

Department of Public Works
2018/19
Annual Performance Plan



public works

Department:
Public Works
REPUBLIC OF SOUTH AFRICA

DEPARTMENT OF PUBLIC WORKS

Annual Performance Plan 2018/19

The 2018/19 Annual Performance Plan for the Department of Public Works is compiled with the latest available information from departmental and other sources. Some of this information is unaudited or subject to revision.

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The APP is published on
www.publicworks.gov.za
ISBN: 978 – 1 – 920399 – 23 - 8
RP: 96/2018

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CONTENTS

MINISTER'S FOREWORD	8
DIRECTOR-GENERAL'S OVERVIEW	10
OFFICIAL SIGN OFF	12
PART A – STRATEGIC OVERVIEW	17
1. Vision.....	18
2. Mission.....	18
3. Values.....	18
4. Strategic outcome-oriented goals.....	18
5. Links to Government-wide plans.....	23
6. Legislative and other mandates.....	26
7. Updated situational analysis.....	30
7.1 External Environment.....	30
7.2 External factors influencing service delivery.....	39
7.3 Internal Environment.....	46
7.4 Performance Environment.....	52
7.5 Organisational Environment.....	60
7.6 Description of the Strategic Planning Process.....	63
7.7 Overview of the 2018 Budget and MTEF Estimates.....	65
PART B – PROGRAMME AND SUB PROGRAMME OBJECTIVES	73
8.1 Programme 1: Administration	75
8.1.1 Programme 1: Strategic objectives and medium-term targets for 2018/19 to 2020/21.....	75
8.1.2 Programme 1: Programme performance indicators and medium-term targets for 2018/19 to 2020/21.....	77
8.1.3 Programme 1: Programme performance indicators and quarterly targets for 2018/19.....	82
8.1.4 Reconciling performance targets with the Budget and MTEF.....	85
8.1.5 Performance and expenditure trends for Programme 1.....	87
8.2. Programme 2: Intergovernmental Coordination	88
8.2.1 Programme 2: Strategic objectives and medium-term targets for 2018/19 to 2020/21.....	88
8.2.2 Programme 2: Programme performance indicators and medium-term targets for 2018/19 to 2020/21.....	89
8.2.3 Programme 2: Programme performance indicators and quarterly targets for 2018/19.....	92
8.2.4 Reconciling performance targets with the Budget and MTEF.....	94
8.2.5 Performance and expenditure trends for Programme 2.....	96
8.3. Programme 3: Expanded Public Works Programme	97
8.3.1 Programme 3: Strategic objectives and medium-term targets for 2018/19 to 2020/21.....	97
8.3.2 Programme 3: Programme performance indicators and medium-term targets for 2018/19 to 2020/21.....	98
8.3.3 Programme 3: Programme performance indicators and quarterly targets for 2018/19.....	100
8.3.4 Reconciling performance targets with the Budget and MTEF.....	102
8.3.5 Performance and expenditure trends for Programme 3.....	104
8.4 Programme 4: Property and Construction Industry Policy and Research	105
8.4.1 Programme 4: Strategic objectives and medium-term targets for 2018/19 to 2020/21.....	105
8.4.2 Programme 4: Programme performance indicators and medium-term targets for 2018/19 to 2020/21.....	106
8.4.3 Programme 4: Programme performance indicators and quarterly targets for 2018/19.....	107
8.4.4 Reconciling performance targets with the Budget and MTEF.....	108
8.4.5 Performance and expenditure trends for Programme 4.....	110

8.5. Programme 5: Prestige Policy.....	111
8.5.1 Programme 5: Strategic objectives and medium-term targets for 2018/19 to 2020/21	111
8.5.2 Programme 5: Programme performance indicators and medium-term targets for 2018/19 to 2020/21	111
8.5.3 Programme 5: Programme performance indicators and quarterly targets for 2018/19.....	112
8.5.4 Reconciling performance targets with the Budget and MTEF.....	113
8.5.5 Performance and expenditure trends for Programme 5.....	115
PART C – LINKS TO LONG TERM PLANS.....	117
9. Links to long-term infrastructure plan.....	118
10. Service Delivery Improvement Plan (2017/18 – 2019/20).....	118
11. Strategic Risk Plan for the Department of Public Works.....	121
12. Conditional grants.....	126
13. Public Entities.....	127
14. Public Private Partnerships.....	139
PART D – ANNEXURES TO THE ANNUAL PERFORMANCE PLAN.....	141
15. Amendments to the Five Year Strategic Plan.....	142
16. Technical indicator descriptions.....	144
16.1 Programme 1: Administration.....	144
16.2 Programme 2: Intergovernmental Coordination.....	162
16.3 Programme 3: Expanded Public Works Programme.....	170
16.4 Programme 4: Property and Construction Industry Policy and Research.....	177
16.5 Programme 5: Prestige Policy.....	183
17. Legislation the Department of Public Works administers.....	187
18. List of references.....	190



LIST OF TABLES

Table 1: Strategic outcome-oriented goal 1.....	19
Table 2: Strategic outcome-oriented goal 2.....	19
Table 3: Strategic outcome-oriented goal 3.....	22
Table 4: Strategic outcome-oriented goal 4.....	20
Table 5: Strategic outcome-oriented goal 5.....	21
Table 6: Strategic outcome-oriented goal 6.....	21
Table 7: Alignment between strategic outcome-oriented goals and MTSF priorities:.....	22
Table 8: Direct links to NDP Chapter 3, NGP Job Driver 4 and MTSF Outcome 4.....	23
Table 9: Indirect links to NDP Chapter 9 and MTSF Outcome 5.....	24
Table 10: Indirect links to NDP Chapter 15 and MTSF Outcome 13.....	25
Table 11: Transformation values for the entities registered with the CIDB.....	38
Table 12: Five year targets per sector (Work Opportunities).....	58
Table 13 Infrastructure Sector targets per sphere of Government (Work Opportunities).....	58
Table 14: Environment and Culture Sector targets per sphere of Government (Work Opportunities).....	58
Table 15: Social Sector targets per sphere of Government (Work Opportunities).....	58
Table 16: Non State Sector targets per sphere of Government (Work Opportunities).....	58
Table 17: Staff establishment of the Department of Public Works and Property Management Trading Entity.....	62
Table 18: Staff establishment of the Department of Public Works.....	62
Table 19: Staff establishment of the Department of Public Works.....	62
Table 20: Expenditure estimates for all Programmes.....	68
Table 21: Strategic objectives and medium-term targets for 2018/19 – 2020/21.....	75
Table 22: Performance indicators and medium-term targets for 2018/19 – 2020/21.....	77
Table 23: Performance indicators and quarterly targets for 2018/19.....	82
Table 24: Expenditure estimates for Programme 1: Administration.....	85
Table 25: Strategic objective and medium-term targets for 2018/19 – 2020/21.....	88
Table 26: Programme performance indicators and medium-term targets for 2018/19– 2020/21.....	89
Table 27: Performance indicators and quarterly targets for 2018/19.....	92
Table 28: Expenditure estimates for Programme 2: Intergovernmental Coordination.....	94
Table 29: Strategic objectives and medium-term targets for 2018/19 – 2020/21.....	97
Table 30: Programme performance indicators and medium-term targets for 2018/19 – 2020/21.....	98
Table 31: Performance indicators and quarterly targets for 2018/19.....	100
Table 32: Expenditure estimates for Programme 3: Expanded Public Works Programme.....	102
Table 33: Strategic objective and medium-term targets for 2018/19 – 2020/21.....	105
Table 34: Programme performance indicators and medium-term targets for 2018/19 – 2020/21.....	106
Table 35: Performance indicators and quarterly targets for 2018/19.....	107
Table 36: Expenditure estimates for Programme 4: Property and Construction Industry Policy Regulations.....	108
Table 37: Strategic objectives and medium-term targets for 2018/19 – 2020/21.....	111
Table 38: Programme performance indicators and medium-term targets for 2018/19 – 2020/21.....	111
Table 39: Performance indicators and quarterly targets for 2018/19.....	112
Table 40: Expenditure estimates for Programme 5: Prestige Policy	113
Table 41: Service Delivery Improvement Plan for the Department of Public Works.....	118
Table 42: Strategic Risk Register for the Department of Public Works.....	121
Table 43: EPWP Conditional Grants: EPWP Integrated Grant for Provinces.....	126
Table 44: EPWP Conditional Grants: EPWP Integrated Grant for Municipalities.....	126
Table 45: Social Sector EPWP Incentive Grant for Provinces.....	126
Table 46: EPWP Incentive: Non State Sector Wage Subsidy.....	127
Table 47: Public Entities reporting to the Minister of Public Works.....	142
Table 48: The six built Environment Professional Councils.....	143

Table 49: Strategic Objective 2.3 (Revised).....	142
Table 50: Strategic objectives 5.1 (Revised).....	143
Table 51: Legislation the Department of Public Works administers.....	187

LIST OF FIGURES

Figure 1: South Africa Gross Domestic Product.....	31
Figure 2: Government Budget and Budget Deficit.....	32
Figure 3: Composition of Budget Expenditure Across the Various Expenditure Items.....	32
Figure 4: Profit / Loss of major State-Owned Entities 2016/17 Financial Year.....	33
Figure 5: Population and Labour Force.....	34
Figure 6: Breakdown of Employment by Gender, Industry And Race.....	35
Figure 7: Registration Statistics by Category, Race And Gender.....	36
Figure 8: Gross Fixed Capital Formation by Asset Type.....	37
Figure 9: Summary of Capital Expenditure.....	37
Figure 10: Summary of Labour Market Conditions at a Glance, Quarter 3: 2017.....	40
Figure 11: Racial Profile of the Professions.....	44
Figure 12: Population Estimates for South Africa by Population Group.....	44
Figure 13 MPAT Index (2012-2016).....	55
Figure 14: Performance against 5-Year Work Opportunities Targets by Sector.....	59
Figure 15: High Level Organisational Structure of the Department.....	60
Figure 16: The Department's Strategic Planning Process.....	64
Figure 17: Budget Allocation per Programme.....	65
Figure 18: Budget Allocation per Economic Classification.....	65



FOREWORD BY The Minister

South Africa is grappling with growth that is too slow to raise the average living standards, which is deeply problematic when one-third of the working population is effectively excluded from the economy. So far, there has been only limited progress on reforms to remedy that situation. The present trajectory is simply not good enough. As a country, we are frustrated by the lack of growth, which, if sustained, will compromise our ability to rapidly reduce unemployment, poverty and inequality. Government has made economic growth an apex priority in this current period. The litmus test must be that the policy response fosters fundamental change that opens doors for the young people who will be the workers, entrepreneurs and innovators of the next generation. We need to advance inclusive growth and economic transformation. The struggle to ensure that all South Africans share in the country's wealth must therefore stand at the centre of our national agenda.

We want the economy to grow, we want big businesses to expand, we want small businesses to expand, we want new businesses to start and expand and, we also want industries to transform, to include black people and women in ownership, in top management and in professional work. It is not optional or a nice to have, but it is a core aspect of our nation's development. The National Development Plan (NDP) set our nation the task of driving inclusive growth and economic transformation as two necessary, mutually reinforcing and overarching objectives which enable us to resolve our national challenges. Achieving this vision requires all of us to find common cause, and ask ourselves how we can contribute – as Government, as business, as labour, as civil society – to inclusive growth and economic transformation.

South Africa's overwhelming priority has to be job creation. This means that existing businesses will have to grow and invest and many more new businesses will have to be created. This can only happen in a more market-friendly

environment in which there is greater policy coherence and certainty. The Expanded Public Works Programme (EPWP) involves reorienting line function budgets and conditional grants so that Government expenditure results in more work opportunities, particularly for unskilled labour. It is a short to-medium-term programme, covering all spheres of Government and State-owned enterprises, which aims to provide work opportunities coupled with training. EPWP projects are funded through the normal budgetary process, through the budgets of line function Departments, Provinces and Municipalities.

In a commitment to develop scarce skills in South Africa, a total of 330 young people across South Africa will be trained in various artisan trades within the EPWP. The four-year multimillion rand EPWP Artisan Development Programme is an initiative of the Department of Public Works, Higher Education and Training, the Mechanic, Engineering and Related Services Sector Education and Training Authority (merSETA) and various private sector companies. The Artisan Development Programme is one of the key programmes within the EPWP aimed at skilling the youth and providing them with better employment prospects. Training is an important aspect of the EPWP, as it ensures that skills and knowledge are transferred to the beneficiaries of the programme. The training and Small, Medium and Micro Enterprise (SMME) development will assist participants start and operate businesses once their participation in the EPWP ends and better place them to tender for public sector projects.

The implementation of socio-economic transformation will require a dedicated commitment to programmes that are intended to ensure that the previously oppressed and disadvantaged masses are also included in the development of the country. The specific areas of concern that should be used to drive the transformation agenda includes, among other things, the need to promote skills development in order to support the roll-out of infrastructure

delivery in the country. The Department has a clear and strategic long-term interest in, and commitment to, technical and professional training in the built environment to rebuild the professional capacity internally, and within the built environment in general. The implementation of the Skills Pipeline Programme aimed at building and sustaining the capacity of the State to deliver and de-tenderise the State, is crucial to breaking the barriers of the demographically skewed industry. The strategy spells out three interlinked intervention areas aimed at ensuring a seamless flow of professionals. While it is important to promote the registration of professionals and retain registered professionals within the industry, the focus should be on school systems with a “backward-looking” programme making an impact on basic education. The Council for the Built Environment and Built Environment Professional Councils (BEPCs) are also central to this initiative.

The Department is committed to ensuring that South African pieces of legislation relating to both property and built environment, respond to the current socio-economic challenges and the country’s future trajectory based on the policies of Government; to determine how the construction and property industries could be better regulated to promote growth, transformation and competition; to clarify the Department’s mandate and oversight of the provincial public works as a concurrent function reflected in Schedule 4, Part A of the Constitution. It is imperative for the Department to have a single piece of legislation that comprehensively encapsulates its mandate and functions, hence the Department has embarked on a process to develop a new White Paper toward the Public Works Bill and related Act. The development of the White Paper will be an intense process, driven from within the Department that will be aligned with the broader national priorities i.e. NDP and Medium-Term Strategic Framework (MTSF). The finalization of the White Papers will simultaneously inform the amendments to the CBE and CIDB Amendment Acts. The present policy context calls for ingenuity and strong partnerships to ensure that the revised legislation becomes a tool for progressive and tolerant socio-economic transformation. The review of these Acts will not only clarify the challenges in the regulatory environment, but most importantly address the low levels of transformation in the industry.

The Department acts as a parent department providing oversight of the four public entities and six BEPCs involved in the process of delivering its mandate, in terms of political, strategic, administrative, financial, ethical and legal aspects. The oversight role exercised by the

Department over public entities and BEPCs, entails reviewing and monitoring quarterly performance reports in line with the set strategy, evaluating board or council effectiveness and ensuring adherence to legislative prescripts. The Department will focus on improving the oversight of its public entities and BEPCs through the development and implementation of the Entities Oversight Framework. The shareholder’s compact will further improve the oversight through an agreement describing the roles and responsibilities required by both parties to support effective management and performance.

Building capacity within the Department through internal strategic enablers, systems and processes must support the implementation of the strategy for sustainable and balanced growth. The Seven-Year Turnaround Plan and the current Annual Performance Plan provides the necessary direction to improve operations. In our case, sustainability and growth will mainly depend on structural and institutional enhancements.

Through the 2018/19 Annual Performance Plan, we will focus our attention toward Radical Economic Transformation to build an inclusive and more collective economy in the country. We are committed to evaluating our strategic programmes and objectives with the Government’s MTSF and NDP as a way of ensuring that we continuously improve our impact on them. The priorities that are outlined in the Policy Statement, aligned to the MTSF and NDP, guide the strategic imperatives contained in this Annual Performance Plan.

I wish to extend words of gratitude to the Deputy Minister of Public Works, Mr. J. Cronin for his support, the Director-General, Advocate S. Vukela, top management and the staff of the Department for their commitment to the tasks at hand. Without your commitment and hard work, we would not have reached the milestones we have reached to date. I endorse this Annual Performance Plan as the roadmap for what we hope to achieve in the 2018/19 financial year.



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



OVERVIEW BY Director-General

The 2018/19 Annual Performance Plan covers the fourth year of implementation of the Department of Public Works' five-year Strategic Plan (2015-2020). It is aligned to the policy priorities of the Executive Authority which sets out the strategic trajectory of the Department consistent with the five-year Strategic Plan. This Annual Performance Plan takes into consideration the weak economic outlook and high levels of unemployment that are likely to lead to an increased demand for public services. The lack of opportunities to enter the workforce to gain experience, coupled with a lack of educational opportunities and limited networks, consigns many young jobseekers to long-term unemployment. Transformation that creates more jobs, increases wealth for all citizens and reduces inequality requires faster growth and more equitable distribution of resources and benefits.

The dual need for job creation and investment in the public services, is what drives public works programmes worldwide. While in South Africa, the system of social grant allocation is the largest and most successful social protection programme and the EPWP Social Sector simultaneously provides work opportunities to unemployed and unskilled people, primarily women and the youth, through the delivery of social development and community protection services such as Early Childhood Development, Home Community Based Care, School Nutrition Programme, Community Crime Prevention, School Mass Participation. It provides both skills and work experience to help them find work or start their own enterprises after exiting the programme. Other EPWP projects that have been designed to create long-term employment opportunities includes projects and programmes, such as the Rural Road Maintenance Programmes such as Zibambele, the Household Contractor Programme; the Community Work Programme implemented by the Department of Cooperative Governance, and the Working on Fire and the Working for Water Programmes implemented by the Department of Environmental Affairs. As the leader

in the Infrastructure Sector, the Department will ensure that infrastructure projects are implemented by using labour-intensive methods to maximize work opportunities created and deliver assets that directly benefit the poor. The Department remains resolute in pursuing the target to create six million EPWP work opportunities by 2019 within the Infrastructure, Non-State, Environment and Culture and Social Sectors.

It is imperative for the Department to have a single policy and legislation that comprehensively encapsulates its mandate and functions, therefore, we have embarked on a process to review the Public Works White Papers. The purpose of the review of the 1997 and 1999 White Papers, is to define the Department's role in a developmental State, reinforce its role in driving transformation in the Construction and Property Sectors, and review and update policy goals and approaches to address the current events within the context of the local and global Construction and Property Sectors. The review of the White Papers is informed by extensive research which first seeks to understand the Constitutional mandate and additional mandates of the Department as well as the concurrent function of the Public Works Sector, including all Government spheres. This process will simultaneously inform the development or amendment to the legislation governing the different Entities, Built Environment Professional Councils (BEPCs) and the Department. The development of the proposed Public Works Act will impact on a large section of society in both public and private spheres, across the Government spheres, local communities, emerging enterprises and established ones in both the Construction and Property Sectors.

The country needs to inject more investments in order to propel infrastructure development. The major infrastructure projects in the country are key in driving growth, however the country's lack of skilled professionals, is slowing down the growth potential. Like most technical disciplines, the built environment is competing for its

share of the talent pool. Built environment stakeholders have expressed concerns regarding the supply of skills from tertiary education and training institutions that are not adequate to meet the current and future demands. The skills gap cannot be immediately resolved by one sector alone and it will require a collaborative effort. The concern manifests itself in at least two primary areas, namely— a general decline in the availability of skilled persons and slow rates of skills growth among previously disadvantaged South Africans.

In an effort to address the skills gap, the Department will develop a National Technical Capacity Building Framework to guide interventions within the State; and to restore the skills pipeline through consolidating and managing the implementation of the Built Environment Skills Pipeline Strategy, aligned to GIAMA, throughout the Sector. The Strategy is geared to address bottlenecks from the schooling system, on tertiary level, and ensuring provision of structured, workplace training to expedite professional registration. At the core of the strategy is strategic partnerships with Education, BEPCs, Infrastructure and related departments, State-Owned Companies, and the Industry. The strategy aims at building technical capacity, while addressing issues of transformation with the Built Environment Sector.

To ensure efficient delivery of the concurrent function of public works, there must be proper coordination of policy, budgeting, planning, implementation and reporting within the Public Works Sector. Promoting of intergovernmental relations and cooperative government therefore remains a key priority for the Department in the Annual Performance Plan. By focusing on capacity building and integrated service delivery within the Public Works Sector, the Department will ensure that the Sector delivers cost-effective and sustainable services that are responsive to the needs of communities, which are accessible to all. This will also assist the Department to set, execute and monitor key development priorities for the concurrent areas. In an effort to provide integrated data for business decisions, the Department has commenced with the development of an Enterprise Resource Planning System for the Sector that will be used for Property Management functions, such as the Immoveable Asset Register, Facilities Management, Lease Management and Construction Project Management, among other things.

The management of the Prestige portfolio is showing continuous improvement through the development of policies, norms and standards to ensure that infrastructure is provided in the correct quantity of sufficient quality, at

the right places, at the right time, and in accordance with regulatory requirements. In addition, the Department will ensure that infrastructure is affordable in terms of current and future budgetary projections. Term contracts are in place to improve turnaround times in the provision of movable assets and to ensure the proactive maintenance of prestige accommodation. By driving these improvements, the Department will improve service delivery and consequently enhance client relationships and client satisfaction.

The Department is committed to the fight against fraud and corruption. Fraud represents a significant potential risk to the Department's assets, service delivery efficiency and reputation. We will therefore continue to prioritise proactive detection reviews on high risk areas whether internal or external to the Department, and will vigorously pursue and prosecute any parties, by means of all available, legal avenues engaging in such practices. In light of the relatively large budget deficit and a rising debt burden that the country is battling with, the Department has taken steps to prioritise its resources to achieve optimum socio-economic impact. In these challenging times, the Department has to consider a range of opportunities to extend the reach of its budget allocation.

The prevailing economic and fiscal environment demands an integrated management decision-making process that is based on evidence-based planning and decision making. Similarly, critical focus is required on programme and project effectiveness, ensuring value for money and driving improvements in service delivery efficiency. The year 2018 promises to be an action-oriented year in which the implementation of the Annual Performance Plan will be on an upward trajectory. The Department will strive for excellence by being passionate in our endeavour to deliver quality and continuous improvement. We will use our collective knowledge to grow as a Department enabling us to generate new ideas and to ensure sustained success.



Advocate S. Vukela
Director-General

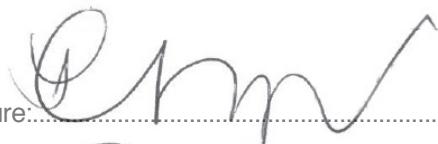
OFFICIAL SIGN OFF

It is hereby certified that:

This Annual Performance Plan was developed by the management of the Department of Public Works under the guidance of Minister T.W Nxesi, in line with the 2015-2020 Revised Strategic Plan of the Department, and accurately reflects the performance targets which the Department will endeavour to achieve, given the resources made available in the budget for the 2018/19 financial year.

Mr. I. Fazel

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

Signature: 

Ms. R. Sadiki

Chief Financial Officer
Department of Public Works

Signature: 

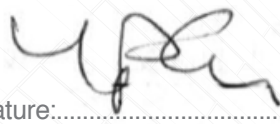
Adv. S. Vukela

Director-General
Department of Public Works

Signature: 

Mr. J.P. Cronin, MP

Deputy Minister of Public Works

Signature: 

Postscript:

As the newly appointed Minister of Public Works I acknowledge the work of former Minister Nhleko and his team in developing this Annual Performance Plan. For continuity and stability, it is important that we build on what has been done.

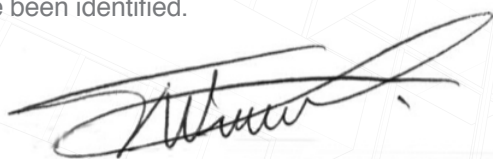
Additionally, our work in 2018/19 must reflect the changing political and economic environment. Under the leadership of President Ramaphosa economic indicators have already started improving. The priorities reflected in the State of the Nation Address and the Budget Speech point to a focus on anti-corruption and combating state capture; economic growth and employment; and nearer to home: a commitment to fully operationalising the PMTE to optimally manage State assets for cost savings, income generation, improved service to user departments and the public, and empowerment and job creation.

As we move into the detailed work of developing Operational Plans, these priorities will be addressed, as well as strengthening areas where impediments to implementation have been identified.

Approved by:


Mr. T.W Nxesi, MP

Minister of Public Works


Signature: 

EXCO MEMBERS

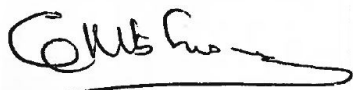
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Mr. C. Mtshisa
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Mr. S. Henderson
Expanded Public Works Programme

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Ms. F. Rababa (Acting)
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Signature: .....

Mr. B. Kgasoane
Prestige Policy

Signature: .....

ACRONYMS

Acronym	Full Description
AGSA	Auditor-General of South Africa
APP	Annual Performance Plan
ASA	Agrément South Africa
BBBEE	Broad-Based Black Economic Empowerment
BEE	Black Economic Empowerment
BEPCs	Built Environment Professional Councils
BEPCs	Built Environment Professions
CBE	Council for the Built Environment
CETA	Construction Education Training Authority
CIDB	Construction Industry Development Board
CMS	Change Management Strategy
CPIs	Customised Performance Indicators
CWP	Community Work Programme
DHET	Department of Higher Education and Training
DMS	Document Management System
DoRA	Division of Revenue Act
DPME	Department of Planning, Monitoring and Evaluation
DPSA	Department of Public Service and Administration
DRP	Disaster Recovery Plan
DTI	Department of Trade and Industry
ECD	Early Childhood Development
ENE	Estimates of National Expenditure
EPWP	Expanded Public Works Programme
EPWPRS	EPWP Reporting System
ERP	Enterprise Resource Planning
EXCO	Executive Management Committee
FTE	Full Time Equivalent
FY	Financial Year
GC	Government Component
GDP	Gross Domestic Product
GIAMA	Government Immovable Asset Management Act, 2007 (Act No. 19 of 2007)
HO	Head Office
HOD	Head of Department

Acronym	Full Description
HQ	Head Quarters
HR	Human Resources
HRD	Human Resources Development
IA	Implementing Agent
IAR	Immoveable Asset Register
ICT	Information and Communication Technology
IDMS	Infrastructure Delivery Management System
IDT	Independent Development Trust
IFMS	Integrated Financial Management System
IGC	Intergovernmental Coordination
IGP	Integrated Growth Plan
IGR	Intergovernmental Relations
ILO	International Labour Organisation
IPAP	Industrial Policy Action Plan
IRMF	Integrated Risk Management Framework
ISS	Intenda Solution Suite
IT	Information Technology
ITAC	Information Technology Acquisition Centre
ITP	Information Technology Procurement
JTT	Joint Task Team
LOGIS	Logistical Information System
M & E	Monitoring and Evaluation
MIG	Municipal Infrastructure Grant
MINMEC	Minister and Members of the Executive Council
MINTOP	Minister and Top Management
MIS	Management Information System
MOA	Memorandum of Agreement
MPAT	Management Performance Assessment Tool
MPAT-LSIP	MPAT Low Score Improvement Plan
MTBPS	Medium-Term Budget Policy Statement
MTEF	Medium-Term Expenditure Framework
MTSF	Medium-Term Strategic Framework
NCC	National Coordinators Committee
NCDP	National Contractor Development Programme

Acronym	Full Description
NDP	National Development Plan
NGP	New Growth Path
NIMS	National Infrastructure Maintenance Strategy
NIP	National Infrastructure Plan
NPOs	Non-Profit Organisations
NSF	National Skills Fund
NSNP	National School Nutrition Programme
NSS	Non-State Sector
NT	National Treasury
NYS	National Youth Service
OBB	Operation Bring Back
OSD	Occupation-Specific Dispensation
PBB	Performance-Based Building
PCC	Property Charter Council
PCDF	Provincial Contractor Development Forum
PEP-IMC	Public Employment Programmes Inter-Ministerial Committee
PEPs	Public Employment Programmes
PFMA	Public Finance Management Finance Act, 1999 (Act No. 1 of 1999)
PICC	Presidential Infrastructure Coordinating Committee
PMDS	Performance Management and Development System
PMTE	Property Management Trading Entity
PRASA	Passenger Rail Agency of South Africa
PSCs	Provincial Steering Committees
RIA	Regulatory Impact Assessment
RMC	Risk Management Committee
SACAP	South African Council for the Architectural Profession
SACLAP	South African Council for the Landscape Architectural Profession
SACPCMP	South African Council for the Project and Construction Management Professions
SACPVP	South African Council for the Property Valuers Profession
SACQSP	South African Council for the Quantity Surveying Profession

Acronym	Full Description
SADC	Southern African Development Community
SAIA	South African Institute of Architects
SAIBPP	South African Institute of Black Property Practitioners
SAPOA	South African Property Owners Association
SAPS	South African Police Service
SARB	South African Reserve Bank
SAS	Statistical Analysis System
SCM	Supply Chain Management
SDGs	Sustainable Development Goals
SDIP	Service Delivery Improvement Programme
SDMF	Service Delivery Model and Framework
SET	Science, Engineering and Technology
SETAs	Sector Education and Training Authorities
SIPs	Strategic Integrated Projects
SIU	Special Investigating Unit
SIYB	Start and Improve Your Business
SLA	Service Level Agreement
SMMEs	Small, Medium and Micro-sized Enterprises
SMS	Senior Management Services
SOE	State-owned Entity
SONA	State of the Nation Address
SP	Strategic Plan
SPM	Strategic Performance Management
ToR	Terms of Reference
TVET	Technical and Vocational Education and Training
U-AMP	User Asset Management Plan
UIF	Unemployment Insurance Fund
VPN	Virtual Private Network
VRP	Voluntary Rebuild Programme
WBS	Web-Based Reporting System
WCS	Works Control System
WEF	World Economic Forum



The image shows a construction site with several workers in safety gear. The scene is overlaid with large, diagonal geometric shapes in shades of orange and red. The workers are engaged in various tasks, with one in the foreground using a shovel. The overall color palette is dominated by warm, earthy tones.

