



public works  
& infrastructure

Department:  
Public Works and Infrastructure  
REPUBLIC OF SOUTH AFRICA



**PUBLIC WORKS AND INFRASTRUCTURE** **SECTOR PLAN**  
**2021 - 2025**



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## Minister's Foreword



The Constitution of the Republic of South Africa assures coherence and cooperative government for the Republic ensuring that all spheres of government work together to achieve its developmental mandate. In terms of Schedule 4 of the Constitution, public works is a concurrent mandate between National and Provincial Government and Public Entities. In exercising the concurrent responsibility, the respective spheres of government collaborate in functional areas allocated to them, while allowing the National Government to establish parameters in the form of minimum norms and standards, frameworks, and national policies within which the functions of public works can and will be operated.

Through this mandate, the Department of Public Works and Infrastructure (DPWI) plays an oversight role over the entire sector, constituting the Provincial Departments and Public Entities. This Five-Year Sector Plan has therefore been developed and approved to guide service delivery across the Public Works Sector by means of a collaborative and engaging approach. The Minister and

Members of Executive Councils (MinMec) serves as the coordinating and oversight body.

In executing this mandate, the Department is committed to contributing towards the realisation of the seven key national priorities set out in the Medium-Term Strategic Framework (MTSF) with the objective of driving infrastructure-led economic growth. This will be achieved through a partnership approach with stakeholders, the communities that we serve, sector departments, Provincial Departments, municipalities, labour, and the private sector. In ensuring economic growth throughout the country, the coordination and implementation of the District Development Model (DDM) becomes critical for the Department in enhancing service delivery requirements.

In response to the concurrent mandate, the Department, together with its provincial counterparts, will continuously endeavour to cooperate and implement transversal, thematic, and cross-cutting programmes that fall under the banner of public works.

The programmes implemented in line with the concurrent mandate are conducted to ensure efficiency and effectiveness in the delivery of services. These transversal programmes are also managed through the established Technical MinMec sector governance clusters, namely, the Legislative, Policy and Governance Cluster, and the Operations Cluster, including the Work Streams. The governance structures report to the Technical MinMec and MinMec, respectively.

Despite the impact of Covid-19 affecting the country, the sector is committed to working tirelessly and exploring all avenues possible within its concurrent responsibility to achieve the required service delivery collectively. These efforts will contribute to the improvement of the country's economic situation, aimed at benefitting all citizens of the country.

This Sector Plan is, therefore, a cornerstone that enables the Public Works Sector to respond to the assigned concurrent mandate.

I am honoured to present the first Public Works and Infrastructure Sector Plan for the Sixth Administration.

*P. de Lille*

**Hon. Patricia De Lille, Member of Parliament (MP)**

Minister of Public Works and Infrastructure

## Official Sign-off

It is hereby certified that the Public Works and Infrastructure Sector Plan 2021-25 has been:

- Developed by the management of the Department of Public Works and Infrastructure (DPWI) in consultation with the Provincial Departments of Public Works; and
- Prepared in accordance with the Revised Framework for Strategic Plans and Annual Performance Plans, and the Guidelines for the Standardisation of Indicators for Sectors with concurrent functions.



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**Mr I Fazel**

Acting Director-General  
DPWI



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**Hon. N Kiviet (MP)**

DPWI



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**Hon. P De Lille (MP)**

Minister of Public Works and Infrastructure (DPWI)

## Acronyms and Glossary of Terms

<b>ADDG</b>	Acting Deputy Director-General
<b>AGSA</b>	Auditor-General of South Africa
<b>ASA</b>	Agrément South Africa
<b>BBBEE</b>	Broad-Based Black Economic Empowerment
<b>BBBEES</b>	Broad-Based Black Economic Empowerment Strategy
<b>BEPP</b>	Built Environment Performance Plan
<b>CAE</b>	Chief Audit Executive
<b>CAMP</b>	Custodian Asset Management Plan
<b>CBE</b>	Council for the Built Environment
<b>CBEP</b>	Council for the Built Environment Professionals
<b>CD</b>	Chief Directorate
<b>CDC</b>	Coega Development Corporation
<b>CDP</b>	Contractor Development Programme
<b>CFO</b>	Chief Financial Officer
<b>cidb</b>	Construction Industry Development Board
<b>CS</b>	Corporate Services
<b>COGTA</b>	Cooperative Governance and Traditional Affairs
<b>CPI</b>	Customised Performance Indicator
<b>CPM</b>	Construction Project Management
<b>CSIR</b>	Council for Scientific and Industrial Research
<b>DBSA</b>	Development Bank of Southern Africa
<b>DDG</b>	Deputy Director-General
<b>DDM</b>	District Development Model
<b>DHS</b>	Department of Human Settlements
<b>DPME</b>	Department of Performance, Monitoring and Evaluation
<b>DPSA</b>	Department of Public Service and Administration
<b>DPW</b>	Department of Public Works
<b>DPWI</b>	Department of Public Works and Infrastructure
<b>DRDLR</b>	Department of Rural Development and Land Reform
<b>DSD</b>	Department of Social Development
<b>EC</b>	Eastern Cape Province
<b>EPWP</b>	Expanded Public Works Programme
<b>EPWP-RS</b>	EPWP Reporting System
<b>FM</b>	Facilities Management
<b>FS</b>	Free State Province
<b>FY</b>	Financial Year
<b>GBV</b>	Gender-Based Violence
<b>GCIS</b>	Government Communication and Information System
<b>GDP</b>	Gross Domestic Product
<b>GIAMA</b>	Government Immovable Asset Management Act, 2007 (Act 19 of 2007)

<b>GIS</b>	Geographic Information System
<b>GP</b>	Gauteng Province
<b>GRC</b>	Governance, Risk and Compliance
<b>HOD</b>	Head of Department
<b>IAR</b>	Immovable Asset Register
<b>ICDB</b>	Infrastructure Configuration Database
<b>ICT</b>	Information and Communication Technology
<b>IDIP</b>	Infrastructure Delivery Improvement Programme
<b>IDMS</b>	Infrastructure Delivery Management System
<b>IDP</b>	Integrated Development Plan
<b>IDT</b>	Independent Development Trust
<b>IGR</b>	Inter-Governmental Relations
<b>IMC</b>	Inter-Ministerial Committee
<b>ISA</b>	Infrastructure South Africa
<b>KPI</b>	Key Performance Indicator
<b>KZN</b>	KwaZulu-Natal Province
<b>LP</b>	Limpopo Province
<b>MinMec</b>	Minister and Members of Executive Councils
<b>MP</b>	Minister of Parliament
<b>MPL</b>	Mpumalanga Province
<b>MTEF</b>	Medium-Term Expenditure Framework
<b>MTSF</b>	Medium-Term Strategic Framework
<b>NAPROV</b>	National and Provinces
<b>NC</b>	Northern Cape Province
<b>NCC</b>	National Coordination Committee
<b>NCDP</b>	National Contractor Development Programme
<b>NDP</b>	National Development Plan
<b>NDPWI</b>	National Department of Public Works and Infrastructure
<b>NIAMM</b>	National Immovable Asset Maintenance Management
<b>NIMS</b>	National Infrastructure Maintenance Strategy
<b>NIP</b>	National Infrastructure Plan
<b>NT</b>	National Treasury
<b>NW</b>	North West Province
<b>OBB</b>	Operation Bring Back
<b>PEP</b>	Public Employment Programme
<b>PHDA</b>	Priority Housing Development Area
<b>PIDB</b>	Property Industry Development Board
<b>PMO</b>	Project Management Office
<b>PMS</b>	Property Management Strategy
<b>PMTE</b>	Property Management Trading Entity
<b>POA</b>	Programme of Action
<b>PPD</b>	Planning and Precinct Development

<b>PS</b>	Professional Services
<b>PSDF</b>	Provincial Spatial Development Framework
<b>PWISF</b>	Public Works Infrastructure Sector Forum
<b>REIS</b>	Real Estate Investment Services
<b>REMS</b>	Real Estate Management
<b>SALGA</b>	South African Local Government Association
<b>SAPS</b>	South African Police Services
<b>SARS</b>	South African Revenue Services
<b>SASSA</b>	South African Social Security Agency
<b>SCM</b>	Supply Chain Management
<b>SDF</b>	Spatial Development Framework
<b>SIDS</b>	Sustainable Infrastructure Development System
<b>SLA</b>	Service Level Agreement
<b>SMME</b>	Small, Medium and Micro Enterprises
<b>SOE</b>	State-Owned Entity
<b>SONA</b>	State of the Nation Address
<b>SPLUMA</b>	Spatial Planning and Land Use Management Act, 2013 (Act 16 of 2013)
<b>TOR</b>	Terms of Reference
<b>UAMP</b>	User Immovable Asset Management Plan
<b>WC</b>	Western Cape Province

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## 1. Introduction

The 2021-25 Public Works Sector Plan is very important for the National and Provincial Public Works and their implementing agents. The plan outlines actions and interventions that have to be implemented to realise the impact and outcome achieved by all stakeholders within the sector. The National Department of Public Works and Infrastructure (NDPWI) has established an Inter-Governmental Relations (IGR) function to promote and facilitate collaboration and cooperative decision making within the sector as an essential and integral component of the Department. The function ensures that policies and services across all the spheres of Government encourage service delivery that meets the needs of the citizenry in an effective way and the day-to-day management of building performance and organisational systems to ensure the realisation of the desired results within the sector. It further requires organisational balance on the client and stakeholder level and in terms of the entire working environment within which the sector operates. In a broader sense, this function, therefore, provides an oversight role in the coordination of diverse tasks with unique complexity. The main purpose is to strengthen the concurrent mandate of the Department of Public Works and Infrastructure (DPWI) through the structured redefinition of processes and systems at Local, Provincial, and National Government level for effective economic development, job creation, and improved service delivery. IGR also oversees the development of policies and mechanisms to guide processes aimed at integrated development, planning, and reporting for better intra- and inter-governmental relations.

The Department and its provincial counterparts already cooperate in a number of areas, including coordination and implementation of the Expanded Public Works Programme (EPWP), implementation of the Infrastructure Delivery Management System (IDMS), the Green Building Programme, coordination of payment of rates and municipal services owed to municipalities, the maintenance of immovable asset registers (IARs), and the implementation of Government Immovable Asset Management. The inter-governmental system for the Public Works Sector provides a platform for the sector to undertake collaborative projects for efficient and effective service delivery relating to the public works mandate.

The National Department provides oversight of the four Public Entities and six Councils for the Built Environment Professionals (CBEPs) involved in delivering their mandate in terms of political, strategic, administrative, financial, ethical, and legal aspects. The oversight role exercised by the Department over Public Entities and CBEPs entails receiving and reviewing strategic and operational plans, receiving and reviewing budget requests, allocating funds, reviewing and monitoring quarterly performance against set targets in the plans, evaluating boards' or professional councils' effectiveness, and ensuring adherence to legislative prescripts. These entities are expected to provide increased shareholder value and maximise the socio-political benefits, in line with the priorities of government. The framework for oversight of Public Entities is a guiding document that is applicable to:

Fostering and managing the relationship with Public Entities and CBEPs by creating a two-way communication system that encourages effective financial and performance accountability;

Streamlining multiple policy directives and resolving potential conflicts of interest that may arise between the strategic objectives of both the Department and Public Entities;

Ensuring that the policies and legislative frameworks established to govern the operations of Public Entities and CBEPs have been adopted and implemented;

Attaining the clear distinction between aiding Public Entities and the CBEPs through administrative oversight and imposing undue interference in the management thereof; and

Improving the level of transparency and professionalism within the operations of Public Entities and the CBEPs by encouraging good corporate governance.

To strengthen the effectiveness of this framework, the document will be reviewed on a regular basis.

In driving the concurrent mandate, the Department has entered into protocol agreements with public bodies across all the spheres of Government to facilitate and accelerate service delivery requirements. Strategic partnerships and alignment of programmes with Public Entities, User Departments, private sector institutions, and other tiers of government are necessary for seamless service delivery. The Department has offered continued support and guidance to the Public Works Sector in terms of planning and performance management processes. The Department has also established monitoring mechanisms to address the negative sector audit outcomes with a view to achieving improved performance in the coming years.

Annual sector strategic planning sessions are facilitated to ensure integrated planning and to inform regular programme performance reviews with the provinces. The Department has put in place a policy framework for the oversight of the Public Works Sector to guide proper coordination. The need to reinforce inter-governmental structures to deliberate on policy and strategic issues of the sector was also identified. The strengthening of sector governance structures remains a priority for the Department. Annual reviews of the governance structures are undertaken to determine their effectiveness. The recommendations outlined in the review reports are implemented and monitored to ensure continuous improvements. Good practices on programme implementation approaches are constantly explored for ongoing improvements across the sector. In consultation with Sector Stakeholders, the DPWI has developed the Five-Year Review Report for the Sector. The report contains a diagnostic analysis and sector performance for the period 2014-2019.

