Consumables: Stationery, printing and office supplies	1 665	1 807	1 294	1 539	1 625	1 716	1 810	
Operating leases	582	710	700	612	646	681	717	
Rental and hiring	241	1 101	334	-	-	-	-	
Transport provided: Departmental activity	-	-	-	100	106	112	118	
Travel and subsistence	18 240	16 362	16 744	19 675	20 795	21 943	23 496	
Training and development	73	403	145	948	1000	1056	1 114	
Operating payments	455	337	603	1 878	1 484	1 593	2 207	
Venues and facilities	1 569	2 809	1 474	2 295	2 424	2 558	2 598	
Transfers and subsidies	1 674 424	2 027 186	2 096 562	2 237 198	2 348 836	2 482 603	2 867 074	
Provinces and municipalities	1 139 395	1 425 662	1 472 609	1 516 862	1 598 227	1 688 037	1 782 687	
Provinces	551 710	761 671	781 162	823 984	868 181	916 863	968 273	
Provincial agencies and funds	551 710	761 671	781 162	823 984	868 181	916 863	968 273	
Municipalities	587 685	663 991	691 447	692 878	730 046	771 174	814 414	
Municipal agencies and funds	587 685	663 991	691 447	692 878	730 046	771 174	814 414	
Non-profit institutions	534 816	600 257	623 904	720 158	750 424	794 371	1 084 181	
Households	213	1 267	49	178	185	195	206	
Social benefits	213	1 267	49	178	185	195	206	
Payments for capital assets	2 176	1 909	1 663	1 629	1 909	1 700	1 960	
Machinery and equipment	2 176	1 909	1 663	1 629	1 909	1 700	1 960	
Transport equipment	31	-	-	-	-	-	-	
Other machinery and equipment	2 145	1 909	1 663	1 629	1 909	1 700	1 960	
Payments for financial assets	-	269	158	-	-	-	-	
Total	1 939 909	2 301 446	2 367 805	2 547 275	2 680 814	2 844 695	3 259 304	

8.3.5 PERFORMANCE AND EXPENDITURE TRENDS FOR PROGRAMME 3

The EPWP provides work for unemployed persons, many of whom lack skills, in urban and rural areas. The programme also aims to empower communities and contractors with historically disadvantaged backgrounds. Job creation through the EPWP is based on two approaches: the use of labour intensive processes to provide infrastructure and community - based public works; and the use of government expenditure as a tool to create work opportunities for the unemployed. The model's key features include labour intensity, training, participation by community and non-governmental organisations, appropriate contract documentation and linking payment to performance. The Department is responsible for coordinating and monitoring the programme. It operates in four sectors: infrastructure, environment and culture, social and non-state. Each sector is encouraged to create labour-intensive work opportunities as one of its mechanisms for service delivery. Based on the number of full-time equivalent (FTE) jobs created, provincial departments can become eligible for the expanded public works programme integrated grant for provinces and the social sector expanded public works programme Incentive grant which provide provinces with incentives to create more jobs.

Between April 2014 and September 2018, the EPWP has created a total of 3 525 002 work opportunities against the 6 million work opportunities target. Of the number of work opportunities created, a total of 1 651 546 were created for the youth. The expanded public works

programme achieved 44% in the 2017/18 financial year which is below the 55% set target and the 80% signed in the youth accord. The department will therefore be engaging the public bodies to design projects which targets the youth. The national youth service (NYS) Programme is an important initiative that provides long-term and effective ways of reconstructing South African society by strengthening youth participation in service delivery, promote youth participation in building environment and to assist youth to gain work-related skills necessary to access sustainable livelihood opportunities. The Department is addressing challenges with the NYS Programme due to the late commencement of infrastructure projects.

Spending on transfers and subsidies to public bodies for the creation of work opportunities through the expanded public works programme is expected to be R8.8 billion over the medium term. R1 billion is allocated to managing the expanded public works programme, R575 million to spending on compensation of employees for the administration of the programme, and R508 million to spending on goods and services. Expenditure on agency and support/outsourced services to provide technical support, such as data capturing and verification, to 290 municipalities implementing projects related to the expanded public works programme accounts for an estimated 75.2 per cent (R382 million) of total spending on goods and services over the MTEF period.

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 2019/20 TO 2021/22

Table 31: Strategic objective and medium-term targets for 2019/20 – 2021/22

Strategic Objective	Strategic Plan Target (5 year target)	2015/16	Actual Performance 2016/17	2017/18	Estimated Performance 2018/19	2019/2020	2020/2021	2021/2022
1. To research and develop policies and legislative prescripts for the construction and property sectors	3 Legislative Prescripts approved	ASA Act promulgated Expropriation Bill [B 4B-2015] adopted by National Assembly		3 Initial Socio Economic Impact Assessment (SEIAs) reports on the Public Works White Papers Review & development of the Public Works Bill; and review of the CBE Act and CIDB Act. Internal Policy discussion document on the Public Works Papers Review towards the development of the Public Works Bill. Draft Stakeholder Consultation Plan.	Comprehensive Public Works Policy Review Report developed	3 Legislative Prescripts (CIDB Act No. 38 of 2000, CBE Act No. 43 of 2000 and the Public Works Bill) gazetted for public comments.	3 Legislative Prescripts submitted to Parliament.	

8.4.2 PROGRAMME 4: PROGRAMME PERFORMANCE INDICATORS AND MEDIUM-TERM TARGETS FOR 2019/20 TO 2021/22

Table 32: Programme performance indicators and medium-term targets for 2019/20 – 2021/22

Performance Indicator	2015/16	Audited/ Actual Performance 2016/17	2017/18	Estimated Performance 2018/19	2019/20	Medium Term Targets 2020/2021	2021/2022
Strategic objective: To research and develop policies and legislative prescripts for the construction and property sectors							
1. Developed Public Works Bill	-	The draft White Paper has not yet been developed and could therefore not be gazetted	A policy discussion document developed for internal stakeholder consultation to inform the development of the Draft Public Works White Paper to be gazetted for public comments.	Comprehensive Public Works Review Report submitted to Minister	Draft Public Works White Paper submitted to Minister for Parliamentary processes	Draft Public Works Bill submitted to Minister for Parliamentary processes.	-
2. Developed Expropriation Act	-	Expropriation Bill [B 4D-2015] adopted by Parliament	Expropriation Bill [B 4D-2015] referred back to Parliament	Expropriation Bill [B 4D-2015] rejected	Draft Expropriation Bill submitted to Minister for Parliamentary process	Expropriation Bill submitted to Minister for Parliamentary processes.	-
3. Developed Construction Industry Development Board (CIDB) Amendment Bill	Prompt payment regulations gazetted	Draft CIDB Amendment Bill developed towards consultation with stakeholders	Stakeholders consultation on the draft CIDB amendments Bill took place	CIDB Amendment Bill submitted to Minister for gazetting for public comment	Revised draft legislative amendments developed for submission to Minister	CIDB Amendment Bill submitted to Minister for Parliamentary process.	-
4. Developed Council for the Built Environment (CBE) Amendment Bill	-	Draft CBE Amendment Bills developed towards consultation with stakeholders	Stakeholders consultation on the draft CBE amendments Bill took place	Policy options document developed	Revised Built Environment Profession (BEP) Policy submitted to Minister for approval	Draft legislative amendments on the CBE Amendment Bill submitted to Minister for consideration.	-

8.4.3 PROGRAMME 4: PROGRAMME PERFORMANCE INDICATORS AND QUARTERLY TARGETS FOR 2019/20

Table 33: Performance indicators and quarterly targets for 2019/20

Performance Indicator	Reporting period	Annual Target 2019/2020			
		1st	2nd	3rd	4th
1. Developed Public Works Bill	Quarterly	Draft Public Works White Paper submitted to Minister for Parliamentary processes	Public Works Green Paper developed		Draft Public Works White Paper submitted to Minister for Parliamentary processes
2. Developed Expropriation Act	Quarterly	Draft Expropriation Bill submitted to Minister for Parliamentary process	Draft Expropriation Bill developed	Stakeholder consultation on Expropriation Bill	Draft Expropriation Bill submitted to Minister for Parliamentary process
3. Developed Construction Industry Development Board (CIDB) Amendment Bill	Annually	Revised draft legislative amendments developed for submission to Minister ¹⁹	Initial SEIAs report submitted to DPME	Finalise the amendments to CIDB Act	Revised draft legislative amendments developed for submission to Minister
4. Developed Council for the Built Environment (CBE) Amendment Bill	Quarterly	Revised Built Environment Profession (BEPs) Policy submitted to Minister for approval	Draft Built Environment Profession (BEPs) Policy submitted to Minister to approve for Public Consultation		Revised Built Environment Profession (BEPs) Policy submitted to Minister for approval

¹⁹ Consultation to take place in the remaining quarters

8.4.4 RECONCILING PERFORMANCE TARGETS WITH THE BUDGET AND MTEF

Table 34: Expenditure estimates for Programme 4: Property and Construction Industry Policy Regulations

Programmes	Audited outcome			Adjusted appropriation	Medium-term expenditure estimate		
	2015/16 (R'000)	2016/17 (R'000)	2017/18 (R'000)		2018/19 (R'000)	2019/20 (R'000)	2020/2021 (R'000)
Construction Policy Development Programme	20 861	21 699	39 016	47 671	50 388	53 048	52 759
Property Policy Development Programme	8 416	11 726	8 132	14 303	16 646	17 428	18 880
Construction Industry Development Board	65 626	52 059	74 984	73 323	76 160	80 349	84 768
Council for the Built Environment	41 994	43 413	48 568	50 100	52 796	55 702	58 766
Independent Development Trust	50 000	-	111 066	28 362	5 000	-	-
Construction Education and Training Authority	475	469	486	518	558	600	633
Property Management Trading Entity	3 524 652	3 389 448	3 682 254	4 009 490	4 215 736	4 444 840	4 625 305
Assistance to Organisations for the Preservation of National Memorials	23 363	28 234	22 342	22 723	26 564	28 163	29 849
Total	3 735 387	3 547 048	3 986 848	4 246 490	4 443 848	4 680 130	4 870 960

Economic classification	Audited outcome			Adjusted appropriation	Medium-term expenditure estimate		
	2015/16 (R'000)	2016/17 (R'000)	2017/18 (R'000)		2018/19 (R'000)	2019/20 (R'000)	2020/2021 (R'000)
Current payments	17 086	20 667	16 753	31 520	35 442	37 124	36 417
Compensation of employees	8 726	10 456	10 870	16 715	18 951	20 613	15 962
Salaries and wages	7 984	9 452	9 914	14 915	16 675	18 379	14 347
Social contributions	742	1 004	956	1 800	2 276	2 234	1 615
Goods and services	8 360	10 211	5 883	14 805	16 491	16 511	20 455
Advertising	43	294	120	270	403	240	448
Minor Assets	-	9	12	145	154	115	170
Catering: Departmental activities	4	16	35	330	335	241	341
Communication (G&S)	106	84	65	117	221	243	273
Consultants: Business and advisory services	4 825	7 406	3 500	11 336	12 137	12 901	15 968
Contractors	21	34	18	77	80	84	84

Economic classification	Audited outcome			Adjusted appropriation 2018/19 (R'000)	Medium-term expenditure estimate		
	2015/16 (R'000)	2016/17 (R'000)	2017/18 (R'000)		2019/20 (R'000)	2020/2021 (R'000)	2021/2022 (R'000)
Agency and support/outsourced services	650	-	-	834	1262	886	935
Entertainment	6	4	6	12	12	12	12
Fleet services (including government motor transport)	1	-	-	8	8	8	8
Consumable supplies	1	2	-	45	50	55	60
Consumables: Stationery, printing and office supplies	97	32	21	277	326	309	479
Operating leases	10	-	-	83	94	100	106
Travel and subsistence	940	729	230	977	1030	973	1 121
Operating payments	1 621	1 635	1 860	145	160	161	167
Venues and facilities	35	-	-	208	222	187	283
Transfers and subsidies							
Departmental agencies and accounts	3 718 166	3 526 194	3 969 960	4 214 740	4 408 111	4 642 694	4 834 213
Departmental agencies (non-business entities)	3 644 429	3 497 771	3 835 337	4 163 419	4 376 312	4 614 295	4 804 115
Foreign governments and international organisations	23 363	28 234	22 342	22 723	26 564	28 163	29 849
Public corporations and private enterprises	50 000	-	111 066	28 362	5 000	-	-
Public corporations	50 000	-	111 066	28 362	5 000	-	-
Other transfers to public corporations	50 000	-	111 066	28 362	5 000	-	-
Non-profit institutions	331	170	120	-	-	-	-
Households	43	19	1 095	236	235	236	249
Social benefits	43	19	870	236	235	236	249
Other transfers to households	-	-	225	-	-	-	-
Payments for capital assets	135	164	135	230	295	312	330
Machinery and equipment	135	164	135	230	295	312	330
Other machinery and equipment	135	164	135	230	295	312	330
Payments for financial assets	-	23	-	-	-	-	-
Total	3 735 387	3 547 048	3 986 848	4 246 490	4 443 848	4 680 130	4 870 960

8.4.5 PERFORMANCE AND EXPENDITURE TRENDS FOR PROGRAMME 4

The Department remains responsible for the regulation and transformation of the construction and property sectors. Skewed property ownership patterns need to be addressed, and the construction industry has to create an environment where emerging contractors graduate into sustainable businesses. The review of the 1997 and 1999 Public Works White Papers presents the Department with an opportunity to reposition itself as a champion for growth of the Construction and Property Sectors. The review of the White Papers will simultaneously inform the development or amendment of the legislation governing the different entities of the Department, where necessary. The review of both the CIDB and CBE Acts, together with that of the six founding Acts for the BEPCs, is an indication of the Department's intention to provide

leadership toward meaningful transformation in the Built Environment Sector and ensure effective regulation of the construction and property industries, as well as the general Built Environment. Activities related to regulation and transformation of the construction and property sectors are to be funded through the Property and Construction Industry Policy and Research programme, with an allocation of R137 million over the medium term. An estimated 0.4 per cent (R68 million) of the programme's total allocation will be spent on compensation of employees, and 0.3 per cent (R53 million) on goods and services in support of strengthening the department's research and policy development capacity to carry out these reviews and address governance challenges.