PART: A

Strategic Overview

1. Vision

Convenient access to dignified public services.

2. Mission

The Department of Public Works (the Department) is committed to the attainment of a transformed Built Environment Sector by:

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

3. Values

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

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

4. Strategic outcome-oriented goals

4.1 In its Revised Strategic Plan 2015-2020 (SP), the Department has identified five strategic outcome-oriented goals that define its direct service delivery responsibilities. An additional strategic outcome-oriented goal has been included for the newly established Professional Services function in the 2017/18 financial year.

The six strategic outcome-oriented goals are as follows:

- To transform the Construction and Property Sectors through the development of policy and legislative prescripts;
- To provide oversight of the Public Works Sector;
- To provide an oversight role in the implementation of Public Employment Programmes (PEPs) through the Expanded Public Works Programme (EPWP) standardised frameworks;
- To oversee the efficient delivery of identified services to Prestige clients
- To support service delivery in a smart, proactive and business centric manner that is aligned to statutory requirements; and
- To build State capacity in the Built Environment Professions.

4.2 The detailed description of the strategic outcome-oriented goals follow in the tables below:

Table 1: Strategic outcome-oriented goal 1

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

Table 2: Strategic outcome-oriented goal 2

Strategic goal 2	To provide oversight of the Public Works Sector
Goal statement	To support the Sector on concurrent functions through the Technical Minister and Members of the Executive Council (MINMEC) sub-committees (Infrastructure Delivery Management System (IDMS), Immovable Asset Register (IAR), Government Immovable Asset Management, 2007 (Act No.19 of 2007), Property Management, Finance, and Monitoring and Evaluation (M&E) for coordinated and integrated implementation of priorities within the Public Works Sector
Programme name	Programme 2: Intergovernmental Coordination (IGC)
Justification	Provinces are mainly responsible for implementation, in accordance with the nationally-determined policy and implementation guidelines. To ensure efficient delivery of concurrent functions, there must be proper coordination of policy, budgeting, planning, implementation and reporting within the Public Works Sector
Links	In accordance with Schedule 4 (Part A and Part B) of the Constitution (functional areas of concurrent national and provincial legislative competence), all spheres of Government and organs of State must collaborate to fulfil the legislative requirements for the effective, efficient, transparent, accountable and coherent delivery of services ² .
Related Strategic Objective	To ensure integrated planning and coordination of concurrent functions

¹ *Medium-Term Strategic Framework: Outcome 5: Page 15-16*

² *Republic of South Africa. 1996. Constitution of Republic of South Africa, 1996: Part 4*

Table 3: Strategic outcome-oriented goal 3

Strategic Goal 3	To provide an oversight role in the implementation of PEPs through EPWP standardised frameworks
Goal Statement	To oversee the implementation of PEPs through labour-intensive delivery methodologies and skills programmes for the participation of unemployed and unskilled people in delivering identified services and the creation of assets
Programme name	Programme 3: EPWP
Justification	The Department is responsible for the overall coordination of the EPWP that is directed at providing work opportunities and income support to poor and unemployed people through the labour-intensive delivery of public, community assets and services.
Links	Alignment with Government’s strategic interventions to deal with the challenges of unemployment, poverty, inequality and creating a more inclusive society as outlined in Outcome 4 ³
Related Strategic Objectives	<ul style="list-style-type: none"> • To monitor and evaluate the implementation of PEPs within the EPWP • To support NPOs to implement PEPs within EPWP in the Non-State Sector. • To support public bodies to implement PEPs within EPWP in the Infrastructure, Social and Environment and Culture Sectors • To provide strategic guidance on sector convergence through the development of implementation frameworks

Table 4: Strategic outcome-oriented goal 4

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

³ Medium-Term Strategic Framework: Outcome 4: Page 3

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

Table 5: Strategic outcome-oriented goal 5

Strategic Goal 5	To support service delivery in a smart, proactive and business-centric manner that is aligned to statutory requirements.
Goal Statement	Drive the Efficiency Enhancement Phase (Phase II) of the Turnaround Strategy of the Department and the Property Management Trading Entity (PMTE) with the aim of improving the efficiencies for rebuilding the Department by 2020.
Programme name	Programme 1: Administration
Justification	The Turnaround Strategy and its implementation are a prerequisite for the strategic performance of the Department and the PMTE. The Turnaround Strategy is based on the need to address critical and foundational aspects of service delivery, and to further success.
Links	Prioritising the objectives set out in the National Development Plan (NDP), including well-run and effectively coordinated State institutions with skilled public servants who are committed to the good of the public and capable of delivering consistently high-quality services ⁵ .
Related Strategic Objectives	<ul style="list-style-type: none"> • To improve governance processes within the Department and PMTE. • To combat fraud and corruption within the Department and PMTE. • To provide a compliant internal control, financial and SCM service. • To facilitate organisational transformation through effective performance management. • To provide an enterprise ICT architecture to support all business functions. • To protect the interest the Department by providing legal services.

Table 6: Strategic outcome-oriented goal 6

Strategic Goal 6	To build State capacity in the Built Environment Professions
Goal Statement	To restore a managed skills pipeline in the built environment and establish institutional capacity to manage public infrastructure programme(s)
Programme name	Programme 2: Intergovernmental Coordination
Justification	To meet the country's longer-term infrastructure delivery objectives by restoring or replacing the skills pipeline that provides a wide range of skills required within the built environment. To create institutional capacity within the PMTE and Public Works Sector for GIAMA implementation
Links	Medium-Term Strategic Framework (MTSF) Outcome 5: A skilled and capable workforce to support an inclusive growth path and NDP Chapter 9: Improving education, training and innovation
Related Strategic Objectives	<ul style="list-style-type: none"> • To restore the skills pipeline in the built environment.

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

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

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

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

⁶ The Strategic Agenda of Government: A summary: Page 8-9

⁷ Medium-Term Strategic Framework: Outcome 4, Sub Outcome 9: Page 27

⁸ The Strategic Agenda of Government: A summary: Page 8-9

⁹ Medium-Term Strategic Framework: Outcome 13, Sub Outcome 2: Page 11

¹⁰ The Strategic Agenda of Government: A summary: Page 8-9

¹¹ Medium-Term Strategic Framework: Outcome 12, Sub Outcome 4: Page 15

5. Links to Government-wide plans

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

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

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

NDP Chapter & MTSF National Outcome	NDP Chapter 3: Economy and employment New Growth Path: Jobs Driver 4 : Investing in social capital MTSF Outcome 4: Decent employment through inclusive economic growth
Sub Outcome 3	Spatial imbalances in economic opportunities are addressed through and public employment schemes to provide relief for the unemployed and build community solidarity and agency.
MTSF action	EPWP Phase 3 (including CWP) implemented, monitored and evaluated. ¹²
Description	<p>The EPWP continues to be a successful income-generating programme which benefits the poor and the youth. The fundamental objectives are to increase employment opportunities so that individuals, who cannot find work and/or receive a low income, can earn a liveable income and gain experience and skills through productive work. Phase III of the EPWP, which covers the period 2014/15 to 2018/19, aims at creating six million work opportunities. The EPWP must continue to select and deliver assets and services that directly benefit the poor in order to fulfil its transformative and developmental social protection potential.</p> <p>As referred to in the NDP, the EPWP will:</p> <ul style="list-style-type: none"> • Contribute to the reduction in unemployment by creating temporary employment in response to the number of unemployed South Africans; and • Address gaps in the social protection of the unemployed, who have no access to UIF by providing income support to them. <p>Furthermore, the NGP advances the EPWP as “Growing public-service employment to meet public needs, including lower-skilled auxiliary support through the EPWP”.</p> <p>A total of 2 624 774 work opportunities have been created by the EPWP in the three years of Phase III implementation, with various reported outputs. This includes the 40 000 km of routine road maintenance carried out and 17 644 km of water reticulation installed.</p>
MTEF Budget	R8.3 billion (including current payments)
Related Key Performance Indicator	<ul style="list-style-type: none"> • Number of work opportunities reported in the EPWP-RS by public bodies aligned to the approved EPWP Phase III Business Plan targets. • Percentage EPWP participation among designated groups (women, youth and persons with disabilities) reported on the EPWP RS by public bodies

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

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

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

NDP Chapter & MTSF National Outcome	NDP Chapter 9 : Improving education, training and innovation MTSF Outcome 5 - Skilled and capable workforce to support an inclusive growth path.
Sub Outcome 3	Increase access to high-level occupationally directed programmes in needed areas
MTSF action	Produce and retain a new generation of university academics, transforming the historical and social composition of the academic work force¹³
Description	<p>The Department has a combination of developmental programmes for the built environment, property and construction professionals. The programmes are aligned to the Skills Pipeline Strategy and are aimed at accelerating the production of professionals through the provision of structured mentorship. The programmes involves schools, technical bursary scheme, internships, learnerships, young professionals and the artisan development. Participating candidates are involved in a structured programme, which provide valuable on the job-experience and leads to professional registration. In the 2016/17 financial year a total of 1542 beneficiaries participated in the Skills Development Programmes.</p> <p>The Department, through the Professional Services Programme, will create technical capacity for the State in the built environment. The two areas of focus will be - (1) the coherent consolidation, development and management of the Built Environment Skills Pipeline with both the State and Non- State actors and (2) creating institutional State capacity. The anticipated outcomes of the Skills Pipeline Programme is to produce competent, skilled and motivated built environment professionals through supported learning interventions and focused experiential learning processes. The intervention starts at an early stage in the built environment professional’s life and continues after professional registration. As an added bonus in the process, the professions in the Built Environment Sector get exposure in an early point of the learner’s school career.</p>
MTEF Budget	R80 million (including current payments)
Related Key Performance Indicator	Number of beneficiaries participating in the Department’s Skills Development Programme

Table 10: Indirect links to NDP Chapter 15 and MTSF Outcome 13

NDP Chapter & MTSF National Outcome	NDP Chapter 11 : Social protection MTSF Outcome 13: An inclusive and responsive social protection system
Sub Outcome 1 Sub-Outcome 2	A reformed social welfare sector and services. Improved provision (improved quality and access) of Early Childhood Development Services for children aged 0-4
MTSF action	Strengthen State and civil society partnerships through implementation of a partnership model for delivering welfare services. ¹⁴ Review and align the existing ECD Programme of Action (PoA) with the comprehensive ECD policy. ¹⁵ Review regulatory framework aligned to the comprehensive ECD policy
Description	<p>The EPWP’s objective of providing work opportunities to the unemployed is aligned to both Chapter 11 of the NDP and Outcome 13 of the MTSF. The NDP argues that “[t]he provision of work opportunities is one of the best forms of social protection” while Outcome 13 of the MTSF identifies the need for an “inclusive and responsive social protection system”. In support of Outcome 13, the Department has revised the Partnership Model for delivery of EPWP job opportunities and enhancement of service delivery and has entered into partnerships with 350 NPOs. The Department also participates in the National Integrated Committee on Early Childhood Development (NICECD) and the Children’s Rights Inter-sectoral Committee.</p> <p>The EPWP contributes to the following broader social protection functions:</p> <ol style="list-style-type: none"> The income transfer, as wages, into poor communities not only reduces poverty but is also a form of economic stimulus, targeted directly at the poor. The increased focus on Community Works Programmes also allows this stimulus to address spatial inequality, target the poorest areas and strengthen productive activities in marginalised local economies; Participation in work through public employment assists in building ones ‘self-esteem and social networks, providing structure to people’s lives, and recognising their value in their communities; The assets and services provided can have transformative impacts on development through various sectors. These sectors of comprise the Infrastructure Sector, the Social Sector and the Environment & Culture Sector through programmes such as food security, community safety, building community institutions (including schools and clinics), and improving the quality of life in communities; and The increased emphasis on participatory approaches, as well as the use of non-profit agencies in delivery, starts to build new forms of partnership between Government, civil society and communities and deepens participation in development planning and ownership of the process. In addition, it has the potential to unlock new forms of agency and active citizenship by enabling communities to take action in relation to their priority challenges.
MTEF Budget	EPWP Social Sector Grant is R1.293 billion EPWP Non-State Sector (Non Profit Organisations) incentive is R2.288 billion
Related performance indicator	Number of contracted Non-Profit Organisations (NPOs) to implement the Non-State Sector (NSS): NPO Programme supported

14 Revised MTSF Outcome 13: Sub Outcome 1: Page 8

15 Revised MTSF Outcome 13: Sub Outcome 2: Page 10

6. Legislative and other mandates

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

6.1 Constitutional Mandate

The Constitutional mandate for the Department is provided for in Schedule 4, Part A, of the Constitution of the Republic of South Africa, 1996. Public Works is a functional area of concurrent national and provincial legislative competence in terms of Schedule 4 Part A to the Constitution, 1996.

In executing its mandate, the Department also has to observe the principles of Co-operative Government and intergovernmental relations, as provided for in Section 41 of the Constitution.

6.2 Legislative Mandates

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

- 6.2.1 The Government Immovable Asset Management Act, 2007 (Act No. 19 of 2007), aims to ensure competent immovable asset management in National and Provincial Government in order to improve service delivery;
- 6.2.2 The Construction Industry Development Board Act, 2000 (Act No. 38 of 2000), provides for the establishment of the Construction Industry Development Board (CIDB), for the implementation of an integrated strategy for the reconstruction, growth and development of the construction industry and other matters connected thereto;
- 6.2.3 The Council for the Built Environment Act, 2000 (Act No. 43 of 2000) makes provision for the establishment of a juristic person known as the Council for the Built Environment (CBE), the composition, functions, powers, assets, rights, duties and financing of that Council and for matters connected thereto;
- 6.2.4 The Professional Council Acts regulate the six Built Environment Professions (BEPCs) to organise the built environment professions to serve the imperatives of Government, including transformation, public protection, good governance, etc.;

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

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

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

6.3 Policy Mandates

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

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

The White Paper (1997) documented the challenge faced by the Department and continues to serve as an overarching policy framework for the Department's restructuring process. The aim of the White Paper is to establish a durable strategy setting out key Departmental programmes and demonstrating how the country's broader socio economic objectives would be met in part through expanded investments in public works. This has led to directing the Department to meet Government's socio- economic objectives by becoming a client-orientated organisation which will focus on policy and service reform; Property Investment, Property and Facilities Management, implementation of the National Public Works Programmes and construction programme management.

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

The White Paper (1999), sets out Government's policy objectives for the construction industry and focuses on the need to enhance delivery, achieve greater stability, improve industry performance, create value for money and facilitates growth of the emerging Construction Sector. The Policy articulates Government's commitment to the objectives of development; growth and the democratisation of society derives from the mandate of the Reconstruction and Development Programme. Furthermore it sets vision of a Construction Industry Policy and Strategy that promotes stability, fosters economic growth and international competitiveness, creates sustainable employment, and addresses historic imbalances as it generates new industry capacity for industry development.

6.3.3 Construction Sector Transformation Charter, 2006 (Charter 2006): The Charter 2006, inter alia, aims to:

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

6.3.4 Property Sector Transformation Charter, 2007 (Charter 2007)

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

- Promote economic transformation in the Property Sector to enable meaningful participation of black people and women;
- Unlock obstacles to property ownership and participation in the property market by black people;

- Promote property development and investment in under-resourced areas which enhances basic infrastructure, encourages investment and supports micro and small enterprises; and
- Facilitate the accessibility of finance for property ownership and property development.

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

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

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

The objective of the PMS BBBEE 2007 is to:

- Address skewed property and equity ownership in the property industry in the country; and
- Promote black participation in the property industry through management, control and procurement.

6.3.7 Green Building Framework, 2001.

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

6.4 Relevant Court Rulings

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

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

Applicant: Azcon Projects CC
Respondent: The Minister of Public Works and three others

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

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

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

Applicant: Anton van Kaampen
Respondent: The Minister of Public Works

Mini Summary: The Applicant obtained an eviction order against the Respondent in respect of a building occupied by the South African Police Service (SAPS). The lease for the relevant premises had expired and the Respondent owed rental on the property. Consequently, the Respondent was locked out of the premises, and police officers had to work from official vehicles. The eviction order being granted the matter has been resolved between the parties. The Department effected outstanding rental owed and tendered the legal costs of the applicant. The Department is currently in occupation of the applicant premises.

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

6.5 Planned Policy Initiatives

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

- 6.5.1 The Expropriation Bill [B 4D-2015] was passed by the National Assembly and the National Council of Provinces in 2016 and was submitted to the President for assent. During the State of the Nation Address in February 2017, the President announced that the Bill had to be referred back to Parliament on the basis that it may not pass the constitutional muster. This is mainly due to inadequate public participation during the processing of the Bill. The proposed legislation will ultimately replace the Expropriation Act, 1975 which is inconsistent with the spirit and provisions of the Constitution, 1996. The proposed legislation will provide certainty to anyone involved in an expropriation by prescribing uniformed procedures to be followed by expropriating authorities in all spheres of Government.
- 6.5.2 In its final report of December 2011, pertaining to legislation managed by the Department of Public Works, the South African Law Reform Commission recommended the repeal or amendment of legislation or provisions in legislation that are inconsistent with the Constitution or are redundant or obsolete. This objective will be achieved through the enactment of the Public Works General Laws Amendment and Repeal Act.
- 6.5.3 Emanating from the current review of its White Papers (Public Works towards the 21st Century, 1997 and Creating an Enabling Environment for Reconstruction, Growth and Development in the Construction Industry, 1999) the Department will develop enabling legislation ("Public Works Act") to, among others, address the concurrent nature of the public works function and the pivotal role of the national department in facilitating transformation in the Construction and Property Sectors;
- 6.5.4 The Department will review the Council for the Built Environment Act, 2000 (Act No. 43 of 2000) to address the various challenges within the regulatory environment that have been experienced within the built environment in the past few years. The review of the Act seeks to ensure that the CBE effectively discharges its mandate, provides effective oversight and creates synergies between the Built Environment Professions.
- 6.5.5 Sixteen (16) years after the promulgation of the Construction Industry Development Board Act, 2000 (Act 38 of 2000), consultation with industry raised the need for the review of the CIDB Act taking into consideration the need to strengthen the regulatory and developmental role of the CIDB and other areas within its mandate, programmes and processes, maturity of the industry, low levels of transformation of the industry.

7. Updated situational analysis

7.1 External Environment

The South African economy has registered tremendous progress over the past two decades, boosting living standards and lifting millions out of poverty nationwide. However, the country is struggling to escape a low growth trap which has seen the country recording an average GDP growth of 0.8% over the last three years. At the same time, the economy is only projected to grow by 1.4% in 2018 and 1.6% in 2019. In all mentioned instances, these growth rates are significantly less than the world average (3.9%) and the average for sub-Saharan Africa (3.3% in 2018 and 3.5% in 2019).

Coupled with the low growth, South Africa is still a highly unequal society, where not all South Africans benefit from the economy of the country. Previous gains are being eroded by a decline in the economy's labour absorption capacity, which has resulted in employment creation being insufficient to accommodate an expanding labour force. Persistent structural unemployment, which has greatly affected the unskilled and inexperienced youth and young adults, has also contributed to the growing poverty and inequality. As a result, ensuring a better future for all South Africans will require increased access to higher education, stronger and faster labour market, deeper participation in regional markets and a regulatory framework that fosters entrepreneurship and allows small businesses to thrive.

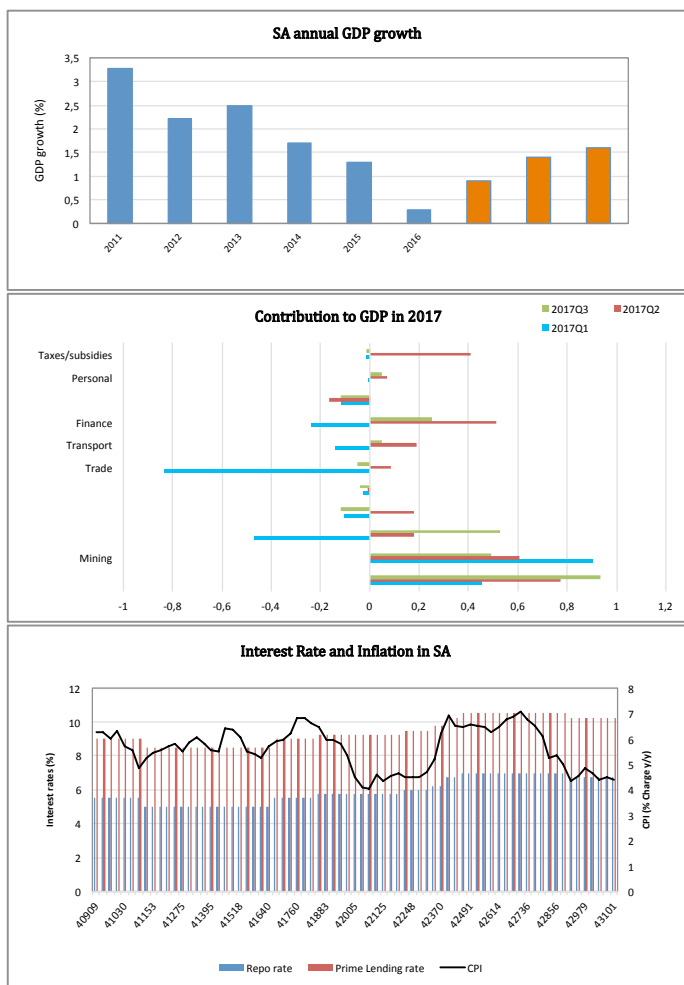
While Government must continue to play a significant developmental role, the country has significant fiscal constraints including a relatively large budget deficit, a rising debt burden and rising debt servicing costs. This has resulted in limited funds to expand existing programmes, highlighting the need to improve efficiencies to ensure that Government can fulfil its developmental role.

7.1.1 Economic Overview

The International Monetary Fund (IMF) estimates global economic growth for 2017 at 3.7%, which is an improvement from the 3.1% growth in 2016. The growth in 2017 was broadly balanced, with Europe and Asia and performed above expectations. The increase in global growth is expected to continue in the mid-term, with estimates for 2018 and 2019 having been revised, in January 2018, to 3.9% for both years. Stabilising commodity prices, increases in energy and fuel costs and a rise in the use of productive capacity, are expected to increase global inflation moderately over a short term. Monetary policy in advanced economies is also expected to remain largely supportive of the growth in the short term. In addition, the proposed tax reforms in the United States (US) are expected to have a positive growth effect for the country (US), which is expected to boost global growth.

Locally, the South African economy experienced a quarterly increase of 2% in GDP (measured by production) in the third quarter of 2017, following a 2.5% increase in the first quarter of 2017. This acceleration led to the SARB revising its full year gross domestic product (GDP) growth estimate for 2017 from 0.7% to 0.9% for 2017. The figures below give an overview of South Africa's GDP growth, inflation, and interest rates.

Figure 1: South Africa Gross Domestic Product



Overview

As at the end of the third quarter of 2017, the increase in GDP over the three quarters measured 1% when compared to the first 3 quarters of 2016. This was an improvement compared to the 0.1% growth for the same period in 2016, but still lower than the 2015 value. At an annual level, as shown in the graph alongside forecasts by the South African Reserve Bank suggest an improvement in growth for 2017. Forecasts for the next three years have also been revised upwards, to 1.3%, 1.9% and 2% for 2018, 2019 and 2020.

At a sector level, the primary sector had the highest contribution to growth at 1.4%; agricultural and mining industries contributed 0.9% and 0.5% respectively. Manufacturing also added 0.5% to growth, which was the sector’s highest contribution since June of 2016. General government; electricity gas and water; and the trade, catering and accommodation sectors performed the worst throughout the first three quarters of the year.

Of note is the construction sector, which has had no impact on overall growth for the past seven quarters, as it contributed minimally to growth.

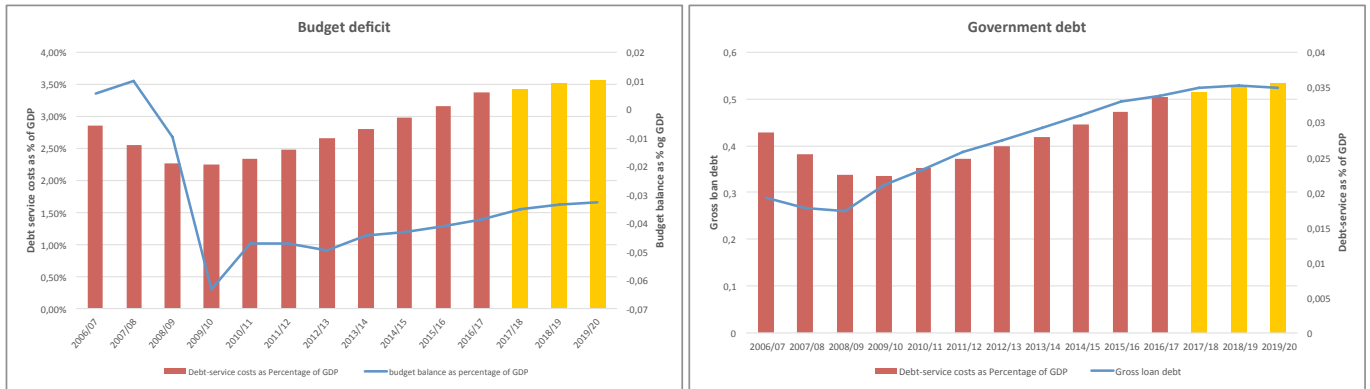
The Consumer Price Index (CPI) measured 4.7% year on year in December 2017, following 4.6% reported in November. Despite continued increase in international oil prices, inflation forecasts are within the target band. The South African Reserve Bank’s forecasts inflation to average 4.6% in 2018 and 5.1% in 2019; which are both downwards revisions from earlier forecasts. Reserve bank expect between two or three interest rate hikes to have occurred by 2019. If this policy route is pursued, growth prospects could be constrained.

7.1.2 Public Finance Overview

Government debt is a key variable that is closely monitored by credit rating agencies and is a crucial aspect in the fiscal framework. In instances of high debt levels, the State’s prospects for matching future budget deficits become constrained; which may lead to subdued allocations towards critical programmes. In monetary terms the gross loan debt of Government measured R2.32 trillion at end of March 2017, which is an overall increase of 88% over a period of five years, and 50.7% of GDP. As at October 2017, Government debt for the 2017/2018 financial year was estimated at R2.53 trillion, which will be 54.2% of GDP. The high Government debt has resulted in high debt servicing costs, claiming 11.2% of the overall Government expenditure and 3.5% of GDP; which is the highest seen in 11 years. On the other hand, downgrades by credit rating agencies can potentially increase the cost of borrowing for Government as its risk profile increases.

The figures below show the budget balance, total gross loan debt and debt service costs as a percentage of GDP over time. The last four years are estimates from the Medium Term Budget Policy Statement (MTBPS). The relatively high debt level also exerts more pressure on Government to engage in revenue generation and collection initiatives which will create additional revenue streams, that is, beyond the traditional revenue from tax collections.