The report was subsequently endorsed by the Committee of Ministers and Members of Executive Councils (MinMec) in 2019. The recommendations of the review report present a clear layout of thematic areas and cross-cutting and transversal issues in line with the mandate of the DPWI. The recommendations are outlined below and will be monitored over the coming years through the implementation of the Programme of Action (POA):

- Review of the Public Works mandate;
- System integration to accommodate the sector requirements;
- Development of a Public Works Sector model;
- Accountability for infrastructure delivery;
- Strengthening institutional arrangements; and
- Development and implementation of the Five-Year POA for the Public Works Sector.

The implementation of the Sector POA will strengthen the oversight role provided by the Technical MinMec through its working committees and ultimately improve the delivery of services in line with the Department's mandate.

Sixth Administration Priorities

## 1.1 6th Administration Priorities

**Figure 1: The Sixth Administration Priorities**



The State of the Nation Address (SONA) by the President on 20 June 2019 reflected the reality of our people, set out the broad framework to respond to the challenges confronting the nation, and articulated seven priorities aligned to the National Development Plan (NDP) and MTSF, namely:

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

These seven priorities have given the reconfigured DPWI the opportunity to refocus toward the achievement of its existing and new infrastructure mandate in the implementation of quality public services for the public good. The new DDM will enhance service delivery. The DPWI's focus is on public land and building assets and infrastructure and the way in which they can be utilised to stimulate and sustain economic growth in the built environment. If government invests in the sustainable lifecycle of its infrastructure, it will create investor confidence in Africa and the World.

The Infrastructure Development Act, 2014 (Act 23 of 2014) includes, among others, the facilitation and coordination of public infrastructure development, which is of significant national importance, as well as promoting the developmental goals of the state through infrastructure development investment. One of the golden threads running through infrastructure development investment in the Sixth Administration is the rollout of the DDM across South Africa's 44 districts.

This role allows the DPWI to structure the country's Infrastructure-led Economic Growth under a single point of entry where the overall National Infrastructure Plan (NIP) for South Africa is defined, and the pipeline of bankable projects are focused within a new methodology. The outcomes through which this impact will be realised are:

- **Resilient, Ethical and Capable DPWI:** The DPWI is being reorganised with the inclusion of various functions that come with its new infrastructure mandate. The aim is for the DPWI to be streamlined, outcomes-based, and focused on implementation. The goal is to reinvent the DPWI to be Agile, Ethical, Compliant and Capable; an environment where everyone wants to work, with improved efficiencies achieved through seamless automated processes; and a robust support infrastructure to enable effective service delivery.
- **Integrated Planning and Coordination:** The key deliverable for the DPWI is the NIP, as required by the Infrastructure Development Act, 2014 (Act 23 of 2014), which was transferred to the Minister of Public Works and Infrastructure by the President in terms of Proclamation No. 49 of 2019, 23 August 2019. The NIP will foster integrated spatial planning and focused infrastructure implementation among organs of state by establishing a single view of service delivery.

Cognisance is also taken of the importance of other relevant legislation. This includes the Spatial Planning and Land Use Management Act, 2013 (Act 16 of 2013) (SPLUMA), and the Government Immovable Asset Management Act, 2007 (Act 19 of 2007) (GIAMA), which provide for the National Spatial Development Framework and a uniform framework for the management of immovable assets held by National and Provincial Government. This outcome also deals with the DPWI's further task of planning and leading the programme for the refurbishment of city precincts in terms of spatial transformation, with Salvokop being the lead precinct, and the New Capital City Initiative. The DPWI will further ensure that it focuses on incorporating the new District Delivery Model into all of its planning processes.

- **Sustainable Infrastructure Investment:** One of the major concerns in the country has been that the entire infrastructure lifecycle has not been addressed in the planning, financing, and execution of projects and programmes. The lack of attention given to the strategy and needs of infrastructure on the one hand and the operations and maintenance components of the infrastructure lifecycle on the other has come to the fore. This has unbalanced and, in many cases, halted the investment processes. The refocus is to be for the infrastructure capital budgets to have a 60% new and 40% maintenance split. When it comes to maintenance, the budget of the DPWI is to be reoriented to an 80:20 ratio of scheduled to unscheduled maintenance.

Furthermore, the NIP will take the lead in rectifying this as well as ensuring that the Department's and its Public Entities' projects and programmes are restructured to address the entire lifecycle. Lastly, in order to ensure sustainability, the Department is embarking on a modular project for all public assets. The most important focus area for the Sixth Administration under Sustainable Infrastructure Investment is the establishment of a single point of entry for infrastructure delivery, management, and investment. This process and mechanism will be headed up by myself in partnership with the Head of the Infrastructure and Investment Office in the Presidency.

- **Productive Assets:** The DPWI has major land and building assets that are not being adequately managed or utilised to their optimum. Assets are to be recognised and managed in an economic and spatially just manner for the benefit of the public good and in the furtherance of a transformed, sustainable built environment. The DPWI's first priority is to finalise its asset register and establish a single repository for the country. The DPWI asset register will form the basis for all planning, construction management, facilities maintenance, leasing, and infrastructure investment.
- **Optimised Job Opportunities:** This outcome focuses on the restructuring of the EPWP to optimise the mainstreaming and upscaling of the EPWP in the delivery and coordination of all infrastructure projects across the country, thereby contributing towards poverty alleviation and the reduction of unemployment. The commitment is to create five million employment opportunities in the Sixth Administration. I would also like the Department to focus on women, the youth, and persons with disabilities.

- **Transformed Built Environment:** Flowing from the integrated planning outcome is the achievement of spatial justice through the strategic use of DPWI public land and building assets to effect spatial transformation. The deployment and use of public assets can be the catalysts for facilitating transformation of the built environment and achieving social cohesion and integration. We are to take our lead from the NDP and the National Spatial Development Framework, which direct the DPWI in its infrastructure planning and asset management. Additionally, the DPWI will focus on regulation and legislative processes to contribute to a transformed built environment. Professional services within the built environment need a relook with the intention to address skills required within the various sectors and address skewed patterns of professional representations in the built environment professional councils.
- **Dignified Client Experience:** The Department needs to be viewed as the expert in the delivery of the services to the client department. However, in addressing client needs, the DPWI should take into account the three different client sectors, namely, the client department, the user client, and the recipient client. Each client has different needs, and the DPWI will shape service delivery accordingly and ensure best practices for each of the client sectors to positively change the delivery of public services in a dignified manner that focuses on time, quality, quantity, technology, value for money, and relevance. In the same vein, the way in which financial resources are directed to achieve this delivery should be changed and be directed to DPWI from National Treasury (NT) per annum, rather than via the Client Departments.

## 1.2 Objectives of the Public Works and Infrastructure Sector Plan 2021-25

The Public Works Sector Plan sets the tone for the operations of the sector within the Sixth Administration and is guided by the broader government priorities. Outcomes aligned to government priorities were developed to guide the sector in relation to service delivery around, inter alia, the provision of accommodation, infrastructure planning and coordination, and the creation of work opportunities. The development of a sector plan through an integrated approach creates a platform and mechanism for mutual support, consultation, and information sharing, while also recognising the powers and functions of each sphere of government in line with the concurrent responsibilities.

Beyond the sector – National and Provincial – is the local government’s role in infrastructure delivery in which an integrated approach is essential through the DDM. In the context of this Sector Plan, the aim of all spheres of government in relation to infrastructure is to improve the coherence and impact of government service delivery by the 44 districts and eight metros around the country as development spaces that can be used as centres of service delivery and economic development, including job creation. The Infrastructure South Africa (ISA) entity will serve as a single point of entry for all infrastructure development. This will ensure appropriate planning, coordination, and alignment of infrastructure for various stakeholders across the country. Among other responsibilities, the sector is responsible to:

- Support the concurrent mandate of the DPWI.
- Align with the Ministers’ Performance Agreement to create an understanding of the sector.
- Assign powers and functions to institutions in line with the concurrent responsibilities.
- Create a platform and mechanism for mutual support, consultation, and information sharing within the sector.
- Coordinate and monitor actions implemented in the sector.
- Manage and settle disputes within the sector.
- Extend support on government-wide sector coordination of infrastructure delivery through the:
  - ISA serving as a single point of entry for infrastructure development;
  - ISA playing a critical role as a central point of reference for strategic infrastructure planning, coordination and alignment of work with the various structures responsible for both economic and social infrastructure;
  - Ensuring consolidated capacity to drive infrastructure-led economic growth for South Africa, as envisaged in the Infrastructure Development Act, 2014; and
  - Development of the NIP 2050.

## 2. Constitutional, Legislative and Policy Mandate

There are a number of pieces of legislation impacting infrastructure, asset and property management. The following legislation is applicable to all spheres of government in relation to the functions of the sector. The Constitution (Schedule 4, Part 4, read together with Section 41) and the legislative mandates of the Department are underpinned by the Acts described in the rest of section 2, among other legislation.

### 2.1 Constitutional Mandates

The Constitution of the Republic of South Africa, 1996, Section 40(1) states that the country is constituted as a unitary state with three spheres of government that are “distinctive, interdependent and interrelated”. The principles of cooperative government, as set out in Chapter 2 of the Constitution, require all spheres of government to assist and support one another, coordinate their actions and legislation, and respect one another’s constitutional status, powers, and functions.

The concurrent function set out in Parts A and B of Schedule 4 of the Constitution assures coherent and cooperative government for the Republic as a whole by binding all three spheres in a close working relationship. The DPWI is defined as a concurrent function for national and provincial spheres of government. Concurrence, therefore, enables provincial and local governments to take the initiative in the functional areas allocated to them, while allowing National Government to lay down parameters as minimum norms and standards, frameworks, and national policies within which other spheres of government may exercise powers. The implementation of the concurrent function is challenged not only by capacity constraints, but by other intrinsic factors such as poor governance and operational inefficiencies, among others.

### 2.2 Legislative Mandates

The legislative mandates of the Public Works Sector are underpinned by the following Acts:

- i. **The Government Immovable Asset Management Act, 2007 (Act 19 of 2007) (GIAMA)** aims to ensure competent immovable asset management in National and Provincial Government in order to improve service delivery.
- ii. **The Construction Industry Development Board Act, 2000 (Act 38 of 2000)** provides for the establishment of the Construction Industry Development Board (cidb) for the implementation of an integrated strategy for the reconstruction, growth and development of the construction industry and other matters connected thereto.
- iii. **The Council for the Built Environment Act, 2000 (Act 43 of 2000)** makes provision for the establishment of a juristic person known as the Council for the Built Environment as well as the composition, functions, powers, assets, rights, duties, and financing of that Council and for matters connected thereto.
- iv. **The Professional Council Acts regulate the six Built Environment Professions (BEPs)** to organise the built environment professions to serve the imperatives of Government, including transformation, public protection, good governance, etc.
- v. **The Public Finance Management Act, 1999 (Act 1 of 1999)** promotes the objective of good financial management to maximise service delivery through the proficient use of limited resources.
- vi. **The Municipal Finance Management Act, 2003 (Act 56 of 2003)** secures sound and sustainable management of fiscal and financial affairs of municipalities and municipal entities.

- vii. **The Division of Revenue Act, 2018 (Act 3 of 2018)** is applicable to all three spheres of government. The Act seeks to:
- Promote predictability and certainty in respect of all allocations to provinces and municipalities;
  - Promote transparency and accountability in the resource allocation process;
  - Promote better coordination between policy, planning, and budgeting; and
  - Ensure that the expenditure of conditional allocations is reported on.
- viii. **The Infrastructure Development Act, 2014 (Act 23 of 2014)** seeks to:
- Provide for the facilitation and coordination of public infrastructure development which is of significant economic or socioeconomic importance;
  - Ensure that infrastructure development is given priority in planning, approval and implementation;
  - Ensure that the development goals of the state are promoted through infrastructure development; and
  - Improve the management of infrastructure during all lifecycle phases, from planning to implementation and operations.
- ix. **Spatial Planning and Land Use Management Act, 2013 (Act 16 of 2013)** is to provide for the inclusive, developmental, equitable and efficient spatial planning at the different spheres of government. The objectives of the Act are to:
- Provide for the facilitation and coordination of public infrastructure development which is of significant economic or social importance;
  - Ensure that infrastructure development is given priority in planning, approval and implementation;
  - Ensure that the development goals of the state are promoted through infrastructure development; and
  - Improve the management of infrastructure during all lifecycle phases, from planning to implementation and operations.