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 2019/20 TO 2021/22

Table 35: Strategic objectives and medium term targets for 2019/20 – 2022/22

Strategic Objective	Strategic Plan Target (5 Year target)	Audited/ Actual Performance 2015/16	2016/17	2017/18	Estimated Performance 2018/19	2019/2020	2020/2021	2021/2022
1. To improve the delivery of services to Prestige clients	1 User Asset Management Plan (U-AMP) completed for the Prestige Portfolio	1 Prestige U-AMP completed for 2017/18 financial year	1 Prestige U-AMP completed for 2017/18 financial year	1 Prestige U-AMP completed for 2018/19 financial year	1 Prestige U-AMP completed for 2019/20 financial year	1 Prestige U-AMP completed for 2020/21 financial year	1 Prestige U-AMP completed for 2021/22 financial year	

8.5.2 PROGRAMME 5: PROGRAMME PERFORMANCE INDICATORS AND MEDIUM-TERM TARGETS FOR 2019/20 TO 2021/22

Table 36: Programme performance indicators and medium term targets for 2019/20 – 2021/22

Performance Indicator	Audited/ Actual Performance 2015/16	2016/17	2017/18	Estimated Performance 2018/19	2019/2020	2020/2021	2021/2022
Strategic objective: To improve the delivery of services to Prestige clients							
1. Number of Prestige policies approved	2 Prestige policies approved	No policy has been developed	No Prestige Policy approved	2 Prestige policies approved	2 Prestige policies approved	2 Prestige policy approved	2 Prestige policy approved
2. Number of planned State events supported with movable structures	15 State events supported with movable structures	13 Planned State events supported with movable structures	8 Planned State events supported with movable structures	8 Planned State events supported with movable structures	8 Planned State events supported with movable structures	8 Planned State events supported with movable structures	8 Planned State events supported with movable structures
3. Percentage of movable assets requests provided within 60 days after approval by prestige client	20% (8) movable assets requests provided within 60 days after approval by prestige client	40% (21) movable assets requests provided within 60 days after approval by prestige client	33% (6) movable assets requests provided within 60 days after approval by prestige client	80% movable assets requests provided within 60 days after approval by prestige client	35% movable assets requests provided within 60 days after approval by prestige client	90% movable assets requests provided within 60 days after approval by prestige client	90% movable assets requests provided within 60 days after approval by prestige client
4. Signed off infrastructure worklists for the Prestige Portfolio	1 signed off infrastructure worklist for Prestige Portfolio for 2016/17	1 signed off infrastructure worklist for Prestige Portfolio for 2017/18	1 signed off infrastructure worklist for Prestige Portfolio for 2018/19	1 signed off infrastructure worklist for Prestige Portfolio for 2019/20	1 signed off infrastructure worklist for Prestige Portfolio for 2020/21	1 signed off infrastructure worklist for Prestige Portfolio for 2021/22	1 signed off infrastructure worklist for Prestige Portfolio for 2021/22

8.5.3 PROGRAMME 5: PROGRAMME PERFORMANCE INDICATORS AND QUARTERLY TARGETS FOR 2019/20

Table 37: Performance indicators and quarterly targets for 2019/20

Performance Indicator	Reporting period	Annual Target 2019/2020			
		1st	2nd	3rd	4th
1. Number of Prestige policies approved	Quarterly	2 Prestige policies approved		1 Prestige policy approved	1 Prestige policy approved
2. 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
3. Percentage of movable assets requests provided within 60 days after approval by prestige client	Quarterly	85% movable assets requests provided within 60 days after approval by prestige client	85% movable assets requests provided within 60 days after approval by prestige client	85% movable assets requests provided within 60 days after approval by prestige client	85% movable assets requests provided within 60 days after approval by prestige client
4. Signed off infrastructure worklists for the Prestige Portfolio	Annually	1 signed infrastructure worklist for the Prestige Portfolio		1 signed infrastructure worklist for the Prestige Portfolio	1 signed infrastructure worklist for the Prestige Portfolio

8.5.4 RECONCILING PERFORMANCE TARGETS WITH THE BUDGET AND MTEF

Table 38: Expenditure estimates for Programme 5: Prestige Policy

Programmes	Audited outcome				Adjusted appropriation 2018/19 (R'000)	Medium-term expenditure estimate		
	2015/16 (R'000)	2016/17 (R'000)	2017/18 (R'000)	2018/19 (R'000)		2019/20 (R'000)	2020/2021 (R'000)	2021/2022 (R'000)
Prestige Accommodation and State Functions	72 864	78 359	69 557	139 648	104 828	95 078	109 507	
Parliamentary Villeges Management Board	9 090	9 572	10 051	10 368	10 599	11 206	11 845	
Total	81 954	87 931	79 608	150 016	115 427	106 284	121 352	
Economic classification	Audited outcome				Adjusted appropriation 2018/19 (R'000)	Medium-term expenditure estimate		
	2015/16 (R'000)	2016/17 (R'000)	2017/18 (R'000)	2018/19 (R'000)		2019/20 (R'000)	2020/2021 (R'000)	2021/2022 (R'000)
Current payments	62 189	70 227	66 072	131 348	91 443	83 266	94 579	
Compensation of employees	15 551	21 337	26 894	28 392	28 361	29 667	32 288	
Salaries and wages	13 677	18 843	23 499	25 397	25 402	26 311	28 646	
Social contributions	1 874	2 494	3 395	2 995	2 959	3 356	3 642	
Goods and services	46 303	48 890	39 178	102 956	63 082	53 599	62 291	
Advertising	54	278	15	32	51	54	57	
Minor Assets	2 476	2 584	2 158	4 625	6 760	5 982	7 022	
Catering: Departmental activities	12	1	37	40	52	53	54	
Communication (G&S)	255	183	182	234	247	261	275	
Consultants: Business and advisory services	379	407	407	130	130	135	135	
Contractors	38 562	19 569	31 101	89 847	47 280	38 165	45 297	
Legal services	-	-	53	-	-	-	-	
Agency and support/outsourced services	772	14 267	510	630	665	702	741	
Entertainment	7	3	4	2	12	12	13	
Fleet services (including government motor transport)	240	558	389	531	557	573	580	
Consumable supplies	466	1 131	351	1246	1315	1387	1 421	
Consumables: Stationery, printing and office supplies	85	186	95	533	566	592	619	
Operating leases	589	1 284	1260	1995	2105	2166	2 208	
Rental and hiring	-	20	22	10	18	21	45	

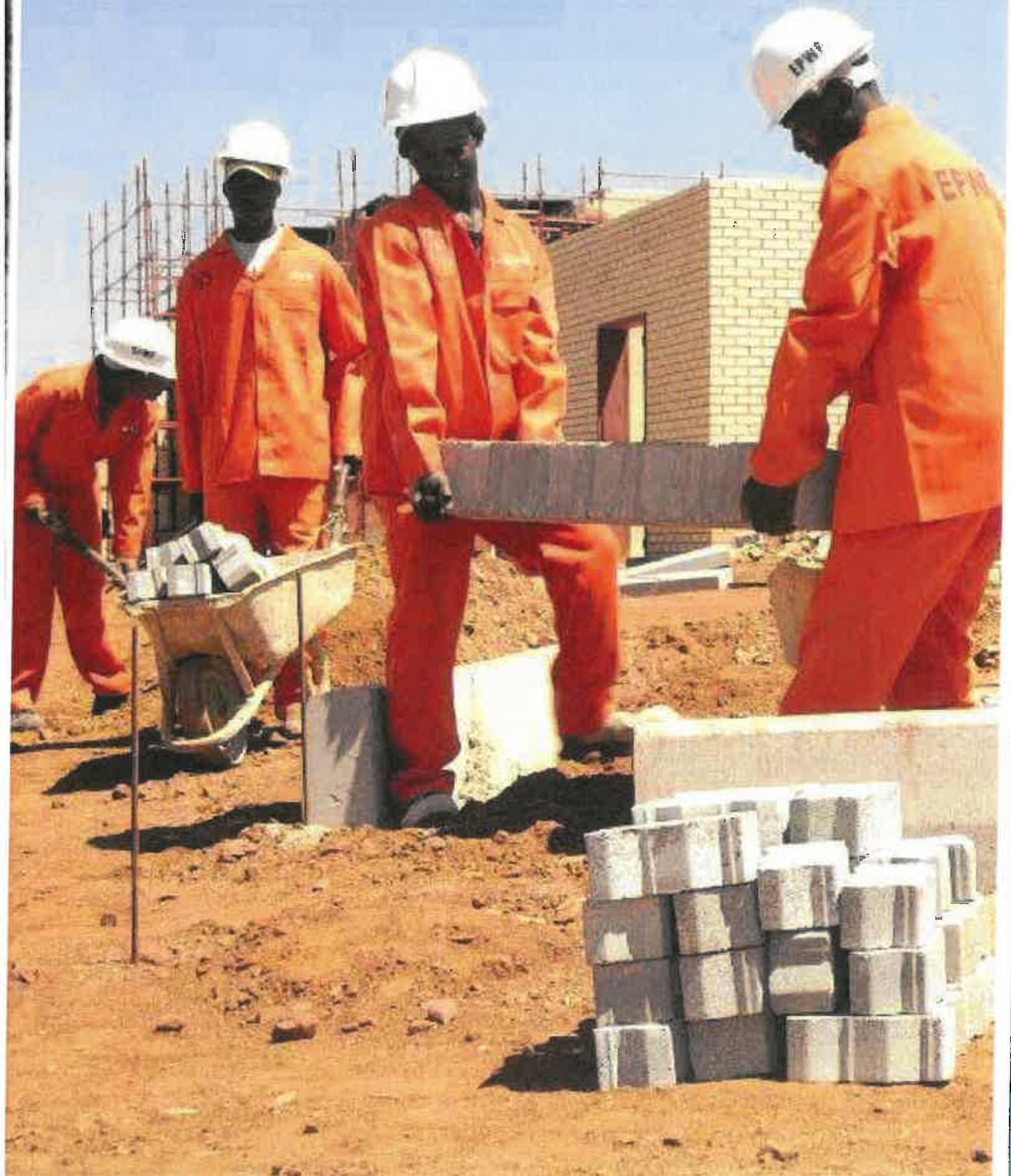
Economic classification	Audited outcome		Adjusted appropriation 2018/19 (R'000)	Medium-term expenditure estimate			
	2015/16 (R'000)	2016/17 (R'000)		2017/18 (R'000)	2019/20 (R'000)	2020/2021 (R'000)	2021/2022 (R'000)
Property payments		6 325	25	10	-	-	2 493
Travel and subsistence	1 661	1 565	1 993	2 019	2 134	2 251	-
Training and development			2	-	-	-	-
Operating payments	745	936	553	872	920	960	1 007
Venues and facilities			21	200	270	285	324
Interest and rent on land	335	-	-	-	-	-	-
Rent on land	335						
Transfers and subsidies	9 112	9 764	10 087	10 568	10 795	11 414	12 065
Departmental agencies and accounts	9 090	9 572	10 051	10 368	10 599	11 206	11 845
Departmental agencies (non-business entities)	9 090	9 572	10 051	10 368	10 599	11 206	11 845
Households	22	192	36	200	197	208	220
Social benefits	22	192	36	200	197	208	220
Payments for capital assets	10 653	7 940	3 449	8 100	13 188	11 604	14 708
Machinery and equipment	10 653	7 940	3 449	8 100	13 188	11 604	14 708
Other machinery and equipment	10 653	7 940	3 449	8 100	13 188	11 604	14 708
Total	81 954	87 931	79 608	150 016	115 427	106 284	121 352

8.5.5 PERFORMANCE AND EXPENDITURE TRENDS FOR PROGRAMME 5

The Prestige programme covers the management of national government offices and the accommodation of The Presidency, Cabinet Members, Members of Parliament and senior judges - as well as the organising of national events. Prestige is a unique portfolio, which requires innovative solutions to provide services that are often urgent, critical and unique with regard to security requirements. 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 the Ministerial Handbook 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.