Figure 2: Government budget and budget deficit



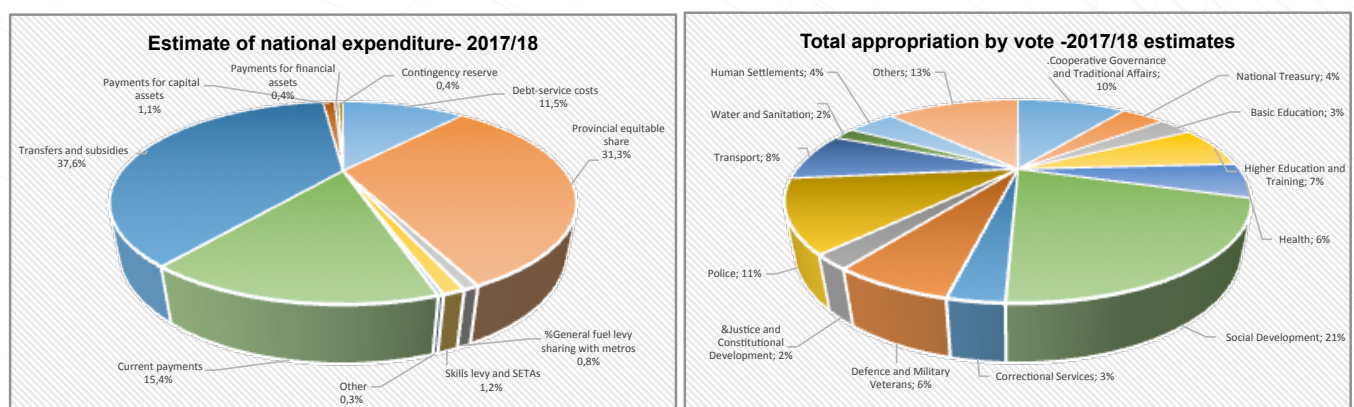
For two consecutive years, the South African Revenue Services (SARS) has broken the trillion mark, collecting the net revenue of R1.144 trillion, after refunds of R222.4 billion for the 2016/17 fiscal year. The collected amount was R300 000 above the revised estimate announced in the 2016/2017 budget, although the total collection was still below the total Government expenditure, prompting further borrowings. Furthermore, the compound annual growth rate (CAGR) in revenue for the last five years has been 8.9%. These growth is however not enough to match Government funding requirements as debt in the same period has grown at a rate (CAGR) of 13.5%.

from improved commodity prices. Given the current growth trajectory, tax collections are likely to be negatively impacted. The poor performance of the Secondary and Tertiary Sectors, is likely to transfer into tax collections from these sectors, whether through PIT, CIT, VAT or any other form of tax.

At sector level, the Financial Sector remained the highest contributor, contributing 49.7% of the total net revenue. Community and social services, and Manufacturing Sectors contributed 15.3% and 10.5% respectively. The Mining Sector contributed 1.2% to the overall revenue basket; collection from the mining sector benefited largely

The figures below show the composition of Government expenditure across the various expenditure items for the 2017/18 financial year. The chart on the left of figure 3 shows how the total R1.409 trillion estimate of national expenditure is composed. The chart on the right shows how the R767 billion, which is appropriated by votes, is distributed across the various Departments. The large expenditure items are from the Departments within the Social Protection, Community and Human Development, the Justice, Crime Prevention and Security clusters.

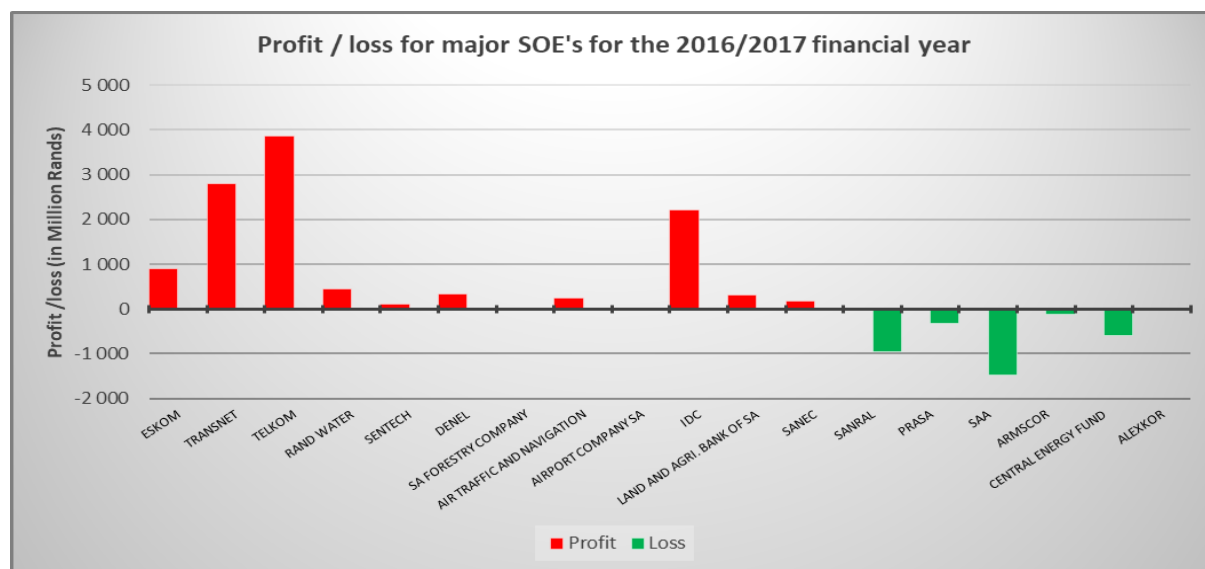
Figure 3: Composition of budget expenditure across the various expenditure items



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 to be financially sustainable. Government's efforts to reform State-owned Companies are expected to bear fruit over the medium-term. Eskom and Transnet are the largest entities by revenue generated. Eskom has the highest revenue of R177 billion; their profit dropped

from R5,151 million (2015/2016) financial year to R888 million (2016/2017) financial year. The figure below shows the profit earned or losses incurred by some of the major State-owned Entities in the 2016/17 financial year. From the figure, it is clear that there are mixed results among the entities. The losses incurred by other entities exert a further strain on the Government budget as the expected contribution from these entities, is not being realised.

Figure 4: Profit / Loss of major State-Owned Entities 2016/17 Financial Year



7.1.3. Labour Market Perspective

As a developing country, job creation is fundamental for the alleviation of poverty and reduction of inequality. Accordingly, the National Development Plan (NDP) has set an employment target of 24 million jobs by 2030. As at end of the fourth quarter of 2017, the total number of employed people as reported by Statistics South Africa was 16.2 million. The Formal Sector employs the most people at 11.2 million, with the remaining individuals employed by Informal Sector (2.8 million), Agricultural Sector (849 000) and private households (1.3 million). The unemployment rate was estimated at 26.7% as at the end of the fourth quarter of 2017, which is a 1% decline from the previous quarter. In comparison to the same period last year, the unemployment rate increased by 0,2% which is still a concern given the existing trade-off between employment and economic growth.

The figures below show the labour characteristics for the working age population over a period of five years. Employment growth has been slow over the given period, while the labour force has grown at a faster rate; resulting in a significant increase in unemployment. The African population represents the largest share of the labour force, and, the high unemployment rate experienced by the group, has a huge impact on the country. In addition, labour force participation and absorption are the lowest for the African population, which can be indicative of discouraged workers.

Figure 5: Population and Labour Force

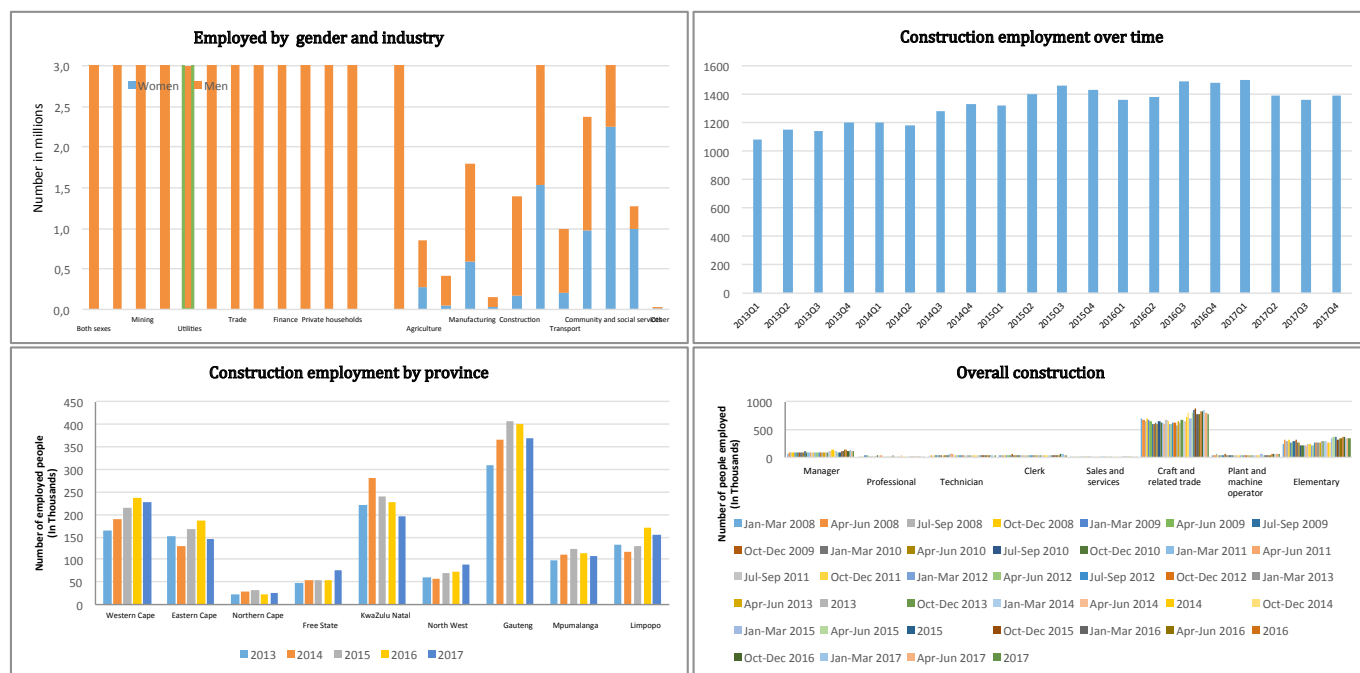


The figures below show the breakdown of employment by gender and industry, as well as selected construction industry employment trends. The Tertiary Sector based industries, namely community and social services, trade; and finance, employ a large component of the population. Gender inequality is more prominent in the Construction, Transport, Utilities and Mining Sectors; where the proportion of employed men, is very high, compared to women.

Of interest is the Construction Sector, with an employment figure of about 1 390 000 people in the fourth quarter of 2017; which is 8.4% of the total employment percentage of the country. In terms of the provinces, Gauteng had the highest number (4 991 000) of individuals employed in the Construction Sector, followed by KwaZulu-Natal

(2 513 000) and the Western Cape with (2 492 000). The bottom right chart also shows the nature of the jobs held by people employed in the Sector. In the last five years, there has been a slight increase in the number of elementary and craftsmen jobs in the Sector; while in the same period no real growth in the number of professionals, technicians and managers has been reported.

Figure 6: Breakdown of employment by Gender, Industry and Race

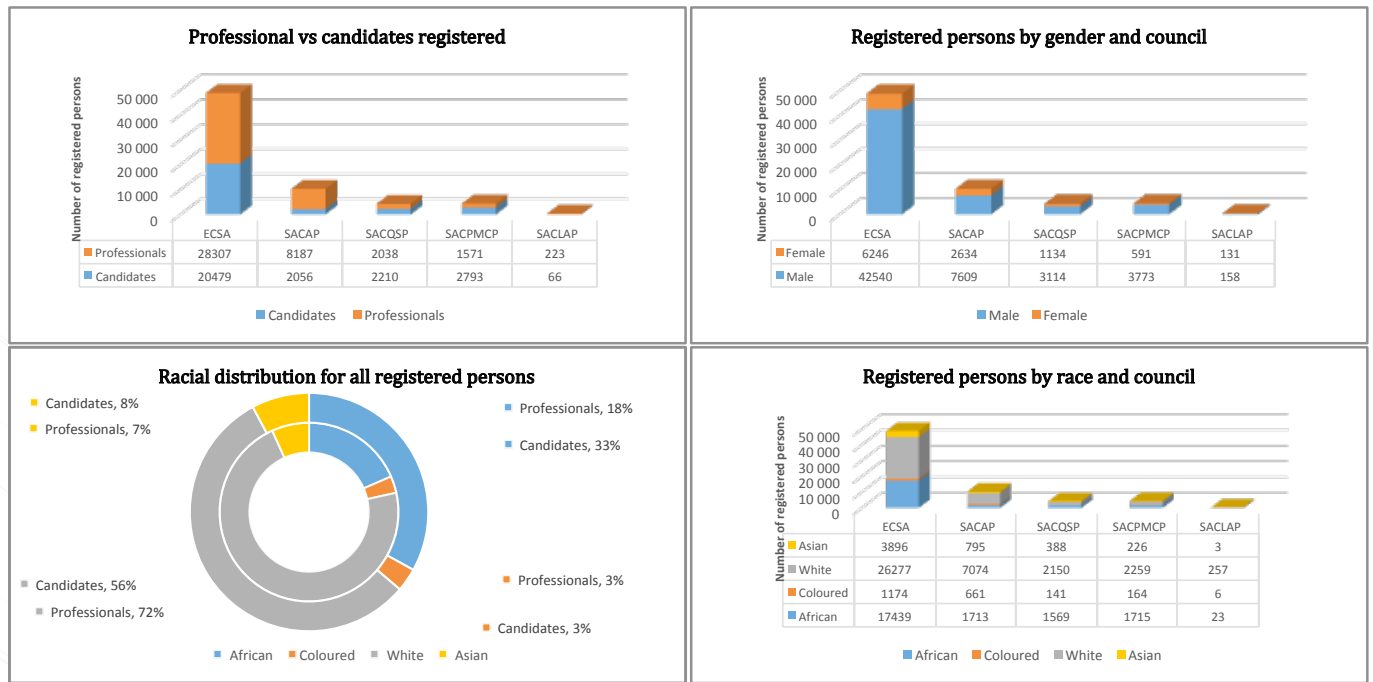


7.1.4 Built Environment Professional Councils

Both the Public and Private sector of the economy, are increasingly seeking quality assured professionals in the engineering field. The Department, through the Council for Built Environment (CBE), is responsible for the regulation of the six professional councils within the Engineering and Built Environment Sector. The councils in the Built Environment exist to monitor the professionals within the architecture, engineering, landscape architecture, project and construction management, property valuation and quantity disciplines.

The figures below show registration statistics within the CBE councils based on the latest available data. The five councils analysed had about 40 000 professionals and 28 000 candidates, with the Engineering Council of South Africa (ECSA) accounting for 72% of the analysed, registered people. In general, the professions in this industry are still white and male dominated. Men account for 89% and 77% of all registered professionals and candidates respectively. Whites account for 72% and 56% of professionals and candidates respectively. The number of candidates registered indicate a slight improvement in terms of equality, when compared to the differences in the number of professionals. The councils need to be monitored and supported to ensure is a good rollover of candidates to professionals to transform the industry.

Figure 7: Registration statistics by Category, Race and Gender

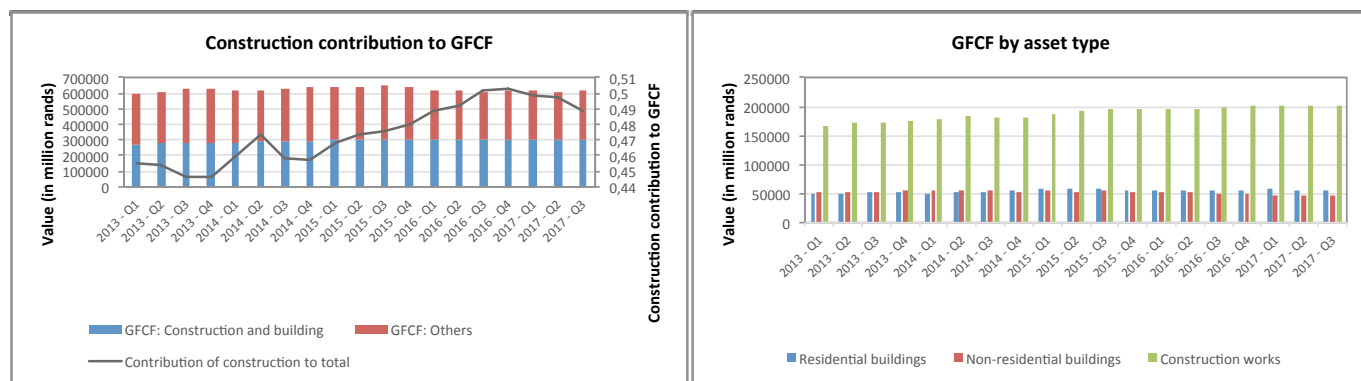


7.1.5 Construction Sector

Growth in the Construction Sector decreased by 1.1% in the third quarter of 2017; in the same quarter, the contribution of the sector was 0% to the GDP growth, similar to the preceding two quarters. The contribution to the country’s gross fixed capital formation (GFCF) from the building (residential and non-residential) and construction works measures 50% estimated, as shown in the figures below. This is a significant contribution to overall GFCF as this indicates that the Building and Construction Sector, contributes roughly 9% of expenditure on the GDP.

The “GFCF by asset type” chart provides a breakdown of the GFCF with the three main asset types. Construction works is the main contributor to the overall GFCF, with general Government contributing on average about 60% in the construction works asset class. This highlights the role Government is playing through infrastructure development in addressing poverty and economic growth. This also shows in which position the Government and what can be used to effect changes to the employment and transformation targets in the Sector and the entire country.

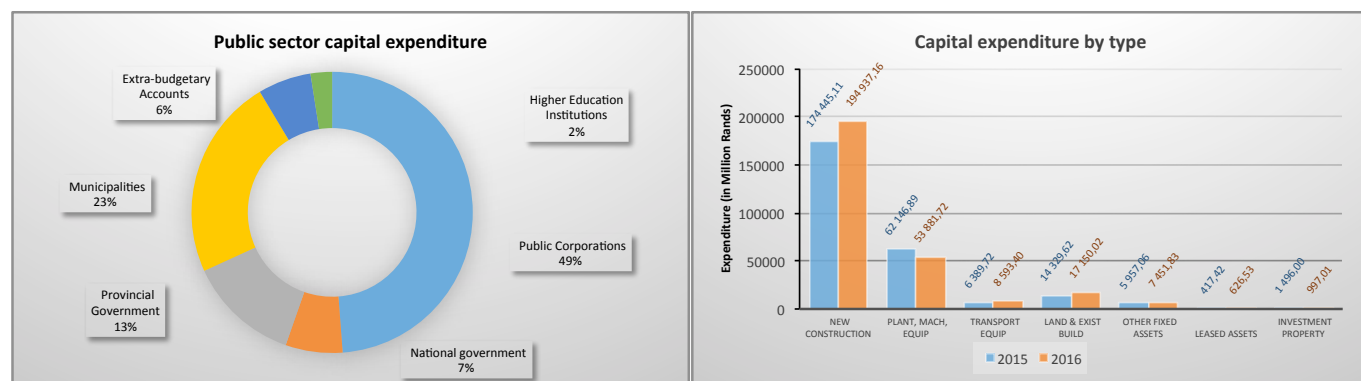
Figure 8: Gross Fixed Capital Formation by asset type



The figures below show the Public Sector’s capital expenditure for the financial year ended in 2016 based on information published by Statistics South Africa. Public corporations have the highest expenditure, of which Transnet and Eskom are the highest spending entities. Eskom accounts for 53% of the entities’ expenditure,

followed by Transnet with 24%. The highest expenditure is mainly on new constructions, which is directly within the Construction Sector. Financial viability of public enterprises is crucial as their ability or lack to undertake large projects will have a huge impact on employment and national output.

Figure 9: Summary of capital expenditure



Research conducted by the Construction Industry Development Board (CIDB) in collaboration with Public Works found that labour-intensive methods of construction were least costly when compared to plant and equipment based projects. The research also found that building cost increase, was on average, 1% above the CPI; although the Building Cost Index (BCI) by the Bureau of Economic Research, is a much closer approximate of building cost growth.

Although growth in the Construction Sector has been subdued, there are a number of initiatives which are expected to improve growth in the Sector. The increase

in social infrastructure spend by Government, including investment in housing, schools and roads, creates an opportunity for growth in the Sector. The Residential Sector, despite being under pressure, is also a regular contributor to construction, given the continuous growth in population. Given, the recent GDP growth rates and moderate inflation, the Sector can expect positive growth in the near future (short term) – particularly with residential buildings. Public entities, such as Eskom and Transnet, are also engaged in long-term projects, which are a boost to the economy.

7.1.6 Supplier Market Overview

The CIDB maintains a record of registered contractors, which are categorised by work class and grade. The majority of the registered contractors are within the General Building and Civil Engineering classes. Grading is determined by the contractor’s capability to carry works (tenders) of varying amounts, with the highest being grade 9. The majority of the contractors have a grading below 5, that is, if they only have capacity to carry works not exceeding R6.5 million. According to the CIDB’s construction monitor, 97% of contractors registered as grade 2 to 4 are black owned contractors (where ownership reflects to over 50% control). In addition, black owned contractors account for 88% of grade 5 and 6 contractors; 75% for grade 7; and about 40% for grade 9.

The tables below show various transformation values for the entities registered with the CIDB. The first table shows the number of entities registered with the CIDB by the grading level and percentage of black ownership. The data suggests that there is a high number of firms are entirely black-owned, although 80% of these firms are designated at level 5 and below; and can therefore not accept tenders exceeding R6.5 million. The second table shows the registered contractors with B-BBEE status and grading designation. Only a fraction of all registered contractors, indicated empowerment levels. It is evident from the table that entities with good B-BBEE levels have low grading levels.

Table 11: Transformation values for the entities registered with the CIDB

Black Ownership	Contractor grading designation								Total
	2	3	4	5	6	7	8	9	
0% Ownership	156	91	207	124	220	192	106	73	1169
1% - 25%	6	3	10	7	16	19	23	11	95
26% - 50%	18	17	38	17	51	54	34	14	243
51% - 75%	16	25	62	35	53	42	32	6	271
76% - 99%	4	2	9	10	12	10	14	1	62
100% Ownership	4342	1617	1925	972	1192	701	213	51	11013
Total	4542	1755	2251	1165	1544	1018	422	156	12853

Contractor grading	B-BBEE Level								Total
	1	2	3	4	5	6	7	8	
2	805	26	991	110	2	1			1935
3	299	16	395	62	1		1	1	775
4	312	53	487	78	7	3		1	941
5	149	41	242	49	5	2	1	2	491
6	208	119	255	51	14	4	5	2	658
7	140	114	137	44	12	12	4	14	477
8	25	53	62	37	15	7	4	8	211
9	3	27	26	15	4	5	1	2	83
Total	1941	449	2595	446	60	34	16	30	5571

7.2 External factors influencing service delivery

Taking cognisance of the external environment, the Department's service delivery efforts are strongly influenced by a need to:

- Provide work opportunities and income support to poor and unemployed people through the coordination of Expanded Public Works Programmes
- Transform the property and construction sector
- Develop skills within the construction and property sector
- Improve governance of entities and professional councils
- Contain costs and pursue value for money

The following subsections outline the external factors driving the prioritisation of the above needs as well as highlights the related actions being taken.

The South African economy has registered tremendous progress over the past two decades, boosting living standards and lifting millions out of poverty nationwide. However, further reforms are now necessary to revive economic growth and ensure that all South Africans can benefit from it. South Africa is battling with a relatively large budget deficit and a rising debt burden following several years of very low growth. According to the 2018 Budget Speech, the budget deficit is to be reduced by raising tax revenues by R36 billion in 2018/19 and Reducing expenditure by R85 million over the next three years. This is expected to reduce the budget deficit from 4.3% in 2017/18 to 3.5% by 2020/21. The budget will no doubt have implications for the most vulnerable South Africans. With inflation on the rise, and the cost of living increasing, the country is faced with tough choices, and these tough choices must favour the poor and the jobless. The economy's labour absorption capacity has worsened with employment creation having been insufficient to accommodate an expanding labour force. Persistent systemic unemployment, which has greatly affected the unskilled and inexperienced youth and young adults, has contributed to growing poverty and social inequality.

Ensuring a better future for all South Africans will require increased access to higher education, a stronger and fairer labour market, deeper participation in regional markets and a regulatory framework that fosters entrepreneurship and allows small businesses to thrive. The NDP 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, which include assets and livelihoods for the majority, and strengthen South Africa's constitutional foundations. The Department has identified six factors that influence service delivery and will respond to these as follows:

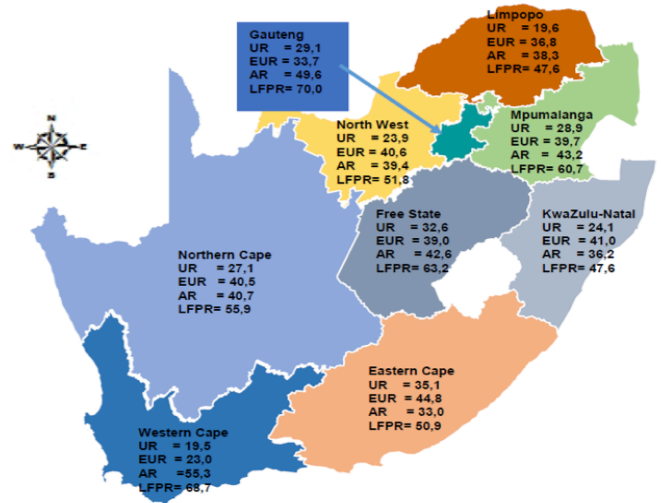
7.2.1. Providing work opportunities and income support to poor and unemployed people through labour-intensive delivery of public and community assets and services

The ideals of socio-economic transformation will require employment multipliers, as well as skills transfer programmes that are dedicated at enhancing democracy and bringing about equity into society. No single policy offers the solution to address the persistently high rate of unemployment in South Africa; what is needed is a sustained period of accelerated and inclusive economic growth and a comprehensive set of short-term and long-term policy reforms and initiatives that encompass increasing demand for labour, improving education and skills and labour market interventions and improve the employability of young people. A number of public works programmes that were launched in the name of expanded public works programmes since 2004 has made a positive contribution in addressing the already high unemployment rate.

Public Employment Programmes (PEPs) are by design, a short-term employment measure to address the high levels of unemployment arising from economic shocks or natural disasters. The EPWP is Government’s chief PEP that aims to create work opportunities for the marginalized, women, youth and people with disabilities. Furthermore, the EPWP has embedded training, offers skills development and SMME development as crucial elements of the Programme taking into consideration the persistent chronic high level of structural unemployment, skewed skills base and a laggard economy with low levels of investment. Many EPWP projects have been designed to create longer term employment opportunities that absorb large number of participants. Such projects or programmes include, among others things, the Rural Road Maintenance Programmes such as Zibambele (in KwaZulu-Natal), the Household Contractor Programme (in the Eastern Cape); the Community Work Programme implemented by the Department of Cooperative Governance (DoCG), the Working on Fire and the Working for Water Programmes implemented by the Department of Environmental Affairs (DEA). The Department will continue to facilitate the development of new SMMEs and to support existing ones in order to multiply the effects of EPWP thereby increasing the development impact within communities. In this regard, partnerships will be established with various agencies providing business development support to SMMEs such as development finance, capacity building, and statutory regulatory compliance to maximise support provided to emerging enterprises. It is envisaged that the training and SMME development will assist participants to acquire further employment once their participation in the EPWP ends and better place them to start a business.

The EPWP is currently in the third phase which started in April 2014 and will end in March 2019. The NDP has a target of reducing the unemployment rate to 14% in 2020 and 6% in 2030. Through the MTSF, Government has committed to creating 6 million work opportunities by 2019 and 2,5 million Full Time Equivalent (FTEs).