### 2.3 Policy Mandates

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

i. **Department of Public Works (DPW) White Paper: Public Works, Towards the 21st Century (1997) (White Paper, 1997)**

The White Paper (1997) documented the challenges facing 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 socioeconomic objectives by becoming a client-orientated organisation which focuses on policy and service reform, property investment, property and facilities management (FM), and the implementation of the EPWPs.

ii. **DPW White Paper: Creating an Enabling Environment for Reconstruction, Growth and Development in the Construction Industry, 1999 (White Paper, 1999)**

The review of the White Paper is currently underway, informing the development of the Public Works Bill.

iii. **Construction Sector Transformation Charter, 2006 (Charter, 2006)**

The Charter, inter alia, aims to:

- Provide the construction sector with the first quantitative method of monitoring and evaluating the progress of an enterprise towards achieving Broad-Based Black Economic Empowerment (BBBEE) targets, and thereby contributing to ending the malpractice of fronting;
- Expand the employment potential and absorption capacity of the sector by using labour-intensive approaches where economically feasible and possible; and
- Address skills development in a manner that accelerates the advancement of black people, women, and other designated groups, with particular emphasis on learnerships as well as technical and management training.

iv. **Property Sector Transformation Charter, 2007 (Charter, 2007)**

The 2007 Charter aims to promote the objectives contained in Section 2 of the Broad-Based Black Economic Empowerment Act, 2003 (Act 53 of 2003) (BBBEE Act) as these relate to the property sector and, in particular but without limitation or inter alia, to:

- Promote economic transformation in the property sector to enable meaningful participation of black people and women;
- Unlock obstacles to property ownership and participation in the property market by black people;
- Promote property development and investment in under-resourced areas, which enhances basic infrastructure, encourages investment, and supports micro and small enterprises; and
- Facilitate the accessibility of finance for property ownership and property development.

v. **DPW Broad-Based Black Economic Empowerment Strategy, 2006 (DPW BBBEES 2006)**

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

vi. **Property Management Strategy (PMS) on BBBEE, Job Creation, and Poverty Alleviation, 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.

vii. **Green Building Framework, 2001**

This Framework outlines the Department's commitments to address key elements in the New Growth Path and the Industrial Policy Action Plan by promoting sustainable development, reducing greenhouse gas emissions, promoting energy efficiency, stimulating new green industries, etc.

viii. **Policy proposals on the Built Environment**

The three policies that inform the built environment were tabled for consideration by the sector and are currently works-in-progress. Consultations with relevant stakeholders are underway.

## 3. Public Works and Infrastructure Sector Strategic Intent

### 3.1 Sector Priorities Linked to the Medium-Term Strategic Framework (MTSF 2019-2024)

To inform future planning and policymaking decisions for the sector, the need for the development of the Sector Plan was identified. A thorough analysis and reflection on the mandate and the functions affecting the sector were undertaken. Section 4 below reflects broader themes cutting across all the Provinces and the NDPWI.

An Action Plan is included in section 8 of this document as an Implementation Matrix extending to 2024/25.



The table below illustrates the alignment with Minister's Priorities, MinMec/Technical MinMec Priorities and Resolutions, including the Five-Year Sector Review Recommendations.

**Table 1: Alignment of MinMec/Technical MinMec Priorities and Resolutions including the Five-Year Sector Review Recommendations**

<b>MinMec/Technical MinMec Priorities and Resolutions</b>	<b>Five-Year Sector Review Recommendations</b>
<ul style="list-style-type: none"> <li>• The recommendations of the Five-year Sector Review will inform the development of the Sector Plan.</li> <li>• Monitoring and alignment of national priorities and departmental outcomes as the standard agenda item of MinMec.</li> <li>• Alignment of national, provincial and local structures to improve planning, coordination and reporting.</li> <li>• Implementation of the land reform report recommendations and alignment with GIAMA.</li> <li>• To get the status of courts in provinces from the National Efficiency Enhancement Committee report.</li> <li>• Leases, repair and release of state-owned buildings should form part of MinMec's Agenda and Technical MinMec to follow up on all resolutions of the MinMec.</li> <li>• Development of a turnaround strategy to address the sector's image and share with sector clients.</li> <li>• PICC to be migrated to the DPWI in line with the updated mandate.</li> <li>• Regional offices to work closely with provincial Public Works and Infrastructure departments.</li> <li>• The sector should prioritise anti-corruption through effective monitoring measures.</li> </ul>	<ul style="list-style-type: none"> <li>• Mandate (<i>Reclaiming the Public Works and Infrastructure mandate</i>)</li> <li>• Systems Integration (<i>Interoperability of systems for integrated planning and data sharing</i>).</li> <li>• Development of a Sector Model (<i>A model on construction, property, transformation, policy regulation, and oversight roles</i>).</li> <li>• Infrastructure Delivery Function (<i>DPWI should lead in infrastructure delivery, not NT</i>).</li> <li>• Institutional Arrangement (<i>Each Technical MinMec Cluster and Work Stream to develop a service delivery impact output for the Sector Plan</i>).</li> <li>• Sector POA (<i>Development of a five-year POA as a tool for performance measurement of the sector</i>).</li> <li>• Capacity and Skills Pipeline (<i>Capacitation of the Public Works and Infrastructure Sector and addressing skills pipeline</i>).</li> <li>• Infrastructure Delivery Management System (<i>IDMS</i>) (<i>Leading role in IDMS implementation and regulation</i>).</li> <li>• Land (<i>Land restitution, land redistribution, and security of tenure</i>).</li> <li>• Services to clients (<i>Client Relations Management Strategy with business analysts to manage client relations</i>).</li> <li>• Transformation (<i>DPWI to use its influential policy muscle to transform both the construction and properties sector</i>).</li> <li>• Relationship with Entities (<i>Clear mandate of all Entities and clarification of the perceived duplicated roles</i>).</li> <li>• DPWI Rules of Engagement with NT (<i>National Treasury should stick to financial management issues, and DPWI should focus on implementing its core mandate</i>).</li> </ul>

The table below provides the principles for short- to medium-term planning for government institutions and further outlines the alignment and interrelationships between national priorities to inform the Public Works Sector outcomes and National and Provincial DPWI.

**Table 2: Alignment of Public Works Sector Outcomes and the Medium-Term Strategic Framework (MTSF) (2019-2024)**

<b>MTSF Priorities</b>	<b>DPWI Outcomes</b>	<b>Sector Outcomes</b>
<ul style="list-style-type: none"> <li>• A capable, ethical, and developmental state</li> <li>• Economic transformation and job creation</li> <li>• Spatial integration, human settlements, and local government</li> <li>• A better Africa and World</li> </ul>	<ul style="list-style-type: none"> <li>• Integrated Planning and Coordination</li> <li>• Productive Assets</li> <li>• Sustainable Infrastructure Investment</li> <li>• Transformed Built Environment</li> <li>• Optimised Job Opportunities</li> <li>• Dignified Client Experience</li> <li>• Resilient, Ethical and Capable DPWI</li> </ul>	<ul style="list-style-type: none"> <li>• Productive Assets</li> <li>• Dignified Client Experience</li> <li>• Transformed Built Environment</li> <li>• Optimised Work Opportunities</li> <li>• Integrated Planning and Coordination</li> <li>• Sustained Infrastructure Investment</li> </ul>

### 3.2 List of Provincial Outcomes

- Provincial building infrastructure condition improved **(NW)**
- Spatial transformation through the leveraging of the property and infrastructure portfolio **(WC)**
- A provincial infrastructure core that performs at prescribed service delivery standards **(WC)**
- An efficient, competitive and responsive economic infrastructure network **(MPL)**
- Improved quality and quantum of investment to support growth and job creation **(NC)**
- Productive assets **(KZN)**
- Sustainable infrastructure investment **(KZN, FS)**
- Optimised public-owned fixed property portfolio **(GP)**
- Functional, reliable and compliance infrastructure **(GP)**
- Increased contribution of infrastructure spend to socioeconomic development **(GP)**
- Dignified client experience **(EC)**
- Sustainable infrastructure **(LP)**
- Productive asset and infrastructure investment **(EC)**
- Optimised job opportunities **(KZN, FS, EC)**
- More decent jobs created and sustained with youth, women, and persons with disabilities prioritised **(MPL, NC)**
- Improved quality and quantum of investment to support growth and job creation **(NC)**
- Poverty relief and improved employability of EPWP beneficiaries **(GP)**
- Decent jobs **(LP)**
- A provincial infrastructure core that performs at prescribed service delivery standards **(WC)**
- Poverty alleviation through optimised work opportunities **(NW)**

### 3.3. Sectoral Outcomes and Standard Key Performance Indicators (KPIs)

The information below outlines a set of Standard KPIs for the Public Works Sector. The KPIs are currently works-in-progress, pending finalisation by the Sector Planning, Monitoring, and Evaluation Work Stream.

**Table 3: Sectoral Priorities, Outcomes, and Standard KPIs**

Priority	Outcome	Output	Standard KPI
<ul style="list-style-type: none"> <li>Priority 1: Building a capable, ethical, and developmental state</li> <li>Priority 2: Economic transformation and job creation</li> </ul>	<ul style="list-style-type: none"> <li>Productive Assets</li> </ul>	Accommodation (physical structures)	Number of accommodation units provided
		Inspections conducted for optimal utilisation (on physical structures)	Number of utilisation inspections conducted for office accommodation
<b>Possible Sector KPIs</b>			
<ul style="list-style-type: none"> <li>Priority 5: Spatial integration, human settlements, and local government</li> </ul>	<ul style="list-style-type: none"> <li>Integrated Planning and Coordination</li> </ul>	<ul style="list-style-type: none"> <li>Number of accommodation units provided for the financial year (FY)</li> <li>Number of utilisation inspections conducted for the FY</li> </ul>	<ul style="list-style-type: none"> <li>Number of properties disposed of</li> </ul>
<b>Possible Sector KPIs</b>			
<ul style="list-style-type: none"> <li>Priority 2: Economic transformation and job creation</li> <li>Priority 5: Spatial integration, human settlements and local government</li> </ul>	<ul style="list-style-type: none"> <li>Sustained Infrastructure Investment</li> </ul>	<ul style="list-style-type: none"> <li>Hectares released by the sector for the development of infrastructure programs and socioeconomic objectives</li> </ul>	<ul style="list-style-type: none"> <li>Number of new (educational, health and general) construction projects completed</li> </ul>
		Sustained infrastructure through maintenance	<ul style="list-style-type: none"> <li>Number of planned maintenance projects completed</li> <li>(on educational, health and general) facilities</li> </ul>
<b>Possible Sector KPIs</b>			
<ul style="list-style-type: none"> <li>Priority 2: Economic transformation and job creation</li> <li>Priority 3: Education, skills and health</li> <li>Priority 5: Spatial integration, human settlements, and local government</li> </ul>	<ul style="list-style-type: none"> <li>Transformed Built Environment</li> </ul>	<ul style="list-style-type: none"> <li>Total rand value spent on infrastructure projects for the FY</li> <li>Percentage expenditure on infrastructure for the FY</li> <li>Public Works Sector infrastructure contribution to Gross Domestic Product (GDP)</li> </ul>	<ul style="list-style-type: none"> <li>Number of contractors supported (contractors in the Contractor Development Programme (CDP))</li> </ul>
		Contractor support	

Priority	Outcome	Output	Standard KPI
<b>Possible Sector KPIs</b>			
<ul style="list-style-type: none"> <li>Priority 2: Economic transformation and job creation</li> <li>Priority 3: Education, skills and health</li> </ul>	<ul style="list-style-type: none"> <li><b>Optimised Work Opportunities</b></li> </ul>	<ul style="list-style-type: none"> <li>Total number of contractors supported (in the CDP) for the FY</li> <li>Percentage of contractors supported in the FY</li> <li>Work opportunities</li> </ul>	<ul style="list-style-type: none"> <li>Number of work opportunities created by Provincial Public Works</li> </ul>
Participation of public bodies in EPWP			
<ul style="list-style-type: none"> <li>Number of work opportunities reported in the EPWP-RS (Reporting System) by public bodies</li> <li>Percentage EPWP participation among designated groups (women, youth, and persons with disabilities) reported on the EPWP-RS by public bodies</li> </ul>			

## 4. Diagnostic Analysis: Service Delivery Issues within the Public Works Sector

The Fifth Administration resolved that the POA reflecting the transversal programmes of the sector be reviewed with the aim of drawing all issues affecting the Public Works Sector. The Five-Year Review Report outlines the following as key challenges impacting the sector:

- The erosion of the mandate of Public Works;
- Inadequate capacity – skills pipeline within the built environment;
- IDMS – integrating and standardising work across the sector;
- Land and expropriation implications of the process and the development of a position for the sector;
- Service to clients – budgetary requirements and closer engagement and partnerships with User Departments;
- Transformation – how the sector monitors and evaluates the impact of transformation, land reform, and social housing, etc.; and
- Issues of governance in Public Entities and their role in delivery by the Public Works Sector.