PART C

LINKS TO LONG TERM PLANS



9. Links to long-term infrastructure plan

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)

Table 39: 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 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, 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	
		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 improvement and monitoring	
		Measure Prestige client index (SIA & Batho Pele standards)	Service excellence	Prestige Client satisfaction index	None	50% plus	60%	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

SERVICE BENEFICIARY	AREA FOR SERVICE IMPROVEMENT (IMPROVEMENT)	KEY IMPROVEMENT ACTIVITIES	CLIENT IMPACT OF IMPROVEMENT	KEY PERFORMANCE INDICATOR (BASELINE)	CURRENT STANDARD	TARGET 2017/18	TARGET 2018/19	TARGET 2019/20	TARGET 2020/21
EXPANDED PUBLICWORKS PROGRAMME (EPWP)									
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
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	Infrastructure procurement	Establish and institutionalise a dedicated National Bid Adjudication Committee (NBAC) for Infrastructure procurement	Expediency of services rendered	Improved turnaround 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
PMTE	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

Table 40: Strategic Risk Register

Strategic goal	Risk Title	Root Cause / Contributing factor	Consequence	IR	Current Controls	RR	Action Plan/ Improvement to controls	Risk owner	Supporting Units	Target (Completion Date)
To support service delivery in a smart, proactive and business-centric manner that is aligned to statutory requirements. To oversee the efficient delivery of identified services to prestige clients. To build State capacity in the Built Environment Professions	1. Inadequate service delivery leading to the erosion of the Department's mandate.	Inadequate capacity to deliver on key functions across the DPW.	Poor service delivery to user departments and key stakeholders.		Awarding of bursaries to internal and external candidates.		Insourcing of capacity through the filling of funded and critical posts within the new structure.	Corporate Services	All Branches	31/03/2020
		Poor organisational culture (Tone set by Management - engagement with staff)	Lack of staff morale, increase in employee absenteeism,		Retention of staff through the Retention Policy.		Resuscitate the change management strategy (align to PMTE Operationalisation) and appointment of a change management specialist (and unit)			30/09/2020
		Inconsistent implementation of the PMDS			Recruitment of prioritised and funded posts		Training of SMS Members on Management / Leadership (soft skills)			31/03/2020

Risk No	Strategic goal	Risk Title	Root Cause / Contributing factor	Consequence	IR	Current Controls	RR	Action Plan/ Improvement to controls	Risk owner	Supporting Units	Target (Completion Date)
			Manual / non-integrated systems used to inform planning and decision making	Mode of delivery not standardized resulting in various levels of service delivery		Formal documentation of Prestige Business Processes (COEGA)		Automation and digitisation of manual systems for Prestige services	Prestige	Corporate Services (ICT)	31/03/2020
			Outdated standardised Business Processes and Service Standards.	Reputational damage		SCM Policy, procedures and compliance checklist in place.		Finalisation of identified Prestige Policies.	Prestige	Policy Branch PMTE Branches	31/03/2020
			Lack of prestige policy development/ implementation to address the functions and regulatory requirements within Prestige	Disatisfied client		Ministerial Handbook in place.		Monitoring adherence to Norms and Standards for Prestige Clients.	Prestige	CPM; REMS, CS, FM	31/03/2020
			Processes to deliver on movable assets and maintenance services too long (turnaround times)			Presidential Handbook in place. Prestige Norms and Standards in place.		Review of delivery model to prestige (hybrid model) Development of the Public Works Act	Prestige Policy	GRC, FM All Branches	30/06/2020 31/03/2020

Strategic goal	Risk Title	Root Cause / Contributing factor	Consequence	IR	Current Controls	RR	Action Plan/ Improvement to controls	Risk owner	Supporting Units	Target (Completion Date)
		Lack of Policy/ Framework in place to direct capacity building programme for the built environment.	Lack of skills and capacity		Implementation of inward looking capacity building programmes.		Approval of the National Technical Capacity Building Framework.	Professional Services	PMTE Branches	31/03/2020
		Lack of policy to absorb young professionals/ graduates into the Department (ensure sufficient training, skills)	Inability to absorb graduates/ young professionals into the Department once training/ mentorship is complete				Finalisation of the Young Professionals and Artisan Trainees policies to address Retention	Professional Services	GRC	31/03/2020
		Non alignment between service delivery model and capacity building programme	Under-utilised artisans / young professionals appointed to capacitate the department				Review of PMTE service delivery model (hybrid model)	PMTE		

Strategic goal	Risk Title	Root Cause / Contributing factor	Consequence	IR	Current Controls	RR	Action Plan/ Improvement to controls	Risk owner	Supporting Units	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 prescriptions, acts, regulations and policies (e.g. PFMA, GIAMA, etc.).	Lack of Governance, Ethics and Compliance function in the Department DPW and inactive DPW governance structures at different levels. Unethical conduct by the officials and Service providers Lack of ethical leadership and ethical culture Ineffective consequence Management. Non-compliance with SCM prescripts. Non - compliance and override of internal controls. Inadequate controls within the processes for infrastructure procurement Ineffective management of contracts. Unreliable information systems. Over self-regulation and increased administrative burden not necessarily required by law Lack of policies and regulations in support of GIAMA	Irregular expenditure. Reputational Damage. Penalties and criminal charges for death and injury of people and other litigations. Qualified audit reports. Irregular transactions arising from failure to comply with legislative prescripts and other internal procedures. Loss of state resources through fraud and corruption. Poor service delivery - State assets not being maintained at prescribed levels over the life-cycle	IR	<p>Government, Compliance and Ethics Frameworks in place</p> <p>Ethics Committee in place</p> <p>MPAT Improvement Plan in place</p> <p>Anti-Fraud and Corruption Policy and Strategy in place</p> <p>SCM Policy, procedures and compliance checklist in place</p> <p>Policy on Management of Financial Misconduct in place.</p>	RR	<p>Institutionalise the Governance, Ethics and Compliance Frameworks and the Entities Oversight Framework,</p> <p>Ensure the establishment of DPW governance structures in Branches, Regions and Entities including the Governance delivery model.</p> <p>Implementation of the fraud prevention Framework.</p> <p>Approval of the Contract Management Policy.</p> <p>Approval SCM infrastructure policy.</p> <p>Approval of the reviewed SCM Policy.</p>	GRC	Corporate Services	31/03/2020	
												<p>Government, Compliance and Ethics Frameworks in place</p> <p>Ethics Committee in place</p> <p>MPAT Improvement Plan in place</p> <p>Anti-Fraud and Corruption Policy and Strategy in place</p> <p>SCM Policy, procedures and compliance checklist in place</p> <p>Policy on Management of Financial Misconduct in place.</p>
												<p>Institutionalise the Governance, Ethics and Compliance Frameworks and the Entities Oversight Framework,</p> <p>Ensure the establishment of DPW governance structures in Branches, Regions and Entities including the Governance delivery model.</p> <p>Implementation of the fraud prevention Framework.</p> <p>Approval of the Contract Management Policy.</p> <p>Approval SCM infrastructure policy.</p> <p>Approval of the reviewed SCM Policy.</p>
												<p>Government, Compliance and Ethics Frameworks in place</p> <p>Ethics Committee in place</p> <p>MPAT Improvement Plan in place</p> <p>Anti-Fraud and Corruption Policy and Strategy in place</p> <p>SCM Policy, procedures and compliance checklist in place</p> <p>Policy on Management of Financial Misconduct in place.</p>
												<p>Institutionalise the Governance, Ethics and Compliance Frameworks and the Entities Oversight Framework,</p> <p>Ensure the establishment of DPW governance structures in Branches, Regions and Entities including the Governance delivery model.</p> <p>Implementation of the fraud prevention Framework.</p> <p>Approval of the Contract Management Policy.</p> <p>Approval SCM infrastructure policy.</p> <p>Approval of the reviewed SCM Policy.</p>
												<p>Government, Compliance and Ethics Frameworks in place</p> <p>Ethics Committee in place</p> <p>MPAT Improvement Plan in place</p> <p>Anti-Fraud and Corruption Policy and Strategy in place</p> <p>SCM Policy, procedures and compliance checklist in place</p> <p>Policy on Management of Financial Misconduct in place.</p>
												<p>Institutionalise the Governance, Ethics and Compliance Frameworks and the Entities Oversight Framework,</p> <p>Ensure the establishment of DPW governance structures in Branches, Regions and Entities including the Governance delivery model.</p> <p>Implementation of the fraud prevention Framework.</p> <p>Approval of the Contract Management Policy.</p> <p>Approval SCM infrastructure policy.</p> <p>Approval of the reviewed SCM Policy.</p>
												<p>Government, Compliance and Ethics Frameworks in place</p> <p>Ethics Committee in place</p> <p>MPAT Improvement Plan in place</p> <p>Anti-Fraud and Corruption Policy and Strategy in place</p> <p>SCM Policy, procedures and compliance checklist in place</p> <p>Policy on Management of Financial Misconduct in place.</p>
												<p>Institutionalise the Governance, Ethics and Compliance Frameworks and the Entities Oversight Framework,</p> <p>Ensure the establishment of DPW governance structures in Branches, Regions and Entities including the Governance delivery model.</p> <p>Implementation of the fraud prevention Framework.</p> <p>Approval of the Contract Management Policy.</p> <p>Approval SCM infrastructure policy.</p> <p>Approval of the reviewed SCM Policy.</p>
												<p>Government, Compliance and Ethics Frameworks in place</p> <p>Ethics Committee in place</p> <p>MPAT Improvement Plan in place</p> <p>Anti-Fraud and Corruption Policy and Strategy in place</p> <p>SCM Policy, procedures and compliance checklist in place</p> <p>Policy on Management of Financial Misconduct in place.</p>

Strategic goal	Risk Title	Root Cause / Contributing factor	Consequence	IR	Current Controls	RR	Action Plan/ Improvement to controls	Risk owner	Supporting Units	Target (Completion Date)		
To provide oversight of the public works sector.	3 Lack of good governance to ensure accountability by public works sector including entities	Non alignment of service delivery imperatives across the public Works sector (including the entities) Poor relationship between the Public Works provinces and regions(operational issue)	Public Works unable to fulfil its mandate effectively Reputational damage Governance limitations with regard to the oversight of the sector Misdirected strategies Misappropriation of funds	Medium	Quarterly performance review meetings with Public Entities. Intergovernmental Structures (MINMEC, Technical MINMEC, CFO's forum, GIAMA technical forum, Green Building Technical Committee etc.) IGR Act, IGR Framework and various Intergovernmental Protocols in use to manage concurrent functions. Annual strategic planning session of the sector (Programme of Action). Workshops with Intergovernmental structures to promote concurrence are conducted Shareholder compacts for three Schedule 3A Public Entities (ASA, CIDB and CBE) signed.	Medium	Implementation of the approved Public Participation Programme involving the executives of the Department. Monitoring the implementation of the Programme of Action for the sector. Review and implement the Framework for the oversight of Public Entities.	Intergovernmental Coordination Intergovernmental Coordination Intergovernmental Coordination	All Branches All Branches GRC	31/03/2020 31/03/2020 31/03/2020		

Strategic goal	Risk Title	Root Cause / Contributing factor	Consequence	IR	Current Controls	RR	Action Plan/ Improvement to controls	Risk owner	Supporting Units	Target (Completion Date)
To transform the construction and property sectors through the development of policy and legislative prescripts.	Risk No 4 Untransformed built environment disciplines, construction industry and property sector.	Lack of enforcement of existing legislative instruments to facilitate transformation in the built environment disciplines and construction industry and property sector. Inadequate statutory power to regulate and promote growth, development and transformation in the Construction Sector. Lack of institutional arrangement to drive transformation	Low levels of transformation in the built environment, Construction industry and Property sector.		1997, 1999, Public Works White Papers are in place.		Development of a reporting and accountability mechanism to drive transformation	(Policy, Research and Regulation) and Gender Unit	GRC	31/03/2020
							Development of a Transformation Strategy (capacity, communication, programmes with clear targets, baseline setting and milestones)	(Policy, Research and Regulation, and Gender Unit)	All Branches	31/03/2020
							Intensive Policy awareness and advocacy	Policy Research and Regulation	All Branches	31/03/2020
							Produce a comprehensive diagnostic report on the review of DPW White Papers	Policy, Research and Regulation		
							Oversight on the review of DPW White Papers project.	Policy, Research and Regulation	All Branches	31/03/2020

Strategic goal	Risk Title	Root Cause / Contributing factor	Consequence	IR	Current Controls	RR: Action Plan/ Improvement to controls	Risk owner	Supporting Units	Target (Completion Date)
		Misalignment/gaps between the CBE Act and the Acts governing the councils (BEPC's).			CIDB Act in place. CBE Act in place. Six Built Environment Professions Acts in place. Ongoing initiative to realign Governance between CBE and BEPCs. Development and implementation of Policy instruments to regulate the BEPs, and the Construction and Property industries. Construction and Property Sector Charter Councils in place - monitoring and evaluation of sector codes	Review of the CIDB and CBE Acts (and the Acts governing the 6 BEPCs). To source capacity through procurement of a service provider for Socio Economic Impact Assessment Report (SEIR).	Policy, Research and Regulation Policy, Research and Regulation	Intergovernmental Coordination, Corporate services	31/03/2020 31/03/2020
		Inadequate skills capacity to transform the built environment, construction industry and property sector Lack of statutory body to champion property sector transformation (equivalent of CIDB)							

Strategic goal	Risk Title	Root Cause / Contributing factor	Consequence	IR	Current Controls	RR	Action Plan/ Improvement to controls	Risk owner	Supporting Units	Target (Completion Date)
To provide an oversight role in the implementation of PEPs through EPWP standardised frameworks	5 Credibility of EPWP eroded due to non-adherence to EPWP prescripts by participating and/or implementing public bodies.	<p>Inadequate awareness of the EPWP prescripts and Frameworks (e.g. Ministerial determination and EPWP incentive grant frameworks)</p> <p>Inadequate mechanisms to enforce compliance to EPWP prescripts.</p> <p>Abuse of EPWP Programme by implementing bodies.</p>	Failure to coordinate EPWP projects	Medium	<p>Standard frameworks and guidelines in place</p> <ul style="list-style-type: none"> Recruitment guideline, reporting procedures. EPWP incentive grant requirements. Ministerial Determination. 	Medium	Develop a consolidated legislative framework to enforce compliance and determine roles and responsibilities of all Stakeholders.	EPWP	Intergovernmental Coordination	31/03/2020
			Inadequate coordination of EPWP Programme		<p>EPWP Frameworks provided to public bodies:</p> <ul style="list-style-type: none"> Incentive workshops. Labour intensive workshops. <p>EPWP learning programme.</p> <p>Provision of technical support to public bodies.</p>		<p>Development of EPWP policy</p> <p>Implementation of Labour-intensive workshops.</p>			
			Ineligibility to meet EPWP grant requirements	Medium	<p>Qualified audit reports on performance information.</p>	Medium	<p>Development of Audit Framework</p> <p>Provision of technical support to public bodies.</p> <p>Implementation of conditional grant controls like issuing of withholding letters</p> <p>Holding of EPWP Standing Operating Procedures (SOP) workshops</p>	EPWP	Finance and SCM (Compliance Unit)	31/03/2020

12. Conditional grants

Below are the updated Conditional Grant Tables for 2019/20:

[This will be updated after the EPWP Phase 4 Targets have been approved]

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

Name of Grant	Purpose of Grant	Performance Indicators	2019/2020 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 Percentage of grant disbursed per annum.	66 821 FTEs per annum 90% of the grant to provinces disbursed per annum

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

Name of Grant	Purpose of Grant	Performance Indicators	2019/2020 Target
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 Percentage of grant disbursed per annum.	97 549 FTEs per annum 90% of the Integrated Grant disbursed per annum

Table 43: Social Sector EPWP Incentive Grant for Provinces

Name of Grant	Purpose of Grant	Performance Indicators	2019/2020 Target
Social Sector EPWP Grant to Provinces	<ul style="list-style-type: none"> 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 Number of beneficiaries receiving services Number of NPOs/IAs supported Percentage of grant disbursed per annum	42 Public bodies to be incentivised. 140 000 beneficiaries receiving services 290 public bodies supported 90% of the grant to provinces disbursed per annum

Table 44: EPWP Incentive: Non State Sector Wage Subsidy

Name of Grant	Purpose of Grant	Performance Indicators	2019/20 Target
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 Number of NPOs contracted; Percentage of wage subsidy disbursed per annum.	57 000 work opportunities reported per annum 350 NPOs contracted 100% of the wage subsidy disbursed per annum.