Figure 10: Summary of labour market conditions at a glance, Quarter 4: 2017



UR – Unemployment Rate EUR – Expanded Unemployment Rate
 AR – Absorption Rate LFPR – Labour Force Participation Rate

Although the official unemployment rate decreased by 1% in Quarter 4: 2017 as compared to Quarter 3: 2017, it increased by 0,2% in comparison to the same period last year. The current statistics indicates the dire need for the effective implementation of PEPs such as the EPWP in an effort to provide temporary relief. The policies that have to be introduced over the MTEF are directed at improving the performance of the EPWP and guiding the implementation for maximum results. In an effort to meet the scarce and critical skills required by the economy, the EPWP entered into several agreements with Manufacturing, Engineering and Related Services Sector Education and Training Authority (merSETA) to train more than 450 EPWP participants in various trades under an Artisan Development Programme. The main objective of this programme is to develop scarce skills among the youth in various artisan trades. The trades include fitters and turners, boilermakers, diesel mechanics, electricians and auto-electricians. Through the partnership with the merSETA, 33 artisans have completed the 3-4 year Artisan Development Programme.

Skills and training acquired by participants through the EPWP are relevant to the labour demand in the economy. Statistics South Africa's Quarterly Labour Survey (QLFS) has sought to assess the success of programmes within the EPWP with regard to pathways into employment or self-employment. In 2015, of those surveyed and whom had participated in an EPWP-type programme, 12,4% were permanently; 4,8% had set up an own business; 47,8% had found temporary work and a further 14% were in further training. Therefore, 79% of former EPWP participants had found a pathway to some form of improvement in their lives. Given the scale on which the EPWP is operating, these statistics are encouraging. It further gives weight to a recent International Monetary Fund (IMF) working paper, *South Africa: Labour Market Dynamics and Inequality* which, on the basis of a sample of 1,3 million individuals, has found that people with prior work-experience have an almost 50% better chance of finding a job than those without experience.

Through a partnership with the International Labour Organisation (ILO), 27 EPWP officials were accredited on the ILO Start and Improve Your Business (SIYB) Programme. The SIYB is a management training programme which aims to create jobs by enabling potential and existing small entrepreneurs to start viable businesses, increase profitability of their existing businesses, and improve the working conditions of their employees in a way that enhances productivity. The SIYB consists of the following three separate but related programmes: Generate Your Business Idea (GYBI), Start Your Business (SYB), and Improve Your Business (IYB). Furthermore, the Department has entered onto a partnership agreement with the Department of Small Business Development to support EPWP participants in their desire to start or improve their small businesses. EPWP support is provided to enterprises through linkages with the Department of Small Business Development/Economic Development Agencies or providing direct support in registration, assessments, finance, capacity building or training. Other initiatives to develop emerging contractors such as the Vuk'uphile Learnership Programme will continue to develop administrative, technical, contractual, managerial and entrepreneurial skills of the learners. Learner contractors in the programme will also receive all the training required as part of the EPWP guidelines so that when they exit the programme they are fully qualified to bid and execute labour intensive projects.

Between April 2014 and December 2017, the EPWP has created a total of 3 301 589 work opportunities against the 6 million work opportunities target. Of the work opportunities created, a total of 1 257 131 were created for the youth. The EPWP achieved 45% in both the 2015/16 and 2016/17 financial years which is below the 55% set target and the 80% signed in the youth accord. The Department will therefore be engaging the public bodies to design projects which targets the youth. The National Youth Service (NYS) Programme is an important initiative that provides long-term and effective ways of reconstructing South African society by strengthening youth participation in service delivery, promote youth participation in building environment and to assist youth to gain work-related skills necessary to access sustainable livelihood opportunities. The Department is addressing challenges with the NYS Programme due to the late commencement of infrastructure projects.

The PEP-IMC is a high-level and collective leadership forum needed to achieve the outcomes of EPWP Phase III. The PEP-IMC is considered a necessary condition for the EPWP to achieve its ambitious Phase III targets by bringing levels of leadership and authority to support the process where strategic intervention is required in order to remove blockages and broker, high-level solutions. The following are some of the focus areas of the PEP-IMC :

- Addressing the negative audits of the EPWP programme w.r.t. auditing process of PEPs;
- Conducting research studies conducted on PEPs on the Social Sector and on the Integrated Grant;
- Facilitating the finalisation of the EPWP Recruitment Guidelines;
- Promoting collaboration and synergy with the Department of Human Settlements on the informal settlement upgrading programme;
- Building alignment between the PEP-IMC and the IMC on Distressed Mining Communities on the role of PEPs in social and labour plans for mining towns and mine labour sending areas; and
- Developing brochures that highlights the success stories on the PEPs.

The PEP-IMC has undertaken a number of project site visits on PEP projects to assess the impact of the assets and services delivered on the communities. The PEP-IMC will continue to focus on unblocking challenges in the implementation and coordination of the PEP and Phase III targets.

7.2.2 Transformation within the property and construction sectors

The Construction Sector plays a key role in the economy as infrastructure development leads to increased economic and socio-economic activities. It continues to be a major source of employment, with approximately 1.39 million people employed in construction. 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 a concern, given the role it plays in the economy as measured by 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 requires a radical approach geared toward changing the structure of the economy.

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 socio-economic 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 government's position on transformation, as well as being an enabler for the development and the implementation of strategies and programmes designed at 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 Department 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 Department supports the Construction Sector Charter Council (CSCC) and Property Sector Charter Council (PSCC) initiatives in the review of the Sector codes aligned to the B-BBEE Act. The existence of the generic B-BBEE Codes, has ensured that no regulatory gap exists

that could reverse the gains that had been realised prior to the gazetting of the Construction Sector B-BBEE Codes. It is in this context that the revised Construction Sector B-BBEE Codes is key to unlocking further gains with regard to changing the structure of the economy in general and the industry in particular. Issues of ownership control, management, employment equity and skills development, cannot be overemphasized. Close monitoring of and reporting and the empowerment programmes of the Department within the Built Environment Sector aimed at promoting and managing transformation is therefore required. The Department will ensure that all its policy instruments are aligned with the targets as set out in the Property and Construction Charters for the seamless implementation of transformation programmes. The Sector Codes and Charters must be used to establish a baseline for measuring the extent of transformation that the Department will monitor at regular intervals.

The review of the 1997 and 1999 Public Works White Papers toward the development of a Public Works Act, presents the Department with an opportunity to reposition itself as a champion for growth of the Construction and Property Sectors. The review of the White Papers will simultaneously inform the development or amendment of the legislation governing the different entities of the Department. The present policy context calls for ingenuity and strong partnerships to ensure that the revised legislation becomes a tool for progressive socio-economic transformation. The review of both the CIDB and CBE Acts, together with that of the six founding Acts for the BEPCs, is an indication of the Department's intention to provide leadership toward meaningful transformation in the Built Environment Sector and ensure effective regulation of the construction and property industries, as well as at the general Built Environment. A number of key stakeholders have been consulted towards the amendments of the CIDB and CBE Acts. During 2018/19 the CIDB and CBE Amendments Bills will be ready for gazetting for public comment. Once these comments have been consolidated and the Bills finalised, it will be tabled in Parliament.

The Department and its Public Entities are still facing challenges in building a sustainable, competitive and transformed construction industry, particularly with regard to monopolization to the supply section of the industry, which has negative effects on the price of construction materials. Establishing partnerships with key role players, is therefore crucial, to ensure growth and participation across the Property and Construction Sectors. With the Public Entities, the BEPCs and private sector organisations, the Department will realise a greater

impact directed at the same goal. The CIDB will be reviewing the grading criteria and implement measures to enhance work opportunities for emerging enterprises and disadvantaged groups within the construction industry. The CIDB best practice and standards will promote best practice on public sector contracts to influence the construction industry to improved quality, productivity and value for money.

The Preferential Procurement Regulations, 2017 that came into effect on 1 April 2017 has already been implemented by the Department. When soliciting quotations and tenders the Department implements pre-qualification criteria whereby only tenderers holding a particular BEE rating are permitted to tender. Bids are also designated for Emerging Micro Enterprises (EME's) and Qualifying Small Enterprise (QSE's) and suppliers of designated groups such as black people, the youth, women, people with disabilities, people living in rural or underdeveloped areas or townships, and people who are military veterans. The enforcement of mandatory sub-contracting to people within the designated groups is applied for all tenders that are greater than R30 million. Particularly within the construction and infrastructure environment this will augur well for businesses holding lower CIDB grades to find more work and thereby qualifying them to improve their grading.

The implementation of socio-economic transformation requires dedicated programmes that are intended to ensure that the previously disadvantaged are also included in the development of the country. The Department will therefore also prioritise the following initiatives directed toward the transformation agenda:

- Advocacy and awareness campaigns to facilitate participation of women, youth and people with disabilities in the Departmental empowerment programmes such as: the Contractor Incubator Programme, EPWP and Property Incubator Programme.
- Monitor the implementation of the newly approved organisational structure to ensure the Department meets the Employment Equity targets, which is 2% employment of people with disabilities and 50% employment of women in senior management positions.

7.2.3 Skills Development in the Construction and Property Sectors

South Africa is faced with a projected quantum skills shortage from the current registered professional base, driven by the forecasted infrastructure development programme projected up to 2025. Major infrastructure projects are driving growth, however, the country's lack of skilled professionals is slowing down the growth potential. Like most technical disciplines, the built environment is competing for its share of the talent pool. Employers finding it difficult to fill skilled positions across all construction platforms, is an increasing tendency. This challenge put additional strain on the industry's supply chain and causing disruption to the Construction Sector, further increasing costs and project delays. The skills gap cannot be resolved instantly by one sector only and it will require a collaborative effort. Built environment stakeholders have also expressed their concern that the supply of skills from tertiary education and training institutions, may not be adequate to meet the current and future demands for such skills. The concern manifests itself in at least two primary areas, namely - a general decline in the availability of skilled persons, and slow rates of skills growth among previously disadvantaged South Africans.

Figures 11 and 12 below shows the population demographics against the built environment professional. Though Black South Africans represent approximately 80% of the population estimate, only 23% of them account for built environment professionals. The Built Environment Sector remains, arguably, one of the most untransformed sectors in South Africa. While it is important to promote the registration of professionals and retain registered professionals within the industry, the focus should be on school systems with a "backward-looking" school value-chain focussed programme making an impact on basic education.

Figure 11: Racial Profile of the Built Environment Professions

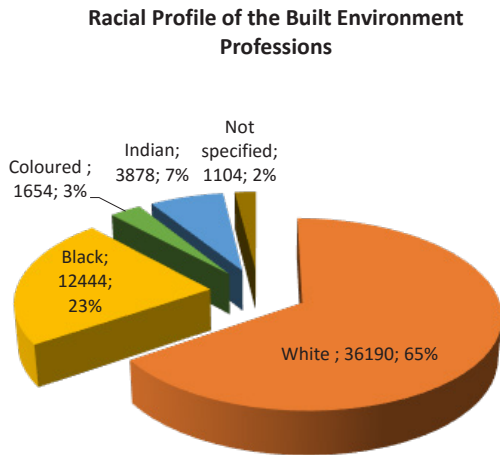
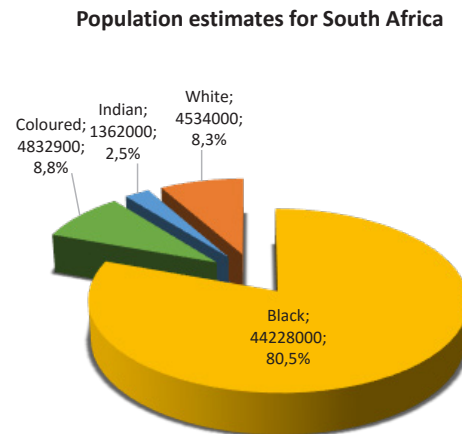


Figure 12: Population estimates for South Africa by Population Group



Source: (CBE 2017)

The implications on the status of built environment professionals for the Construction Sector, Property Sector and for the Department, are that Government will in general be unable to deliver on its Infrastructure Programme which will adversely affect economic growth and increase the reliance on private and outsourced skills to drive infrastructure programmes. The MTSF has also placed the expectation on developing a skilled workforce. The Department has established a Professional Services function to better respond to the expectation of the NDP and MTSF in order to create the necessary built environment capacity and de-tenderise the State. The Professional Services Programme will galvanise efforts toward capacity building of critical and scarce skills in the built environment. An opportunity for Public Works is to ensure central coordination of capacity building interventions, therefore ensuring the accelerated creation of technical skills that will support the delivery of the National Infrastructure Plan.

The Department recruited 74 candidates through its Young Professional Programme in the 2017/18 financial year and secured a further R16.5 million from the National Skills Fund to expand the Young Professionals Programme. The Energy and Water Sector Education and Training Authority (EWSETA) further committed funding of R6.8 million for the Water Graduates programme that has resulted in the appointment of 70 trainees.

A key strategy to be adopted by the Department in addressing the shortage of skills, is the development of the National Technical Capacity Building Framework to guide interventions within the State and to restore the skills pipeline through the consolidating and managing the implementation of the Built Environment Skills Pipeline Strategy, aligned to GIAMA, throughout the Sector. The Skills Pipeline Strategy is geared at addressing bottlenecks from early schooling to tertiary level, ensuring the provision of structured workplace training to expedite professional registration. Careful, holistic consideration is given to specific guided interventions, aligned programmes, partnerships and career awareness. At the centre of the strategy, is strategic partnerships with Education, BEPCs, Infrastructure and related Departments, State-Owned Companies (SOCs), and the Built Environment Sector. The strategy aims to build technical capacity, while addressing issues of transformation with the Built Environment Sector. In partnership, with relevant stakeholders, the Department will strengthen and facilitate the provision of built environment skills, and support all Government spheres with the institutionalisation of capacity building programmes.

The Supply Chain Management Reform that links the training of candidates to contracts, is an enabler and a significant contributor to the Funding Model of the Built Environment Capacity Building Plan. Further to this, the Department will continue engagements with the National Treasury to reserve a percentage of all State infrastructure and maintenance projects for capacity building. The CIDB Standards for training on Infrastructure projects is a critical tool in the pursuit of this goal.

7.2.4 Improving Governance of Entities and Professional Councils

Intergovernmental relations and governance of public entities are one of the critical factors toward the attainment of an effective and efficient development-oriented public service. It is for this reason that the Department will be developing an Administrative Model for the Sector which will inform seamless service delivery across the Provinces and Municipalities, as well as the Department's Entities and BEPCs. In addition, the Department is finalising an Oversight Framework to ensure that public entities and BEPCs are able to execute their mandates, meet their service delivery objectives and maintain financial viability and an appropriate return on investments. This will involve the reviewing, monitoring and overseeing of the performance, practices, activities and conduct of the Public Entities to be satisfied that business is being conducted in accordance with all required commercial, legislative and other prescribed or agreed norms. Regular performance and compliance reviews of the public entities and BEPCs will continue to be prioritised in terms of the relevant regulatory framework (Section 1 of the PFMA).

The Department is committed to the stabilisation of the Independent Development Trust (IDT) and has therefore mapped out a business plan that directs the future of the IDT to ensure its sustainability. Furthermore, an IDT Turnaround Plan is being considered by the Department.

Mechanisms of coordinating and monitoring the implementation of the Public Works Sector Policy Frameworks are in place, as well as the development of guiding documents such as the National Infrastructure Maintenance Strategy (NIMS) Framework and the Institutional Framework on Small Harbours. Furthermore, monitoring mechanisms, to address the negative sector audit outcomes with a view of achieving an improved performance in the medium-term, will continue to receive attention. As part of the planning process for the sector, the Department has developed a Programme of Action, namely - "Towards an Integrated Programme of Action (PoA) for the Public Works Sector (2017-2020)." The Department will give attention to key sector transversal programmes such as the EPWP, infrastructure delivery, and payment of rates and taxes through the implementation of the PoA. The annual Sector Strategic Planning Session is another key initiative that drives integrated planning and regular performance reviews. The Technical MinMEC and MinMEC takes into consideration performance review reports as it reviews and adjusts the PoA going forward. The review of governance structures to improve corporate governance and oversight is another important consideration in promoting cohesion within the Sector.

The Department will continue to facilitate a process for signing of protocol agreements with public bodies across all the spheres of Government. These interventions will eliminate fragmented planning and illustrate improvements in the implementation of sector priorities, therefore enhancing partnerships and cooperation with organs of State across the three spheres of Government.

7.2.5 Cost Containment and Value for Money

The 2018 Budget Speech requires the Department to make difficult but necessary trade-offs, important to ensure that this budget is a platform for renewal, inclusive growth and job creation. The turnaround in public debt is facilitated by departmental budget cuts of R85.7bn over the next 3 years, with allocations to all layers of Government. Potential suppliers/service providers are negatively impacted as opportunities for tendering are now limited. This does not bode well for economic growth and job creation with limited work opportunities, as competition becomes key, but this could also lead to collusion and price fixing opportunities, between service providers. This also creates a risk of overpaying for services. The introduction of the National Treasury G-Commerce platform for procurement from transversal contracts as well as the implementation of SITA buyers' portal will, enhance efficiencies within SCM and cost savings through economies of scale buying.

Fighting corruption is a national priority in contributing toward the twin goals of ending extreme poverty by 2030 and boosting shared prosperity for the poorest 40 percent of people in developing countries. In addition, Reducing corruption is at the heart of the Sustainable Development Goals to achieve the targets set for Financing for Development. The harm that corruption causes to development is, in fact, a multiple of the estimated volume, given the negative impact of corruption on the poor and on economic growth. Increasingly, addressing corruption will require the concerted attention from Government and businesses to prevent, detect, and punish corrupt behaviour. The Department has prioritised the management of fraud risks and other proactive measures of combating fraud, corruption and unethical behaviour. This is geared toward fostering a culture of ethical conduct and accelerating service delivery to ensure value for money. Where the Department has positively identified losses due to fraud and corruption, corrective measures are undertaken to recover and prevent potential reoccurrences. This has resulted in improved consequence management, accountability and Reducing and recovery of losses.

The Department has reviewed its Fraud Prevention Strategy to make it responsive to current challenges and changes. The Strategy is designed to provide direction and support senior management and officials of the Department who find themselves having to deal with incidents of fraud, corruption and serious maladministration. It is a high-level plan outlining the Department's approach to combating fraud and corruption based on four pillars; being prevention, detection, investigation and resolution. The Strategy also takes into consideration improvements realised within the Department and therefore places greater emphasis on prevention and sustaining the gains that have already been realised. A Fraud Prevention Framework has also been adopted by the Department which identifies various role players and their respective roles in combating fraud and corruption. This Framework outlines the reporting, investigation and resolution processes for fraud and corruption cases.

7.3 Internal Environment

The Department has developed a revised business model to enhance the value of its services. The model is based on the separation of regulatory functions and policy principles, quality norms and standard setting, and monitoring functions of the implementation processes. The transformation and growth of the Construction and Property Sectors, as well as the regulatory functions, policy principles, compliance enhancement, best practice, norms and standards and the co-ordination of the EPWP are the focal areas in the business model of the Department. The oversight of the Public Works Sector has also been enhanced to improve the performance within the Public Works Sector. To this end, the Department has committed itself to promoting intergovernmental relations and cooperative governance through capacity building and integrating service delivery within the Public Works Sector. This will also assist the Department to set, execute and monitor key development priorities for concurrent areas.

To give effect to this business model, the Department has embarked in a Business Improvement Programme embodied in the Department's 7-Year Turnaround Strategy. Furthermore, the Department has also embarked on a process to improve various internal policies, processes and systems to ensure that an enabling context is in place. The following sections highlight the Department's key actions with regards to its business improvement programme, as well as policies, processes, and systems.

7.3.1 Business improvement programme within the Department

In 2012, the Department launched a seven year Turnaround Strategy (2012 -2019) with three discrete phases namely Stabilisation, Efficiency Enhancement, and Sustainability and Growth. The Stabilisation phase focused on addressing the immediate challenges within the Department in an effort to create the potential for more fundamental change within the Department. The second phase, Efficiency Enhancement, focuses on the systematic improvements, and redesign of processes, systems and structural elements. These elements will bring about improved efficiencies and effectiveness in the delivery of the public works services. The following key enablers form part of the Efficiency Enhancement Phase of the Turnaround Strategy:

7.3.1.1 Reduction in fraud and corruption

The objective of this intervention is to ensure that the Department enhances the implementation of the holistic fraud prevention strategy with the emphasis being on the application of pro-active measures to enhance operational efficiency. The Department in partnership with the Special Investigating Unit (SIU) is driving the fight against fraud and corruption through investigations in terms of Presidential Proclamations. The focus over the remaining period of this intervention will entail the following:

- i. Conducting pro-active detection reviews on high risk areas within the business operations and advise management on mitigation of identified areas. Through the use of data analytics and detection reviews (assisted by the Special Investigating Unit - SIU), suspicious payments in relation to expenditure incurred for unscheduled maintenance, as well as lease escalations are identified and corrective action recommended.
- ii. Assisting in the recovery of State-owned properties that have been misappropriated through the re-launch of Operation Bring Back.
- iii. Conducting a comprehensive review of the Department's fraud prevention plan, which includes the fraud risk management plan. The purpose of the review is to ensure that the Department implements an efficient and responsive fraud prevention plan to mitigate the occurrence of fraud and corruption.

To date, the Department has significantly reduced the backlog of investigation cases (some going as far back as the 2009/10 financial year). A total of 383 cases were reported for investigation between the 2009/10 and 2016/17 financial years, of which, a total of 357 has been finalised; 13 were referred to other business units and law enforcement agencies for further handling, and 13 cases are currently under investigation. The above investigations resulted in 271 disciplinary actions, with sanctions ranging from dismissals, final written warnings and suspensions without pay. Currently, all investigations are instituted within 30 days of receipt of allegations.

The SIU has conducted 2 332 investigations through five Presidential Proclamations within the Department. The investigations resulted in 72 disciplinary proceedings instituted against officials, 70 criminal referrals and 116 civil recoveries amounting to R 9 million were realised to date.

7.3.1.2 Service Delivery Improvement Programme (SDIP)

Government has introduced a Service Delivery Improvement Programme to provide a mechanism for continuous, incremental improvement in service delivery that promotes efficiency and effectiveness. The Department has developed a three-year SDIP in order to continuously address the improvement of service delivery, in line with approved SDIP guidelines. It focusses on critical services within the Operational Plan of the Department that have been identified for special attention and improvement. The implementation of the approved SDIP incorporates revisions to operating procedures and processes that will enable the Department to be more responsive and efficient with clear lines of responsibility and accountability. The Department has critical dependencies within the Operations Management Framework (OMF) that are still to be developed to support the implementation of the SDIP. The Service Delivery Model, Business Process Mapping of all services provided by the Department, Standard Operating Procedures (SOPs) and service standards have been prioritised as the second phase of the SDIP.

To date, the Department has commenced with the development of a Macro Business and Governance Model that addresses all macro-economic factors, key driving trends, industry and sectoral factors affecting the business operations. As the first step in the OMF value chain, the implementation of the business model will enable the Department to be more responsive to

stakeholders including user departments, public entities, the Public Works Sector and compliance authorities with clear lines of responsibility and accountability.

7.3.1.3 Change Management Strategy (CMS) and Change Management Plan

The aim of the Change Management Programme is to facilitate readiness and to support stakeholders during the operationalisation of the Department and the PMTE. Change management is a by-product of the Turnaround Strategy and occurs in various areas in the Department. All identified Turnaround Strategy projects are change initiatives by nature. The main deliverables within the Change Management Strategy are as follows:

- The Department introduces and manages changes through different platforms and different means of communication. The Communication Strategy encapsulates change management as one of its key elements. Going forward, the Department will co-ordinate all change management interventions through various fora such as the Executive Management Committee (EXCO), Minister and Top Management Committee (MINTOP), Worx-News Bulletins and other media of communication.
- Creating a platform for Executive Management to engage, communicate and become transformation leaders, as well as an appropriate communication strategy. In this regard, the Department will facilitate Service Excellence Orientation culture change workshops to enable the adoption of the working environment.
- The development of an enabling framework that will empower and put ownership of change in the hands of employees. It provides the tools and techniques on how to manage change. This will reduce occurrence of disruptions as a result of change.
- Ensure that each and every employee, regardless of his or her level, takes ownership of the change and that change be embedded in what they do on a daily basis. It provides the tools and techniques of what to do differently, when executing their duties in line with the new vision of the Department and what it means to be and practice customer centricity. The Department will therefore prepare individuals to work according to the new processes, where new business processes are designed. This will further enable the successful adoption of the new systems when these actions are implemented.

7.3.2 Internal policies, processes and systems

Various internal policies, processes and system improvements have been identified to improve the Department's performance and better manage its functions. Having formalised processes and procedures will increase efficiencies by ensuring that the Department is able to do more in less time. Having formal internal policies, processes and procedures in place will minimise the time spent overseeing the day-to-day running of the business. This will also improve the consistency of services delivery by the Department. The following processes, systems and internal policies will be developed and implemented over the MTEF:

7.3.2.1 Implementation of the Digital Enterprise Strategy and Disaster Recovery Plan

The new Digital Strategy and Enterprise Strategy for the Public Works Sector is being developed. The strategy aims to enhance current technologies used by the sector, introduce new collaborative solutions for achievement of a single Immovable Asset Register and most importantly a digital strategy to enhance the management of the State's immovable assets. A pilot of such strategies is earmarked for implementation through the telemetry solution, which will detect failures on lifts and HVAC components and report it electronically before failure occurs.

The Disaster Recovery Plan (DRP) and strategy have been concluded and implementation, including the testing thereof, will commence in 2018/19. The DRP will ensure that the Department has full backups and recovery servers to continue business, should one of the Department's buildings be struck by a disaster. A suitable building will be identified to accommodate the Department for this purpose.

7.3.2.2 Strategic Management System

The Department will implement an online Strategic Management System (StM) which is a comprehensive, integrated quality solution for organisational performance management. The system will be used to automate performance information for virtual reporting, monitoring and evaluation of information. The StM project, which also forms part of the Turnaround Strategy, will enable the Department to not only streamline its performance information, but also mainstream the management of performance information in line with legislative prescripts and related frameworks. The solution provides integrated reporting from different source systems to effectively

manage performance information. Once fully implemented throughout the Department and PMTE, the solution will improve organisational effectiveness; create a central location to monitor the performance through reports and analysis of the data, perform various calculation, and drill down into detailed information to make well informed and insightful business decisions. It will also help to articulate strategy, set objectives, monitor performance and perform group analysis to support the Department's overall business strategy.

The system also includes a functionality that will provide accurate, timely and fact-based risk management information to key stakeholders to facilitate decision-making and embed risk management in all operations, in accordance with the methodologies and best practices set by the Department. The functionality, which is web-based, includes Operational Event Management, Key Risk Indicators, Risk and Control Self-Assessment, integration with source systems, dashboards, libraries, and reporting which includes a visualisation capability. With its strong and open analytical environment, the solution provides flexibility to the Department as a highly transparent and auditable solution. The flexibility of the solution allows the Department to have an enterprise view of risk management.

7.3.2.3 Payment monitoring system

During the 2015/16 financial year, the Department experienced challenges with financial systems as payments could not be processed in time, resulting in only 75% of invoices that had been paid on time. The payment monitoring system was introduced to monitor the payment of the invoices in the Department to ensure compliance with the applicable legislation (National Treasury Regulation 8.2.3). The Department achieved 90% compliance after implementation of the 30-day payments reporting system. The system is able to track the progress of each invoice and provide the information on the date on which the invoice was received, and the date on which it was paid.

7.3.2.4 EPWP Recruitment Guidelines

The high demand to participate in EPWP projects by local communities, coupled with local and municipal dynamics, contributes to the many challenges in the recruitment of EPWP participants. The Department has established that often, incorrect and unfair procedures are applied in the selection and recruitment of EPWP participants, which poses a reputational risk that damage the EPWP brand. As the national coordinator of the EPWP, the Department has the responsibility to develop policies and guidelines for the effective implementation of the programme to ensure (a) uniformity in the recruitment of EPWP participants and (b) that public bodies reach the EPWP target groups. The Department has therefore developed the EPWP Recruitment Guideline for use by all public bodies in recruiting EPWP participants into the programme. The Recruitment Guideline places responsibility on officials of a public body to ensure a fair and transparent process is institute in the recruitment of EPWP participants and embeds the central role of communities in determining the criteria with the selection of participants. It places responsibility on the public body to act against officials, should the Recruitment Guidelines be breached. It provides for public bodies, should they so wish, to develop recruitment strategies that are aligned to the national guidelines.