The findings of the review revealed to a greater extent the following challenges:

- (a) Internal capacity on the delivery of infrastructure (especially the maintenance of existing infrastructure);
- (a) Inadequate infrastructure budget
- (a) Implementation of IDMS; and
- (a) Inadequate capacity (skilled personnel within the sector) to deliver on the mandate.

These challenges are not only limited to provincial governments but also to the NDPWI, which should ideally provide legislative and policy direction on matters related to the constitutional mandate.

### 4.1 Factors Influencing Service Delivery within the Public Works and Infrastructure Sector

#### 4.1.1 The Mandate of Public Works and Infrastructure

Over the years, the mandate of the Department continues to be encroached upon by its clients usurping the role and functions of the Department, both at national and provincial levels. The mandate of the DPWI is to regulate the construction industry, coordinate and lead infrastructure delivery for government, provide office accommodation for government, and coordinate the EPWP.

The Department is mandated by Cabinet to be the overall coordinator of the EPWP. There are four EPWP sectors, and each sector is championed by a national sector lead department and implemented across all spheres of government, with targets for work opportunities assigned to more than 352 public bodies.

EPWP uses the government's service delivery mandate to create meaningful work opportunities and earnings for the unemployed poor. The Programme leverages Public Sector funding through labour-intensive methods across different sectors to create work opportunities in the delivery of services and community assets that contribute to environmental protection, infrastructure, cultural and social development.

The DPWI, as the coordinator of the EPWP, is responsible for the development and maintenance of the EPWP-RS, through which public bodies report on a quarterly basis about their progress on work opportunities created and self-funded training. Public bodies implementing the EPWP are not keeping the requisite documents for the information reported using the EPWP-RS and are also under-reporting. Ministerial Determination 4: EPWPs, as published in the Government Gazette on 4 May 2012, prescribes that every employer (public body) must keep written records related to the work opportunities created. The DPWI is engaging with the Auditor-General of South Africa (AGSA) and the Department of Performance, Monitoring and Evaluation (DPME) to ensure greater accountability by public bodies.

The findings also showed that there is a growing challenge around disintegrated planning and coordination within the sector. It is crucial that the sector address the fragmented planning and drive the implementation of sector priorities by implementing effective DPWI Sector-wide Monitoring and Evaluation Strategy and an automated performance reporting system and, where possible, develop and implement a Stakeholder Value Management Strategy (to coordinate external stakeholders). The Sector Plan will address these anomalies through the implementation of standardised indicators.

Some of these functions are currently contested and thus eroded by State-Owned Entities (SOEs) and Client Departments, which are now delivering infrastructure themselves, as well as through other implementing agents, which has created a complex situation for the sector. The Department continues to strengthen compliance and oversight in terms of the regulatory and policy framework and in relation to the governance of the Department, Public Works Sector, Public Entities and the six built environment professional councils. In addition, the Department will at all times ensure that there is suitable alignment within the sector.

The Five-Year Review Report further reveals that to reclaim the mandate, the sector needs to improve the quality of services to clients and address the negative perception around the brand of infrastructure delivery by the Department and its entities. This includes issues such as land, transformation, municipal debt, property and FM, investment analysis, etc., which should be implemented through the Sector Plan in the form of a Sector POA for the next MTSF period and beyond.

#### **4.1.2 Transformation**

The construction sector plays a key role in the economy as infrastructure development leads to increased social and economic activities and it continues to be a major source of employment. The construction and property sectors, which are at the core of the Department's mandate, have been impacted by the persistently low economic growth. This is of concern given the role the sectors play in the economy in terms of employment, contribution to the GDP, and State investment. The growth challenge is intertwined with the transformation imperative.

The country needs to transform in order to grow, and the economy needs to grow in order to transform. The slow pace and shallow impact of transformation require a radical approach geared towards changing the structure of the economy. The NDP 2030 points out that transforming the economy will require reforms that lead to more competitive product markets and stronger growth in labour-absorbing sectors. Transformation that creates more jobs, increases wealth for all citizens, and reduces inequality requires faster growth and more equitable distribution of resources and benefits. Government is committed to broad-based transformation that generates more meaningful black participation in the economy and raises per capita incomes across the board. It must create new resources to support social change, including assets and livelihoods for the majority, and strengthen South Africa's constitutional foundations.

In driving this agenda, transformation of the professional councils is another priority area that the Department has been closely monitoring. A partnership was established with the cidb and Council for the Built Environment (CBE) for the integration of the IDMS into the Built Environment curricula at tertiary institutions, building technical capacity within the public sector, and promoting labour-intensive construction practices within the built environment professions. The Department will continue to collaborate with the cidb on various projects, including the transformation of the construction industry, National Contractor Development Programme (NCDP), National Infrastructure Maintenance Strategy (NIMS), as well as on the Public Works Green Building Programme.

The high dependency on State-led infrastructure investment projects by emerging black-owned businesses in the construction sector is testimony to the low levels of transformation in the sector. An enabling framework is required to promote the sustainability of enterprises through the improvement of skills, strengthening of business factors and developmental procurement, while promoting socioeconomic conditions, local economic development, and labour-intensive methods. As a result, the construction and property sectors are a major policy focus area with opportunities for employment, enterprise development, and ownership of economic assets.

Public policy is at the forefront of articulating the Government's position on transformation, as well as being an enabler for the development and implementation of strategies and programmes designed to help in overcoming the legacy of exclusion and inequality of the past and restructuring the economy to take advantage of new technology, market access, and investment opportunities. Policy has to be responsive to unlock inhibitors to the growth and further development of the sector without compromising on the fundamental issue of transformation. This presents the sector with an opportunity to formulate and oversee the implementation of policy instruments that promote the transformation, growth, and effective regulation of the construction and property industries.

The major challenges regarding transformation are the slow pace of implementation of existing policies and laws, narrowing of transformation to institutional structures and racial representation, and ignoring issues of control, management and full participation, including through direct and indirect contracting on major public or government economic initiatives.

#### **4.1.3 The Role of Public Works Entities and Other State Entities within the Built Environment**

The Department's Public Entities have an important role to play in transforming the South African economy. To contribute to national development, they need to have efficient governance structures and be financially sustainable. The Independent Development Trust (IDT), for instance, has throughout its history contributed significantly to the delivery of social infrastructure while competing with other infrastructure delivery departments (particularly in the provinces) but also against the private sector and implementing agencies for client business, built environment skills, and other resources. This approach and tendency have, over time, weakened the role and mandate of the Public Works Sector and caused the loss of sufficient skills to implement the infrastructure programme and execute the public works mandate, mainly due to the attractive packages offered to skilled personnel by the implementing agents.

There is a difference in how the Provincial and National DPW engage with their entities. The DPWI entities are strongly tied to the National Department, whereas the provinces engage them in a slightly different manner, given the tendency to compete in terms of responsibilities.

The Department is still facing a serious challenge in building a sustainable, competitive and transformed construction industry. This is due to a number of factors, including the inability of the fiscus to provide sufficient allocations to infrastructure implementing State organs, which could be used to provide a sustainable pipeline of infrastructure projects to keep construction companies in business and also allow for developmental initiatives, including skilling of SMMEs and providing opportunities for candidate professionals to gain practical experience through workplace training. SMMEs struggle to survive in a market where there is monopolisation on the supply side of the industry, which has negative effects on the price of construction materials. Smaller contractors find themselves living from hand to mouth, as they have to cut it fine by pricing low while being subject to the rigorous construction business with its ever-escalating prices of materials and labour.

Establishing partnerships with key role players is crucial to ensure growth and participation across the property and construction sectors. Together with the Public Entities, the CBEC, and private sector organisations, the Department will realise a greater impact directed at the same goal. The cidb has, over the period, reviewed the grading criteria and implemented measures to enhance work opportunities for emerging enterprises and disadvantaged groups within the construction industry. The cidb best practice and standards will continue to promote best practices on public sector contracts to influence the construction industry to improve quality, productivity, and value for money. The Agrément South Africa (ASA) offers opportunities to enhance delivery capabilities of the State through the use of innovative alternative building technologies, systems and materials certified by the ASA. The ASA has grown, is now involved in green building, and has established crucial partnerships that will drive the achievement of well-performing public sector facilities that are resource-efficient and contribute to a liveable experience that allows public sector officials to discharge their duties in the environment of good indoor air quality and comfort.



On 29 May 2019, H.E. the President of the Republic, Mr Cyril Ramaphosa, announced the appointment of a reconfigured National Executive following the general elections. In delivering the announcement, the President committed to instituting a process of further reforms to “promote coherence, better coordination and improved efficiency of Government”. In his SONA on 20 June 2019, the President stated that:

We have established the Presidential State-Owned Entities (SOEs) Council, which will provide political oversight and strategic management in order to reform, reposition and revitalise SOEs, so they play their role as catalysts of economic growth and development. We want our SOEs to be fully self-sufficient and be able to fulfil their development and economic role. Where SOEs are not able to raise sufficient financing from banks, from capital markets, from development finance institutions or from the fiscus, we will need to explore other mechanisms, such as strategic equity partnerships or selling off non-strategic assets.

In this regard, the President has given rise to a strategic intent to reform Public Entities and position them as catalysts of economic growth and development. For this reason, the Department is exploring ways of reconfiguring Public Entities and CBEPs to arrive at the desired efficiencies that will ultimately save costs for the State, while ensuring that the entities effectively discharge the mandate of the parent department. The reconfiguration of the entities must serve to address those aspects that will allow the Department and the sector at large to contribute effectively to job creation, poverty reduction, building capable and ethical State machinery; assist in the delivery of quality educational, social and health services; and simultaneously transform the landscape by addressing the injustices of the past.

## 5. Sector Performance Environment

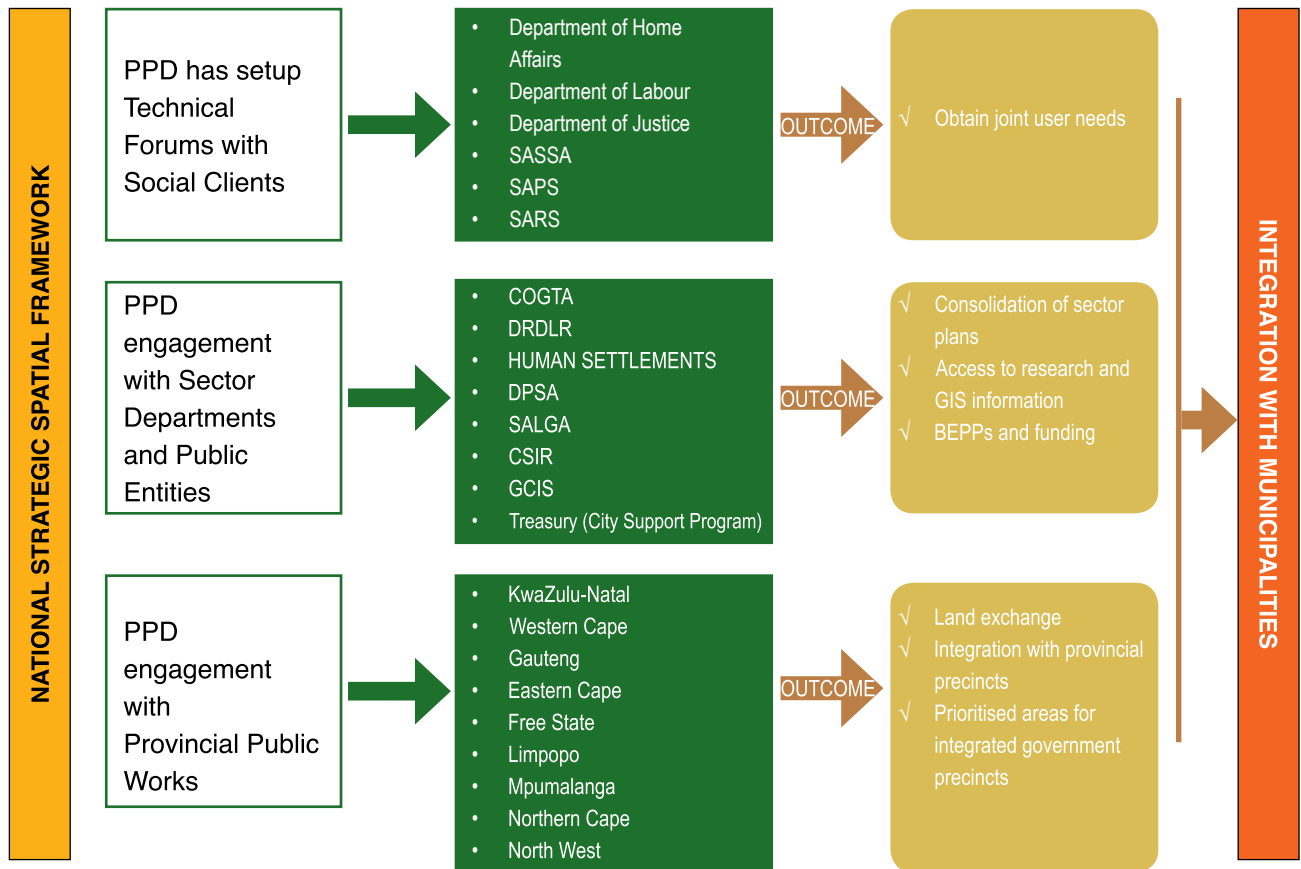
The following sections discuss some of the key issues affecting the service delivery performance environment.