13. Public Entities

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

Name of Public Entity	Mandate	Output	2019/20 budget	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.	<ul style="list-style-type: none"> Have a well-run, efficient, effective offices supporting the strategic intent of the CIDB Interact and engage with construction industry related training institutions and influence relevance and development of training and skills development curriculum Network and foster relationships with relevant education, training and industry institutions to develop relevant qualifications and improve delivery mechanisms 	DPM Transfer R76,2 million	Quarterly Evaluations July 2019 October 2019 January 2020 April 2020
	Promote sustainable growth of the construction industry and the participation of the emerging sector in the industry.	<ul style="list-style-type: none"> Facilitate accessibility to credit for contractors Increase the number of learners receiving artisan qualification and built environment graduates achieving professional registration. Provide business and policy advisory services to the construction industry to ensure SME contracts are awarded according to procurement and other regulatory guidelines 		
	Determine, establish and promote improved performance and best practice of public and private sector clients, contractors and other participants in the construction delivery process.	<ul style="list-style-type: none"> Have contractors, clients and PSP's deliver value for money and socio-economic objectives by ensuring that more resources are spent on development, training and capacity development within the industry that will enhance socio-economic development Ensure delivery capability through setting of standards and recognition of contractors and PSPs by implementation of assessment and recognition schemes 		
	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.	<ul style="list-style-type: none"> Ensure compliance with CIDB prescripts for registrations, invitation and awards, and Code of Conduct to stimulate sustainable growth, reform and improvement of the construction sector Establish, manage and enhance registers of contractors, PSPs and projects that support risk management in procurement and facilitates development of enterprises and promotes performance improvement and transformation within the industry 		
	Develop systematic methods for monitoring and regulating the performance of the industry and its stakeholders, including the registration of projects and contractors.	<ul style="list-style-type: none"> Monitor business conditions, infrastructure spend, contractor development and PSP development to inform transformation of the industry through different indexes and data 		

Name of Public Entity Mandate

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

Outputs

- 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.

2019/20 budget
evaluation

DPW Transfer
R52,8 million

Quarterly Evaluations
July 2019
October 2019
January 2020
April 2020

Name of Public Entity	Mandate	Outputs	2019/20 budget	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".	<ul style="list-style-type: none"> 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. 	DPW Transfer R44,5 million	Quarterly Evaluations July 2019 October 2019 January 2020 April 2020



Name of Public Entity	Mandate	Outputs	2019/20 Budget	Date of next evaluation
Agreement South Africa (ASA)	<p>Promote the use of innovative construction methods 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.</p> <p>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.</p>	<ul style="list-style-type: none"> • 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. 	R31,1m	Quarterly Evaluations July 2019 October 2019 January 2020 April 2020
		<ul style="list-style-type: none"> • 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. 		

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)	<p>The SACPVP Act requires and empowers SACPVP to perform the following functions:</p> <ol style="list-style-type: none"> 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. 	<p>Quarterly Evaluations July 2018 October 2018 January 2019 April 2019</p>

Name of Built Environment Professional Council	Mandate	Date of next evaluation
Engineering Council of South Africa (ECSA)	<p>The Engineering Council of South Africa (ECSA) is a statutory body established in terms of the Engineering Profession Act, 2000 (Act No. 46 of 2000) (EPA).</p> <p>The EPA requires and empowers ECSA to perform the following functions:</p> <ol style="list-style-type: none"> 1. Establish an engineering standards generating body and develop standards for engineering 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] ECSA's identification of the type of engineering work which may be performed by persons registered in any category; 14. 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. 	<p>Quarterly Evaluations</p> <p>July 2018</p> <p>October 2018</p> <p>January 2019</p> <p>April 2019</p>

Name of Built Environment Professional Council	Mandate	Date of next evaluation
<p>The South African Council for the Architectural Profession (SACAP)</p>	<p>The Architectural Profession Act, 2000 (Act No. 44 of 2000) requires and empowers SACAP to perform the following functions:</p> <ol style="list-style-type: none"> 1. Establish a standards generating body and develop standards for architectural education and professional competency 2. Visit education providers to evaluate programmes and accredited 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. 	<p>Quarterly Evaluations</p> <p>July 2018</p> <p>October 2018</p> <p>January 2019</p> <p>April 2019</p>

Name of Built Environment Professional Council	Mandate	Date of next evaluation
<p>The South African Council for the Quantity Surveying Profession (SACQSP)</p>	<p>The Quantity Surveying Profession Act, 2000 (Act No. 49 of 2000) requires and empowers SACQSP to perform the following functions:</p> <ol style="list-style-type: none"> 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. 	<p>Quarterly Evaluations July 2018 October 2018 January 2019 April 2019</p>

Name of Built Environment Professional Council	Mandate	Date of next evaluation
South African Landscape Architectural Professions (SACLAP)	<p>The Landscape Architectural Profession Act, 2000 (Act No. 45 of 2000) requires and empowers SACLAP to perform the following functions:</p> <ol style="list-style-type: none"> 1. Establish a standards generating body and develop standards for landscape 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) 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. 	<p>Quarterly Evaluations</p> <p>July 2018</p> <p>October 2018</p> <p>January 2019</p> <p>April 2019</p>

Name of Built Environment Professional Council	Mandate	Date of next evaluation
South African Council for Project and Construction Management Professions (SACPCMP)	<p>The Project and Construction Management Professions Act, 2000 (Act No. 48 of 2000) requires and empowers SACPCMP to perform the following functions:</p> <ol style="list-style-type: none"> 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 accredited 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) 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 2019/20 period



PART D
ANNEXURES TO THE ANNUAL PERFORMANCE PLAN

15. Amendments to the Five Year Strategic Plan

There are no amendments to the Five Year Strategic Plan to be tabled in 2019/20.

16. Technical indicator descriptions

16.1 Programme 1: Administration

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	Number of initiatives undertaken to accelerate the transformation agenda of the Department			
Short description	The indicator is measuring the number of initiatives undertaken to strengthen and accelerate the transformation agenda of the Department which includes Advocacy initiatives; Stakeholder engagements; Capacity building initiatives			
Purpose/importance	The purpose is to provide mechanisms/tools to strengthen and accelerate the transformation agenda of the Department by mainstreaming the economic empowerment and participation of designated groups in departmental programmes (Women, Youth, and People with Disabilities). The interventions will be in the form of capacity building workshops, advocacy programmes, stakeholder engagements, monitoring reports on departmental progress on transformation.			
Data source	WCS, Supply Chain Data base, Employment Equity Report, Departmental M&E performance reports			
Collection of data	The data is collected from various departmental reports and systems and consolidated into a schedule of transformation initiatives undertaken. The information is then extracted quarterly for reporting			
Method of calculation	A simple count of the number of transformation initiatives undertaken by the Department			
Unit of Measure	Number			
Data limitations	Unavailability of gender aggregated data			
Type of indicator	Output			
Calculation type	Non-cumulative			
Reporting cycle	Quarterly			
New indicator	No			
Desired performance	Gender responsive intervention mechanisms			
Indicator owner	Chief Directorate: Gender, Youth and People with Disability			
Indicator updater	Director: Gender, Youth and People with Disability			
Baseline	Year – 3 Audited Actual	Year – 2 Audited Actual	Year – 1 Audited Actual	Current Year (Estimated Performance)
	24	30	36	36
Annual Targets	2018 /19 (EP)	2019/20	2020/21	2021/22
	36	36	36	36
Portfolio of Evidence	Schedule of transformation initiatives undertaken (supported by signed submission or signed report with attendance register)	Schedule of transformation initiatives undertaken (supported by signed submission or signed report with attendance register)	Schedule of transformation initiatives undertaken (supported by signed submission or signed report with attendance register)	Schedule of transformation initiatives undertaken (supported by signed submission or signed report with attendance register)
Quarterly targets 2019/20	Quarter 1	Quarter 2	Quarter 3	Quarter 4
	9	9	9	8
Portfolio of Evidence	Schedule of transformation initiatives undertaken (supported by signed submission or signed report with attendance register)	Schedule of transformation initiatives undertaken (supported by signed submission or signed report with attendance register)	Schedule of transformation initiatives undertaken (supported by signed submission or signed report with attendance register)	Schedule of transformation initiatives undertaken (supported by signed submission or signed report with attendance register)

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	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				
Data source	Branch inputs and evidence as per each MPAT standard under the 4 KPAs: Strategic Management, Governance and Accountability Management, Human Resource Management and Financial Management.				
Collection of data	The data that is collected from executing units for MPAT system. The information is then uploaded on the MPAT system by executing units.				
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)	
	2.86	2.9	2.7	3.1 - 3.5	
Annual Targets	2018 /19 (EP)	2019/20	2020/21	2021/22	2022/23
	3.1 - 3.5	3.6 - 4.0	3.6 - 4.0	3.6 - 4.0	3.6 - 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 2019/20	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
	-	-	3.6 - 4.0	-	
Portfolio of Evidence			M&E Report on MPAT Analysis of Final Scores		

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	Percentage of investigation initiated within 30 days in respect of validated allegations			
Short description	The indicator is measuring the investigations that are 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 investigation process cannot be confined to a specific time period as the nature of each case varies			
Data source	Register of allegations maintained within the Anti-Corruption Unit.			
Collection of data	The data is collected from executing units and consolidated into a register of allegations. The information is then extracted quarterly for reporting			
Method of calculation	The number of investigations initiated within 30 days of an allegation being reported divided by the total number of investigations reported. Number of investigations initiated within 30 days of an allegation being reported Total number of investigations reported for the same 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.			
Indicator owner	DDG 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)
	100% (50)	100% (28)	100% (24)	100%
Annual Targets	2018 /19 (EP)	2019/20	2020/21	2021/22
	100%	100%	100%	100%
Portfolio of Evidence	Extract of Register of Allegations	Extract of Register of Allegations	Extract of Register of Allegations	Extract of Register of Allegations
Quarterly targets 2019/20	Quarter 1	Quarter 2	Quarter 3	Quarter 4
	100%	100%	100%	100%
Portfolio of Evidence	Extract of Register of Allegations	Extract of Register of Allegations	Extract of Register of Allegations	Extract of Register of Allegations

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 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 interventions that have been identified to improve controls within the Department and PMTE based on fraud risk assessments that have been conducted.				
Purpose/Importance	Through fraud risk assessments the Department will be in a position to determine where there are areas that need to be improved and make such recommendations to the relevant line function managers which will lead to a reduction in fraud risk exposure				
Data source	Fraud Risk Register				
Collection of data	The data is collected from executing units and consolidated into the Fraud Risk Register. The information is then extracted quarterly for reporting.				
Method of calculation	A 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	DDG 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)	
	-	2	6	2	
Annual Targets	2018 /19 (EP)	2019/20	2020/21	2021/22	2022/23
	2	2	2	2	2
Portfolio of Evidence	Fraud risk register indicating interventions administered	Fraud risk register indicating interventions administered	Fraud risk register indicating interventions administered	Fraud risk register indicating interventions administered	Fraud risk register indicating interventions administered
Quarterly targets 2019/20	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
	-	1	-	1	
Portfolio of Evidence		Fraud risk register indicating interventions administered		Fraud risk register indicating interventions administered	

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 change in the irregular expenditure baseline			
Short description	This indicator is measuring the change in irregular expenditure transactions 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 and reducing the irregular expenditure baseline as disclosed in the annual report.			
Data source	Irregular expenditure register			
Collection of data	The data is collected from executing units and consolidated into the irregular expenditure register. The information is then extracted quarterly for reporting			
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 Director: Financial Management			
Indicator updater	Director: Inspectorate and Compliance			
Baseline	Year - 3 Audited Actual	Year - 2 Audited Actual	Year - 1 Audited Actual	Current Year (Estimated Performance)
	44% (R254 mil)	55% (R203 mil)	11% (26mil)	100%
Annual Targets	2018 /19 (EP)	2019/20	2020/21	2021/22
	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	-	-
Quarterly targets 2019/20	Quarter 1	Quarter 2	Quarter 3	Quarter 4
	-	-	-	100%
Portfolio of Evidence	-	-	-	Irregular expenditure register indicating the baseline of the prior year and current year