7.3.2.5 Standard Operating Procedures (SOP) for EPWP Audits

The Auditor-General of South Africa (AGSA) is the only institution that, by law, has to audit and report on how Government is spending the South African taxpayers' money. The AGSA annually produces audit reports on all government departments, public entities, municipalities and public institutions. In the past three years (2013/14 – 2015/16), the Department has received audit qualifications based on the following deviations noted from public bodies implementing the EPWP projects:

- Non-compliance to the Ministerial Determination 4: 2012, Section 12.
- Non-compliance to the DoRA
- Completeness and reliability of data reported.

In order to address these audit qualifications, the Department will introduce a SOP for EPWP audits to inform public bodies on the compliance requirements when implementing EPWP projects, guide public bodies on the verification of the EPWP performance information and ensure compliance to all applicable legislative requirements with a structured and standardised approach. This is pursuant to complying with the terms of the Public Finance Management Act, 1999 (Act No. 1 of 1999) (PFMA), Municipal Finance Management Act (2003) (MFMA) and the Framework for Managing Programme Performance Information (FMPPi). The SOP will ensure that the performance information reported on the EPWP-Reporting System (EPWP-RS) is accurate, complete and valid.

The SOP is not intended to replace any prevailing legislation, policy and/or guidelines but simply provides guidance for public bodies on how the EPWP projects will be audited by internal and external auditors and the preparation required for such audits. The main objective of the SOP is to stipulate the procedures and related checklists to be used by public bodies when verifying EPWP projects' performance information. The following are sub objectives of the SOP:

- a) Standardising the audit process in EPWP;
- b) Outlining the standard documentation to be kept by implementing bodies as Portfolio of Evidence (POE) for work opportunities created and reported;
- c) Clarifying the roles and responsibilities of all stakeholders that are implementing EPWP projects;
- d) Clarifying the time frames for responding to audit queries;
- e) Clarifying the implication of non-compliance to legislative requirements; and
- f) Encourage compliance by the EPWP public bodies to the relevant legislative and regulatory frameworks guiding audits.

The stakeholders in all nine provinces, have been consulted on the document which is on its final stages of development and the SOP has been approved to ensure implementation in the 2018/2019 financial year.

7.3.2.6 National EPWP Policy

Since the introduction of the EPWP in 2004, no comprehensive policy has been developed that provides specific guidance toward the implementation strategies to achieve the EPWP objectives and mandate. The Department is developing an EPWP policy that will define the EPWP mandate, the roles and responsibilities of implementing and coordinating departments. The Department has identified the gaps, which compels the development of an EPWP Policy:

- a) Lack of coherence in interpretations on strategic issues, such as participation of eligible candidates, participation of the disabled, funding of EPWP projects;
- b) Disjuncture between National and Provincial Coordination Functions;
- c) Non-existence of a National Policy that cascades to Provincial Policy to ensure consistence and uniformity in programme implementation;
- d) Inability to develop an implementation plan in the absence of policy guidance;
- e) Inability to enforce compliance in the absence of a policy that sets out the norms and values for stakeholders;
- f) Lack of alignment between EPWP delivery with broader outcomes (e.g. National Priorities and Sustainable Development Goals)
- g) Lack of clarity on whether South Africa's Public Employment Programmes should be characterised within the labour market policy or social protection package.

7.3.2.7 Development of business processes and systems for Professional Services

The Department will introduce business processes for the Professional Services function that will identify related tasks and activities, which will lead to building of technical capacity of the State. The business processes will interface with core areas of the Department and outline reporting lines for Head Office and Regional personnel. Professional Services will investigate the capabilities of the existing Information Technology (IT) programmes and integrate them into a single Information Technology platform to support the coordination and oversight of technical capacity building interventions for the State. The IT platform is integral to collecting, consolidating and the management of data assisting management to make informed decisions. This IT Platform will have two levels, one at Programme level, in terms of capacity

building programmes implemented by State and Non-State Sectors; and two at an individual level with the capabilities to receive applications of built environment graduates/ students, processing of applications, capturing or retrieving of data and linking programme participants to exit opportunities.

7.3.2.8 Supply Chain Management (SCM) business processes, delegations and regulations

Supply chain business processes are currently under review with all delegations, directives and circulars. This is of cardinal importance to achieve efficiencies of business processes and improve service delivery. A blueprint for an end to end ERP system for procurement has been developed and efforts are already underway to engage with SITA for further refinement and implementation. This will enhance internal efficiencies and put improved technologies in place to facilitate electronic Request(s) for Quotations (RFQ) and e-tendering therefore promoting easy access for service providers to Departmental bids.

7.3.2.9 Implementation of the Integrity Framework

The Department is developing an Integrity Management Framework that will be implemented in phases commencing in 2018/19. The Framework seeks to strengthen the processes for financial disclosure and interests of all applicable officials within the Department to manage conflicts of interests. By ensuring accurate disclosures, the Department will be able to demonstrate the integrity of its procurement processes by managing potential conflict of interests and collusion. The Framework identifies the officials who are required to comply with disclosure requirements, the requirements of disclosing and the timeframes for disclosure. It also provides the disclosure processes that officials need to follow in disclosing their private interests. Clear guidelines are provided for officials to declare gifts and donations received from service providers. In addition, the Framework outlines the processes to be followed when an official performs remunerative work outside the public services.

7.3.2.10 Governance Framework

The Governance Framework that articulates how the Department will apply the corporate governance principles, is guided by the PFMA of 1999, especially in accordance with Sections 38 to 44, the King IV Report on Corporate Governance, National Treasury Guidelines and other local and international best practices on governance to provide outcome-based corporate governance, and instil an ethical culture across the Department. The Framework provide guidance on the following:

- a) Exercising effective and ethical leadership to cultivate responsible corporate citizenship and an appropriate, ethical culture based on the values of the Department;
- b) Aligning strategy, implementation and performance measurement, and ensuring integrity of reports and disclosures made;
- c) Outlining governance structures, their composition, roles and responsibilities, ensuring the appropriate use of delegated powers to management and evaluating the performance of governing structures;
- d) Governing functional areas such as risk, ICT, compliance, remuneration and assurance and
- e) Managing stakeholder relationships and measuring governance maturity.

7.3.2.11 Framework on the oversight of Public Entities

The Department provides oversight of the four public entities and six BEPCs involved in the process of delivering its mandate, in terms of political, strategic, administrative, financial, ethical and legal aspects. The oversight role exercised by the Department over public entities and BEPCs entails reviewing and monitoring quarterly performance reports in line with the set strategy, evaluating board or council effectiveness and ensuring adherence to legislative prescripts. These entities are expected to provide increased shareholder value and maximize the socio-political benefits in line with the priorities of Government. The framework is a guiding document that will be used by the Department to:

- a) Foster and manage the relationship with public entities and BEPCs by creating a two-way communication system that encourages effective financial and performance accountability;
- b) Streamline multiple policy directives and resolve potential conflicts of interest that may arise between the strategic objectives of both the Department and public entities;

- c) Ensure that the policies and legislative frameworks established to govern the operations of public entities and BEPCs have been adopted and implemented;
- d) Culminate the clear distinction between aiding public entities and BEPCs through administrative oversight and imposing undue interference in the management thereof; and
- e) Improve the level of transparency and professionalism within the operations of public entities and BEPCs by encouraging corporate governance.

7.3.2.12 Compliance Framework

The complex and overlapping legislative demands are affecting the wide operations of the Department, and require a pragmatic and effective Compliance Framework, based on an integrated Compliance Function and Programme to manage and reduce compliance risks on a strategic level. The Framework provides a sense of assurance to the Accounting Officer, in accordance with the Public Finance Management, 1999 (Act No. 1 of 1999), that the operations of the Department are to be conducted in line with the applicable compliance universe being the applicable laws, binding and non-binding rules and regulations, policies, procedures and codes. Effecting the Framework demonstrates that the Department is committed to a combined assurance approach in which compliance interfaces with strategic planning, monitoring and evaluation, risk management, corporate governance and internal audit to uphold the standing that compliance is the general approach and attitude of the Department. The purpose of the Framework is to provide guidance in:

- a) Promoting awareness of the Compliance Universe and the understanding of compliance as a strategic tool in achieving the strategic objectives and key performance targets of the Department;
- b) Monitoring compliance of the operations in terms of compliance obligations and by so doing, (i) obtaining feedback on significant compliance risk exposures and emerging issues, (ii) identifying deficiencies in compliance risk response plans and controls, and (iii) making recommendations for further development to fill any gaps in the compliance management process;
- c) Supporting the collaboration of the Compliance Function with other internal assurance providers, including decentralised compliance function to integrate the requirements of the Compliance Universe across the Department, operating of systems and behavioural patterns through adoption and promotion of better compliance strategies and plans;

- d) Ensuring that the Department responds in a timely and appropriate manner to potential or actual non-compliance (including allegations of non-compliance) and
- e) Instilling a compliant and responsible culture benchmarked against the values of the Department.

7.3.2.13 Implementation of the Communication Strategy

Through the implementation of the Departmental Communication Strategy, the Department aims at keeping the internal and external stakeholders informed of programmes and projects executed by the Department. It also aims to correct any negative perceptions about the Department through editorial letters, advertorials, outdoor advertisement, Ministerial Public Participation Programmes and media engagements. The Department will review its communication implementation plan to better support Ministerial Public Participation Programmes, targeted media engagements and editorial pieces to improve the profile of the Department and ensure that the policy agenda is effectively communicated. The Communication Strategy itself will also be reviewed to ensure that the Department and its Entities have a footprint in all service delivery areas for Department to realise its gains and for its entities, to report in a proactive manner.

7.4 Performance Environment

The Department continues to demonstrate improvement in its financial and compliance audits which is be evidential in the Annual Report for the 2016/17 financial year. The Department managed to obtain an unqualified audit opinion consecutively, for the third year with a reduction in compliance related matters. No compliance findings were reported for the Department in 2016/17. While improvements were reported across the Department, challenges were still experienced with the reporting of work opportunities created within the EPWP, the compiling of various policies and pieces of legislation and the management of performance information.

Taking cognisance of these audit outcomes and progress made by the Department towards its 5-year strategic goals, the following 14 strategic interventions, explained below, have been identified as the most significant areas requiring a response from the Department:

- Improving compliance to Protocol Agreements, Integrated Grant Agreements and Ministerial Determination
- Improving reporting on work opportunities by public bodies
- Public bodies incorporating EPWP principles in the planning and implementation stages of infrastructure projects
- Adhering to the Ministerial Determination by Public Bodies with regard to record keeping
- Improving the coordination of Expanded Public Works Programme through the National Coordinators Committee (NCC)
- Strengthening the Department’s research and policy development capacity
- Enhancing institutional capacity through the Skills Development Programme
- Improving the delivery of services to Prestige clients
- Strengthening the oversight of the Public Works Sector in terms of the concurrent mandate
- Improving management practices (MPAT)
- Reducing fraud risks
- Reducing irregular expenditure
- Paying suppliers within 30 days
- Reducing the number of litigation cases against the Department

7.4.1 Interventions to improve performance within the Department

7.4.1.1 Improving compliance to Protocol Agreements, Integrated Grant Agreements and Ministerial Determination

The key challenges in achieving the work opportunities targets can be attributed to the lack of compliance by public bodies with the Protocol Agreements, Integrated Grant Agreements and Ministerial Determination. The failure of the public bodies to comply has therefore resulted in fewer, created work opportunities reported. The programme has a shortfall of 841 085 work opportunities to achieve the set targets. If there is no improvement in the implementation and reporting, the EPWP will not meet the 6 million work opportunities and FTE targets by 2019. Under-reporting is also a huge challenge which has been identified during its pre-audits processes, where a large number of work opportunities are created but not captured on the EPWP Reporting System (EPWP-RS). Many public bodies have of lack human resources capacity to coordinate and implement

the EPWP within their respective institutions, which has negatively impacted on the delivery of the programme.

In addressing the identified challenges, the Department has implemented various interventions, such as:

- i. Withholding the Integrated Grant allocation where public bodies do not report or implement identified projects.
- ii. Approved project lists including Social Sector projects are to be submitted with the signed grant agreements.
- iii. Weekly sector and provincial variance reports are sent to the reporting public bodies and are also reported to MinMec and Lead Sector Departments' meetings.
- iv. The EPWP is busy finalising the Artisan Development manual to enhance the programme implementation and coordination.
- v. Public bodies are capacitated to understand the workflow of M&E and the Reporting Standard Operating Procedure is circulated to stakeholders to improve reporting.
- vi. Developed implementation manuals for the NPO Programme to improve understanding and compliance to the Ministerial Determination and audit requirements.
- vii. The Department will monitor the compliance to the EPWP minimum wage as set out in the EPWP Ministerial Determination.

7.4.1.2 Improving reporting on work opportunities by public bodies

The Department is currently experiencing two main challenges with regard to reporting of work opportunities created. The first challenge relates to the non-reporting work opportunities and the second is the under-reporting of all the work opportunities created within the public bodies. The consequence thereof, a large number of work opportunities are created but not reported on the EPWP Reporting System. To address the challenges, the Department has provided data capturing support to the public bodies that have capacity challenges. Through the Data Recovery Plan, the Department is making recognisable strides to improve reporting by the public bodies.

7.4.1.3 Public bodies incorporating EPWP principles during the planning and implementation stages of infrastructure projects

Public bodies, in some instances, are not aligning projects to the EPWP Infrastructure Sector Guidelines when planning and implementing infrastructure projects. Many public bodies, especially at the municipal sphere, lack technical capacity to implement projects labour-intensively. Infrastructure projects reported under the incorrect funding body results in negative audit findings since public bodies will not have the records to provide the necessary portfolio of evidence. The use of the EPWP Infrastructure Sector Guidelines promotes the use of labour-intensive methods during construction. The Department will continue to provide public bodies with technical support and training for the design, implementation and reporting of infrastructure projects to align their documents to the EPWP Guidelines.

7.4.1.4 Adhering to the Ministerial Determination by public bodies with regard to record keeping

The Department has noted that a high number of implementing public bodies are not adhering to the Ministerial Determination's, Section 12 on records keeping. A lack of supporting documents leads to the reporting of participants being rejected on the EPWP-RS. As a result, the expenditure reported for all project activities (including all paid participants), against the total number of participants within the projects, becomes skew. It is the responsibility of the Accounting Officers in the respective public bodies to ensure compliance in this regard. The challenge identified by most public bodies is storage space and capacity to administer and maintain records. The Department will ensure that the files are checked for compliance during site visits. The Department will also require Provinces to ensure that through the Data Quality Assurance (DQA) processes, the public bodies comply with the Ministerial Determination.

7.4.1.5 Improving coordination of Expanded Public Works Programme through the National Coordinators Committee (NCC)

The National Coordinators Committees (NCC), chaired by the Department, comprises the National Department Sector Coordinators, Provincial Coordinators and senior managers within the Department. The function of this forum is to provide strategic direction pertaining to the implementation of the EPWP. It also seeks to address the

challenges with regard to the coordination, monitoring and reporting against the set targets. To improve coordination, implementation and accountability, the Department has mainstreamed the EPWP targets down to Provinces as a concurrent function within the Sector. This will further assist the Department in improving the monitoring efforts by Provinces and ensure compliance and reporting is done efficiently.

7.4.1.6 Strengthening the Department’s research and policy development capacity

The Department has experienced delays in the finalisation of key policies, most significantly, the review of the Public Works White Papers. This can be attributed to a lack of research capacity to undertake the preliminary work that underscores evidence-based policy formulation and policy management. Delays include preliminary data collection and analysis of both the construction and property industries, which is critical in establishing a baseline prior to conducting an in-depth review of the White Papers and the formulation of alternative policy options.

The lessons learnt from the past three years serve as a good basis to inform the short and long-term planning and identification of necessary interventions. These interventions include:

- Re-orientation of the human capital base and a refinement of the existing policy and research functions.
- Capacity building, which will involve, among others things, creating knowledge sharing platforms focusing or related to policy, construction, and property and policy research.
- Development of a strategy informed by the scope and complexity of the White Paper. The strategy will also include the composition of internal work streams of subject matter experts across the Department. The work streams will be charged with providing technical inputs; that is carrying high level review and formulation of policy position on relevant thematic areas. In essence, the work streams will conduct preliminary assessment of the White Papers in order to (1) identify gaps and potential remedial measures, (2) review policy successes and failures, (3) and determine the way forward. Furthermore, part of the strategy is to bring external expertise on board to support the delivery of the Project.

7.4.1.7 Enhancing institutional capacity through the Skills Development Programme

The Department has exceeded its skills development target for the 2016/2017 financial year as a result of funding commitments and receipts from PMTE and CETA. Further to this, the Young Professional Programme secured R38 million to recruit 74 candidates and R16.5 million from the National Skills Fund to expand the Programme in the 2017/2018 financial year. The Energy and Water Sector Education and Training Authority (EWSETA) has further committed funding of R6.8 million for the Water Graduates Programme that has resulted in the appointment of 70 trainees. The improvements to the Skills Development Programme will include a greater focus on the National Capacity Building programme that consolidate all sector interventions, and develop a national framework and streams of funding for the Built Environment Plan.

7.4.1.8 Improving delivery of services to Prestige clients

The Department has recently completed a condition assessment of all Prestige State-owned properties in Cape Town and in Pretoria to inform a comprehensive maintenance plan. Based on the findings of the condition assessments, three facilities management contracts will be established to, (1) undertake maintenance of all technical disciplines, (2) repair infrastructure to standard and replace where necessary and (3) maintain the infrastructure for a five-year period. This will not only improve the condition of the Prestige properties but will result in improved turnaround times for maintenance services, eliminate any irregular expenditure and reduce emergency services.

Furniture for Prestige clients was previously provided on a reactive basis, due to poor planning, which resulted in prolonged delivery processes. Term contracts have therefore been put in place for furniture and related services. The contract is under review to ensure that the prices included the contract, are market-related. Furthermore, the Department will conduct condition assessments of all moveable assets and develop a multi-year demand management plan. This will be used to inform a three-option furniture catalogue for standardised furniture. The rollout of the plan will be guided by the norms and standard document for provisioning of moveable assets.

The Department has made strides in developing policies to regulate Prestige services in line with the Ministerial Handbook. During the MTEF period, the following policies will be developed to ensure alignment of the policy framework with service delivery: Policy on the utilization of the Bus Services at the Parliamentary Villages; Policy on the Utilization of Prestige Facilities at the Parliamentary Villages and Policy on the allocation of residences to Parliament Office Bearers, amongst others things. The Department will also be signing a Service Level Agreements with the South African Police Service in respect of implementation and management of security measures at Prestige facilities.

7.4.1.9 Strengthening the oversight of the Public Works Sector in terms of the concurrent mandate

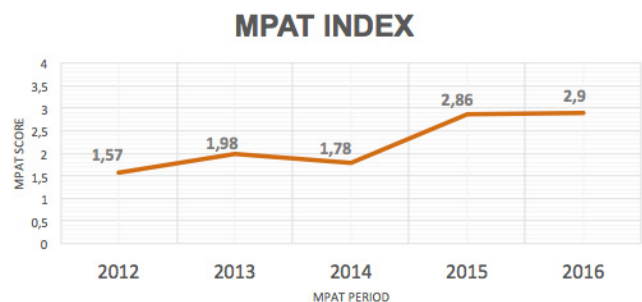
The Department will continue to prioritise its Intergovernmental Forums to ensure seamless service delivery across the Public Works Sector. This will create a platform for effective collaboration on policies and programmes, strengthen programme support on concurrent functions, build capacity to ensure 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 policies for concurrent functions, particularly the management of immovable assets. The alignment of CPIs to the Sector Programme of Action is one critical aspect that is being prioritised to strengthen oversight of the Public Works Sector. The Sector Property Empowerment Policy is expected to be approved at the end of the 2017/18 financial year and will be implemented and monitored throughout the Sector in 2018/19. In pursuing intergovernmental relations with its IGR partners across spheres of Government, the Department will ensure that 15 Service Level (protocol) Agreements are signed in 2018/19. In the outer years, the Department will give greater attention to monitoring the implementation thereof.

The Department further supports signing of the Shareholder Compact for Entities in ensuring proper oversight. The Shareholder Compact defines the relationship between the Minister and public entities through an agreement describing the requirements of both parties to support effective management and performance. It epitomises the bridge between corporate governance and performance expectations by outlining signatories and defining agreed mandated performance measures.

7.4.1.10 Improving management practices (MPAT)

The Department has improved its performance on MPAT since the inception in 2012. To successfully track the performance of MPAT over time, the Department created an MPAT index where each KPA has allocated weights. The minimum score is 1 with 4 being the maximum score. The MPAT index calculated base of the final scores of the MPAT was released by the Department of Planning, Monitoring and Evaluation (DPME). The diagram below shows the performance of the index since 2012.

Figure 13 MPAT Index (2012-2016)



The 2012 MPAT index is 1.57, meaning that the Department performed in the fair category of compliance level. The index improved slightly in 2013 from 1.57 to 1.98, however the category of the compliance level remained unchanged. The index dropped slightly in 2014 (1.78), but picked up in 2015 (2.86) and 2016 (2.9). The overall, level of compliance within the Department's has improved over time. The Department notes some improvement in most of the standards when compared to previous years. The Department has also managed to decrease the number of Level 1 ratings from previous MPAT years. The improvement in MPAT scores is a reflection of the efficiencies within the Department, in line with the second phase of the Turnaround Strategy.

The Department and DPME will continue to collaborate for further improvement on all the standards. It is also acknowledged that there has been improved participation and understanding of the MPAT standards within the Department. An MPAT action plan has been developed, based on the underperforming areas in the previous financial year, which forms the basis of continuous engagement with MPAT Coordinators in the Department. The action plan supports and monitors the progress in areas where levels of 3 and below were recorded, with the objective of enabling the units to improve their scores to a level 4.

7.4.1.11 Reducing fraud risks

The Department has been able to reduce its fraud exposure by introducing a fraud risk management plan which encompasses conducting fraud risk assessments, maintaining a fraud risk register, and developing and implementing mitigating factors to manage fraud risks. This is a focussed approach toward pro-active measures to prevent fraud and corruption within the Department that has contributed significantly to reducing the Department's exposure to fraud risks. The introduction of pro-active investigations (detection reviews) further assists the Department in the pro-active identification of high fraud risk areas and timeous implementation of action steps to reduce the occurrence of fraud. This is evident in the reduction of the number of cases reported and investigated by the Department from an average total of 50 cases between the 2014 to 2016 financial years to 28 cases for the 2016/17 financial year. This represents a 44% reduction in reported and investigated incidences of fraud and corruption.

7.4.1.12 Reducing irregular expenditure

The review of bids and quotations before awards, has resulted in a significant reduction in irregular expenditure. All bids and quotations will continue to be reviewed across the Department to ensure compliance to relevant prescripts. The investigation of reported cases of irregular expenditure will commence within 30 days after it had been reported and will be completed within a period of 90 days of commencement of the investigation. As at the end of the 2016/17 financial year, 55% of the total irregular expenditure of R583 million reported at the end of 2013/14 had been resolved, while the remaining balance will be resolved by the end of 2018/19 financial year.

7.4.1.13 Paying suppliers within 30 days

The Department's performance with regard to compliance with the PFMA's, section 38(1)(f) of the PFMA, 1999 for the processing of payments within 30 days, has improved in 2016/17 when the Department recorded 90% compliance as compared to the 75% compliance in 2015/16. In the 2016/17 financial year, the Department introduced a payment monitoring system to assist with management of invoices received and recorded an achievement of 90% after implementation of the system. The 30-day payments reporting system has been developed to replace the manual system and to ensure accurate and reliable reporting on a monthly basis. The system is able to track the progress of each invoice, as well as providing the information related to the date on which the invoice was received and the date on which it was paid. In 2018/19, the Department will target full compliance with regard to the processing of payments within 30 days.

7.4.1.14 Reducing the number of litigation cases against the Department

The Department manages a high number of litigation cases on a daily basis. The largest number of disputes are those arising from private lease agreements concluded by the PMTE, termination of construction contracts and cases of duty of care where employees are injured whilst on duty or members of the public are injured in a facility under the Department's custodianship. The Department is conducting an analysis on individual cases with a view to consider resolving such litigation in an expeditious and cost effective manner. In doing so, the Department will strive to ensure that individual, small and medium sized enterprises are not sequestered or liquidated as a result of protracted litigation. Where possible, the Department will recommend the use of alternative dispute resolution mechanisms to curtail the litigation costs that the Department incurs in defending and/or launching such litigation cases. Dispute resolution procedures are usually embedded into the Department's construction and goods and services-related contracts as part of general conditions of contracts unless otherwise excluded by way of special conditions of contracts on the contract data. In an effort to avoid future disputes, the Department will train Project Managers to effectively manage contracts and retain control without involving the courts.

7.4.2 Demand for services

Following the operationalisation of the Property Management Trading Entity (PMTE), the Department's role is focussed on policy formulation, coordination, regulation, and oversight relating to the provision of accommodation and expert built environment services to user departments at the national government level. The Department is further mandated to coordinate and provide strategic leadership in job creation initiatives through the implementation of the EPWP. Therefore, the demand for the Department's service is informed by

- 1) The demand for built environment specialists
- 2) The demand for the EPWP
- 3) The levels of transformation in the sector
- 4) The number of prestige clients and prestige events that the Department must organise.

The following demands are on the underlying drivers for each demand condition.

7.4.2.1 Demand for built environment specialists

South Africa's continued skills deficit is being compounded by a lack of technical skills, which has a negative impact on employment across many sectors of the country's economy. The National Scarce Skills List: 2015 as gazetted by the Department of Higher Education and Training (DHET) provides a list of occupations, which are in high demand and in scarcity.

The list is published to assist Departments and the industry with planning for skills development interventions and decision making processes. For purposes of this list, an occupation in high demand is defined as an occupation that is experiencing high growth or chronic shortages in the labour market. Among the occupations that are listed as being in high demand, are civil engineering, mechanical engineering, quantity surveyors, electrical engineering and architects, etc.

This list is of significance to the Department as it captures the built environment occupations with a high vacancy rate in the Sector. Of significance, is that the chronic shortages experienced by the State are same throughout the Built Environment Sector. The National Infrastructure Plan has further added pressures on the demand of technical skills. This list therefore, enables the Department to make informed decisions in conceptualising, strengthening and

enhancing capacity building programmes, especially the Young Professionals and Artisan Development Programmes. These programmes are in alignment to addressing technical skills in scarcity and others listed in the National Scarce Skills List 2015. The Department will make recommendations to the DHET to consider shortages of skills in real estate management as part of the National Scarce Skills List 2017, as most occupations in the real estate environment are also currently in high demand.