### 5.1 Integrated Planning (Planning and Precinct Development)

It must be noted that Provinces have their own precinct development programmes with a focus on clustering the Provincial Departments, such as Education, Health and Social development. There is a need for sharing of asset registers for the purpose of maximising available state-owned land and buildings. More engagements by both the Provinces and NDPWI will lead to significant benefits in the implementation of the precinct development programme. Some of the opportunities for enhancement that can be realised as a result of inter-governmental collaboration include:

- Optimised use of government-owned property;
- Fast track land acquisition and exchange between NDPWI and Provinces;
- Clustering of National and Provincial services in precincts to create efficiencies in service delivery and cost;
- Catalytic support to stimulate economic development in urban and rural areas;
- Assistance by Provinces to engage municipalities for support in achieving integrated development;
- Alignment with Human Settlements 58 Priority Housing Development Areas (PHDAs); and
- Strengthened alignment with Provincial Growth and Development Strategies, Provincial Spatial Development Frameworks (PSDFs), and Municipal Integrated Development Plans (IDPs).

Figure 2: Planning Alignment with Sector Departments, Provinces, and Municipalities

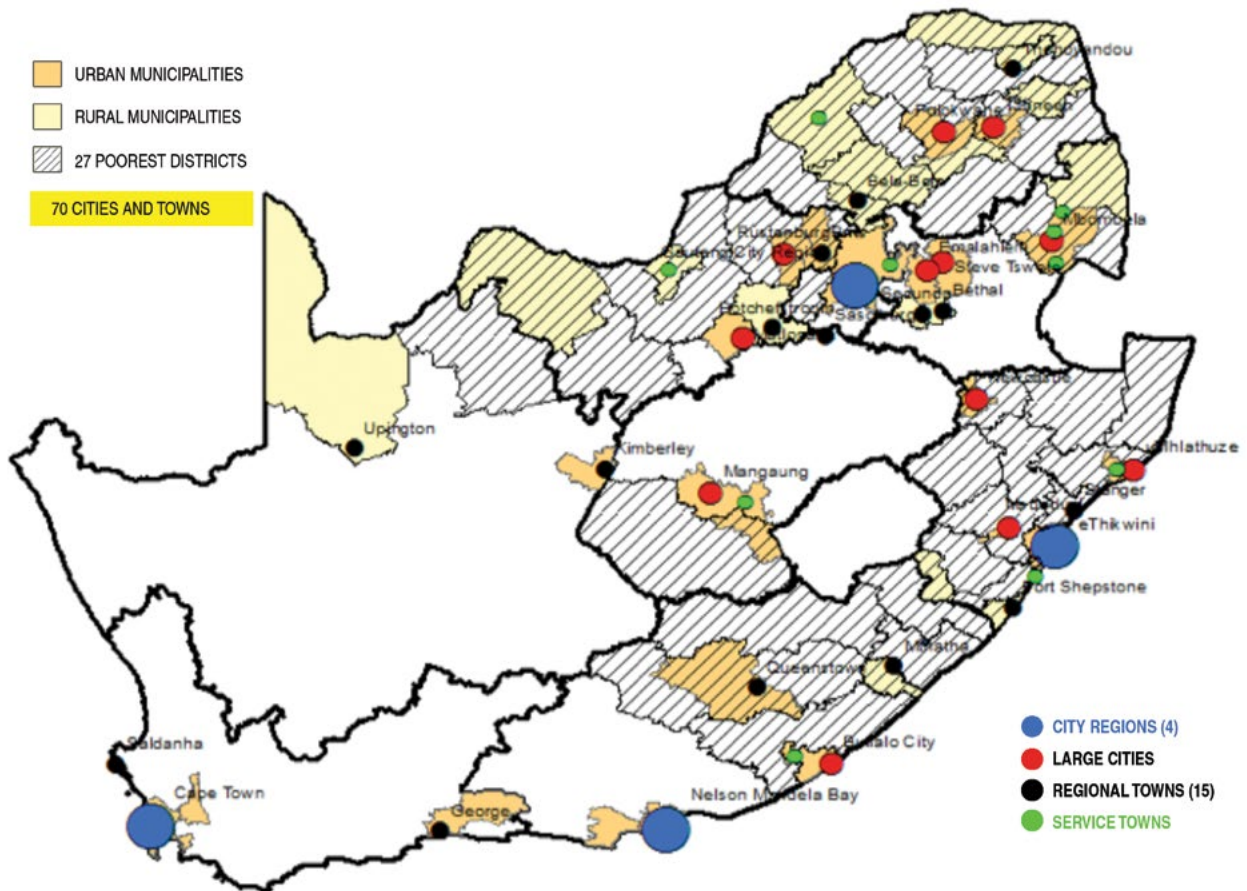


Adapted from DPWI Precinct Development Programme, 2019

**Note:** PPD – Planning and Precinct Development; SASSA – South African Social Security Agency; SAPS – South African Police Services; SARS – South African Revenue Services; COGTA – Cooperative Governance and Traditional Affairs; DRDLR – Department of Rural Development and Land Reform; Human Settlements; DPSA – Department of Public Service and Administration; SALGA – South African Local Government Association; CSIR – Council for Scientific and Industrial Research; GCIS – Government Communication and Information System; GIS – Geographic Information System; BEPPs – Built Environment Performance Plans

The South African population is projected to grow to 75 million by 2050, and 80% of citizens will live in a limited number of urban areas. This will lead to increased urbanisation and migration from rural areas to urban areas. Research shows that 53% of the total population live in four major cities of the country. South Africa has 12 large cities where 79% of population lives. A quarter of South Africans live in Gauteng. The urban challenge is, however, also affecting rural areas as almost 18% of all South Africans live in dense rural settlements. The DPWI is in the process of developing government precincts in collaboration with Municipalities, Provinces and Sector Departments, such as Cooperative Governance and Traditional Affairs (COGTA), the Department of Rural Development and Land Reform (DRDLR), Department of Public Service and Administration (DPSA), Department of Human Settlement (DHS), and NT.

Figure 3: Targeted Cities and Towns



Adapted from NDPWI Planning and Precinct Development, 2019

## 5.2 Delivery of Infrastructure and Infrastructure Investment

The delivery of infrastructure is critical for the sector as a mechanism in driving the economy of the country. The challenges impacting the delivery of infrastructure must be addressed. This will accelerate GDP growth resulting in long-term impact within society. Effective coordination of infrastructure delivery thus becomes central in driving service delivery requirements. The global economy is facing a growth challenge. The need for infrastructure development is one of the great global challenges of our time. The country needs better roads and railways, nuclear power plants and wind farms to meet our sustainable energy needs, schools and hospitals. Failure to invest means failure to grow and develop our social and economic fabric. The plan, however, acknowledges a role for government in creating the right conditions for investment, even where that investment will be private-sector led. Basic and social infrastructure investment can assist in addressing widespread inequality and divided societies by promoting economic growth and social development.

The basic and social infrastructure investment differently affect economic growth and social development indicators of urban and rural municipalities. The extensive capital expenditure programme that government is currently undertaking is aimed at improving and increasing both the efficiency and network of country-wide infrastructure needs of the economy.

Successful infrastructure projects need to be financially viable. Infrastructure investment is deemed to increase the growth potential of an economy by increasing the economy's productive capacity. The government has been on a campaign to use its favourable fiscal position to generate social infrastructure, with a special emphasis on the rural areas.

### 5.3 Maintenance of State Infrastructure

Infrastructure maintenance is a great challenge facing sustainable development in any country, and this is not unique to South Africa. Maintenance is a means of renewing the milieu of an infrastructure or a way of retaining its value so that it always serves the purpose for which it was procured or constructed, enabling the country to be a continuous functional state. It must also be noted that the greatest challenges facing infrastructure development are not infrastructure design, finance, or the availability of technology for construction, but maintenance of the infrastructure after delivery. Poorly maintained, unserved, and uncompleted infrastructure is inadequate and cannot function efficiently. Physical infrastructure, such as buildings, roads, lifts, airports, bridges, trains, rail lines and train stations, are neglected and decay because of the lack of a maintenance strategy. Lack of effective maintenance strategy is causing total breakdown of infrastructure facilities and high costs of infrastructural provision throughout the country, whether at municipal, provincial or national level.

In the last five years, through the governance structures of MinMec, the sector embarked on the development of a Sector Strategy for the Maintenance of State-owned Immovable Assets. A Maintenance Task Team, consisting of national and provincial representatives, was established during the 2016 FY. The National Immovable Asset Maintenance Management (NIAMM) framework has been developed to enable the rollout of NIMS. A Maintenance Task Team has created priority lists of facilities which will be included in pilot initiatives, while the National Department has taken the lead in coming up with a “Top 300 Programme”, an initiative shared with the Provinces. This programme takes into consideration the following:

- Funding requirements based on estimates and condition assessments;
- Maintenance budgets available;
- Prioritisation parameters due to budget limitations; and
- National Treasury funding.

In order to ensure synergy in the delivery of infrastructure services, the role of ISA becomes central as a single point of entry for infrastructure development and ensuring a consolidated capacity to drive infrastructure-led economic growth for South Africa.

### 5.4 Immovable Asset Management

The inability to update the asset register continuously can have a negative impact on the effectiveness and efficiency of asset management and planning.

The benefits of the IAR can never be underestimated as this will enable both National and Provincial Departments to contextualise the user requirements, optimise our assets, and cut the net liabilities. Immovable Asset Life Cycle Management guidelines have been developed and are being implemented towards the single asset repository.

## 6. Prior Year Performance of the Public Works Sector

Over the years, the performance of the sector has been monitored. On a quarterly and annual basis, the Customised Performance Indicators (CPIs) listed below have been accounted for:

- Number of planned maintenance projects completed within budget;
- Number of planned maintenance projects completed within the agreed contract period;
- Number of planned maintenance projects awarded;
- Number of interventions implemented to support public bodies in the creation of a targeted number of work opportunities;
- Custodian Asset Management Plan (CAMP) compiled annually and submitted to Provincial Treasuries in accordance with the requirements of the GIAMA; and
- Number of condition assessments conducted on state-owned buildings.

The performance level against the CPIs was raised as a concern as most perform below average. Most provinces continue to experience challenges on condition assessment conducted on state-owned buildings. Performance against this indicator was not reported most of the time. There were also challenges in reporting on EPWP coordination targets, especially where a number of audit issues were raised. To ensure service delivery improvements within the sector, mitigations in addressing audit findings were put into place and are regularly monitored. The 2019-24 MTSF period ushered in a new way of planning that seeks to improve the development and implementation of government by focusing on results. It is expected that the standard KPIs will bring about change in the country in relation to the delivery of infrastructure in particular and services in general.

## 7. Monitoring and Evaluation of the Sector Plan

### 7.1 Aims and Objectives of Governance Structures

In strengthening the oversight of the Public Works and Infrastructure Sector in terms of the concurrent mandate, the Department will continue to prioritise its inter-governmental governance forums to ensure seamless service delivery across the sector. This will create a platform for effective collaboration on policies and programmes, strengthen programme support on concurrent functions, and build capacity to ensure programme expectations and deliverables are realised. The Department continues to review sector governance structures to measure its effectiveness and functionality and prioritise the development of sector policies in response to the concurrent functions, particularly the management of immovable assets. In addressing fragmented planning within the sector, the alignment of standardised sector indicators becomes critical in strengthening oversight of the Public Works Sector.