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 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. An 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				
Data source	Invoices received from suppliers, payments register/ Reapatata Invoice Tracking System				
Collection of data	The data that is updated by executing units on the Reapatata system. The information is then extracted quarterly for reporting.				
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 received for the same period. <u>Number of compliant invoices paid within 30 days</u> Total number of compliant invoices received for the same period				
Unit of Measure	Percentage				
Data limitations	None				
Type of indicator	Activity				
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: Financial Management				
Indicator updater	Director: Finance				
Baseline	Year – 3 Audited Actual	Year – 2 Audited Actual	Year – 1 Audited Actual	Current Year (Estimated Performance)	
	75% (20 209)	90% (21 418)	93% (21 826)	100%	
Annual Targets	2018 /19 (EP)	2019/20	2020/21	2021/22	2022/23
	100%	100%	100%	100%	100%
Portfolio of Evidence	Reapatata Report indicating date of invoice received, status, compliance, date paid	Reapatata Report indicating date of invoice received, status, compliance, date paid	Reapatata Report indicating date of invoice received, status, compliance, date paid	Reapatata Report indicating date of invoice received, status, compliance, date paid	Reapatata Report indicating date of invoice received, status, compliance, date paid
Quarterly targets 2019/20	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
	100%	100%	100%	100%	
Portfolio of Evidence	Reapatata Report indicating date of invoice received, status, compliance, date paid	Reapatata Report indicating date of invoice received, status, compliance, date paid	Reapatata Report indicating date of invoice received, status, compliance, date paid	Reapatata Report indicating date of invoice received, status, compliance, date paid	

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 bids awarded within 56 working days of closure of tender advertisement				
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 efficiently the Department acquires goods, services and works over the R500 000 threshold.				
Data source	Bids Register and Procurement Plan				
Collection of data	The data is collected from executing units and consolidated into the register of bids awarded. The information is then extracted quarterly for reporting				
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. <u>Count the number of bids awarded within 56 working days of closure of tender advertisement</u> 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	Chief Financial Officer				
Indicator updater	Chief Director: Supply Chain Management				
Baseline	Year – 3 Audited Actual	Year – 2 Audited Actual	Year – 1 Audited Actual	Current Year (Estimated Performance)	
	78% (20)	49% (401)	54% (14)	70%	
Annual Targets	2018 /19 (EP)	2019/20	2020/21	2021/22	2022/23
	70%	75%	80%	85%	85%
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 2019/20	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
	75%	75%	75%	75%	
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 1.8

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 within Supply Chain Management in acquiring goods, services and works below the R500 000 threshold				
Data source	Register of all quotations awarded for DPW services through the quotation process				
Collection of data	The data is collected from executing units and consolidated into the register of quotations awarded. The information is then extracted quarterly for reporting				
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	No				
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	Chief Financial Officer				
Indicator updater	Chief Director: Supply Chain Management				
Baseline	Year – 3 Audited Actual	Year – 2 Audited Actual	Year – 1 Audited Actual	Current Year (Estimated Performance)	
	58% (268)	83% (31)	86% (273)	88%	
Annual Targets	2018 /19 (EP)	2019/20	2020/21	2021/22	2022/23
	88%	90%	90%	90%	90%
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 2019/20	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
	90%	90%	90%	90%	
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)	

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 a compliant internal control, financial and SCM service				
Indicator Title	Percentage of procurement spend for bids awarded to designated groups in line with Preferential Procurement Regulations 2017				
Short description	<p>The indicator is measuring the procurement spend (quotations and tenders) awarded to Designated Groups as defined in the PPR of 2017:</p> <ul style="list-style-type: none"> • B-BBEE status level of contributor, • An EME or QSE; • Bidders that subcontract a minimum 30% of their contract to any of the following groups - an EME or QSE which is at least 51% owned by black people, <ul style="list-style-type: none"> • black people who are women, • black people who are youth, • black people with disabilities, • black people living in rural or undeveloped areas or townships, • cooperatives which is 51% owned by black people, • black people who are Military Veterans to accelerate empowerment of these groups through Public Sector Procurement. • to accelerate empowerment of these groups through Public Sector Procurement. 				
Purpose/importance	To leverage procurement spend to promote socio-economic transformation and empowerment of Designated Groups in line with the Preferential Procurement Regulations of 2017				
Data source	Register of all bids and quotations awarded in the Department.				
Collection of data	The data is collected from executing units and consolidated into the register of awards indicating awarded amount and Designated Groups. The information is then extracted quarterly for reporting				
Method of calculation	<p>Calculate the rand value of bids awarded to Designated Groups and express this as a percentage of the total value of bids awarded for the same period</p> <p><u>Calculate the rand value of bids awarded to Designated Groups</u> Total rand value of bids awarded over the same period</p>				
Unit of Measure	Percentage				
Data limitations	None				
Type of indicator	Output				
Calculation type	Non-cumulative				
Reporting cycle	Quarterly				
New indicator	No				
Desired performance	To ensure that 70% rand value of bids is awarded to Designated Groups in line with the PPR of 2017				
Indicator owner	Chief Financial Officer				
Indicator updater	Chief Director: Supply Chain Management				
Baseline	Year – 3 Audited Actual	Year – 2 Audited Actual	Year – 1 Audited Actual	Current Year (Estimated Performance)	
			70% (1,4bn tender 70% (245m) quotation	75%	
Annual Targets	2018 /19 (EP)	2019/20	2020/21	2021/22	2022/23
	75%	80%	85%	90%	90%
Portfolio of Evidence	Register of awards indicating awarded amount and Designated Groups (Supported by PA40)	Register of awards indicating awarded amount and Designated Groups (Supported by PA40)	Register of awards indicating awarded amount and Designated Groups (Supported by PA40)	Register of awards indicating awarded amount and Designated Groups (Supported by PA40)	Register of awards indicating awarded amount and Designated Groups (Supported by PA40)
Quarterly targets 2019/20	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
	80%	80%	80%	80%	
Portfolio of Evidence	Register of awards indicating awarded amount and Designated Groups (Supported by PA40)	Register of awards indicating awarded amount and Designated Groups (Supported by PA40)	Register of awards indicating awarded amount and Designated Groups (Supported by PA40)	Register of awards indicating awarded amount and Designated Groups (Supported by PA40)	

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 a compliant internal control, financial and SCM service				
Indicator Title	Percentage of bids awarded to designated groups in line with Preferential Procurement Regulations 2017				
Short description	<p>The indicator is measuring the percentage of bids (quotations and tenders) awarded to Designated Groups as defined in the PPR of 2017:</p> <ul style="list-style-type: none"> • B-BBEE status level of contributor, • An EME or QSE; • Bidders that subcontract a minimum 30% of their contract to any of the following groups - an EME or QSE which is at least 51% owned by black people, • black people who are women, • black people who are youth, • black people with disabilities, • black people living in rural or undeveloped areas or townships, • cooperatives which is 51% owned by black people, • black people who are Military Veterans to accelerate empowerment of these groups through Public Sector Procurement. • to accelerate empowerment of these groups through Public Sector Procurement. 				
Purpose/Importance	To leverage procurement spend to promote socio-economic transformation and empowerment of designated Groups in line with the Preferential Procurement Regulations of 2017				
Data source	Register of all bids and quotations awarded in the Department.				
Collection of data	The data is collected from executing units and consolidated into the register of awards indicating awarded amount and Designated Groups. The information is then extracted quarterly for reporting				
Method of calculation	<p>Count the number of bids awarded to the Designated Groups and express this as a percentage of the total number of bids awarded for the same period</p> <p><u>Count the number of bids awarded to Designated Groups</u> Total number of bids awarded for the same period</p>				
Unit of Measure	Percentage				
Data limitations	None				
Type of indicator	Output				
Calculation type	Non-cumulative				
Reporting cycle	Quarterly				
New indicator	No				
Desired performance	To ensure that 70% of bids are awarded to Designated Groups in line with the PPR of 2017				
Indicator owner	Chief Financial Officer				
Indicator updater	Chief Director: Supply Chain Management				
Baseline	Year – 3 Audited Actual	Year – 2 Audited Actual	Year – 1 Audited Actual	Current Year (Estimated Performance)	
	-	-	70% (184) tender 70% (3 906)	75%	
Annual Targets	2018 /19 (EP)	2019/20	2020/21	2021/22	2022/23
	75%	80%	85%	90%	90%
Portfolio of Evidence	Register of awards indicating awarded amount and Designated Groups (Supported by PA40)	Register of awards indicating awarded amount and Designated Groups (Supported by PA40)	Register of awards indicating awarded amount and Designated Groups (Supported by PA40)	Register of awards indicating awarded amount and Designated Groups (Supported by PA40)	Register of awards indicating awarded amount and Designated Groups (Supported by PA40)
Quarterly targets 2019/20	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
	80%	80%	80%	80%	
Portfolio of Evidence	Register of awards indicating awarded amount and Designated Groups (Supported by PA40)	Register of awards indicating awarded amount and Designated Groups (Supported by PA40)	Register of awards indicating awarded amount and Designated Groups (Supported by PA40)	Register of awards indicating awarded amount and Designated Groups (Supported by PA40)	

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 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 would have been filled as reflected in the Recruitment Plan within 6 months from the date of advertisement. The Recruitment Plan identifies critical vacancies prioritised and approved for advertising and filling.				
Purpose/importance	Intended to facilitate the capacitation of the Department through the filling of critical funded vacancies and thereby reduce the vacancy rate within the Department				
Data source	PERSAL information and reports, Vulindlela schedule of posts advertised and filled.				
Collection of data	The data is collected from executing units and consolidated into a database with dates of posts advertised and filled. The information is then extracted quarterly for reporting				
Method of calculation	<u>Number of prioritised posts filled within 6 months from the date of advertisement of the position</u> 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, funded and prioritised positions within a minimum of 6 months 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)	
	100% (603 appointments and 107 promotions)	69% (94)Additional 25 filled (advertised in 2015/16)	100% (109)	100%	
Annual Targets	2018 /19 (EP)	2019/20	2020/21	2021/22	2022/23
	100%	100%	100%	100%	100%
Portfolio of Evidence	Database with dates of posts advertised and filled	Database with dates of posts advertised and filled	Database with dates of posts advertised and filled	Database with dates of posts advertised and filled	Database with dates of posts advertised and filled
Quarterly targets 2019/20	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
	100%	100%	100%	100%	
Portfolio of Evidence	Database with dates of posts advertised and filled	Database with dates of posts advertised and filled	Database with dates of posts advertised and filled	Database with dates of posts advertised and filled	

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 provide and enterprise ICT architecture to support all business functions			
Indicator Title	Number of Property Management modules implemented			
Short description	The indicator is measuring the number of ICT modules implemented on the ARCHIBUS system at Head Office and all Regional Offices for property management. The development includes the gathering of user specification requires, design, customisation and integration testing and User Acceptance Testing of the module. This is followed by the training to all executing units.			
Purpose/importance	To automate business functions in order to provide integrated data for enhanced business decisions			
Data source	Project implementation reporting plan			
Collection of data	The data is collect by Head Office: Corporate Services - ICT and captured on the M&E Reporting System			
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 Offices			
Unit of Measure	Number			
Data limitations	None			
Type of indicator	Output			
Calculation type	Non-cumulative			
Reporting cycle	Annual			
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 fully trained on new modules.			
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)
		2 Modules (Lease In and IAR) developed and all users trained at Head Office and Regional Offices. Additional Modules developed which include GIS integration, Facilities Management call centre and Movable assets	0 module implemented for PMTE (Infrastructure Management) 3 modules (Facilities Management Call Centre, Movable Assets and Immovable Asset Register modules) implemented in 4 Regional Offices	5 modules implemented (Condition Assessment, Scheduled maintenance, lease in, lease out and Construction Project Management)
Annual Targets	2018 /19 (EP)	2019/20	2020/21	2021/22
	5 modules implemented (Condition Assessment, Scheduled maintenance, lease in, lease out and Construction Project Management)	1 module implemented (Investment Analysis)	-	-
Portfolio of Evidence	Signed off user acceptance testing and training	Signed off user acceptance testing and training	-	-
Quarterly targets 2019/20	Quarter 1	Quarter 2	Quarter 3	Quarter 4
	-	-	-	1 module implemented (Investment Analysis)
Portfolio of Evidence				Signed off user acceptance testing and training

Key Performance Indicator 1.13

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 ICT architecture to support all business functions				
Indicator Title	Number of modules enhanced as per ERP implementation plan				
Short description	The indicator is measuring the improvements to the functionalities of the implemented ERP modules utilised by the end users. The additional requirements that are provided by the end users inform improvements to the functionalities of the existing modules.				
Purpose/Importance	To enhance the existing modules on the ERP System in order to provide integrated data for business decisions				
Data source	End users enhancements requirements and ERP implementation plan				
Collection of data	The data is collected by Head Office: Corporate Services – ICT and captured on the M&E Reporting System				
Method of calculation	Simple count of the modules enhanced and tested on the ARCHIBUS system for Head Office and each Regional Offices				
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.				
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)	
	-	-	-	4	
Annual Targets	2018 /19 (EP)	2019/20	2020/21	2021/22	2022/23
	3	5	2	1	-
Portfolio of Evidence	System logs indicating enhancements before and after implementation	System logs indicating enhancements before and after implementation	System logs indicating enhancements before and after implementation		
Quarterly targets 2019/20	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
	1 Module enhanced (scheduled maintenance)	1 Module enhanced (condition assessment)	2 Module enhanced (lease out and lease in)	1 Module enhanced (construction project management)	
Portfolio of Evidence	System logs indicating enhancements before and after implementation	System logs indicating enhancements before and after implementation	System logs indicating enhancements before and after implementation	System logs indicating enhancements before and after implementation	