7.4.2.2 Demand for Expanded Public Works Programme

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

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

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

Table 12: Five year targets per sector (Work Opportunities)

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

Table 13 Infrastructure Sector targets per sphere of Government (Work Opportunities)

Year	Municipal	Provincial	National	Total
2014-2015	190 644	168 512	20 000	379 156
2015-2016	221 098	192 574	34 000	447 671
2016-2017	254 735	197 901	36 000	488 636
2017-2018	299 150	204 917	42 000	546 067
2018-2019	330 192	211 282	48 000	589 473
5 year total	1 295 819	975 184	180 000	2 451 003

Table 14: Environment and Culture Sector targets per sphere of Government (Work Opportunities)

Year	Municipal	Provincial	National	Total
2014-2015	81 007	32 648	113 995	227 650
2015-2016	81 562	32 842	114 804	229 208
2016-2017	81 372	32 705	116 473	230 550
2017-2018	81 239	32 937	116 997	231 173
2018-2019	80 148	32 853	119 922	232 923
5-year total	405 328	163 985	582 191	1 151 504

Table 15: Social Sector targets per sphere of Government (Work Opportunities)

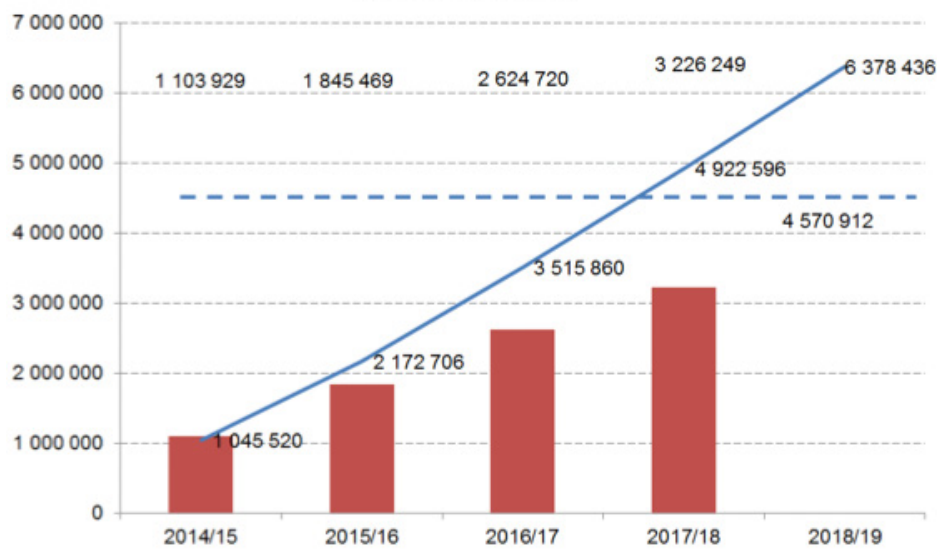
Year	Municipal	Provincial	National	Total
2014-2015	6 731	153 765	42 218	202 714
2015-2016	8 332	154 757	42 218	205 307
2016-2017	11 471	152 263	42 234	205 968
2017-2018	14 849	153 398	42 249	210 496
2018-2019	18 535	153 644	42 265	214 444
5 year total	59 918	767 827	211 184	1 038 929

Table 16: Non State Sector targets per sphere of Government (Work Opportunities)

Year	CWP	NPO	Total
2014-2015	187 000	49 000	236 000
2015-2016	197 000	48 000	245 000
2016-2017	362 000	56 000	418 000
2017-2018	362 000	57 000	419 000
2018-2019	362 000	57 000	419 000
5 year total	1 470 000	267 000	1 737 000

tor

All Sectors



The Department is responsible for the coordination, provision of implementation support, monitoring and evaluation of the EPWP across the various Government and non-governmental entities which encompasses the four sectors and the three spheres of government to ensure achievement of the set targets. In executing this function the Department receives data on approximately 15 000 projects. The Department also leads the Infrastructure Sector. In performing its coordination role, the Department:

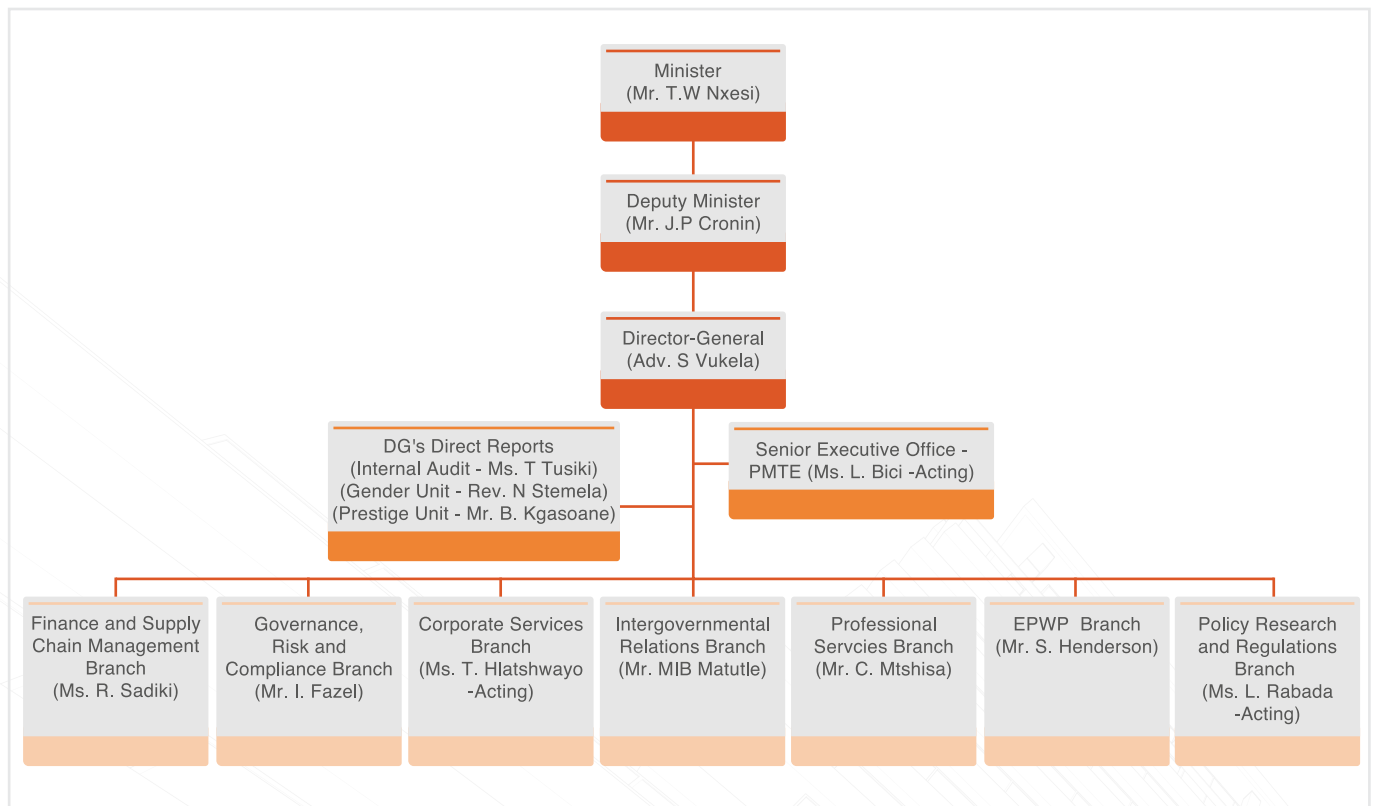
- i. Develops strategic policies, guidelines and directives to assist public bodies on implementing the EPWP;
- ii. Establishes appropriate institutional arrangements structures such as the National Coordinating Committee (NCC); National Sector Coordination Committees (NSCCs), and Provincial Steering Committees (PSCs); and

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

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

7.5 Organisational Environment

Figure 15: High Level Organisational Structure of the Department



7.5.1 Key issues relating to the Organisational Structure

The organisational structure for the Department was finalised and approved in September 2016, in collaboration with the Department of Public Service and Administration and the National Treasury. The PMTE, which is located within the broader organisational structure of the Department, currently manages the largest Real Estate portfolio in South Africa, which was previously the core business of the Department. The focal areas within the business model of the Department include the transformation and growth of the Construction and Property Sectors, as well as the regulatory functions, policy, compliance enhancement, best practice, norms and standards and the coordination of the EPWP. The Department will continue to phase-in the approved organisational structure that has been streamlined with the MTEF budget allocation. The implementation process will take the restricted compensation budget into consideration by ensuring that, the expenditure remains within the allocated budget, as capacitation takes place

This streamlined organisational structure does not encompass the full capacity requirements and will be refined, where required, to respond to the Department’s priorities.

As part of the phased-in approach of implementing the approved structure, the Department will reduce and regularise all positions additional to the establishment and ensure that permanent positions are advertised and filled. The recruitment process has been intensified, as outlined in the HR Plan, in order to fill critical positions, address the high vacancy rate and ensure leadership stability within the Department. Capacitation of functional areas will continue in line with the priority areas as identified in the Policy Statement, which include, the Policy Research and Regulation, EPWP, Professional Services, Intergovernmental Relations, Prestige as well as the Governance, Risk and Compliance. Other capacitation initiatives include the training and re-skilling of staff in various critical fields of the Department.

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

The Department's business model is based on the separation of regulatory and policy frameworks, quality norms and standard setting and monitoring functions from the implementation functions. Through the separation of functions, the coordination and quality of services provided to the public sector has been improved to meet Government's broader developmental and socio-economic transformation agenda. The EPWP remains the largest programme within the Department responsible for the coordination, monitoring and evaluation of the EPWP across the various government and non-governmental entities. The oversight and coordination of the Entities and Provincial Public Works Departments has been enhanced, as part of the concurrent mandate.

The establishment of the Professional Services function will strengthen the implementation of the Talent Pipeline Strategy to acquire a well trained workforce that will work in the Sector for a long term. The intention is to increase the skills pipeline in the Built and Property Environment Professions across all sectors of Government, while improving the quality of human capital needed. Through a combination of direct job creation, learnerships, apprentices, entrepreneurship, development and mentorship programmes, and its bursary programme, the Department is actively responding to both the external environment of high levels of unemployment, as well as its own internal empowerment and employment equity objectives. A total of 30 youth members from the Schools Programme have been awarded bursaries in January 2018 which will take the number to 163 bursary holders of the Department. The table below provides a summary of the Departmental staff establishment as at January 2018:

Table 17: Staff establishment of the Department of Public Works and Property Management Trading Entity

Combined filled and vacant posts per salary level with vacancy rate					
Salary Level	Filled posts	Vacant posts	Total (Filled & Vacant)	Current vacancy rate (%)	Additional to the establishment
1	-	-	-	-	314
2	15	-	15	-	6
3	1 852	796	2 648	30	125
4	141	144	285	51	78
5	211	197	408	48	56
6	243	194	437	44	14
7	551	389	940	41	75
8	442	468	910	51	68
9	89	133	222	60	11
10	356	278	634	44	24
11	120	231	351	66	71
12	426	359	785	46	81
13	101	62	163	38	16
14	42	13	55	24	8
15	7	6	13	46	9
16	4	-	4	-	-
Grand Total	4 600	3 270	7 870	42	956

Table 18: Staff establishment of the Department of Public Works

Department of Public Works: Filled and vacant posts per salary level with vacancy rate					
Salary Level	Filled posts	Vacant posts	Total (Filled & Vacant)	Current vacancy rate (%)	Additional to the establishment
1	-	-	-	-	84
2	-	-	-	-	-
3	75	-	75	-	-
4	9	3	12	25	38
5	39	14	53	26	25
6	19	5	24	21	2
7	80	51	131	39	8
8	88	71	159	45	2
9	10	17	27	63	1
10	95	70	165	42	4
11	9	20	29	69	7
12	167	58	225	26	11
13	55	20	75	27	7
14	22	2	24	8	5
15	5	1	6	17	2
16	4	-	4	0	-
Grand Total	677	332	1 009	33	196

The Department of Public Works and PMTE have a total staff establishment of 7 870 posts. The Main Vote, has a total staff establishment of 1 009 posts of which 677 are filled permanently, 196 are filled additionally and 332 are vacant. In responding to the priorities of National Government, an integrated Human Resource Plan has

been developed and implemented through an intensive recruitment drive to ensure that the Department has the required skills and competencies to deliver on its mandate and objectives, and to proactively address the Department’s long-term requirements.

The current employment equity status is shown in the table below:

Table 19: Staff establishment of the Department of Public Works

Race	Gender		Total	Percentage
	Male	Female		
African	353	467	820	94%
Coloured	8	9	17	2%
Indian	6	4	10	1%
White	9	17	26	3%
Foreign nationals	2	1	3	0.3%

7.6 Description of the Strategic Planning Process

The Department's Strategic Plan and Annual Performance Plan are largely informed by the outcomes contained in the National, Continental and International Policy Agenda, which includes Agenda 2063, Sustainable Development Goals (SDGs), National Development Plan (NDP) and Medium-Term Strategic Framework (MTSF). Agenda 2063 is a strategic framework for the socio-economic transformation of the continent for the next 50 years. It builds on, and seeks to accelerate the implementation of past and existing continental initiatives for growth and sustainable development. The Ten-Year Plan, which was adopted in June 2015, is the first within the series of ten-year plans and serves as a basis for the preparation of medium-term development plans of member states of the African Union.

The NDP is the country's Strategic Plan which articulates the desired vision 2030 of South Africa. It focuses on the developmental challenges in the country and adopts the outcome-based approach to reflect on the achievement of the sectors and the intergovernmental implications, rather than on individual departmental outputs. The NDP serves as an umbrella for the cross-cutting strategies, namely

the New Growth Path (NGP), the National Infrastructure Plan (NIP), the Industrial Policy Action Plan (IPAP) and other plans of Government. This vision is cascaded down into the current administration's 2014-2019 MTSF which is viewed as the first in a series of five-year planning cycles that will advance the goals of the NDP. The MTSF articulates Government's commitment to implementing the NDP and delivering on its electoral mandate, as well as its constitutional and statutory obligations.

The Department participates in the Technical Implementation Forums (TIFs) that coordinate Government's work toward the achievement of its 14 National Outcomes. The Lead Coordinating Department for each Outcome ensures that all key delivery partners are members of the Implementation Forums. The Implementation Forums are responsible for producing 14 Delivery Agreements, coordinating implementation, and monitoring and reporting progress against the 14 Outcomes to Cabinet Committees. The Estimates of National Expenditure (ENE), which describes in detail the planned spending in all National Government Votes over three financial years, is informed by the MTSF.

Figure 16: The Department’s Strategic Planning Process:



7.7 Overview of the 2018 Budget and MTEF Estimates

Figure 17: Budget Allocation per Programme:

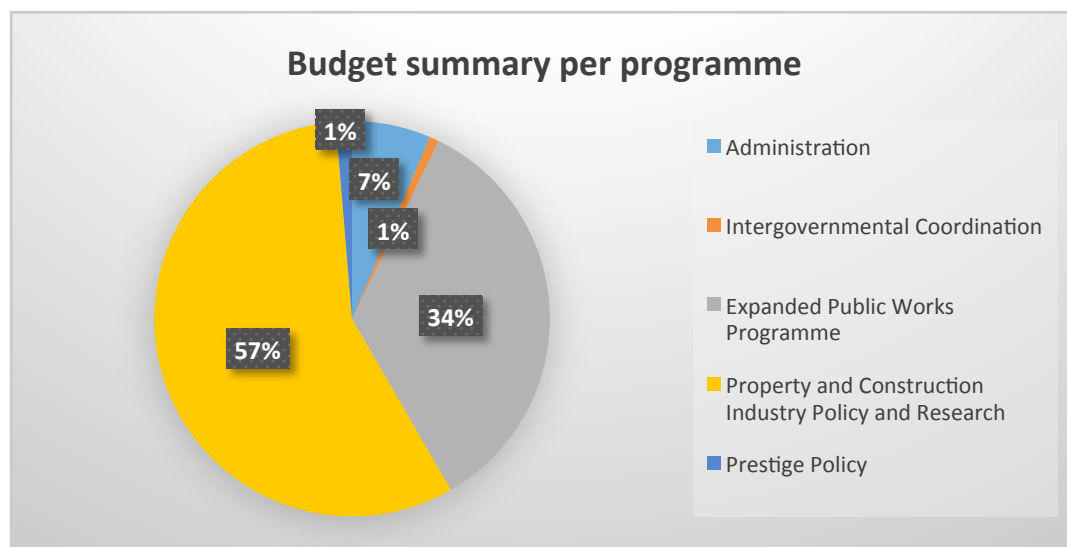
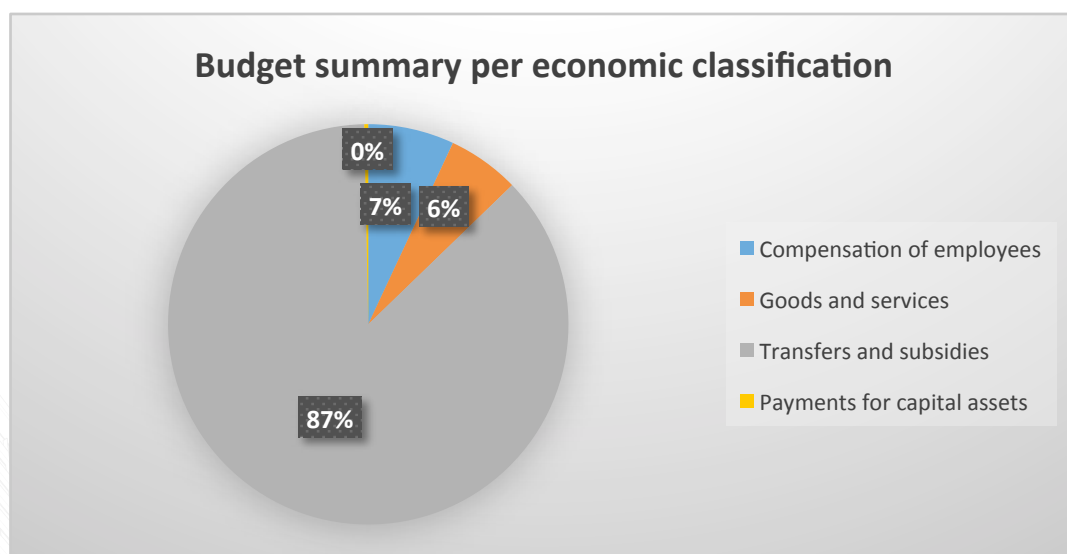


Figure 18: Budget allocation per Economic Classification:



Over the medium-term, the Department will continue to focus on creating jobs; building a capable and developmental State by strengthening its Governance, Risk and Compliance functions, fighting corruption, strengthening oversight of the Public Works Sector as well as the research and policy development capacity. An average of 87% of the total budget over the medium-term is allocated to transfers and subsidies for the operations of the Department’s Entities. These include the Property Management Trading Entity, which performs all immovable asset management functions on behalf of the Department;

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

Creating employment and investing in people

Government has committed to create 6 million public employment work opportunities by 2019 as set out in the NDP and MTSF: Outcome 4 by leading and coordinating the EPWP. The EPWP is now in its third phase and its key objective is to drive public employment programmes through community participation to ensure that communities become actively involved in Government programmes. The EPWP has created a total of 3,3 million work opportunities as at December 2017, against the five year target of 6 million work opportunities

Over the medium-term, the Department will continue to provide technical support to public bodies that are implementing the EPWP. Interventions will be put in place to address poor reporting on the EPWP projects by implementing public bodies. These interventions include, provisioning of additional support to public bodies to ensure that projects within the EPWP are implemented labour-intensively and developing policies that will ensure that EPWP principles are applied within all programmes; assisting provincial coordinating departments to accurately capture, verify, monitor and evaluate data through the establishment of monitoring and evaluation functions for accurate reporting on the EPWP.

Spending on the EPWP is projected to increase from R2.4 billion in 2017/18 to R2.9 billion in 2020/21. Over the medium-term, the projected spending on transfers and subsidies to public bodies is R7.1 billion for the creation of work opportunities. The Department has budgeted R1 billion over the medium-term on managing the EPWP, with R541 million allocated to spending on the compensation of employees for the administration of the programme and R487 million allocated to spending on goods and services with the agency and support/outsourced services accounting for 63.4% or R309 million over the medium-term for additional specialised skills required to provide technical support to public bodies per year for implementing projects related to the EPWP.

Skills development in the Construction and Property Sector

As part of its transformation agenda, the Department will over the medium-term, prioritise skills development in the Built Environment Sector in order to support infrastructure delivery. The Department will develop a National Technical Capacity Building Framework to guide interventions within the State; and restore the skills pipeline through the consolidating and managing the implementation of

the Built Environment Skills Pipeline Strategy, aligned to GIAMA, throughout the Sector. To achieve these objectives, R80 million (R39 million for compensation of employees, R25 million for goods and services and R16 million for transfers to households for non-employees' bursaries) over the medium-term has been budgeted for building of technical capacity. The Department will provide opportunities to 1 220 beneficiaries participating in the Skills Development Programme over the medium-term.

Strengthening governance, risk and compliance functions

Good governance and ethical practices are essential to the Department to perform its core functions effectively. An MPAT improvement plan has been developed to improve management performance in the areas of governance, strategy, finance and human resources and over time, will ensure improved service delivery outcomes.

The Department will implement its Integrity Management Framework to instil a culture of ethical conduct and provide assurance to an Accounting Officer that the operations of the Department are in line with ethical standards. This will ensure the effective management of ethics related functions such as, disclosure of financial interests, conducting remunerative work outside the public service, and, disclosure of gifts and donations etc. and consequently reduce the prevalence of fraud and corruption and maladministration in the Department. The Department is still committed to combating fraud and corruption by implementing its fraud prevention plan. This will be done by among other things, instituting investigations within 30 days and implementing a proper fraud risk programme. These functions will be funded through the Administration Programme, which has an allocation of R1.5 billion over the medium-term.

Strengthening oversight and cooperation

In pursuit of providing leadership and coordination of the concurrent mandate of Public Works Sector, the Department will continue to prioritise its intergovernmental coordination in order to promote and facilitate collaboration and cooperative decision making within the Sector. This will ensure that policies and strategies of the Sector are aligned to service delivery imperatives which meets the needs of the citizenry in an effective way. Intergovernmental Coordination will also implement mechanisms, which include intergovernmental forums and sector performance reviews to guide processes aimed at integrated planning and reporting for effective intergovernmental relations.

The Department will foster partnerships through signing and reviewing of 15 existing protocol agreements per year with provinces and municipalities for collaborative service delivery. The sector will focus on developing norms and standards and policy frameworks that will direct the execution of Government priorities.

Over the MTEF period, the Department will continue to provide support and guidance to the Public Works Sector on planning and performance management processes, and establish monitoring mechanisms to address sector negative audit outcomes and improve performance. Expenditure in relation to the intergovernmental coordination function is expected to be R107 million over the period, with spending on compensation of employees accounting for 83%.

Strengthening the research and policy development capacity

The Department is playing a leading role in the transformation of the built environment in consultation with its Entities, Built Environment Professional Councils, Charter Councils and other stakeholders. The reviews of the Construction Industry Development Board Act (2000) and Council for the Built Environment Act (2000) aim at ensuring that the acts are aligned with current policy trajectories such as the NDP and the Broad-Based Black Economic Empowerment Act (2003), address governance challenges and the slow pace of transformation in the construction industry and built environment. Both the CBE and CIDB Amendment Bills are expected to be gazetted in 2018/19. The programme will spend R110 million over the medium-term on the compensation of employees and good and services.

Improving service delivery to Prestige clients

The Department will continue to prioritise the development of policies that govern prestige services in line with the ministerial handbook to improve the delivery of services to Prestige clients. The Prestige portfolio is dynamic and requires innovative solutions to satisfy requirements that are often urgent and critical. To effectively deliver on the services of this portfolio, the Department has signed a service level agreement with the Presidency. This will ensure a constant level and required standard of services and enhance a positive client experience through the set norms and standards for the provision of movable assets. These standards will promote consistent service delivery, fairness and transparency. Spending in this regard is expected to increase from R98 million in 2018/19 to R117 million in 2020/21.

Table 20: Expenditure estimates for all Programmes

Programmes	Audited outcome				Adjusted appropriation	Medium-term expenditure estimate		
	2014/15	2015/16	2016/17	2017/18		2018/19	2019/20	2020/21
	(R'000)	(R'000)	(R'000)	(R'000)		(R'000)	(R'000)	(R'000)
Administration	615 939	479 150	450 444	443 275	480 349	511 563	557 735	
Intergovernmental Coordination	26 719	44 747	16 477	48 230	58 101	62 010	64 785	
Expanded Public Works Programme	1 925 580	1 939 909	2 301 446	2 407 583	2 566 632	2 746 337	2 903 857	
Property and Construction Industry Policy Regulation	3 268 292	3 735 387	3 547 048	4 001 406	4 250 353	4 462 782	4 702 992	
Prestige	185 508	81 954	87 931	84 636	97 891	116 282	117 049	
Total	6 022 038	6 281 147	6 403 346	6 985 130	7 453 326	7 898 974	8 346 418	

Economic classification	Audited outcome				Adjusted appropriation	Medium-term expenditure estimate		
	2014/15	2015/16	2016/17	2017/18		2018/19	2019/20	2020/21
	(R'000)	(R'000)	(R'000)	(R'000)		(R'000)	(R'000)	(R'000)
Current payments	3 020 111	801 893	804 919	878 611	951 514	1 034 361	1 107 682	
Compensation of employees	1 591 775	435 858	438 827	458 413	518 347	557 826	599 662	
Salaries and wages	1 389 442	393 112	393 897	403 107	457 334	491 861	528 807	
Social contributions	202 333	42 746	44 930	55 306	61 013	65 965	70 855	
Goods and services	1 428 327	364 462	366 092	418 392	433 167	476 535	508 020	
Administrative fees	474	1 162	1 429	444	470	496	575	
Advertising	12 208	7 389	4 277	6 039	9 664	10 284	10 902	
Minor Assets	11 803	3 447	3 399	6 152	7 016	8 085	8 963	
Audit costs: External	58 887	16 420	9 605	11 837	12 879	13 644	15 617	
Bursaries: Employees	292	147	48	1 113	1 000	1 000	1 055	
Catering: Departmental activities	2 246	1 866	1 724	3 017	1 813	1 913	2 068	
Communication (G&S)	24 030	12 644	5 912	8 514	9 944	10 726	11 563	
Computer services	35 906	40 200	31 585	33 623	36 268	39 540	41 388	
Consultants: Business and advisory services	48 169	26 214	25 700	35 846	29 130	30 463	32 573	

Economic classification	Audited outcome				Adjusted appropriation	Medium-term expenditure estimate			
	2014/15	2015/16	2016/17	2017/18		2018/19	2019/20	2020/21	
	(R'000)	(R'000)	(R'000)	(R'000)		(R'000)	(R'000)	(R'000)	
Infrastructure and planning services	22 866	25 340	32 222	9 899	23 945	25 285	26 675		
Legal services (G&S)	22 466	14 987	17 402	23 473	20 787	20 736	21 878		
Contractors	118 580	43 599	22 766	33 707	38 958	48 243	44 508		
Agency and support/outsourced services	254 676	98 892	90 920	109 319	108 331	122 767	128 895		
Entertainment	301	177	160	488	305	325	342		
Fleet services (including government motor transport)	18 059	1 914	2 134	3 697	3 148	3 189	3 413		
Consumable supplies	17 073	2 071	5 649	5 320	5 230	3 365	3 558		
Consumables: Stationery, printing and office supplies	11 502	5 482	6 080	8 358	8 236	8 696	9 135		
Operating leases	228 190	3 920	20 520	25 550	26 433	27 973	29 915		
Rental and hiring	837	245	1 139	1 454	1 425	1 505	1 588		
Property payments	419 256	1 390	27 485	24 317	23 897	29 810	39 585		
Transport provided: Departmental activity	5 314	-	-	-	-	-	-		
Travel and subsistence	85 909	43 543	38 809	44 442	46 842	49 952	53 526		
Training and development	14 747	5 083	6 168	8 437	5 471	5 884	6 209		
Operating payments	10 326	5 295	5 842	7 408	5 926	6 275	7 335		
Venues and facilities	4 210	3 035	5 117	5 938	6 049	6 379	6 754		
Interest and rent on land	9	1 573	-	1 806	-	-	-		
Interest (Incl. interest on unitary payments (PPP))	9	-	-	1 806	-	-	-		
Rent on land	-	1 573	-	-	-	-	-		
Transfers and subsidies	2 577 774	5 411 314	5 571 249	6 088 497	6 478 338	6 839 848	7 212 608		
Provinces and municipalities	1 200 256	1 139 399	1 425 666	1 472 615	1 516 868	1 624 221	1 713 749		
Provinces	605 676	551 710	761 671	781 162	823 984	882 298	930 825		
Provincial agencies and funds	605 676	551 710	761 671	781 162	823 984	882 298	930 825		
Municipalities	594 580	587 689	663 995	691 453	692 884	741 923	782 924		
Municipal bank accounts	594 580	587 689	663 995	691 453	692 884	741 923	782 924		
Departmental agencies and accounts	802 476	3 653 519	3 507 343	3 845 418	4 173 787	4 406 656	4 648 783		
Departmental agencies (non-business entities)	802 476	3 653 519	3 507 343	3 845 418	4 173 787	4 406 656	4 648 783		