In pursuing IGR with its partners across spheres of government, the Department has put in place Service Level Agreements (SLAs) (protocols) to give greater attention to monitoring the implementation sector priorities.

The performance review reports measuring pre-determined objectives against the Sector Plan will be presented to Technical MinMec for endorsement. This will be done on a bi-annual basis. Technical MinMec will further engage in annual strategic planning sessions to review the sector priorities informing the implementation of the POA for the Public Works Sector.

The Technical MinMec governance structures outlined in the model below will monitor the implementation of the Sector Plan. The structures reporting to Technical MinMec consist of the Governance, Policy and Legislative Cluster and Operations Cluster. The two clusters will be supported by the work streams listed below. Consolidated performance reports will be presented to the clusters on a quarterly basis. This approach will not only improve synergy and coherence within the sector, but also strengthen and enhance the functionality and accountability of these working committees, defined as work streams.



## 7.2 Relationship between Clusters and Work Streams

To ensure the interconnectedness between the two governance clusters and the nine work streams listed above, the table below demonstrates the relationship, roles and responsibilities between these governance structures. The Technical MinMec governance clusters and work streams also facilitate seamless sector planning, coordination and reporting. The Terms of Reference (TORs) elaborate on the aims, objectives, and responsibilities of each work stream.

**Table 5: Relationship, Roles, and Responsibilities of Governance Clusters and Work Streams**

Item	Cluster and Work Streams	Roles and Responsibilities
1.	<b>Governance, Policy and Legislative Cluster</b>	<ul style="list-style-type: none"> <li>Support Technical MinMec in the implementation of sector objectives and priorities.</li> </ul>
2.	<b>Operations Cluster</b>	<ul style="list-style-type: none"> <li>Oversee the implementation of policies and programmes in response to the concurrent mandate of the sector.</li> <li>Determine procedural matters for the operationalisation of work streams.</li> <li>Ensure uniformity of work streams for the delivery of services for the sector.</li> <li>Report to Technical MinMec on issues impacting the concurrent mandate.</li> </ul>
3.	<b>Work Streams</b>	<ul style="list-style-type: none"> <li>Drive the implementation of sector policies and programmes in response to the concurrent mandate.</li> <li>Serve as support governance structures that perform the work of the governance clusters.</li> <li>Implement and report on the PWI Sector Plan interventions and deliverables.</li> <li>Facilitate work stream meetings to ensure streamlined reporting.</li> <li>Develop and submit reports to the governance clusters.</li> </ul>

## 8. Sector Plan Implementation Matrix and Activities (Sector Priorities)

The implementation matrix below serves as a mechanism in monitoring the activities informed by the recommendations of the Five-Year Review of the Public Works Sector. The matrix is aligned with the 2019-2024 MTSF priorities and programmes that will drive service delivery in the National, Provincial and Local Government. It also provides interventions (outputs) and targets that the sector will be embarking on in the next five years.



**Table 6: Sector Priority – Reclaiming of the DPW Mandate for the Public Works Sector**

1. SECTOR PRIORITY: RECLAIMING OF THE DPW MANDATE FOR THE PUBLIC WORKS SECTOR					
MTSF PRIORITY 1					
A CAPABLE, ETHICAL, AND DEVELOPMENTAL STATE					
MTSF OUTCOME					
FUNCTIONAL, EFFICIENT, AND INTEGRATED GOVERNMENT (CONTRIBUTING DEPARTMENT: DPWI)					
MTSF INDICATOR					
DEVELOP A PROGRAMME TO STRENGTHEN ASSET MANAGEMENT IN THE PUBLIC SECTOR BY 2023					
INTERVENTION (OUTPUT)	INDICATOR	ACTIVITY	PERFORMANCE TARGETS (2021-2025)		RESPONSIBILITY
			ANNUAL	FIVE-YEAR MTSF	
			2021/22	2024/25	
Development of new or reviewing existing sector policies	Identify sector norms and standards, policies, strategies, and guidelines to be developed	Develop norms and standards, policies, strategies, and guidelines. Advise clusters relevant to the sector	Monitor progress on identified and developed sector norms and standards, policies, strategies, and guidelines	Monitor progress on identified and developed sector norms and standards, policies, strategies, and guidelines	Governance, Policy and Legislative Cluster: <ul style="list-style-type: none"> <li>- Work Streams</li> </ul> Operations Cluster: <ul style="list-style-type: none"> <li>- Work Streams</li> </ul>



Table 7: Sector Priority – Enhanced Capacity for the Public Works Sector

2. SECTOR PRIORITY: ENHANCED CAPACITY FOR THE PUBLIC WORKS SECTOR						
MTSF PRIORITY 1 A CAPABLE, ETHICAL, AND DEVELOPMENTAL STATE						
MTSF OUTCOME FUNCTIONAL, EFFICIENT, AND INTEGRATED GOVERNMENT						
MTSF INDICATOR DEVELOP PROGRAMME TO STRENGTHEN ASSET MANAGEMENT IN THE PUBLIC SECTOR (TARGET BY 2023)						
INTERVENTION (OUTPUT)	INDICATOR	ACTIVITY	PERFORMANCE TARGETS (2021-2025)			RESPONSIBILITY
			ANNUAL	MTEF	FIVE-YEAR MTSF	
			2021/22	2022/24	2024/25	
Professionalised and ethical workforce	Baseline of skills required	<ul style="list-style-type: none"> <li>Address skills shortages for the sector</li> <li>Accelerate the implementation of the capacity-building programme for the sector and</li> </ul>	Database on skills shortages	Database on skills shortages	Database on skills shortages	Operations Cluster: <ul style="list-style-type: none"> <li>Transformation and Compliance Work Stream</li> <li>CBE</li> <li>cidb</li> </ul>
	Response rate to skills shortages		Capacity-building programme	Capacity-building programme	Capacity-building programme	Operations Cluster: <ul style="list-style-type: none"> <li>Transformation and Compliance Work Stream</li> <li>CBE</li> <li>cidb</li> </ul>

2. SECTOR PRIORITY: ENHANCED CAPACITY FOR THE PUBLIC WORKS SECTOR						
MTSF PRIORITY 5						
SPATIAL INTEGRATION, HUMAN SETTLEMENTS, AND LOCAL GOVERNMENT						
MTSF OUTCOME						
SHARED NATIONAL SPATIAL VISION AND FRAMEWORKS TO SUPPORT INTEGRATION AMONG SECTOR DEPARTMENTS, PROVINCES, AND REGIONS						
MTSF INDICATOR						
INTERVENTION (OUTPUT)	INDICATOR	ACTIVITY	PERFORMANCE TARGETS (2021-2025)			RESPONSIBILITY
			ANNUAL	MTEF	FIVE-YEAR MTSF	
			2021/22	2022/24	2024/25	
Improved funding for proper implementation of projects and improved performance	Strategies and funding model developed for infrastructure delivery	<ul style="list-style-type: none"> <li>Develop strategies and funding model for infrastructure delivery enabling the sector to take a leading role</li> <li>Adequate funding in line with the mandate to deliver services in terms of the requisite standards, such as cost, quality and time</li> </ul>	-	-	-	Governance, Policy and Legislative Cluster: <ul style="list-style-type: none"> <li>Finance, SCM, and Audit Work Stream</li> </ul> Operations Cluster: <ul style="list-style-type: none"> <li>Infrastructure Delivery Work Stream</li> </ul>
		DPWI Rules of Engagement with NT must entail: <ol style="list-style-type: none"> <li>NT should oversee financial management issues for the sector</li> <li>DPWI to implement its core mandate</li> <li>Ring-fencing of infrastructure budgets located in Client Departments</li> </ol>	Consolidated reports on engagements held with NT outlining areas of concern	-	-	Governance, Policy and Legislative Cluster: <ul style="list-style-type: none"> <li>Finance, SCM, and Audit Work Stream</li> </ul> Operations Cluster: <ul style="list-style-type: none"> <li>Infrastructure Delivery Work Stream</li> </ul>
		Consultative engagements with: <ol style="list-style-type: none"> <li>Client Departments</li> <li>Provincial Departments</li> <li>NT (budgetary requirements)</li> </ol>	Consultative engagements held with stakeholders	Consultative engagements held with key stakeholders	Consultative engagements held with key stakeholders	Governance, Policy and Legislative Cluster: <ul style="list-style-type: none"> <li>Finance, SCM, and Audit Work Stream</li> </ul> Operations Cluster: <ul style="list-style-type: none"> <li>Infrastructure Delivery Work Stream</li> </ul>

2. SECTOR PRIORITY: ENHANCED CAPACITY FOR THE PUBLIC WORKS SECTOR						
MTSF PRIORITY 1 A CAPABLE, ETHICAL, AND DEVELOPMENTAL STATE						
MTSF OUTCOME FUNCTIONAL, EFFICIENT, AND INTEGRATED GOVERNMENT						
MTSF INDICATOR DEVELOP PROGRAMME TO STRENGTHEN ASSET MANAGEMENT IN THE PUBLIC SECTOR (TARGET BY 2023)						
INTERVENTION (OUTPUT)	INDICATOR	ACTIVITY	PERFORMANCE TARGETS (2021-2025)			RESPONSIBILITY
			ANNUAL	MTEF	FIVE-YEAR MTSF	
			2021/22	2022/24	2024/25	
Lead the provision of infrastructure delivery for the sector	Integration of IDMS within the Department using Sustainable Infrastructure Development System (SIDS) methodology	<ul style="list-style-type: none"> <li>Migration and transfer of functions (IDMS) to DPWI through ongoing engagements</li> <li>Engagements held on infrastructure-related matters</li> <li>Monitor the implementation of the NIP</li> <li>Establish Construction Procurement Unit to accelerate infrastructure delivery</li> </ul>	Integration of IDMS within the Department	Consolidated stakeholder reports on the performance of the NIP	-	Operations Cluster: - Infrastructure Delivery Work Stream
			Regularised and IDMS implementation throughout the sector	-	-	Operations Cluster: - Infrastructure Delivery Work Stream
			Infrastructure regulations developed	Percentage implementation of Infrastructure Regulations	Percentage implementation of Infrastructure Regulations	Operations Cluster: - Infrastructure Delivery Work Stream
Engagements with NT and cidb	Regular engagements with NT and cidb on governance - Monitor compliance through regular engagements	<ul style="list-style-type: none"> <li>Strengthen the implementation of IDMS (planning and execution)</li> <li>Conclude consultations with Coega Development Corporation (CDC) for alignment of IDMS with DPW Placemat</li> <li>Finalisation of generic templates with CDC to be utilised throughout Public Works (National and Provincial)</li> <li>Rollout and engagement with all stakeholders on the implementation of IDMS (all sectors of DPW)</li> </ul>	Reports outlining engagements held with NT and cidb on IDMS governance	Monitor compliance through regular engagements with NT and cidb	Monitor compliance through regular engagements with NT and cidb	Operations Cluster: - Infrastructure Delivery Work Stream - cidb
			Monitor progress on developed sector delivery standards	Monitor progress on developed sector delivery standards	Monitor progress on developed sector delivery standards	Operations Cluster: - Infrastructure Delivery Work Stream
			Service delivery standards developed	Streamlined sector service delivery standards	Consolidated sector delivery standards through Clusters and Work Streams	Governance, Policy and Legislative Cluster: - Work Streams Operations Cluster: - Work Streams

2. SECTOR PRIORITY: ENHANCED CAPACITY FOR THE PUBLIC WORKS SECTOR						
MTSF PRIORITY 1 A CAPABLE, ETHICAL, AND DEVELOPMENTAL STATE						
FUNCTIONAL, EFFICIENT, AND INTEGRATED GOVERNMENT						
DEVELOP PROGRAMME TO STRENGTHEN ASSET MANAGEMENT IN THE PUBLIC SECTOR (TARGET BY 2023)						
INTERVENTION (OUTPUT)	INDICATOR	ACTIVITY	PERFORMANCE TARGETS (2021-2025)			RESPONSIBILITY
			ANNUAL 2021/22	MTEF 2022/24	FIVE-YEAR MTSF 2024/25	
Implement integrated ICT system for the sector	Integrated ICT for the sector to ensure interoperability of systems (alignment with existing IT systems)	<ul style="list-style-type: none"> <li>Conduct needs assessment for ICT integration requirements</li> <li>Needs assessments conducted within the sector to ensure interoperability of systems</li> <li>Engagement with stakeholders to conduct needs assessments for the interoperability of systems</li> </ul>	Consolidated report on ICT needs assessments conducted	-	-	Operations Cluster: - Innovation and Modernisation Work Stream
	Development of ICT strategy and plan	<ul style="list-style-type: none"> <li>Develop and implement an integrated ICT strategy and plan for the sector:</li> <li>Sharing of data for efficient asset and property management</li> <li>Ensuring integrated planning</li> <li>Cost savings through resource sharing</li> </ul>	-	ICT strategy and plan developed by 2022/24	-	
	Implementation of the ICT strategy and plan	<ul style="list-style-type: none"> <li>Consultative engagements on the rollout of the strategy and plan</li> <li>Rollout of ICT strategy and plan involving all stakeholders</li> </ul>	-	-	Monitor progress on the implementation of ICT strategy and plan	