Key Performance Indicator 1.14

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 supports all business functions				
Indicator Title	ERP system developed for the Public Works Sector				
Short description	Development of an Enterprise Resource Planning System for the sector that will be used for infrastructure 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				
Data source	Project implementation plan				
Collection of data	The data is collected by Head Office: Corporate Services – ICT and captured on the M&E Reporting System				
Method of calculation	None				
Unit of Measure	None				
Data limitations	Lack of / inadequate information obtained from Provinces on current ERPs				
Type of indicator	Output				
Calculation type	Cumulative Year End				
Reporting cycle	Annual				
New indicator	No				
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)	
	-	-	Assessment report for the current ERP across Public Works Sector	Feasibility study on the ERP system for the Public Works Sector developed	
Annual Targets	2018 /19 (EP)	2019/20	2020/21	2021/22	2022/23
	Feasibility study on the ERP system for the Public Works Sector developed	Phase 1 of the Integrated Single Asset Register implemented for the Public Works sector	Phase 2 of the ERP system implemented for the sector	-	-
Portfolio of Evidence	Feasibility report	User Acceptance Test results for the Public Works Sector	User Acceptance Test results for the Public Works Sector	-	-
Quarterly targets 2019/20	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
	-	-	-	Phase 1 of the Integrated Single Asset Register implemented for the Public Works sector	
Portfolio of Evidence	-	-	-	User Acceptance Test results for the Public Works Sector	

Key Performance Indicator 1.15

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 officials that are found to be guilty of acts of fraud and corruption 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 of Public Works by employees.				
Data source	All Business Units in the Department				
Collection of data	The data is collected from executing units and consolidated into a database of misconduct cases. The information is then extracted quarterly for reporting				
Method of calculation	<u>The number of reported fraud and corruption misconduct cases subjected to disciplinary processes</u> 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 reasonable period.				
Indicator owner	Chief Director: Human Resource Management				
Indicator updater	Director: Labour Relations				
Baseline	Year – 3 Audited Actual	Year – 2 Audited Actual	Year – 1 Audited Actual	Current Year (Estimated Performance)	
	4	100% (7)	100% (5)	100%	
Annual Targets	2018 /19 (EP)	2019/20	2020/21	2021/22	2022/23
	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 2019/20	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 1.16

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 faces litigation cases on an on-going basis. The indicator is measuring how effective litigation cases are managed by preventing default judgements from being granted, in other words, the Department should not face fruitless or wasteful expenditure				
Purpose/importance	To ensure that the Department proactively manages litigation and prevents default judgements from taking place and protect the interests of the Department				
Data source	Register book used for receiving legal correspondence (summons, applications), Litigation workbook for all matters-provide status of each matter				
Collection of data	The data is collected from executing units and consolidated into a litigation workbook. The information is then extracted quarterly for reporting				
Method of calculation	<u>Number of default judgements prevented</u> Total number of default judgements				
Unit of Measure	Percentage				
Data limitations	Delays in summons served to the Department that 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: Litigation				
Baseline	Year – 3 Audited Actual	Year – 2 Audited Actual	Year – 1 Audited Actual	Current Year (Estimated Performance)	
	98% (2)	99% (1)	100% (0)	100%	
Annual Targets	2018 /19 (EP)	2019/20	2020/21	2021/22	2022/23
	100%	100%	100%	100%	100%
Portfolio of Evidence	Consolidated litigation workbook	Consolidated litigation workbook	Consolidated litigation workbook	Consolidated litigation workbook	Consolidated litigation workbook
Quarterly targets 2019/20	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
	100%	100%	100%	100%	
Portfolio of Evidence	Consolidated litigation workbook	Consolidated litigation workbook	Consolidated litigation workbook	Consolidated litigation workbook	

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 Technical 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				
Data source	Agreed POA for the sector through Technical MinMec workshop				
Collection of data	The data is collected from performance information reports received from national / provinces and consolidated into a Technical MinMec Report				
Method of calculation	Simple count of the number of performance review reports presented for discussion at Technical 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	No				
Desired performance	Completed reports tabled at Technical 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
					2
Annual Targets	2018 /19 (EP)		2019/20		2020/21
	2		2		2
					2021/22
					2
					2022/23
					2
Portfolio of Evidence	Copy of reports tabled at Technical MinMec		Copy of reports tabled at Technical MinMec		Copy of reports tabled at Technical MinMec
Quarterly targets 2019/20	Quarter 1		Quarter 2		Quarter 3
			1		
Portfolio of Evidence			Copy of reports tabled at Technical MinMec		Copy of reports tabled at Technical MinMec

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 with IGR Partners				
Short description	Cooperation and protocol agreements signed with Provinces, Municipalities and National Government Departments 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				
Data source	Provincial Growth and Development Strategy (PGDS), IDPS, APPS and Strategic Plans of the Public Bodies.				
Collection of data	The data is collected by the IGR Branch and captured on the M&E Reporting System				
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	Outputs				
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 Coordination				
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	12	15	
Annual Targets	2018 /19 (EP)	2019/20	2020/21	2021/22	2022/23
	15	15	15	15	15
Portfolio of Evidence	Signed agreements between Department and relevant IGR Partners	Signed agreements between Department and relevant IGR Partners	Signed agreements between Department and relevant IGR Partners	Signed agreements between Department and relevant IGR Partners	Signed agreements between Department and relevant IGR Partners
Quarterly targets 2019/20	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
		5	5	5	
Portfolio of Evidence		Signed agreements between Department and relevant IGR Partners	Signed agreements between Department and relevant IGR Partners	Signed agreements between Department and relevant IGR Partners	

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	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 improve the coordination and collaboration within the Public Works Sector				
Data source	IGR structures governance protocol and TOR's IGR approved policy				
Collection of data	The data is collected from the sector and consolidated into a Stakeholder survey report				
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	No				
Desired performance	Effective coordination of the sector and smooth decision making processes				
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)	
	-	2	2	1	
Annual Targets	2018 /19 (EP)	2019/20	2020/21	2021/22	2022/23
	1	1	1	1	1
Portfolio of Evidence	Stakeholder survey report	Stakeholder survey report	Stakeholder survey report	Stakeholder survey report	Stakeholder survey report
Quarterly targets 2019/20	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
	-	-	-	1	
Portfolio of Evidence				Stakeholder survey report	

Sub Programme: Professional Services

Key Performance Indicator 2.4

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 skills development programme				
Short description	The indicator is measuring the number of beneficiaries that are participating in the Department's skills development programme to capacitate the Department and PMTE. There will be participation 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 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.				
Data source	PERSAL, Vulindlela, EXCEL data, Workplace skills plan				
Collection of data	The data that is updated by executing units on the database with list of beneficiaries. The information is then extracted for reporting.				
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	Chief Director: Professional Services				
Baseline	Year – 3 Audited Actual	Year – 2 Audited Actual	Year – 1 Audited Actual		Current Year (Estimated Performance)
	1 294	1 542	1 680		1 100
Annual Targets	2018 /19 (EP)	2019/20	2020/21	2021/22	2022/23
	1 100	1 212	1 212	1 212	1 212
Portfolio of Evidence	Database with list of beneficiaries (supported by Letter of Appointment or MOU)	Database with list of beneficiaries (supported by Letter of Appointment or MOU)	Database with list of beneficiaries (supported by Letter of Appointment or MOU)	Database with list of beneficiaries (supported by Letter of Appointment or MOU)	Database with list of beneficiaries (supported by Letter of Appointment or MOU)
Quarterly targets 2019/20	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
	-	-	-	1 212	
Portfolio of Evidence	-	-	-	Database with list of beneficiaries (supported by Letter of Appointment or MOU)	

Key Performance Indicator 2.5

Strategic Goal	To build state capacity in the built environment and property sector			
Strategic Objective	To restore the skills pipeline in the built environment			
Indicator Title	Number of Provinces with State capacity building programmes in the built environment aligned to the skills pipeline programme			
Short description	The indicator is measuring the number of Provincial Public Works departments (Gauteng, Western Cape, Mpumalanga) that are planning or implementing State capacity building programmes in the built environment that are identified and aligned to the skills pipeline strategy. The National Department of Public Works as the lead coordinator of the implementation of technical capacity building drives efforts within the sector.			
Purpose/importance	The purpose is to restore the built environment pipeline strategy to ensure critical and scarce skills are created for the State. This intervention contributes to the National Infrastructure Development Act, the National Skills Development Strategy III, and the National Development Plan vision 2030 that articulates the importance of a "capable state" through accelerated production of Artisans and black built environment professionals.			
Data source	Professional Services performance report			
Collection of data	The data is collected from the Provinces and consolidated into a report showing number of provinces with capacity building programmes aligned to the skills pipeline			
Method of calculation	Simple count of number of Provinces with state capacity building programmes in the built environment that are aligned to the skills pipeline strategy.			
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 number of provinces with capacity building programmes aligned to the skills pipeline strategy. Seamless national coordination of capacity building interventions.			
Indicator owner	Deputy Director-General: Professional Services			
Indicator updater	Chief Director: Professional Services			
Baseline	Year – 3 Audited Actual	Year – 2 Audited Actual	Year – 1 Audited Actual	Current Year (Estimated Performance)
				3
Annual Targets	2018 /19 (EP)	2019/20	2020/21	2021/22
	3	3	3	Built Environment Sector Plan implemented
Portfolio of Evidence	Signed report showing number of provinces (KZN, EC, NW) with capacity building programmes aligned to the skills pipeline strategy	Signed report showing number of provinces (Mpumalanga, Western Cape, Gauteng) with capacity building programmes aligned to the skills pipeline strategy	Signed report showing number of provinces with capacity building programmes aligned to the skills pipeline strategy	Approved Built Environment Sector Plan
Quarterly targets 2019/20	Quarter 1	Quarter 2	Quarter 3	Quarter 4
	Baseline analysis report developed	Capacity building programmes designed	Development of Draft capacity building programmes	3 provinces with capacity building programmes
Portfolio of Evidence	Baseline analysis report	Draft design of capacity building programmes	Draft capacity building programmes	Signed report showing number of provinces with capacity building programmes aligned to the skills pipeline strategy

Key Performance Indicator 2.6

Strategic Goal	To build state capacity for skills in the built environment				
Strategic Objective	To establish the skills pipeline in the built environment				
Indicator Title	Number of Schools Programme participants enrolled for the Built Environment qualifications				
Short description	The indicator is measuring the number of learners that have participated in the Schools Programme, from grade 10 up to grade 12, offered by the Department of Public Works for the enhancement of maths and science learners who obtain a bachelor's pass making them eligible to enrol at University for a built environment and/or property sector qualification.				
Purpose/importance	The purpose is to increase the number of graduates in the built environment and property sector which are considered as scarce skills areas. This intervention is part of the National Capacity Building Framework of the Department aligned to the National Development Plan that articulates the accelerated production of black Built Environment Professionals.				
Data source	List of Grade 12 participants in the Schools Programme identified from various schools. Department of Basic Education – Matric results				
Collection of data	The data is collected from the executing units and consolidated into the database with list of beneficiaries in Grade 12. The information is then extracted for reporting.				
Method of calculation	A simple count of the number of Schools Programme participants that have enrolled for Built Environment Qualification				
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 pass rates for learners within the Department's schools programme				
Indicator owner	Deputy Director-General: Professional Services				
Indicator updater	Chief Director: Professional Services				
Baseline	Year – 3 Audited Actual	Year – 2 Audited Actual	Year – 1 Audited Actual	Current Year (Estimated Performance)	
	-	-	-	30	
Annual Targets	2018 /19 (EP)	2019/20	2020/21	2021/22	2022/23
	30	40	50	60	60
Portfolio of Evidence	Database with list of beneficiaries (supported by proof of registration)	Database with list of beneficiaries (supported by proof of registration)	Database with list of beneficiaries (supported by proof of registration)	Database with list of beneficiaries (supported by proof of registration)	Database with list of beneficiaries (supported by proof of registration)
Quarterly targets 2019/20	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
	-	-	-	40	
Portfolio of Evidence	-	-	-	Database with list of beneficiaries (supported by proof of registration)	

Key Performance Indicator 2.7

Strategic Goal	To build state capacity for skills in the built environment				
Strategic Objective	To establish the skills pipeline in the built environment				
Indicator Title	Number of bursary scheme beneficiaries with completed Built Environment Qualifications.				
Short description	The indicator is measuring the number of Department of Public Works bursary holders that have completed their Built Environment or Property Sector Qualifications at University.				
Purpose/importance	The purpose is to increase the number of graduates in the built environment and property sector which are considered as scarce skills areas. This intervention is part of the National Capacity building Framework of the Department aligned to the National Development Plan that articulates the accelerated production of black Built Environment Professionals.				
Data source	List of beneficiaries that have received Public Works Bursaries Academic records of beneficiaries from the Department of Higher Education and Training				
Collection of data	The data is collected from the executing units and consolidated into the database with list of beneficiaries in graduating university. The information is then extracted for reporting.				
Method of calculation	A simple count of the number of bursary scheme beneficiaries that have completed their Built Environment (inclusive of property sector) Qualifications				
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				
Indicator owner	Deputy Director-General: Professional Services				
Indicator updater	Chief Director: Professional Services				
Baseline	Year - 3 Audited Actual	Year - 2 Audited Actual	Year - 1 Audited Actual	Current Year (Estimated Performance)	
				30	
Annual Targets	2018 /19 (EP)	2019/20	2020/21	2021/22	2022/23
	30	40	50	60	60
Portfolio of Evidence		Database with list of beneficiaries in graduating university (supported with academic record)	Database with list of beneficiaries in graduating university (supported with academic record)	Database with list of beneficiaries in graduating university (supported with academic record)	Database with list of beneficiaries in graduating university (supported with academic record)
Quarterly targets 2019/20	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
				40	
Portfolio of Evidence				Database with list of beneficiaries in graduating university (supported with academic record)	