Economic classification	Audited outcome				Adjusted appropriation	Medium-term expenditure estimate		
	2014/15	2015/16	2016/17	2017/18		2018/19	2019/20	2020/21
	(R'000)	(R'000)	(R'000)	(R'000)		(R'000)	(R'000)	(R'000)
Foreign governments and international organisations	22 548	23 363	28 234	22 342	27 523	29 064	30 663	
Public corporations and private enterprises	50 000	50 000		111 066	28 362	5 000		
Public corporations	50 000	50 000		111 066	28 362	5 000		
Other transfers to public corporations	50 000	50 000		111 066	28 362	5 000		
Non-profit institutions	488 502	535 147	600 427	624 024	720 158	762 626	806 468	
Households	13 992	9 886	9 579	13 032	11 640	12 281	12 945	
Social benefits	9 407	795	1 928	8 032	6 640	7 001	7 375	
Other transfers to households	4 585	9 091	7 651	5 000	5 000	5 280	5 570	
Payments for capital assets	420 714	23 537	25 779	18 022	23 474	24 765	26 128	
Buildings and other fixed structures	315 914							
Buildings	315 914							
Machinery and equipment	103 577	23 180	19 772	18 022	23 474	24 765	26 128	
Transport equipment	1 374	933		2 500		1 000	1 000	
Other machinery and equipment	102 203	22 247	19 722	15 522	23 474	23 765	25 128	
Software and other intangible assets	1 223	357	6 057					
Payments for financial assets	3 439	44 403	1 399					
Total	6 022 038	6 281 147	6 403 346	6 985 130	7 453 326	7 898 974	8 346 418	







PART: B

Programme and Sub Programme Objectives

PROGRAMME BUDGET STRUCTURE

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

8.1 Programme 1: Administration

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

8.1.1 Programme 1: Strategic objectives and medium-term targets for 2018/19 to 2020/21

Table 21: Strategic objectives and medium-term targets for 2018/19 – 2020/21

Strategic Objective	Strategic Plan Target (5 year target)	Audited/ Actual Performance				Estimated Performance 2017/18	Medium-Term Targets			
		2014/15	2015/16	2016/17	2018/19		2019/20	2020/21		
Sub Programme: Management										
1.	To improve governance processes within the Department and PMTE	100% compliance of management practices as per MPAT	46% (1.8) compliance of management practices as per MPAT	67.5% (2.7) compliance of management practices as per MPAT	88% (3.5) compliance of management practices as per MPAT	95% (3.8) compliance of management practices as per MPAT	100% compliance of management practices as per MPAT	100% compliance of management practices as per MPAT	100% compliance of management practices as per MPAT	100% compliance of management practices as per MPAT
2.	To combat fraud and corruption within the Department and PMTE	85% reduction in fraud and corruption risk levels	–	40% (1.7) reduction in fraud and corruption risk levels	53% (2.3) reduction in fraud and corruption risk levels	75% (3.2) reduction in fraud and corruption risk levels	80% reduction in fraud and corruption risk levels	85% reduction in fraud and corruption risk levels	85% reduction in fraud and corruption risk levels	85% reduction in fraud and corruption risk levels
Sub Programme: Finance and Supply Chain Management										
3.	To provide a compliant internal control, financial and SCM service	Clean audit outcome	Improved audit outcome for DPW for 2013/14 (Unqualified outcome with 4 matters of emphasis and 13 matters of non-compliance)	Unqualified audit outcome for 2014/15 with 2 negative emphasis of matter	Unqualified audit outcome for 2015/16 with 2 negative emphasis of matter	Unqualified outcome for 2016/17 with 2 negative emphasis of matter	Unqualified audit outcome for 2017/18	Clean audit outcome for 2018/19	Clean audit outcome for 2019/20	Clean audit outcome for 2019/20

Strategic Objective	Strategic Plan Target (5 year target)	Audited/ Actual Performance				Estimated Performance 2017/18	Medium-Term Targets			
		2014/15	2015/16	2016/17	2017/18		2018/19	2019/20	2020/21	
Sub Programme: Corporate Services										
4.	To facilitate organisational transformation through effective performance management.	An integrated HR Plan for DPW and PMTE developed annually	DPW HR Plan submitted to DPSA by 31 March 2015	HR Plan for DPW and PMTE developed and submitted to DPSA by 31 March 2016	HR Plan for DPW and PMTE developed and submitted to DPSA by 31 March 2017	HR Plan Implementation report submitted to DPSA by 31 March 2018	HR Plan Implementation report submitted to DPSA by 31 March 2019	HR Plan Implementation report submitted to DPSA by 31 March 2020	HR Plan Implementation report submitted to DPSA by 31 March 2021	-
5.	To provide an enterprise ICT architecture that supports all business functions	An integrated Business system for PMTE	Billing and accounting financial system implemented	Financial system (accounts payable and accounts receivable module) integrated	Financial system (budgeting module) implemented	IAR, Facilities Management Call Centre and Movable Assets modules integrated into the ERP system	Construction Project Management, Condition Assessment, Scheduled maintenance, Lease in and Lease out modules integrated into the ERP system	Investment Analysis modules integrated into the ERP system	-	-
6.	To protect the interests of the Department by providing legal services	100% of litigation cases managed within the period stipulated by court procedures	126 (100%) litigation cases managed within the period stipulated by court procedures	129 (100%) litigation cases managed within the period stipulated by court procedures	160 (100%) of litigation cases managed within the period stipulated by court procedures	150 (100%) of litigation cases managed within the period stipulated by court procedures	100% of litigation cases managed within the period stipulated by court procedures	100% of litigation cases managed within the period stipulated by court procedures	100% of litigation cases managed within the period stipulated by court procedures	100% of litigation cases managed within the period stipulated by court procedures

8.1.2 Programme 1: Programme performance indicators and medium-term targets for 2018/19 to 2020/21

Table 22: Performance indicators and medium-term targets for 2018/19 – 2020/21

Performance Indicator	Audited/ Actual Performance			Estimated Performance 2017/18	Medium-Term Targets		
	2014/15	2015/16	2016/17		2018/19	2019/20	2020/21
Sub Programme: Management							
Strategic Objective: To improve governance processes within the Department and PMTE							
1. Number of initiatives undertaken to accelerate the transformation agenda of the Department	12 initiatives undertaken (4 Advocacy initiatives; 4 Stakeholder engagements; 4 capacity building initiatives)	24 initiatives undertaken (8 Advocacy initiatives; 8 Stakeholder engagements; 8 capacity building initiatives)	30 initiatives undertaken (10 Advocacy initiatives; 10 Stakeholder engagements; 10 capacity building initiatives)	36 initiatives undertaken (12 Advocacy initiatives; 12 Stakeholder engagements; 12 capacity building initiatives)	36 initiatives undertaken to accelerate the transformation agenda of the Department	36 initiatives undertaken to accelerate the transformation agenda of the Department	36 initiatives undertaken to accelerate the transformation agenda of the Department
2. Change in the index score for management practices	1.8 average score for management practices	2.7 average score for management practices	3.5 average score for management practices	3.8 index score for management practices	4.0 index score for management practices	4.0 index score for management practices	4.0 index score for management practices
Strategic Objective: To combat fraud and corruption within the Department and PMTE							
3. Percentage of investigations initiated within 30 days in respect of validated allegations	100% (35) of investigations initiated within 30 days in respect of validated allegations	100% (50) of investigations initiated within 30 days in respect of validated allegations	100% (28) of investigations initiated within 30 days in respect of validated allegations	100% (30) of investigations initiated within 30 days in respect of validated allegations	100% of investigations initiated within 30 days in respect of validated allegations	100% of investigations initiated within 30 days in respect of validated allegations	100% of investigations initiated within 30 days in respect of validated allegations
4. Number of interventions recommended resulting from fraud risk management	–	–	2 interventions recommended for mitigation of fraud risks within DPW and PMTE	2 interventions recommended for mitigation of fraud risks within DPW and PMTE	2 interventions recommended for mitigation of fraud risks within DPW and PMTE	2 interventions recommended for mitigation of fraud risks within DPW and PMTE	2 interventions recommended for mitigation of fraud risks within DPW and PMTE

Performance Indicator	Audited/ Actual Performance			Estimated Performance 2017/18	Medium-Term Targets		
	2014/15	2015/16	2016/17		2018/19	2019/20	2020/21
Sub Programme: Finance and Supply Chain Management							
Strategic Objective: To provide a compliant internal control, financial and supply chain management service							
5. Percentage change in the irregular expenditure baseline	R400 million (cumulative since 2009)	44% (R254 million) reduction of irregular expenditure baseline	55% (R203 million) reduction of irregular expenditure baseline (R 368 039 000)	80% (R160 million) reduction of irregular expenditure baseline	100% reduction of irregular expenditure baseline	-	-
6. Percentage of compliant invoices settled within 30 days	89% (60 522) of compliant invoices settled within 30 days for DPW	75% (20 209) of compliant invoices settled within 30 days	90% (21 418) of compliant invoices were settled within 30 working days	100% (22 712) of compliant invoices settled within 30 days	100% of compliant invoices settled within 30 days	100% of compliant invoices settled within 30 days	100% of compliant invoices settled within 30 days
7. Percentage of bids awarded within 56 working days of closure of tender advertisement	51% (119) bids awarded for DPW and PMTE	78% (20) of bids awarded within 56 days for DPW	49% (401) of bids awarded within 56 working days of closure of tender advertisement	65% (340) of bids awarded within 56 working days of closure of tender advertisement	70% of bids awarded within 56 working days of closure of tender advertisement	75% of bids awarded within 56 working days of closure of tender advertisement	80% of bids awarded within 56 working days of closure of tender advertisement
8. Percentage of quotations awarded within 30 working days from requisition date	873 quotations awarded in 2014/15 for DPW	58% (268) quotations awarded within 14 days for DPW	83% (31) of quotations awarded within 30 days from requisition date	85% (121) of quotations awarded within 30 days from requisition date	88% of quotations awarded within 30 working days from requisition date	90% of quotations awarded within 30 working days from requisition date	90% of quotations awarded within 30 working days from requisition date

Performance Indicator	Audited/ Actual Performance			Estimated Performance 2017/18	Medium-Term Targets		
	2014/15	2015/16	2016/17		2018/19	2019/20	2020/21
9. Percentage of procurement spend for bids awarded to designated groups in line with Preferential Procurement Regulations 2017	-	-	-	(Tenders) 70% (R185 mil) of procurement spend (Quotations) 70% (R33 mil) of procurement spend	75% of procurement spend for bids awarded to designated groups in line with Preferential Procurement Regulations 2017	80% of procurement spend for bids awarded to designated groups in line with Preferential Procurement Regulations 2017	85% of procurement spend for bids awarded to designated groups in line with Preferential Procurement Regulations 2017
10. Percentage of bids awarded to designated groups in line with Preferential Procurement Regulations 2017	-	-	-	70% (193) of tenders and 70% (372) of quotations awarded to designated groups	75% of bids awarded to designated groups in line with Preferential Procurement Regulations 2017	80% of bids awarded to designated groups in line with Preferential Procurement Regulations 2017	85% of bids awarded to designated groups in line with Preferential Procurement Regulations 2017
Sub Programme: Corporate Services							
Strategic Objective: To facilitate organisational transformation through effective performance management.							
11. Percentage of funded prioritised vacancies filled as per approved recruitment plan	1 626 positions filled	100% of funded prioritised vacancies filled (603 appointments made, 107 promotions)	52% (129) of funded prioritised vacancies filled within 4 months from the date of advertisement	69% (94) positions filled within 6 months from date of advertising	100% of funded prioritised vacancies filled within 6 months from the date of advertisement	100% of funded prioritised vacancies filled within 6 months from the date of advertisement	100% of funded prioritised vacancies filled within 6 months from the date of advertisement

Performance Indicator	Audited/ Actual Performance			Estimated Performance 2017/18	Medium-Term Targets		
	2014/15	2015/16	2016/17		2018/19	2019/20	2020/21
Strategic Objective: To provide an enterprise ICT architecture that supports all business functions							
12. Number of property management modules implemented	-	-	2 modules (Lease In and IAR) developed and all users trained at Head Office and Regional Offices. Additional Modules developed which include GIS integration, Facilities Management call center and Movable assets	User Acceptance Testing and training conducted on the Facilities Management Call Centre, Movable Assets and Immovable Asset Register modules.	5 modules implemented (Condition Assessment, Scheduled maintenance, Lease In, Lease Out and Construction Project Management)	1 module implemented (Investment Analysis)	-
13. Number of modules enhanced as per ERP implementation plan	-	-	-	-	4 modules enhanced (phase 2) - Immovable Asset Register, Facilities Management Call Centre, Movable Assets, Lease In	4 modules enhanced (phase 3) – scheduled maintenance, condition assessment, lease out and construction project management)	3 modules enhanced (phase 3) – investment analysis, Componentised based enhancement of Immovable Asset Register and Condition Assessment
14. ERP system developed for the Public Works Sector	-	-	-	Baseline assessment on ERP system for the Public Works Sector completed	Feasibility study on the ERP system for the Public Works Sector developed	Phase 1 of the ERP system implemented for the sector	Phase 2 of the ERP system implemented for the sector

Performance Indicator	Audited/ Actual Performance				Estimated Performance 2017/18	Medium-Term Targets		
	2014/15	2015/16	2016/17	2016/17		2018/19	2019/20	2020/21
Strategic Objective: To protect the interests of the Department by providing legal services								
15. Percentage of reported fraud and corruption misconduct cases subjected to disciplinary processes	3 fraud and corruption misconduct cases finalised	100% (4) reported fraud and corruption misconduct cases subjected to disciplinary processes	100% (7) reported fraud and corruption misconduct cases subjected to disciplinary processes	100% (5) reported fraud and corruption misconduct cases subjected to disciplinary processes	100% reported fraud and corruption misconduct cases subjected to disciplinary processes	100% reported fraud and corruption misconduct cases subjected to disciplinary processes	100% reported fraud and corruption misconduct cases subjected to disciplinary processes	100% reported fraud and corruption misconduct cases subjected to disciplinary processes
16. Percentage of default judgments against the Department prevented	86% (13) Default Judgements prevented	98% (2) default judgements prevented	99%(1) default judgments against the Department prevented	100% (0) default judgments against the Department prevented	100% default judgments against the Department prevented	100% default judgments against the Department prevented	100% default judgments against the Department prevented	100% default judgments against the Department prevented

8.1.3 Programme 1: Programme performance indicators and quarterly targets for 2018/19

Table 23: Performance indicators and quarterly targets for 2018/19

Performance Indicator	Reporting period	Annual Target 2018/19	Quarterly Targets			
			1st	2nd	3rd	4th
Sub Programme: Management						
1. Number of initiatives undertaken to accelerate the transformation agenda of the Department	Quarterly	36 initiatives undertaken to accelerate the transformation agenda of the Department	9 initiatives undertaken to accelerate the transformation agenda of the Department	9 initiatives undertaken to accelerate the transformation agenda of the Department	9 initiatives undertaken to accelerate the transformation agenda of the Department	9 initiatives undertaken to accelerate the transformation agenda of the Department
2. Change in the index score for management practices	Annual	4.0 index score for management practices	-	-	4.0 index score for management practices	-
3. Percentage of investigations initiated within 30 days in respect of validated allegations	Quarterly	100% of investigations initiated within 30 days in respect of validated allegations	100% of investigations initiated within 30 days in respect of validated allegations	100% of investigations initiated within 30 days in respect of validated allegations	100% of investigations initiated within 30 days in respect of validated allegations	100% of investigations initiated within 30 days in respect of validated allegations
4. Number of interventions recommended resulting from fraud risk management	Bi annual	2 interventions recommended for mitigation of fraud risks within DPW and PMTE	-	1 intervention recommended for mitigation of fraud risks within DPW and PMTE	-	1 intervention recommended for mitigation of fraud risks within DPW and PMTE
Sub Programme: Finance and Supply Chain Management						
5. Percentage change in the irregular expenditure baseline	Annual	100% reduction of irregular expenditure baseline	-	-	-	100% reduction of irregular expenditure baseline
6. Percentage of compliant invoices settled within 30 days	Quarterly	100% of compliant invoices settled within 30 days	100% of compliant invoices settled within 30 days	100% of compliant invoices settled within 30 days	100% of compliant invoices settled within 30 days	100% of compliant invoices settled within 30 days

Performance Indicator	Reporting period	Annual Target 2018/19	Quarterly Targets			
			1st	2nd	3rd	4th
7. Percentage of bids awarded within 56 working days of closure of tender advertisement	Quarterly	70% of bids awarded within 56 working days of closure of tender advertisement	70% of bids awarded within 56 working days of closure of tender advertisement	70% of bids awarded within 56 working days of closure of tender advertisement	70% of bids awarded within 56 working days of closure of tender advertisement	70% of bids awarded within 56 working days of closure of tender advertisement
8. Percentage of quotations awarded within 30 working days from requisition date	Quarterly	88% of quotations awarded within 30 working days from requisition date	88% of quotations awarded within 30 working days from requisition date	88% of quotations awarded within 30 working days from requisition date	88% of quotations awarded within 30 working days from requisition date	88% of quotations awarded within 30 working days from requisition date
9. Percentage of procurement spend for bids awarded to designated groups in line with Preferential Procurement Regulations 2017	Quarterly	75% of procurement spend for bids awarded to designated groups in line with Preferential Procurement Regulations 2017	75% of procurement spend for bids awarded to designated groups in line with Preferential Procurement Regulations 2017	75% of procurement spend for bids awarded to designated groups in line with Preferential Procurement Regulations 2017	75% of procurement spend for bids awarded to designated groups in line with Preferential Procurement Regulations 2017	75% of procurement spend for bids awarded to designated groups in line with Preferential Procurement Regulations 2017
10. Percentage of bids awarded to designated groups in line with Preferential Procurement Regulations 2017	Quarterly	75% of bids awarded to designated groups in line with Preferential Procurement Regulations 2017	75% of bids awarded to designated groups in line with Preferential Procurement Regulations 2017	75% of bids awarded to designated groups in line with Preferential Procurement Regulations 2017	75% of bids awarded to designated groups in line with Preferential Procurement Regulations 2017	75% of bids awarded to designated groups in line with Preferential Procurement Regulations 2017
Sub Programme: Corporate Services						
11. Percentage of funded prioritised vacancies filled as per approved recruitment plan	Quarterly	100% of funded prioritised vacancies filled within 6 months from the date of advertisement	100% of funded prioritised vacancies filled within 6 months from the date of advertisement	100% of funded prioritised vacancies filled within 6 months from the date of advertisement	100% of funded prioritised vacancies filled within 6 months from the date of advertisement	100% of funded prioritised vacancies filled within 6 months from the date of advertisement

Performance Indicator	Reporting period	Annual Target 2018/19	Quarterly Targets			
			1st	2nd	3rd	4th
12. Number of property management modules implemented	Quarterly	5 modules implemented (Condition Assessment, Schedule Maintenance, Lease In, Lease Out and Construction Project Management)	1 module implemented (lease in)	1 module implemented (schedule maintenance)	1 module implemented (lease out)	2 modules implemented (condition assessment, construction project management)
13. Number of modules enhanced as per ERP implementation plan	Quarterly	4 modules enhanced (phase 2) - Immovable Asset Register, Facilities Management Call Centre, Movable Assets, Lease In	-	-	2 modules enhanced (phase 2) - Facilities Management Call Centre, Movable Assets,	2 modules enhanced (phase 2) - Immovable Asset Register, Lease In
14. ERP system developed for the Public Works Sector	Annual	Feasibility study on the ERP system for the Public Works Sector developed	-	-	-	Feasibility study on the ERP system for the Public Works Sector developed
15. Percentage of reported fraud and corruption misconduct cases subjected to disciplinary processes	Quarterly	100% reported fraud and corruption misconduct cases subjected to disciplinary processes	100% reported fraud and corruption misconduct cases subjected to disciplinary processes	100% reported fraud and corruption misconduct cases subjected to disciplinary processes	100% reported fraud and corruption misconduct cases subjected to disciplinary processes	100% reported fraud and corruption misconduct cases subjected to disciplinary processes
16. Percentage of default judgments against the Department prevented	Quarterly	100% default judgments against the Department prevented	100% default judgments against the Department prevented	100% default judgments against the Department prevented	100% default judgments against the Department prevented	100% default judgments against the Department prevented

8.1.4 Reconciling performance targets with the Budget and MTEF

Table 24: Expenditure estimates for Programme 1: Administration

Programmes	Audited outcome			Adjusted appropriation	Medium-term expenditure estimate		
	2014/15	2015/16	2016/17		2018/19	2019/20	2020/21
	(R'000)	(R'000)	(R'000)		(R'000)	(R'000)	(R'000)
Ministry	23 435	25 265	25 519	39 681	43 197	45 982	
Management	103 752	114 739	90 633	95 800	127 775	137 743	
Corporate Services	281 617	271 694	251 899	216 414	230 086	248 589	
Finance and Supply Chain Management	207 135	67 452	45 490	49 232	61 046	67 003	
Office Accommodation	-	-	36 903	42 148	49 459	58 418	
Total	615 939	479 150	450 444	443 275	511 563	557 735	

Economic classification	Audited outcome			Adjusted appropriation	Medium-term expenditure estimate		
	2014/15	2015/16	2016/17		2018/19	2019/20	2020/21
	(R'000)	(R'000)	(R'000)		(R'000)	(R'000)	(R'000)
Current payments	545 965	427 417	425 719	427 406	497 758	543 170	
Compensation of employees	204 312	251 731	240 436	232 032	283 225	305 233	
Salaries and wages	184 597	229 033	215 810	202 989	250 433	269 938	
Social contributions	19 715	22 698	24 626	29 043	32 792	35 295	
Goods and services	341 653	174 448	185 283	193 568	214 533	237 937	
Administrative fees	461	1 162	1 428	444	496	575	
Advertising	2 103	3 904	1 200	3 105	3 331	3 564	
Minor Assets	525	597	612	707	789	882	
Audit costs: External	58 887	16 420	9 605	11 837	13 644	15 617	
Bursaries: Employees	292	147	48	1 113	1 000	1 055	
Catering: Departmental activities	1 036	980	1 076	1 379	1 421	1 549	
Communication (G&S)	5 223	10 993	4 559	5 912	7 572	8 235	
Computer services	35 266	39 860	31 585	33 095	38 951	40 765	
Consultants: Business and advisory services	24 049	18 785	17 585	12 332	15 560	16 849	
Legal services (G&S)	22 466	14 987	17 402	23 473	20 736	21 878	

Economic classification	Audited outcome				Adjusted appropriation	Medium-term expenditure estimate		
	2014/15	2015/16	2016/17	2017/18		2018/19	2019/20	2020/21
	(R'000)	(R'000)	(R'000)	(R'000)		(R'000)	(R'000)	(R'000)
Contractors	4 770	4 770	3 026	6 826	1 030	1 357	1 760	
Agency and support/outsourced services	142 882	23 503	18 285	3 286	7 446	8 780	8 641	
Entertainment	125	107	107	234	133	144	152	
Fleet services (including government motor transport)	1 576	1 425	1 203	2 767	2 678	2 694	2 891	
Consumable supplies	1 013	1 300	4 385	3 427	3 676	1 781	1 888	
Consumables: Stationery, printing and office supplies	3 271	3 144	3 962	4 489	4 832	5 034	5 270	
Operating leases	2 887	2 733	18 522	23 177	24 799	26 164	28 008	
Rental and hiring	465	4	18	537	563	595	628	
Property payments	3 096	1 390	21 160	24 042	23 897	29 810	39 585	
Travel and subsistence	18 079	20 856	18 867	17 904	22 631	24 385	26 553	
Training and development	9 440	4 610	5 765	7 248	4 146	4 462	4 707	
Operating payments	2 300	1 722	2 875	2 975	2 743	2 825	3 694	
Venues and facilities	1 441	1 049	2 008	3 259	2 852	3 002	3 191	
Interest and rent on land	-	1 238	-	1 806	-	-	-	
Interest (Incl. interest on unitary payments (PPP))	-	1 238	-	1 806	-	-	-	
Transfers and subsidies	5 196	9 608	8 105	6 484	5 882	6 230	6 573	
Provinces and municipalities	3	4	4	6	6	6	6	
Municipalities	3	4	4	6	6	6	6	
Municipal bank accounts	3	4	4	6	6	6	6	
Households	5 193	9 604	8 101	6 478	5 876	6 224	6 567	
Social benefits	608	513	450	6 478	5 876	6 224	6 567	
Other transfers to households	4 585	9 091	7 651					
Payments for capital assets	64 657	10 045	15 514	9 385	11 585	7 575	7 992	
Machinery and equipment	63 469	9 688	9 457	9 385	11 585	7 575	7 992	
Transport equipment	1 374	918	-	2 500	-	1 000	1 000	
Other machinery and equipment	62 095	8 770	9 457	6 885	11 585	6 575	6 992	
Software and other intangible assets	1 188	357	6 057	-	-	-	-	
Payments for financial assets	121	32 080	1 106	-	-	-	-	
Total	615 939	479 150	450 444	443 275	480 349	511 563	557 735	

8.1.5 Performance and expenditure trends for Programme 1

The Department will undertake various initiatives in pursuit of its transformation agenda including advocacy initiatives; stakeholder engagements; capacity building initiatives. In an effort to improve management practices, an MPAT improvement plan has been developed for governance, strategy, finance and human resources which ensure improved service delivery outcomes.

Good governance and ethical practices are essential to the Department performing its core functions effectively. The Department will implement its Integrity Management Framework to instill a culture of ethical conduct and provide assurance to the Accounting Officer that the operations of the Department are in line with ethical standards. This will ensure effective management of ethics related functions such as, disclosure of financial interests, conducting remunerative work outside the public service, disclosure of gifts and donations etc. and consequently reduce the prevalence of fraud and corruption and maladministration in the Department. The Department is also committed to combating fraud and corruption by implementing its fraud prevention plan. This will be done by amongst other things, instituting investigations within 30 days and implementing a proper fraud risk programme. These functions will be funded through the Administration Programme, which has an allocation of R1.5 billion over the medium-term.