Table 8: Sector Priority – Services to Clients and Stakeholder Management

SECTOR PRIORITY: SERVICES TO CLIENTS AND STAKEHOLDER MANAGEMENT						
MTSF PRIORITY 1 A CAPABLE, ETHICAL, AND DEVELOPMENTAL STATE						
MTSF OUTCOME FUNCTIONAL, EFFICIENT, AND INTEGRATED GOVERNMENT						
MTSF INDICATOR DEVELOP PROGRAMME TO STRENGTHEN ASSET MANAGEMENT IN THE PUBLIC SECTOR (TARGET BY 2023)						
INTERVENTION (OUTPUT)	INDICATOR	ACTIVITY	PERFORMANCE TARGETS (2021-2024)			RESPONSIBILITY
			ANNUAL	MTEF	FIVE-YEAR MTSF	
			2021/22	2022/24	2024/25	
Improved DPW corporate image	Client relations management strategy developed and implemented	<p>Establish partnerships with other spheres of government, e.g. unleashing its assets portfolio by having agency agreements for socioeconomic imperatives</p> <ul style="list-style-type: none"> <li>On-going sector consultations with NT, COGTA and SALGA on areas of disputes</li> <li>Collaboration with IGR partners to ensure improved service delivery</li> <li>Identification of disputes to unblock service delivery challenges</li> </ul>	Number of SLAs signed with IGR partners	Number of SLAs signed with IGR partners	Number of SLAs signed with IGR partners	- IGR
		<ul style="list-style-type: none"> <li>Strengthen client relations forum (Joint Teams)</li> <li>Consultative engagements and advocacy of the strategy with Client Departments</li> <li>Collaboration between Regional Offices and Provincial Departments to ensure improved service delivery</li> </ul>	Percentage of dispute resolution measures implemented to unblock service delivery challenges	Percentage of dispute resolution measures implemented to unblock service delivery challenges	Consolidated dispute management register and repository	<p>Operations Cluster:</p> <ul style="list-style-type: none"> <li>Land Reform, OBB, and Rates and Taxes Work Stream</li> <li>Innovation and Modernisation Work Stream</li> </ul>

**3. SECTOR PRIORITY: SERVICES TO CLIENTS AND STAKEHOLDER MANAGEMENT**

**MTSF PRIORITY 5 SPATIAL INTEGRATION, HUMAN SETTLEMENTS AND LOCAL GOVERNMENT**

**MTSF OUTCOME INCREASED ACCESS TO LAND REFORM, HOUSING, SAFE LIVING ENVIRONMENT, UNIVERSAL ACCESS AND DESIGN, AND SAFE AND AFFORDABLE TRANSPORT AND ICT**

**MTSF INDICATOR LEVEL OF COMPLIANCE WITH UNIVERSAL DESIGN, NORMS AND STANDARDS**

INTERVENTION (OUTPUT)	INDICATOR	ACTIVITY	PERFORMANCE TARGETS (2021-2025)			RESPONSIBILITY
			ANNUAL	MTEF	FIVE-YEAR MTSF	
			2021/22	2022/24	2024/25	
Integrated planning of Government precincts through a partnership approach	Number of approved Government infrastructure developments aligned to IDPs and Spatial Development Frameworks (SDFs) for precinct development	Stakeholder engagement to integrate planning for Government precincts	Number of Government infrastructure development projects aligned with IDPs and SDFs for precinct development	Number of Government infrastructure development projects aligned with IDPs and SDFs for precinct development	Number of Government infrastructure development projects aligned with IDPs and SDFs for precinct development	Operations Cluster: <ul style="list-style-type: none"> <li>- Land Reform, OBB, and Rates and Taxes Work Stream</li> <li>- FM, NIMS, and GIAMA Implementation Work Stream</li> <li>- Infrastructure Delivery Work Stream</li> </ul>
Settlement of Government debt owed to municipalities	Gender-based violence (GBV) shelters: <ul style="list-style-type: none"> <li>- Support by National and Provincial Departments to Department of Social Development (DSD) sector to assist districts in the</li> </ul>	Stakeholder engagement to allocate GBV shelters as required by DSD per district	Number of state properties allocated to DSD	Number of state properties allocated to DSD	Number of state properties allocated to DSD	Operations Cluster: <ul style="list-style-type: none"> <li>- Transformation, Gender, and Compliance Work Stream</li> </ul>
			100% of reports collated from the PW Sector and DPWI Entities indicating a reduction in debt and resolution of the root causes of the escalation of debt	100% of reports collated to all Organs of State depicting a material reduction in the debt and resolution of root causes of escalation of debt	100% of reports collated from all Organs of State depicting settlement of all debt to municipalities and resolved root causes of escalation of debt	Land Reform, OBB, and Rates and Taxes Work Stream <ul style="list-style-type: none"> <li>- Project Coordinator (IGR)</li> </ul>

Table 9: Sector Priority – Job Creation

SECTOR PRIORITY: JOB CREATION						
MTSF PRIORITY 2	ECONOMIC TRANSFORMATION AND JOB CREATION					
MTSF OUTCOME	MORE DECENT JOBS CREATED AND SUSTAINED WITH YOUTH, WOMEN AND PERSONS WITH DISABILITIES PRIORITISED					
MTSF INDICATOR	<ul style="list-style-type: none"> <li>NUMBER OF VALIDATED EPWP WORK OPPORTUNITIES REPORTED BY PUBLIC BODIES INTO EPWP REPORTING SYSTEM (TARGET – FIVE MILLION WORK OPPORTUNITIES CREATED BY 2024)</li> </ul>					
INTERVENTION (OUTPUT)	INDICATOR	ACTIVITY	PERFORMANCE TARGETS (2021-2025)			RESPONSIBILITY
			ANNUAL	MTEF	FIVE-YEAR MTSF	
Effective implementation of EPWP within the spheres of government	Approved integrated policy framework for sector convergence	Develop, review, approve and implement an integrated policy framework for sector convergence	Integrated policy framework for sector convergence approved	Approved integrated policy framework for sector convergence implemented by Public Bodies	-	Governance, Policy and Legislative Cluster: <ul style="list-style-type: none"> <li>Public Employment Programme Work Stream</li> </ul>
	Number of Public Bodies provided with technical support	(a) Public Bodies implementing EPWP through: <ul style="list-style-type: none"> <li>Mainstreaming</li> <li>Creating awareness</li> </ul> Continuous strategic and technical support to Public Bodies implementing EPWP Reporting on technical support provided	Number of Public Bodies provided with technical support	Number of Public Bodies provided with technical support	Number of Public Bodies provided with technical support	



Table 10: Sector Priority – Management of State-Owned Assets (Land and Buildings)

SECTOR PRIORITY: MANAGEMENT OF STATE-OWNED ASSETS (LAND AND BUILDINGS)		PERFORMANCE TARGETS (2021-2024)				RESPONSIBILITY
MTSF PRIORITY 5	SPATIAL INTEGRATION, HUMAN SETTLEMENTS AND LOCAL GOVERNMENT	ANNUAL	MTEF	FIVE-YEAR MTSF		
<b>MTSF OUTCOME</b>	<ul style="list-style-type: none"> <li>SUSTAINABLE LAND REFORM</li> <li>INCREASED ACCESS TO LAND REFORM, HOUSING, SAFE LIVING ENVIRONMENT, UNIVERSAL ACCESS AND DESIGN AND SAFE AND AFFORDABLE TRANSPORT and ICT</li> </ul>					
<b>MTSF INDICATOR</b>	<ul style="list-style-type: none"> <li>HECTARES OF LAND REDISTRIBUTED OR ACQUIRED AND OR ALLOCATED FOR AGRARIAN TRANSFORMATION, INDUSTRIAL PARKS, HUMAN SETTLEMENTS AND RURAL DEVELOPMENT</li> <li>PERCENTAGE OF APPROVED LAND REFORM PROJECTS PROVIDED WITH POST-SETTLEMENT SUPPORT</li> <li>PERCENTAGE SHARE BY GENDER, AGE, AND DISABILITY OF HECTARES OF LAND ACQUIRED, FOR REDISTRIBUTION, RESTITUTION, TENURE REFORM and ACCESS TO TITLE DEEDS</li> </ul>					
INTERVENTION (OUTPUT)	INDICATOR	ACTIVITY	ANNUAL	MTEF	FIVE-YEAR MTSF	RESPONSIBILITY
Management of IARs	Percentage of immovable assets updated on the IAR	<ul style="list-style-type: none"> <li>Completeness of IAR</li> <li>Application of the fair value model</li> <li>Endorsement of Title Deeds</li> </ul>	2021/22	2022/24	2024/25	Operations Cluster: - Land Reform, OBB, and Rates and Taxes Work Stream
Unutilised state land and buildings under the custody of both national and provincial Public Works be earmarked for investment purposes for economic recovery	Percentage of vacant surplus state-owned properties let out for investment and economic purposes	Unutilised state land under the custody of both national and provincial Public Works be earmarked for investment purposes for economic recovery after Covid-19	Percentage of unutilised state-owned properties and land	Percentage of unutilised state-owned properties and land	Percentage of unutilised state-owned properties and land	Operations Cluster: - Land Reform, OBB, and Rates and Taxes Work Stream
Monitoring of the Leasing Portfolio (Infrastructure Projects and Property Management including Leasing)	Percentage increase in revenue generation through letting of state-owned properties (Infrastructure Projects and Property Management including Leasing)	Repair and release of state-owned buildings for socioeconomic purposes	Percentage of state-owned buildings repaired and released for socioeconomic purposes	Percentage of state-owned buildings repaired and released for socioeconomic purposes	Percentage of state-owned buildings repaired and released for socioeconomic purposes	Operations Cluster: - FM, NIMS and GIAMA Implementation Work Stream



5. SECTOR PRIORITY: MANAGEMENT OF STATE-OWNED ASSETS (LAND and BUILDINGS)						
A CAPABLE, ETHICAL, AND DEVELOPMENTAL STATE						
FUNCTIONAL, EFFICIENT AND INTEGRATED GOVERNMENT						
DEVELOP PROGRAMME TO STRENGTHEN ASSET MANAGEMENT IN THE PUBLIC SECTOR ( TARGET BY 2023)						
INTERVENTION (OUTPUT)	INDICATOR	ACTIVITY	PERFORMANCE TARGETS (2019-2024)			RESPONSIBILITY
			ANNUAL	MTEF	FIVE-YEAR MTSF	
			2021/22	2022/24	2024/25	
Implementation of the green building sectoral plan (energy efficiency, water-saving including other green building subsets)	Review and implementation of the Green Building Sectoral Policy and Plan	<p>Development of feasibility study report and rollout of Renewable Energy in selected Government buildings in partnership with NT (GTAC) and the Development Bank of Southern Africa (DBSA). The process is part of establishing the use of a clean energy mix and energy efficiency through embedded generation</p> <ul style="list-style-type: none"> <li>Rollout of Green Building capacity-building and awareness in partnership with the Department of Environmental Affairs (DEA) and Department of Energy</li> <li>Development of Eco-labelling scheme in partnership with ASA and cidb, and rollout of Green Building rating in selected buildings (new and existing)</li> <li>Develop and implement water-saving measures</li> </ul>	Green Building Sectoral Policy and Plan reviewed and approved	Approved Eco-labelling scheme in partnership with ASA and cidb	Water-saving measures implemented	<p>Operations Cluster:</p> <ul style="list-style-type: none"> <li>FM, NIIMS and GIAMA implementation Work Stream</li> <li>cidb</li> <li>ASA</li> </ul>