Key Performance Indicator 2.8

Strategic Goal	To build state capacity for skills in the built environment				
Strategic Objective	To establish the skills pipeline in the built environment				
Indicator Title	Public Works Academy established				
Short description	The indicator is measuring the progressive stages towards the launch of Public Works Academy				
Purpose/importance	There is a critical need to establish permanent technical development centre of excellence for Public Works to implement and facilitate technical capacity building programmes.				
Data source	Professional Services performance report, built environment research				
Collection of data	The data is collected by the PS Branch and captured on the M&E Reporting System				
Method of calculation	None				
Unit of Measure	None				
Data limitations	None				
Type of indicator	Output				
Calculation type	Non-cumulative				
Reporting cycle	Quarterly				
New indicator	No				
Desired performance	To ensure that a National Department of Public Works Academy is launched for continuous professional development and preparing candidates for assessments towards professional registration				
Indicator owner	Deputy Director-General: Professional Services				
Indicator updater	Chief Director: Professional Services				
Baseline					
	Year – 3 Audited Actual	Year – 2 Audited Actual	Year – 1 Audited Actual	Current Year (Estimated Performance)	
Annual Targets	2018 /19 (EP)	2019/2020	2020/2021	2021/2022	2022/2023
	Public Works Academy concept document approved	Public Works Academy Operational	Performance review of the Public Works Academy	-	-
Portfolio of Evidence	Signed Public Works Academy concept document	Report on Operationalisation of Public Works Academy	Performance Review Report	-	-
Quarterly targets 2019/20	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
	Funding model to Treasury for a Public Expenditure Review	Develop partnership MOUs with NSG, Africa Infrastructure Development Programme and Construction UK (Constructionarium SA Chapter)	Convert revised business processes (DPW and PMTE), IDMS into training manuals, link Councils CPD training and embed on the e-learning platform	Public Works Academy Operational	
Portfolio of Evidence	Approved Funding model	Approved MOUs	Training manuals, and report on linkages with Councils CPD and e-learning platform.	Report on Operationalisation of Public Works Academy	

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 in the EPWP-Reporting System by public bodies, in all spheres of Government as well as Non-Profit Organisations, 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 EPWP is a nationwide programme covering all spheres of government and state-owned enterprises (national departments; provincial departments, municipalities, non-state and state entities). The EPWP provides an important avenue for labour absorption and income support to poor households in the short to medium-term. It is also a deliberate effort by the public sector bodies to use expenditure on goods and services to create work opportunities for the unemployed.				
Data source	Monthly reporting by public bodies on the EPWP Reporting System				
Collection of data	EPWP information is reported by public bodies on the EPWP Reporting System and validated and consolidated by the system. The EPWP Annex Report is then extracted quarterly for reporting.				
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 Year to Date				
Reporting cycle	Quarterly				
New indicator	No				
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)	
	741 540	779 251	900 234	1 455 840	
Annual Targets	2018 /19 (EP)	2019/20	2020/21	2021/22	2022/23
	1 455 840	991 792	994 110	1 018 950	1 032 039
Portfolio of Evidence	EPWP Annexure Report	EPWP Annexure Report	EPWP Annexure Report	EPWP Annexure Report	EPWP Annexure Report
Quarterly targets 2019/20	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
	247 948	492 896	743 844	991 792	
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	<p>The indicator is measuring the number of work opportunities reported by public bodies (national departments; provincial departments, municipalities, non-state and state entities) in the EPWP-Reporting System, disaggregated into women, youth and persons with disabilities:</p> <ul style="list-style-type: none"> • 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	Ensure participation in the EPWP by designated groups aligned to the EPWP Phase III Business Plan. The intention is to provide participants with work opportunities coupled with training.														
Data source	Monthly reporting by public bodies on the EPWP Reporting System														
Collection of data	EPWP information is reported by public bodies on the EPWP Reporting System and validated and consolidated by the system. The EPWP Annex Report is then extracted quarterly for reporting.														
Method of calculation	<p>The work opportunities reported by public bodies are disaggregated into women, youth and people with disabilities. Percentage calculation of:</p> <p><u>Number of work opportunities reported for women</u> Total number of EPWP work opportunities reported</p> <p><u>Number of work opportunities reported for people with disabilities</u> Total number of work opportunities reported</p> <p><u>Number of work opportunities reported for youth</u> Total number of work opportunities reported</p>														
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 Year End														
Reporting cycle	Quarterly														
New indicator	No														
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	<table border="1"> <thead> <tr> <th>Year – 3 Audited Actual</th> <th>Year – 2 Audited Actual</th> <th>Year – 1 Audited Actual</th> <th>Current Year (Estimated Performance)</th> </tr> </thead> <tbody> <tr> <td>51% Youth 63% Women 0.71% persons with disabilities</td> <td>45.94% Youth 68.52% Women 1.68% persons with disabilities</td> <td>44% Youth (394 415) 66% Women (598 333) 1.3% persons with disabilities (11 510)</td> <td>55% Youth 55% Women 2% persons with disabilities</td> </tr> </tbody> </table>				Year – 3 Audited Actual	Year – 2 Audited Actual	Year – 1 Audited Actual	Current Year (Estimated Performance)	51% Youth 63% Women 0.71% persons with disabilities	45.94% Youth 68.52% Women 1.68% persons with disabilities	44% Youth (394 415) 66% Women (598 333) 1.3% persons with disabilities (11 510)	55% Youth 55% Women 2% persons with disabilities			
Year – 3 Audited Actual	Year – 2 Audited Actual	Year – 1 Audited Actual	Current Year (Estimated Performance)												
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2018 /19 (EP)	2019/20	2020/21	2021/22	2022/23											
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										
Quarterly targets 2019/20	<table border="1"> <thead> <tr> <th>Quarter 1</th> <th>Quarter 2</th> <th>Quarter 3</th> <th>Quarter 4</th> </tr> </thead> <tbody> <tr> <td>55% Youth 55% Women) 2% persons with disabilities</td> <td>55% Youth 55% Women) 2% persons with disabilities</td> <td>55% Youth 55% Women) 2% persons with disabilities</td> <td>55% Youth 55% Women) 2% persons with disabilities</td> </tr> </tbody> </table>	Quarter 1	Quarter 2	Quarter 3	Quarter 4	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						
Quarter 1	Quarter 2	Quarter 3	Quarter 4												
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										

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.				
Data source	Report compiled from information drawn from EPWP Reporting System and or collected through EPWP Surveys.				
Collection of data	The data is collected from the system. The information is then extracted quarterly for reporting.				
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 Year to Date				
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	2	2	
Annual Targets	2018 /19 (EP)	2019/20	2020/21	2021/22	2022/23
	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 2019/20	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
	-	1	-	1	
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 in 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 throughout the financial year.				
Purpose/importance	The indicator contributes to the work opportunities reported by NPOs within the EPWP.				
Data source	The data is collected from Public Bodies				
Collection of data	The data that is collected from Public Bodies by the Intermediary and reported on the EPWP-RS. The database is then extracted quarterly for reporting.				
Method of calculation	A simple count of the number of contracted NPOs that are supported to implement the NSS				
Unit of Measure	Number				
Data limitations	Late contracting with NPOs by intermediaries				
Type of indicator	Output				
Calculation type	Cumulative Year End				
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)	
	396	386	354	350	
Annual Targets	2018 /19 (EP)	2019/20	2020/21	2021/22	2022/23
	350	350	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).	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 2019/20	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.				
Data source	Training, site visits, workshops, meetings, written communication				
Collection of data	The data is collected by the EPWP Branch consolidated into a database showing public bodies provided with technical support				
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 Year to Date				
Reporting cycle	Bi annual				
New indicator	No				
Desired performance	To support public bodies to increase in the number of work opportunities created 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)	
	278	297	297	290	
Annual Targets	2018 /19 (EP)	2019/20	2020/21	2021/22	2022/23
	290	290	290	290	290
Portfolio of Evidence	Database showing public bodies provided with technical support (supported by Attendance Registers/ signed minutes/ copies of communication with Public Bodies).	Database showing public bodies provided with technical support (supported by Attendance Registers/ signed minutes/ copies of communication with Public Bodies).	Database showing public bodies provided with technical support (supported by Attendance Registers/ signed minutes/ copies of communication with Public Bodies).	Database showing public bodies provided with technical support (supported by Attendance Registers/ signed minutes/ copies of communication with Public Bodies).	Database showing public bodies provided with technical support (supported by Attendance Registers/ signed minutes/ copies of communication with Public Bodies).
Quarterly targets 2019/20	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
	-	200	-	290	
Portfolio of Evidence	-	Database showing public bodies provided with technical support (supported by Attendance Registers/ signed minutes/ copies of communication with Public Bodies).	-	Database showing public bodies provided with technical support (supported by Attendance Registers/ signed minutes/ copies of communication with Public Bodies).	

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.				
Data source	Reports or minutes of meetings or workshops.				
Collection of data	Data is collected by the EPWP Branch and reported on the M&E System.				
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 Year to Date				
Reporting cycle	Bi annual				
New indicator	No				
Desired performance	Targeted number of Frameworks approved annually.				
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)	
		0 Framework Approved (Audit Guidelines)	0 Framework Approved (SOP for EPWP Audit)	1	
Annual Targets	2018 /19 (EP)	2019/20	2020/21	2021/22	2022/23
	1	1	1	1	1
Portfolio of Evidence	Approved Framework	Approved Framework	Approved Framework	Approved Framework	Approved Framework
Quarterly targets 2019/20	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
	-	Draft framework developed for consultation (EPWP Policy)	-	1 Framework approved (EPWP Policy)	
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	Developed Public Works Bill			
Short description	Lead the review of the Public Works White Papers, legislation, policy frameworks and environmental factors to inform the development of the Public Works Bill.			
Purpose/importance	The Public Works Act emanating from the review of the Public Works White Papers, legislation, policy frameworks and environmental factors will ensure improved oversight and service delivery in the Public Works Sector (Provincial Departments of Public Works, Public Entities reporting to the Minister of Public Works and functional areas within the Department and PMTE)			
Data source	Current White Papers, policies, legislation, research findings, quarterly and annual reports.			
Collection of data	The data is collected by the Construction and Property Policy Regulation and Research Branch and reported on the M&E system			
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.			
Indicator owner	Deputy Director-General: Policy, Research and Regulation			
Indicator updater	Chief Director: Construction & Property Policy			
Baseline	Year - 3 Audited Actual	Year - 2 Audited Actual	Year - 1 Audited Actual	Current Year (Estimated Performance)
	-	The draft White Paper has not yet been developed and could therefore not be gazetted	A policy discussion document developed for internal stakeholder consultation to inform the development of the Draft Public Works White Paper to be gazetted for public comments.	Comprehensive Public Works Review Report submitted to Minister
Annual Targets	2018 /19 (EP)	2019/20	2020/21	2021/22
	Comprehensive Public Works Review Report submitted to Minister	Draft Public Works White Paper submitted to Minister for Parliamentary processes	Draft Public Works Bill submitted to Minister for Parliamentary processes.	-
Portfolio of Evidence	Policy Discussion document.	Signed request from DDG Policy to Minister to gazette the Draft Public Works White Paper for Public Comment.	Signed request from DDG Policy to Minister to submit White Paper for Parliamentary processes	-
Quarterly targets 2019/20	Quarter 1	Quarter 2	Quarter 3	Quarter 4
	Policy Position Paper developed for submission to Minister for consideration	Public Works Green Paper developed	-	Draft Public Works White Paper submitted to Minister for Parliamentary processes
Portfolio of Evidence	Submission to Minister with Policy options document	Submission to Minister with Public Works Green Paper	-	Submission from DDG Policy to Minister with Draft Public Works 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	Developed Construction Industry Development Board (CIDB) Amendment Bill				
Short description	Review of the CIDB Act (Act 38 of 2000) to ensure relevance of the Act and that the regulatory and developmental role of the CIDB is strengthened.				
Purpose/importance	To enhance the growth, development, regulation, transformation and competitiveness of the construction sector.				
Data source	Current policies and legislation; research findings, quarterly and annual reports.				
Collection of data	The data is collected by the Construction and Property Policy Regulation and Research Branch and reported on the M&E system				
Method of calculation	None				
Unit of Measure	None				
Data limitations	Lack of inputs from stakeholders and public consultation process.				
Type of indicator	Output				
Calculation type	Non-cumulative				
Reporting cycle	Annually				
New indicator	No				
Desired performance	An amended CIDB Act approved				
Indicator owner	Deputy Director-General: Construction and Property Policy Regulation and Research				
Indicator updater	Chief Director: Construction Policy Development				
Baseline	Year – 3 Audited Actual	Year – 2 Audited Actual	Year – 1 Audited Actual	Current Year (Estimated Performance)	
	Prompt payment regulations gazetted	Draft CIDB Amendment Bill developed towards consultation with stakeholders	Stakeholders consultation on the draft CIDB amendments Bill took place	CIDB Amendment Bill submitted to Minister for gazetting for public comment	
Annual Targets	2018 /19 (EP)	2019/20	2020/21	2021/22	2022/23
	CIDB Amendment Bill submitted to Minister for gazetting for public comment	Revised draft legislative amendments developed for submission to Minister	CIDB Amendment Bill submitted to Minister for Parliamentary process		
Portfolio of Evidence	Submission from DDG Policy to Minister with CIDB Amendment Bill	Final report on proposed legislative amendments to the CIDB Act	Cabinet Memorandum on the CIDB Amendment Bill submitted to Minister for Parliamentary Process.		
Quarterly targets 2019/20	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
		Finalise the amendments to CIDB Act		Revised draft legislative amendments developed for submission to Minister	
Portfolio of Evidence		Preliminary report on proposed legislative amendments to the CIDB Act		Final report on proposed legislative amendments to the CIDB Act	

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	Developed Council for the Built Environment (CBE) Amendment Bill				
Short description	The amendments of the CBE Act to ensure relevance of the Act and that the regulatory and developmental role of the CBE is strengthened				
Purpose/importance	To enhance the growth, development, regulation, transformation and competitiveness of the built environment professions.				
Data source	Reports of the CBE and the BEPCs.				
Collection of data	The data is collected by the Construction and Property Policy Regulation and Research Branch and reported on the M&E system				
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 amended CBE Act approved				
Indicator owner	Deputy Director-General: Construction and Property Policy Regulation and Research				
Indicator updater	Chief Director: Construction Policy Development				
Baseline	Year – 3 Audited Actual	Year – 2 Audited Actual	Year – 1 Audited Actual	Current Year (Estimated Performance)	
		Draft CBE Amendment Bills developed towards consultation with stakeholders	Stakeholders consultation on the draft CBE amendments Bill took place	Policy options document developed.	
Annual Targets	2018 /19 (EP)	2019/20	2020/21	2021/22	2022/23
	Policy options document developed.	Revised Built Environment Profession (BEPs) Policy submitted to Minister for approval	Draft legislative amendments on the CBE Amendment Bill submitted to Minister for consideration	-	-
Portfolio of Evidence	Submission from DDG Policy to Minister on the CBE policy options	Submission from DDG Policy to Minister on the Revised Built Environment Professions (BEPs) Policy	Report on proposed legislative amendments		
Quarterly targets 2019/20	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
		Draft Built Environment Profession (BEPs) Policy submitted to Minister to approve for Public Consultation		Revised draft Built Environment Professions (BEPs) Policy submitted to Minister for approval	
Portfolio of Evidence		Submission from DDG Policy to Minister requesting approval to consult on the Built Environment Profession (BEPs) Policy		Submission from DDG Policy to Minister on the Revised Built Environment Professions (BEPs) Policy	

Key Performance Indicator 4.4

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	Developed Built Environment Professional Councils (BEPCs) Amendment Bills				
Short description	The amendments of the Acts that regulates the built environment professions namely: <ol style="list-style-type: none"> 1. South African Council for the Property Valuers Profession (SACPVP) 2. Engineering Council of South Africa (ECSA) 3. The South African Council for the Architectural Profession (SACAP) 4. The South African Council for the Quantity Surveying Profession (SACQSP) 5. South African Landscape Architectural Professions (SACLAP) 6. South African Council for Project and Construction Management Profession (SACPCMP) 				
Purpose/Importance	To enhance the growth, development, regulation, transformation and competitiveness of the built environment professions.				
Data source	Reports of the CBE and the BEPCs.				
Collection of data	The data is collected by the Construction and Property Policy Regulation and Research Branch and reported on the M&E system				
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	Annually				
New indicator	No				
Desired performance	Amended Acts of the six BEPCs				
Indicator owner	Deputy Director-General: Construction and Property Policy Regulation and Research				
Indicator updater	Chief Director: Construction Policy Development				
Baseline	Year - 3 Audited Actual	Year - 2 Audited Actual	Year - 1 Audited Actual	Current Year (Estimated Performance)	
		Draft CBE and BEPCs Amendment Bills developed towards consultation with stakeholders	Consultation report on the proposed amendments to the CBE Act and the six BEPCs Acts	Policy options document developed.	
Annual Targets	2018 /19 (EP)	2019/20	2020/21	2021/22	2022/23
	Policy options document developed.	Built Environment Professional Councils (BEPCs') Bills amended for consultation.	Built Environment Professional Councils (BEPCs) Amendment Bills submitted to Minister for Parliamentary processes.		
Portfolio of Evidence	Submission from DDG Policy to Minister on with BEPCs policy options document	Amended BEPCs' Bills	Cabinet Memorandum on the BEPCs Amendment Bills submitted to Minister for Parliamentary Process.		
Quarterly targets 2019/20	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
		Built Environment Professional Councils (BEPCs) Bills amended for consultation.			
Portfolio of Evidence		Amended BEPCs' Bills			

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				
Data source	Ministerial handbook, Presidential Handbook, Guidelines and Security measures				
Collection of data	Data is collected by the Prestige Unit and uploaded on the M&E System				
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 improve the management of the Prestige portfolio according to an approved policy framework				
Indicator owner	Chief Director: Prestige				
Indicator updater	Director: Prestige				
Baseline	Year – 3 Audited Actual	Year – 2 Audited Actual	Year – 1 Audited Actual	Current Year (Estimated Performance)	
Annual Targets	2 Prestige policies approved	No Prestige policies approved	No Prestige policies approved	2 Prestige policies approved	
	2018 /19 (EP)	2019/20	2020/21	2021/22	2022/23
	2 Prestige policies approved	2 Prestige policies approved	2 Prestige policies approved	2 Prestige policy approved	2 Prestige policy approved
Portfolio of Evidence	Prestige policies approved by DG	Policy on allocation of residences to Parliament Office Bearers approved by DG Policy on donating of Prestige movable infrastructure to public bodies and other Departments approved by DG	Prestige policies approved by DG	Prestige policies approved by DG	Prestige policies approved by DG
Quarterly targets 2019/20	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
	-	-	1 Prestige policy approved	1 Prestige policy approved	
Portfolio of Evidence	-	-	Policy on allocation of residences to Parliament Office Bearers approved by DG	Policy on donating of Prestige movable infrastructure to public bodies and other Departments approved by 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	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.				
Data source	Based on the formal request/specifications of Prestige clients.				
Collection of data	The data is collected from respective executing units and consolidated into a schedule of all planned state events				
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	Chief Director: Prestige				
Indicator updater	Director: Prestige				
Baseline	Year – 3 Audited Actual	Year – 2 Audited Actual	Year – 1 Audited Actual	Current Year (Estimated Performance)	
	15	13	8	8	
Annual Targets	2018 /19 (EP)	2019/20	2020/21	2021/22	2022/23
	8	8	8	8	8
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 2019/20	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 5.3

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	Percentage of movable assets provided within 60 days after approval by prestige clients				
Short description	The indicator is measuring the percentage of requests from Prestige clients for the provision of movable assets (furniture) that is provided or processed within 60 days 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.				
Data source	Needs assessments from user departments, condition assessments, Ministerial Handbook and Presidential Handbook				
Collection of data	The data is collected from respective executing units and consolidated into a schedule of prestige clients provided with movable assets indicating the date of request and the date of delivery				
Method of calculation	Count the requests received from Prestige clients to provide movable assets that is processed within 60 days after receiving the approved clients' request and divide that by the total number of registered requests for movable assets processed for the same time period <u>Count the number of requests for movable assets (furniture) that is processed within 60 days</u> Total number of registered requests for movable assets received for the same time period				
Unit of Measure	Percentage				
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.				
Indicator owner	Chief Director: Prestige				
Indicator updater	Director: Prestige				
Baseline	Year – 3 Audited Actual	Year – 2 Audited Actual	Year – 1 Audited Actual	Current Year (Estimated Performance)	
	20% (8 of 39)	40% (21 of 52)	33% (6 of 18)	80%	
Annual Targets	2018 /19 (EP)	2019/20	2020/21	2021/22	2022/23
	80%	85%	90%	95%	95%
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 2019/20	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
	85%	85%	85%	85%	
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)	

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	Signed off infrastructure worklists for the Prestige Portfolio				
Short description	The indicator is measuring the number worklists containing a schedule of prioritised and funded infrastructure projects for the applicable financial year signed by user department that are compiled in line with IDMS based on the User Asset Management Plans.				
Purpose/importance	To enable the Department of Public Works to mobilise its resources for the execution of the prioritised and funded capital works projects.				
Data source	User Asset Management Plan for Prestige.				
Collection of data	The data is collected from the Presidency and Parliament and consolidated onto a signed infrastructure worklist				
Method of calculation	Simple count of the number of infrastructure work lists signed for the upcoming financial year.				
Unit of Measure	Number				
Data limitations	Data integrity on WCS				
Type of indicator	Output				
Calculation type	Non-cumulative				
Reporting cycle	Annually				
New indicator	No				
Desired performance	To obtain signed off infrastructure work lists at the start of the financial year for user department that have capital projects				
Indicator owner	Chief Director: Prestige				
Indicator updater	Director: Prestige				
Baseline	Year – 3 Audited Actual	Year – 2 Audited Actual	Year – 1 Audited Actual	Current Year (Estimated Performance)	
	1	1	1	1	
Annual Targets	2018 /19 (EP)	2019/20	2020/21	2021/22	2022/23
	1	1	1	1	1
Portfolio of Evidence	Signed infrastructure worklist (Presidency and Parliament)	Signed infrastructure worklist (Presidency and Parliament)	Signed infrastructure worklist (Presidency and Parliament)	Signed infrastructure worklist (Presidency and Parliament)	Signed infrastructure worklist (Presidency and Parliament)
Quarterly targets 2019/20	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
	0	0	0	1	
Portfolio of Evidence				Signed infrastructure worklist (Presidency and Parliament)	

17. Legislation the Department of Public Works administers

Table 47: Legislation the Department of Public Works Administers

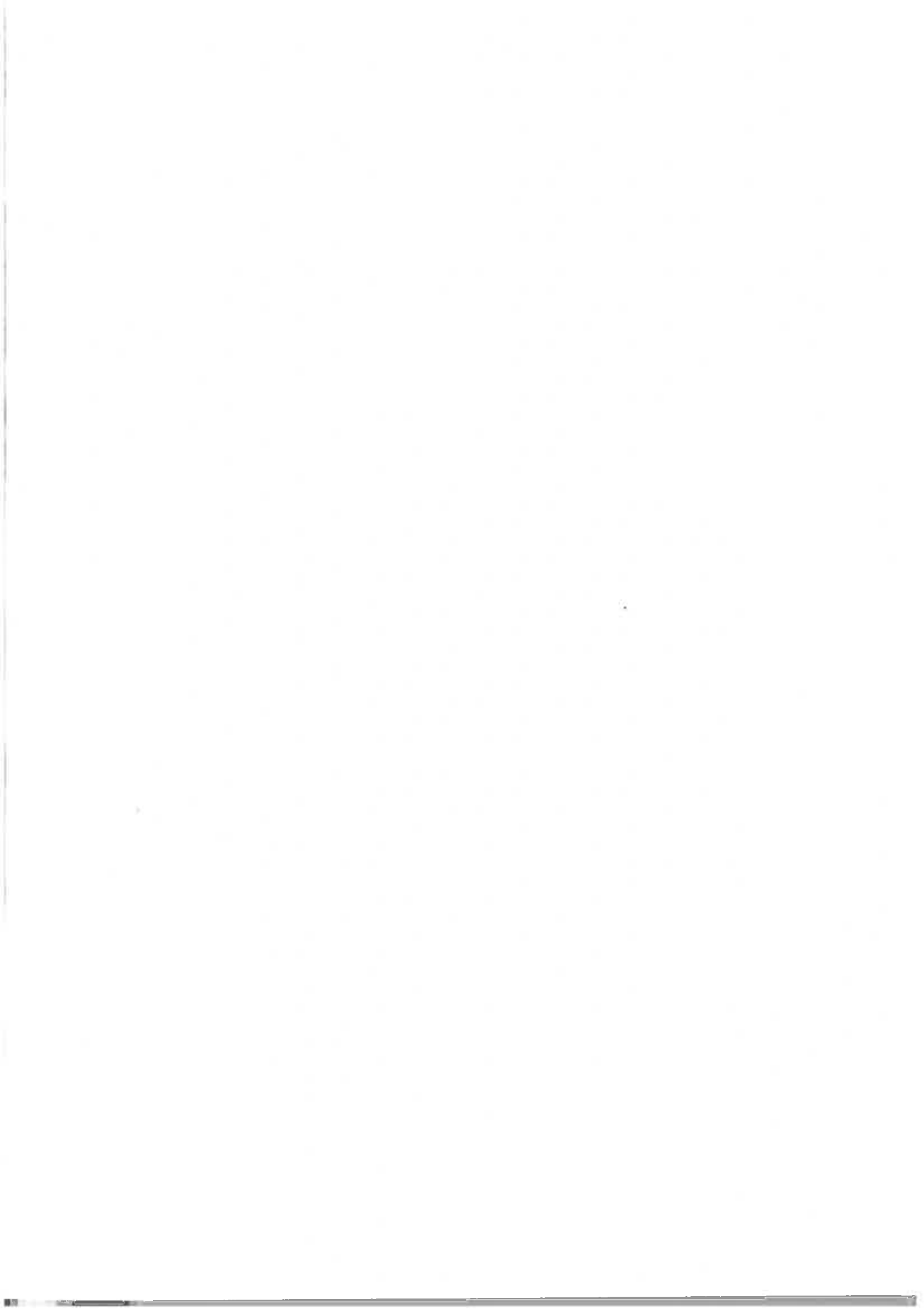
Short Title of the Act	Purpose of the Act
Before Union (prior to 1910)	
Cape Outspans Act 17 of 1902	To provide for the resumption of unused Outspans, and cancellation and delimitation of Outspan Servitudes.
Pretoria and Military Supply Ordinance, 1905	To render certain Crown Land to the Municipality 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.

Short Title of the Act	Purpose of the Act
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.
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.

Short Title of the Act	Purpose of the Act
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.
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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SOUTH AFRICA WORKS BECAUSE OF PUBLIC WORKS

Department of Public Works 2019/20 Annual Performance Plan

The 2019/20 Annual Performance Plan for the Department of Public Works is compiled with the latest available information from departmental and other sources. Some of the information is unaudited or subject to revision.

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