**TABLE 11: Sector Priority – Transformation of the Construction and Property Industries**

6. SECTOR PRIORITY: TRANSFORMATION OF THE CONSTRUCTION AND PROPERTY INDUSTRIES						
PRIORITY 1	A CAPABLE, ETHICAL, AND DEVELOPMENTAL STATE					
MTSF OUTCOME	FUNCTIONAL, EFFICIENT AND INTEGRATED GOVERNMENT					
MTSF INDICATOR	DEVELOP PROGRAMME TO STRENGTHEN ASSET MANAGEMENT IN THE PUBLIC SECTOR (TARGET BY 2023)					
INTERVENTION (OUTPUT)	INDICATOR	ACTIVITY	PERFORMANCE TARGETS (2019-2024)			RESPONSIBILITY
			ANNUAL	MTEF	FIVE-YEAR MTSF	
Regularisation of the built environment	Reviewed built environment frameworks and strategies	<ul style="list-style-type: none"> <li>Clarify and regulate the role between Public Entities, including professional councils and the sector (through Technical MinMec)</li> <li>Review and align existing policy frameworks to respond to sector needs</li> <li>Develop and implement norms and standards to drive transformation issues (strategies, frameworks, etc.)</li> <li>Influence the curriculum of higher learning institutions through CBE</li> </ul>	Built Environment Frameworks and strategies reviewed and developed	Quarterly and annual reports on transformation of the built industry published	Built Environment curriculum of higher learning institutions reviewed, aligned, and implemented	Governance, Policy and Legislative Cluster: <ul style="list-style-type: none"> <li>Transformation and Compliance Work Stream</li> <li>CBE</li> </ul>
			2021/22	2022/24	2024/25	
	Development of Property Industry Development Board (PIDB)	Establish the PIDB to address sector needs	PIDB established	-	-	Governance, Policy and Legislative Cluster: <ul style="list-style-type: none"> <li>Legislation, policy development, and review Work Stream</li> <li>IGR</li> </ul> Relevant line function

## 9. Technical MinMec Governance Structures Review Report 2019/20

**Table 12: Implementation matrix for outstanding and unresolved matters, and recommendations from the Technical Minmec Governance Structures Review Report (2019/20)**

NO.	OUTSTANDING AND UNRESOLVED MATTERS	RECOMMENDATIONS OF THE REVIEW REPORT	DUE DATE	NEW TECHNICAL MINMEC GOVERNANCE STRUCTURES AND RESPONSIBILITY
1.	<p>Integrated Planning and Coordinating Forums</p> <p>DPWI Governance Structures</p>	<p>Establishment of integrated planning and coordination forums that cut across the sector, expanding to the three spheres of government</p> <ul style="list-style-type: none"> <li>• Fully delegated proxies whenever the member is not available to attend the meeting</li> <li>• Confirmation of attendance, meeting documents and the implementation report submitted as per the secretariat dates</li> </ul>	March 2022	<p><b>MinMec</b></p> <p><b>Technical MinMec</b></p> <p><b>Technical MinMec Clusters</b></p> <p><b>Work Streams</b></p>
2.	National, Provincial and Local IGR Governance Structure	<ul style="list-style-type: none"> <li>• Participation in the National, Provincial and Local IGR governance structures, including the structures that oversee implementation of the District Development-Based Model</li> <li>• The sector to maximise on the opportunities presented by the district development based model to engage local government on matters of concurrence</li> </ul>	March 2022	<b>DDG IGR</b>
3.	Some provincial stakeholders are required to attend more than one IGR Governance Structure session	<ul style="list-style-type: none"> <li>• Review the number of IGR structures in such a way that limited clusters are able to look at a range of issues. The relevant provincial officials would then be able to attend one cluster meeting that deals with different issues</li> <li>• To eliminate the duplication of certain functions and poor attendance at meetings, there is a need to realign related governance structures to be subsumed as one structure</li> <li>• All sub-committee and task team meetings must be scheduled prior to Technical MinMec meetings</li> <li>• Strengthening IGR capacity (secretariat) for effective management of the sub-committees</li> <li>• Rotation of sub-committee meetings</li> </ul>	March 2021	<p><b>MinMec</b></p> <p><b>Technical MinMec</b></p>

NO.	OUTSTANDING AND UNRESOLVED MATTERS	RECOMMENDATIONS OF THE REVIEW REPORT	DUE DATE	NEW TECHNICAL MINMEC GOVERNANCE STRUCTURES AND RESPONSIBILITY
4.	TORs for Clusters and Work Streams	Development of TORs to indicate membership representing the sector	March 2021	<b>Clusters and Work Streams</b>
5.	There is limited involvement of the municipal sphere of government (in support of the sector)	SALGA to continue participating in the Min-Mec structure	March 2021	<b>MinMec Technical MinMec</b>
		The sector to maximise on the opportunities presented by the District Development Based Model to engage local government on matters of concurrence		
6.	Location of the Infrastructure Budget Audit-related matters Payment of service providers within 30 days	Finalise all unresolved matters identified	March 2021	<b>Governance, Policy and Legislative Cluster:</b> - Finance, SCM, and Audit Work Stream
7.	<ul style="list-style-type: none"> <li>• Amendment of GIAMA is awaiting Technical MinMec endorsement</li> <li>• Review of Immovable Asset Management Guidelines (CAMP guideline and templates, and User Immovable Asset Management Plan (UAMP) training manual) is a work-in-progress</li> <li>• Compilation of Vesting Master Plan is a work-in-progress</li> <li>• Surveying of State Domestic Facilities is a work-in-progress</li> <li>• Review of Condition Assessment Guidelines is a work-in-progress</li> </ul>	Sub-committee relevant in driving the implementation of GIAMA, alignment of concurrent functions, and management of Immovable Assets	March 2021	<b>Operations Cluster:</b> - FM, NIMS, and GIAMA Implementation Work Stream
	<ul style="list-style-type: none"> <li>• Leasing Framework</li> <li>• Maintenance Strategy</li> <li>• Revenue generation through the management of State Assets</li> <li>• FM Strategies for all buildings in the Asset Register across nine provinces with a focus on problematic components</li> </ul>	Develop and review of sector guiding norms and standards, policies, guidelines, etc.	March 2022	<b>Operations Cluster:</b> - Land Reform, OBB, and Rates and Taxes Work Stream - FM, NIMS and GIAMA Implementation Work Stream

NO.	OUTSTANDING AND UNRESOLVED MATTERS	RECOMMENDATIONS OF THE REVIEW REPORT	DUE DATE	NEW TECHNICAL MINMEC GOVERNANCE STRUCTURES AND RESPONSIBILITY
8.	Development of the Sector Plan	<ul style="list-style-type: none"> <li>• Sub-committee relevant in the implementation of sector indicators and overseeing performance to promote uniformity in the delivery of the core mandate of the Department</li> <li>• NAPROV to be broadened to include local government stakeholders to ensure integrated planning and coordination of the infrastructure sector across spheres of government</li> </ul>	March 2022	<b>Governance, Policy and Legislative Cluster:</b> <ul style="list-style-type: none"> <li>- Sector Planning, Monitoring, and Evaluation Work Stream</li> </ul>
9.	<ul style="list-style-type: none"> <li>• Surveying of properties</li> <li>• Slow vesting process</li> <li>• Allocation not commensurate with municipal bills, year-to-year</li> <li>• Government debt – credibility of Section 71 report balances</li> <li>• Municipalities not passing resolutions to donate land on which SDFs are located</li> </ul>	<ul style="list-style-type: none"> <li>• Addressing the identified route causes</li> <li>• Soliciting funding which is commensurate with municipal bills</li> <li>• Capacitating departments and municipalities dealing with government debt</li> <li>• Reviewing existing legislation (policies)</li> <li>• Encourage stakeholder participation on rates and taxes matters, noting poor attendance in the previous sub-committee meetings</li> </ul>	March 2022	<b>Operations Cluster:</b> <ul style="list-style-type: none"> <li>- Land Reform, OBB, and Rates and Taxes Work Stream</li> <li>- IGR</li> </ul>
10.	<p>No outstanding matters or unresolved resolutions, meetings were postponed due to poor attendance</p> <p>Unclear coordinating branch</p>	<ul style="list-style-type: none"> <li>• Encourage meeting attendance and involvement of relevant stakeholders at the sector level</li> <li>• OBB funding to be allocated within budgets of Real Estate Management (REMS) and GRC to action resolutions. The resolutions involve litigation, eviction, lease agreements, disposals of illegally occupied properties, and inter-governmental arrangements for profitable use of state properties</li> </ul>	March 2022	<b>Operations Cluster:</b> <ul style="list-style-type: none"> <li>- Land Reform, OBB, and Rates and Taxes Work Stream</li> <li>- REMS</li> </ul>

NO.	OUTSTANDING AND UNRESOLVED MATTERS	RECOMMENDATIONS OF THE REVIEW REPORT	DUE DATE	NEW TECHNICAL MINMEC GOVERNANCE STRUCTURES AND RESPONSIBILITY
11.	<ul style="list-style-type: none"> <li>To address infrastructure performance for the sector</li> <li>Creation of strategies and mechanisms to standardise and support the implementation of IDMS for the sector</li> <li>Make recommendations on all matters relating to the implementation of Public Works infrastructure projects</li> <li>IDMS implementation and reporting to relevant executives and authorities</li> </ul>	<ul style="list-style-type: none"> <li>Encourage meeting attendance and involvement of relevant stakeholders at the sector level</li> <li>Provide ongoing EPWP programme support</li> <li>The sector to improve on its contribution to infrastructure delivery</li> </ul>	March 2022	<b>Operations Cluster:</b> <ul style="list-style-type: none"> <li>Infrastructure Delivery Work Stream</li> </ul>
	Public Works Infrastructure Sector Forum (PWISF) not fully achieving its resolutions and objectives	Encourage meeting attendance and involvement of relevant stakeholders at the sector level		
12.	<ul style="list-style-type: none"> <li>EPWP Policy to be presented to the DPWI MinMec for approval</li> <li>Inputs from the Department of Labour on proposals made on EPWP maximum wage</li> <li>Review of the EPWP protocol agreement, pending Ministerial approval</li> <li>Consultative sessions are to be finalised, e.g. meeting with COGTA</li> </ul>	<ul style="list-style-type: none"> <li>The structure to continue functioning as it is, noting that it reports not only to MinMec but also to the Public Employment Programme Inter-Ministerial Committee (PEP-IMC), which is a higher governance structure for PEPs</li> </ul>	March 2022	<b>Governance, Policy and Legislative Cluster:</b> <ul style="list-style-type: none"> <li>EPWP Work Stream</li> </ul>
13.	IGR disputes not adequately dealt with	<ul style="list-style-type: none"> <li>The sector to continue consultations with NT, COGTA and SALGA on areas of dispute management, particularly relating to rates and taxes and EPWP implementation</li> <li>Joint MinMec sessions to be convened with relevant sectors to address cross-cutting matters</li> </ul>	March 2022	<b>Governance, Policy and Legislative Cluster</b> <b>Operations Cluster</b> <b>DDG IGR</b>
14.	The sector does not have a forum to review and address audit concerns on a quarterly basis, yet AGSA provides sector-wide findings	Audit issues to be managed through a dedicated governance sector structure	March 2022	<b>Governance, Policy and Legislative Cluster:</b> <ul style="list-style-type: none"> <li>Finance, SCM and Audit Work Stream</li> <li>Sector Planning, Monitoring and Evaluation Work Stream</li> </ul>

## 10. List of Key Stakeholders and Matrix

The key stakeholders in the implementation of the Five-Year POA consist of the National Department of Public Works, Provincial Department of Public Works, Public Entities, and User Departments, including municipalities. The stakeholder matrix is articulated in the table below. The table outlines the roles and responsibilities (relationships) of stakeholders comprising the three spheres of government.

**Table 13: Stakeholder Matrix**

Entity	Role of the Stakeholder
National DPWI	<ul style="list-style-type: none"> <li>• Provide detailed elements of implementation and possible suggested solutions.</li> <li>• Address skills shortages and capacity challenges</li> <li>• Sharing best practices</li> </ul>
Provincial Public Works Departments	<ul style="list-style-type: none"> <li>• Provide detailed elements of implementation and possible suggested solutions</li> <li>• Address skills shortages and capacity challenges</li> <li>• Sharing best practices</li> </ul>
Relevant User Departments	<ul style="list-style-type: none"> <li>• Policy proposals relevant for the Public Works Sector</li> <li>• Identify service delivery challenges experienced by Departments</li> <li>• Sharing best practices</li> </ul>
Municipalities	<ul style="list-style-type: none"> <li>• Integrated planning</li> <li>• Sharing best practices</li> <li>• Provide services for effective infrastructure delivery</li> </ul>
Public Entities (ASA, IDT, cidb, and CBE, including professional councils)	<ul style="list-style-type: none"> <li>• Policy proposal relevant for the Public Works Sector</li> <li>• Sharing best practices</li> <li>• Integrated planning</li> </ul>







The 2021-25 Sector Plan was compiled with information from the National and Provincial Departments of Public Works and Infrastructure and other relevant sources.

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