8.2. Programme 2: Intergovernmental Coordination

Purpose of the programme: Provide sound sectoral intergovernmental relations and strategic partnerships. Coordinate with Provinces on immovable asset register, construction and property management, the implementation of Government Immovable Asset Management Act (2007).and the reporting on performance information within the Public Works Sector

8.2.1 Programme 2: Strategic objectives and medium-term targets for 2018/19 to 2020/21

Table 25: Strategic objective and medium-term targets for 2018/19 – 2020/21

Strategic Objective	Strategic Plan Target (5 year target)	Audited/ Actual Performance			Estimated Performance 2017/18	Medium-Term Targets		
		2014/15	2015/16	2016/17		2018/19	2019/20	2020/21
1. To ensure integrated planning and coordination of concurrent functions	5 Interventions introduced to improve performance of the sector	Integrated planning process introduced for the sector. IGR Property Rates and Taxes Technical MinMec sub-committee established	PICC 120 days focussed project introduced for the sector. Green building plan developed for the Public Works Sector	Programme support provided to improve GIAMA implementation	Sector guidelines for the National Infrastructure Maintenance Strategy (NIMS), Institutional Framework on Small Harbours developed for the sector	4 Sector Frameworks for (OHSA, Disposal, Maintenance and Baseline for Technical skills) developed.	1 Policy Framework developed for the Public Works Sector	1 Policy Framework developed for the Public Works Sector
2. To restore the skills pipeline in the built environment	Built Environment Sector Plan developed (with agreed targets on critical skills)	-	-	-	Agreement between State and Non State stakeholders in the identified professions	Development of the capacity of the building framework and streams of funding	Built Environment Sector Plan approved by the Minister	Implementation of the Built Environment Sector Plan

8.2.2 Programme 2: Programme performance indicators and medium-term targets for 2018/19 to 2020/21

Table 26: Programme performance indicators and medium-term targets for 2018/19– 2020/21

Programme Performance Indicators							
Performance Indicator	Audited/ Actual Performance		Estimated Performance 2017/18	Medium-Term Targets			
	2014/15	2015/16		2016/17	2018/19	2019/20	2020/21
Strategic Objective: To ensure integrated planning and coordination of concurrent functions							
1. Number of performance review reports for the Sector Programme of Action presented to Technical MinMec	–	–	–	2 performance review reports for the 2017/18 Sector Programme of Action presented to MinMEC	2 performance review reports for the 2018/19 Sector Programme of Action presented to Technical MinMEC	2 performance review reports for the 2019/20 Sector Programme of Action presented to Technical MinMEC	2 performance review reports for the 2020/21 Sector Programme of Action presented to Technical MinMEC
2. Number of agreements signed for joint service delivery with IGR partners	–	2 agreements signed for joint service delivery with Provinces and Municipalities	10 agreements signed for joint service delivery with Provinces and Municipalities	15 agreements signed for joint service delivery with Provinces and Municipalities	15 agreements signed for joint service delivery with IGR partners	15 agreements signed for joint service delivery with IGR partners	15 agreements signed for joint service delivery with IGR partners
3. Number of reviews conducted on the IGR governance structures	–	IGR Coordination Policy approved	2 reviews conducted on the IGR governance structures	2 reviews conducted on the IGR governance structures	1 review conducted on the IGR governance structures	1 review conducted on the IGR governance structures	1 review conducted on the IGR governance structures

Programme Performance Indicators				Medium-Term Targets		
Performance Indicator	Audited/ Actual Performance		Estimated Performance 2017/18	2018/19	2020/21	
	2014/15	2015/16		2016/17	2019/20	
Strategic Objective: To restore the skills pipeline in the built environment						
4. Number of beneficiaries participating in the skills development programme	1 114 beneficiaries participating in the DPW skills development programme • 189 Young professionals • 582 interns • 249 Learnerships • 55 Management Trainees	1 294 Beneficiaries participating in the DPW Skills Development • 90 Young Professionals • 700 Interns • 319 Learnerships • 52 Management Trainees • 133 Programme Artisans	1 542 beneficiaries participating in the DPW skills development programme • 54 Young Professionals • 108 Artisans Trainees • 525 Interns • 690 Learnerships • 14 Bursary Holders • 1 Management Trainee	1 100 beneficiaries participating in the DPW skills development programme • Young Professionals: 150 • Interns: 300 • Learnerships: 200 • Programme Artisans: 300 • Bursary Programme: 150	350 beneficiaries participating in the DPW skills development programme • Young Professionals: 54 • Interns: 50 • Programme Artisans: 100 • Bursary Programme: 146	350 beneficiaries participating in the DPW skills development programme • Young Professionals: 54 • Interns: 50 • Programme Artisans: 100 • Bursary Programme: 146
5. Number of Provinces with State capacity building programmes in the built environment aligned to the skills pipeline programme	-	-	-	3 Provinces with State capacity building programmes in the built environment aligned to the skills pipeline programme	3 Provinces with State capacity building programmes in the built environment aligned to the skills pipeline programme	
6. Number of Schools Programme participants graduating matric with a Bachelors' Degree pass	-	-	-	30 Schools Programme participants graduating matric with a Bachelors' Degree pass	40 Schools Programme participants graduating matric with a Bachelors' Degree pass	

Programme Performance Indicators							
Performance Indicator	Audited/ Actual Performance			Estimated Performance 2017/18	Medium-Term Targets		
	2014/15	2015/16	2016/17		2018/19	2019/20	2020/21
7. Number of bursary scheme beneficiaries with completed Built Environment Qualifications.	-	-	-	-	30 bursary scheme beneficiaries with completed Built Environment Qualifications.	30 bursary scheme beneficiaries with completed Built Environment Qualifications.	30 bursary scheme beneficiaries with completed Built Environment Qualifications.
8. National Department of Public Works Academy established	-	-	-	-	Public Works Academy concept document approved	Public Works Academy launched	Public Works Academy operational

8.2.3 Programme 2: Programme performance indicators and quarterly targets for 2018/19

Table 27: Performance indicators and quarterly targets for 2018/19

Programme Performance Indicators						
Performance Indicator	Reporting period	Annual Target 2018/19	Quarterly Targets			
			1st	2nd	3rd	4th
1. Number of performance review reports for the Sector Programme of Action presented to Technical MinMEC	Bi annual	2 performance review reports for the 2018/19 Sector Programme of Action presented to Technical MinMEC	-	1 performance review report for the 2018/19 Sector Programme of Action presented to Technical MinMEC	-	1 performance review report for the 2018/19 Sector Programme of Action presented to Technical MinMEC
2. Number of agreements signed for joint service delivery with IGR partners	Quarterly	15 agreements signed for joint service delivery with IGR partners	-	5 agreements signed for joint service delivery with IGR partners	5 agreements signed for joint service delivery with IGR partners	5 agreements signed for joint service delivery with IGR partners
3. Number of reviews conducted on the IGR governance structures	Annual	1 review conducted on the IGR governance structures	-	-	-	1 review conducted on the IGR governance structures
4. Number of beneficiaries participating in the skills development programme	Annual	1 100 beneficiaries participating in the DPW skills development programme <ul style="list-style-type: none"> • Young Professionals: 150 • Interns: 300 • Learnerships: 200 • Programme Artisans: 300 • Bursary Programme: 150 	-	-	-	1 100 beneficiaries participating in the DPW skills development programme <ul style="list-style-type: none"> • Young Professionals: 150 • Interns: 300 • Learnerships: 200 • Programme Artisans: 300 • Bursary Programme: 150

Programme Performance Indicators						
Performance Indicator	Reporting period	Annual Target 2018/19	Quarterly Targets			
			1st	2nd	3rd	4th
5. Number of Provinces with State capacity building programmes in the built environment aligned to the skills pipeline programme	Annual	3 Provinces with state capacity building programmes in the built environment aligned to the skills pipeline programme	-	-	-	3 Provinces with state capacity building programmes in the built environment aligned to the skills pipeline programme
6. Number of Schools Programme participants graduating matric with a Bachelors' Degree pass	Annual	30 Schools Programme participants graduating matric with a Bachelors' Degree pass	-	-	-	30 Schools Programme participants graduating matric with a Bachelors' Degree pass
7. Number of bursary scheme beneficiaries with completed Built Environment Qualifications.	Annual	30 bursary scheme beneficiaries with completed Built Environment Qualifications.	-	-	-	30 bursary scheme beneficiaries with completed Built Environment Qualifications.
8. National Department of Public Works Academy established	Quarterly	Public Works Academy concept document approved	Project Plan for Public Works Academy approved	Draft Public Works Academy concept document developed	Draft Public Works Academy concept document tabled at EXCO	Public Works Academy concept document approved

8.2.4 Reconciling performance targets with the Budget and MTEF

Table 28: Expenditure estimates for Programme 2: Intergovernmental Coordination

Programmes	Audited outcome				Adjusted appropriation	Medium-term expenditure estimate		
	2014/15	2015/16	2016/17	2017/18		2018/19	2019/20	2020/21
	(R'000)	(R'000)	(R'000)	(R'000)		(R'000)	(R'000)	(R'000)
Monitoring, Evaluation and Reporting	17 928	34 186	2 651	14 026	6 319	6 712	7 029	
Intergovernmental Relations and Coordination	8 791	10 561	13 826	10 023	26 074	27 965	29 123	
Professional Services	-	-	-	24 181	25 708	27 333	28 633	
Total	26 719	44 747	16 477	48 230	58 101	62 010	64 785	

Economic classification	Audited outcome				Adjusted appropriation	Medium-term expenditure estimate		
	2014/15	2015/16	2016/17	2017/18		2018/19	2019/20	2020/21
	(R'000)	(R'000)	(R'000)	(R'000)		(R'000)	(R'000)	(R'000)
Current payments	26 293	31 892	16 224	42 355	52 226	55 855	58 291	
Compensation of employees	21 663	25 897	13 976	29 273	36 076	38 813	40 312	
Salaries and wages	18 964	23 143	12 660	24 127	31 292	33 666	34 953	
Social contributions	2 699	2 754	1 316	5 146	4 784	5 147	5 359	
Goods and services	4 630	5 995	2 248	13 082	16 150	17 042	17 979	
Advertising	234	176	323	313	329	347	367	
Minor Assets	166	48	12	178	193	208	219	
Catering: Departmental activities	116	139	107	580	173	183	193	
Communication (G&S)	204	231	51	605	710	755	796	
Computer services	50	49	-	370	391	413	436	
Consultants: Business and advisory services	617	1 431	-	470	528	557	588	

Economic classification	Audited outcome				Adjusted appropriation	Medium-term expenditure estimate		
	2014/15	2015/16	2016/17	2017/18		2018/19	2019/20	2020/21
	(R'000)	(R'000)	(R'000)	(R'000)		(R'000)	(R'000)	(R'000)
Contractors	96	-	-	-	-	-	-	
Agency and support/outsourced services	-	-	-	3 479	6 714	6 876	7 254	
Entertainment	12	13	4	60	64	68	72	
Fleet services (including government motor transport)	10	18	8	42	12	13	14	
Consumable supplies	15	13	1	750	242	199	210	
Consumables: Stationery, printing and office supplies	785	491	93	367	336	415	438	
Operating leases	-	6	4	355	516	628	662	
Property payments	2							
Travel and subsistence	1 365	1 846	1 286	3 246	3 367	3 555	3 750	
Training and development	-	400		998	1 037	1 116	1 177	
Operating payments	754	752	59	872	1 103	1 248	1 317	
Venues and facilities	204	382	300	397	435	461	486	
Transfers and subsidies	29	4	-	5 150	5 150	5 430	5 729	
Households	29	4	-	5 150	5 150	5 430	5 729	
Social benefits	29	4	-	150	150	150	159	
Other transfers to households	-	-	-	5 000	5 000	5 280	5 570	
Payments for capital assets	397	528	252	725	725	725	765	
Machinery and equipment	397	528	252	725	725	725	765	
Other machinery and equipment	397	528	252	725	725	725	765	
Payments for financial assets	-	12 323	1	-	-	-	-	
Total	26 719	44 747	16 477	48 230	58 101	62 010	64 785	

8.2.5 Performance and expenditure trends for Programme 2

The Department will continue to prioritise skills development in the built environment to support infrastructure delivery. The CBE and BEPCs are also at the centre of the Skills Pipeline Strategy. The objectives of the strategy are aligned to Chapter 9 of the NDP and Outcome 5 in the MTSF. It takes into account the performance of the Built Environment Industry and competition amongst the built environment professions as it impacts on their sustainability, relevance in the service delivery value chain and management to achieve the developmental State capacity outcomes. This intervention, aligned to GIAMA, will cover the pre-tertiary education, tertiary education, candidacy and post-registration for both statutory Built Environment Professions and non-Statutory Built Environment Professions, in responding to professional gaps within the Public Works Sector. To achieve these objectives, R80 million (R39 million for compensation of employees, R25 million for goods and services and R16 million for transfers to households for non-employees' bursaries) over the medium-term has been budgeted for the Professional Services function.

In pursuit of providing leadership and coordination of concurrent mandate of public works, the Department has expanded the Intergovernmental Relations (IGR) function to promote and facilitate collaboration and cooperative decision making within the sector. This will ensure that policies and strategies of the sector are aligned to service delivery imperatives that meets the needs of the citizenry in an effective way. Over the MTEF period, the Department will continue to provide support and guidance to the Public Works Sector on planning and performance management processes, and continuous monitoring of audit action plans to improve performance. The Department and its provincial counterparts cooperate on various programmes through the agreed Programme of Action, including: coordination and implementation of EPWP, implementation of the Infrastructure Delivery Management System (IDMS), resource efficient buildings, coordination of payment of rates and municipal services owed to municipalities, the maintenance of immovable asset registers and the implementation of GIAMA. The intergovernmental system for the Public Works Sector provides a platform for the sector to undertake collaborative projects for efficient and effective service delivery relating to the public works mandate. The Department will foster partnerships through signing and review of existing protocol agreements with IGR Partners. The development of norms and standards and policy frameworks that directs the execution Government priorities will be prioritised. Expenditure in relation to the Intergovernmental Coordination function is expected to be R107 million over the period, with spending on compensation of employees accounting for 83%.

8.3. Programme 3: Expanded Public Works Programme

Purpose of the programme: Coordinate the implementation of the expanded public works programme which aims to create work opportunities and provide training for unskilled, marginalised and unemployed people in South Africa.

8.3.1 Programme 3: Strategic objectives and medium-term targets for 2018/19 to 2020/21

Table 29: Strategic objectives and medium-term targets for 2018/19 – 2020/21

Strategic Objective	Strategic Plan Target (5 year target)	Actual Performance			Estimated Performance 2017/18	Medium-Term Targets			
		2014/15	2015/16	2016/17		2018/19	2019/20	2020/21	
1. To monitor and evaluate the implementation of PEPs within the EPWP.	5 Annual Progress Reports on PEPs within EPWP Phase III completed	–	1 Annual Progress Report completed on PEPs within the EPWP for 2014/15	1 Annual Progress Report completed on PEPs within the EPWP for 2015/16	1 Annual Progress Report completed on PEPs within the EPWP for 2016/17	1 Annual Progress Report completed on PEPs within the EPWP for 2017/18	1 Annual Progress Report completed on PEPs within the EPWP for 2018/19	1 Annual Progress Report completed on PEPs within the EPWP for 2019/20	1 Annual Progress Report completed on PEPs within the EPWP for 2020/21
2. To support NPOs to implement PEPs within EPWP in the Non-State Sector	300 NPOs providing services to communities as per the EPWP principles	–	300 NPOs providing services to communities as per the EPWP principles.	300 NPOs providing services to communities as per the EPWP principles	350 NPOs providing services to communities as per the EPWP principles	350 NPOs providing services to communities as per the EPWP principles	350 NPOs providing services to communities as per the EPWP principles	350 NPOs providing services to communities as per the EPWP principles	350 NPOs providing services to communities as per the EPWP principles
3. To support public bodies to implement PEPs within EPWP in the Infrastructure, Social and Environment and Culture Sectors	290 Public bodies implementing EPWP projects as per EPWP requirements	–	280 Public bodies implementing EPWP projects as per EPWP requirements.	280 public bodies implementing EPWP projects as per EPWP requirements	290 public bodies implementing EPWP projects as per EPWP requirements	290 public bodies implementing EPWP projects as per EPWP requirements	290 public bodies implementing EPWP projects as per EPWP requirements	290 public bodies implementing EPWP projects as per EPWP requirements	290 public bodies implementing EPWP projects as per EPWP requirements

Strategic Objective	Strategic Plan Target (5 year target)	Actual Performance			Estimated Performance 2017/18	Medium-Term Targets		
		2014/15	2015/16	2016/17		2018/19	2019/20	2020/21
4. To provide strategic guidance on sector convergence through the development of implementation framework	3 Projects implemented by public bodies as per approved Framework.	-	-	-	1 Project implemented by a public body as per approved Framework.	1 Project implemented by a public body as per approved Framework.	1 Project implemented by a public body as per approved Framework.	1 Project implemented by a public body as per approved Framework.

8.3.2 Programme 3: Programme performance indicators and medium-term targets for 2018/19 to 2020/21

Table 30: Programme performance indicators and medium-term targets for 2018/19 – 2020/21

Performance Indicator	Audited/ Actual Performance			Estimated Performance 2018/19	Medium-Term Targets		
	2014/15	2015/16	2016/17		2017/18	2019/20	2020/21
Strategic Objective: To monitor and evaluate the implementation of PEPs within the EPWP.							
Consolidated Indicators							
1. Number of work opportunities reported in the EPWP-RS by public bodies	1 103 983 validated work opportunities reported.	741 540 validated work opportunities reported.	779 251 work opportunities reported in the EPWP-RS by public bodies.	1 406 736 work opportunities reported in the EPWP-RS by public bodies.	1 455 840 work opportunities reported in the EPWP-RS by public bodies.	1 455 000 work opportunities reported in the EPWP-RS by public bodies.	1 455 000 work opportunities reported in the EPWP-RS by public bodies.

Performance Indicator	Audited/ Actual Performance			Estimated Performance 2018/19	Medium-Term Targets		
	2014/15	2015/16	2016/17		2017/18	2019/20	2020/21
2. Percentage EPWP participation among designated groups (women, youth and persons with disabilities) reported on the EPWRS by public bodies	51% Youth (563 031) 63% Women (695 509) 0.71% persons with disabilities (7 838)	45.94% Youth (340 663) 68.52% Women (508 103) 1.68% persons with disabilities (12 457)	45% Youth (738 735) 68% Women (738 735) 1.66% persons with disabilities (26 863)	55% Youth (773 705) 55% Women (773 705) 2% persons with disabilities (28 135)	55% Youth 55% Women 2% persons with disabilities	55% Youth 55% Women 2% persons with disabilities	55% Youth 55% Women 2% persons with disabilities
Performance Indicator	Audited/ Actual Performance			Estimated Performance 2017/18	Medium-Term Targets		
	2014/15	2015/16	2016/17		2018/19	2019/20	2020/21
3. Number of data quality assessment reports produced	–	–	2 data quality assessment reports produced.	2 data quality assessment reports produced.	2 data quality assessment reports produced	2 data quality assessment reports produced	
Strategic Objective: To support NPOs to implement PEPs within EPWP in the Non-State Sector							
4. Number of contracted Non Profit Organisations (NPOs) to implement the Non-State Sector (NSS): Non Profit Organisations Programme supported.	300 NPOs contracted.	396 NPOs contracted.	386 NPOs contracted.	350 contracted NPOs supported.	350 contracted NPOs supported	350 contracted NPOs supported	

Performance Indicator	Audited/ Actual Performance				Estimated Performance	Medium-Term Targets		
	2014/15	2015/16	2016/17	2018/19		2017/18	2019/20	2020/21
Strategic Objective: To support public bodies to implement PEPs within EPWP in the Infrastructure, Social and Environment and Culture Sectors								
5. Number of public bodies provided with technical support.	274 municipalities provided with technical support.	278 municipalities provided with technical support.	297 public bodies provided with technical support.	290 public bodies provided with technical support.	290 public bodies provided with technical support.	290 public bodies provided with technical support.	290 public bodies provided with technical support.	290 public bodies provided with technical support.
Strategic Objective: To provide strategic guidance on sector convergence through the development of implementation frameworks								
6. Number of frameworks on sector convergence approved.	–	–	–	1 Framework approved (Audit guidelines).	1 Framework approved (EPWP Policy).	1 Framework approved.	1 Framework approved.	1 Framework approved.

8.3.3 Programme 3: Programme performance indicators and quarterly targets for 2018/19

Table 31: Performance indicators and quarterly targets for 2018/19

Performance Indicator	Reporting period	Annual Target 2018/2019	Quarterly Targets			
			1st	2nd	3rd	4th
Consolidated Indicators						
1. Number of work opportunities reported in the EPWP-RS by public bodies	Quarterly (Cumulative)	1 455 840 work opportunities reported in the EPWP-RS by public bodies.	361 460 work opportunities reported in the EPWP-RS by public bodies.	722 920 work opportunities reported in the EPWP-RS by public bodies.	1 084 380 work opportunities reported in the EPWP-RS by public bodies	1 455 840 work opportunities reported in the EPWP-RS by public bodies
2. Percentage EPWP participation among designated groups (women, youth and persons with disabilities) reported on the EPWP RS by public bodies	Quarterly (Cumulative)	55% Youth 55% Women 2% persons with disabilities	55% Youth 55% Women 2% persons with disabilities	55% Youth 55% Women 2% persons with disabilities	55% Youth 55% Women 2% persons with disabilities	55% Youth 55% Women 2% persons with disabilities

Performance Indicator	Reporting period	Annual Target 2018/2019	Quarterly Targets			
			1st	2nd	3rd	4th
Programme Performance Indicators						
3. Number of data quality assessment reports produced	Bi-annual (Cumulative)	2 data quality assessment reports produced	-	1 data quality assessment report produced.	-	2 data quality assessment reports produced.
4. Number of contracted Non Profit Organisations (NPOs) to implement the Non-State Sector (NSS): NPO Programme supported.	Quarterly (Cumulative)	350 contracted NPOs supported	-	350 contracted NPOs supported	350 contracted NPOs supported	350 contracted NPOs supported
5. Number of public bodies provided with technical support.	Bi-annual (Cumulative)	290 public bodies provided with technical support.	-	200 public bodies provided with technical support.	-	290 public bodies provided with technical support.
6. Number of frameworks on sector convergence approved	Bi-annual (Cumulative)	1 Framework approved (EPWP Policy).	-	Draft Policy developed for consultation.	-	1 Framework approved (EPWP Policy).

8.3.4 Reconciling performance targets with the Budget and MTEF
Table 32: Expenditure estimates for Programme 3: Expanded Public Works Programme

Programmes	Audited outcome			Adjusted appropriation	Medium-term expenditure estimate		
	2014/15	2015/16	2016/17		2018/19	2019/20	2020/21
	(R'000)	(R'000)	(R'000)		(R'000)	(R'000)	(R'000)
Expanded Public Works Programme Monitoring and Evaluation	66 581	63 541	68 367	62 475	63 055	67 128	
Expanded Public Works Programme Infrastructure	1 034 985	1 016 075	1 177 085	1 193 363	1 306 355	1 379 761	
Expanded Public Works Programme Operations	781 107	799 213	997 378	1 075 188	1 283 871	1 357 099	
Expanded Public Works Programme Partnership Support	42 907	57 273	53 897	68 979	84 340	90 536	
Expanded Public Works Programme Public Employment Coordinating Commission	-	3 807	4 719	7 578	8 716	9 333	
Total	1 925 580	1 939 909	2 301 446	2 407 583	2 746 337	2 903 857	

Economic classification	Audited outcome			Adjusted appropriation	Medium-term expenditure estimate		
	2014/15	2015/16	2016/17		2018/19	2019/20	2020/21
	(R'000)	(R'000)	(R'000)		(R'000)	(R'000)	(R'000)
Current payments	245 781	263 309	272 082	308 290	356 545	380 533	
Compensation of employees	112 425	133 953	152 622	156 379	191 931	206 864	
Salaries and wages	99 663	119 275	137 132	139 643	168 724	181 881	
Social contributions	12 762	14 678	15 490	16 736	23 207	24 983	
Goods and services	133 356	129 356	119 460	151 911	164 614	173 669	
Administrative fees	-	-	1	-	-	-	
Advertising	4 526	3 212	2 182	1 828	5 632	5 942	

Economic classification	Audited outcome				Adjusted appropriation	Medium-term expenditure estimate		
	2014/15	2015/16	2016/17	2017/18		2018/19	2019/20	2020/21
	(R'000)	(R'000)	(R'000)	(R'000)		(R'000)	(R'000)	(R'000)
Minor Assets	197	326	182	212	224	237	250	
Catering: Departmental activities	250	731	524	1 008	272	286	302	
Communication (G&S)	1 291	1 059	1 035	1 484	1 572	1 661	1 753	
Computer services	208	291		158	167	176	187	
Consultants: Business and advisory services	7 754	794	709	12 917	-			
Infrastructure and planning services	15 958	25 340	32 222	9 899	23 945	25 285	26 675	
Contractors	656	246	171	218	611	645	680	
Agency and support/outourced services	76 963	73 967	58 368	97 316	92 707	105 604	111 412	
Entertainment	38	44	42	79	83	87	92	
Fleet services (including government motor transport)	302	230	365	718	341	359	379	
Consumable supplies	661	291	130	715	758	800	843	
Consumables: Stationery, printing and office supplies	1 618	1 665	1 807	2 496	2 162	2 283	2 409	
Operating leases	236	582	710	1 194	247	261	274	
Rental and hiring	60	241	1 101	440	466	492	519	
Transport provided: Departmental activity	5 314	-	-	-	-	-	-	
Travel and subsistence	13 607	18 240	16 362	18 453	16 417	17 337	18 291	
Training and development	464	73	403	191	202	213	225	
Operating payments	1 612	455	337	1 169	1 213	1 282	1 353	
Venues and facilities	1 641	1 569	2 809	1 416	1 870	1 974	2 083	
Transfers and subsidies	1 677 903	1 674 424	2 027 186	2 096 681	2 237 198	2 387 029	2 520 409	
Provinces and municipalities	1 200 251	1 139 395	1 425 662	1 472 609	1 516 862	1 624 215	1 713 743	
Provinces	605 676	551 710	761 671	781 162	823 984	882 298	930 825	
Provincial agencies and funds	605 676	551 710	761 671	781 162	823 984	882 298	930 825	
Municipalities	594 575	587 685	663 991	691 447	692 878	741 917	782 918	
Municipal agencies and funds	594 575	587 685	663 991	691 447	692 878	741 917	782 918	
Non-profit institutions	477 481	534 816	600 257	623 904	720 158	762 626	806 468	
Households	171	213	1 267	168	178	188	198	
Social benefits	171	213	1 267	168	178	188	198	

Economic classification	Audited outcome			Adjusted appropriation 2017/18 (R'000)	Medium-term expenditure estimate		
	2014/15 (R'000)	2015/16 (R'000)	2016/17 (R'000)		2018/19 (R'000)	2019/20 (R'000)	2020/21 (R'000)
Payments for capital assets	1 803	2 176	1 909	2 612	2 764	2 763	2 915
Machinery and equipment	1 803	2 176	1 909	2 612	2 764	2 763	2 915
Transport equipment	-	31	-	-	-	-	-
Other machinery and equipment	1 803	2 145	1 909	2 612	2 764	2 763	2 915
Payments for financial assets	93		269				
Total	1 925 580	1 939 909	2 301 446	2 407 583	2 566 632	2 746 337	2 903 857

8.3.5 Performance and expenditure trends for Programme 3

Government has committed to create 6 million public employment work opportunities by 2019 as set out in the NDP and MTSF: Outcome 4 by leading and coordinating the EPWP. The EPWP is now in its third phase which focusses on driving public employment programmes through community participation to ensure that communities become actively involved in Government programmes. The EPWP has created a total of 3.3 million work opportunities between April 2014 and December 2017, against the 5 year target of 6 million work opportunities.

Over the medium-term, the Department will continue to provide technical support to public bodies that are implementing the EPWP. Interventions will be put in place to address poor reporting on the EPWP projects by implementing public bodies. These interventions include, the provision of additional support to public bodies in order to ensure that projects within the EPWP are implemented labour-intensively and develop policies that will ensure EPWP principles are applied within all programmes; assisting provincial coordinating departments to accurately capture, verify, monitor and evaluate data; through the establishment of monitoring and evaluation functions for accurate reporting on the EPWP.

Spending on the EPWP is projected to increase from R2.4 billion in 2017/18 to R2.9 billion in 2020/21. Over the medium-term, projected spending on transfers and subsidies to public bodies is R7.1 billion for the creation of work opportunities. The Department has budgeted R1 billion over the medium-term on managing the EPWP, with R541 million allocated to spending on compensation of employees for the administration of the programme and R487 million allocated to spending on goods and services with the agency and support/outsourced services accounting for 63.4% or R309 million over the medium-term for additional specialised skills required to provide technical support to public bodies per year for implementing projects related to the EPWP.

8.4 Programme 4: Property and Construction Industry Policy and Research

Purpose of the programme: Promote the growth and transformation of the construction and property industries. Promote a standardised approach and best practice in construction and immovable asset management in the public sector.

8.4.1 Programme 4: Strategic objectives and medium-term targets for 2018/19 to 2020/21

Table 33: Strategic objective and medium-term targets for 2018/19 – 2020/21

Strategic Objective	Strategic Plan Target (5 year target) 2014/15	Actual Performance			Estimated Performance 2017/18	Medium-Term Targets		
		2014/15	2015/16	2016/17		2018/19	2019/20	2020/21
1. To research and develop policies and legislative prescripts for the construction and property sectors	3 Legislative Prescripts approved	Agreement South Africa (ASA) Bill [B3-2015] and Expropriation Bill [B4-2015] submitted to Parliament	ASA Act promulgated Expropriation Bill [B 4B-2015] adopted by National Assembly	-	3 Initial Socio Economic Impact Assessment (SEIAs) reports on the Public Works White Paper Review & development of the Public Works Bill; and review of the CBE Act and CIDB Act. Internal Policy discussion document on the Public Works Papers Review towards the development of the Public Works Bill. Draft Stakeholder Consultation Plan.	3 Legislative Prescripts gazetted for public comments.	3 Legislative Prescripts submitted to Parliament.	-

8.4.2 Programme 4: Programme performance indicators and medium-term targets for 2018/19 to 2020/21

Table 34: Programme performance indicators and medium-term targets for 2018/19 – 2020/21

Performance Indicator	Audited/ Actual Performance		Estimated Performance	Medium-Term Targets			
	2014/15	2015/16		2016/17	2018/19	2019/20	2020/21
Strategic objective: To research and develop policies and legislative prescripts for the construction and property sectors							
1. Developed Public Works Bill	-	-	The draft White Paper has not yet been developed and could therefore not be gazetted	Initial Socio Economic Impact Assessment (SEIAs) report on the Public Works Act. Internal Policy discussion document Draft Stakeholder consultation plan.	Draft Public Works Bill submitted to Minister for gazetting for public comment	Public Works Bill submitted to Minister for Parliamentary processes.	-
2. Developed Construction Industry Development Board (CIDB) Amendment Bill	-	Prompt regulations gazetted	Draft CIDB Amendment Bill developed towards consultation with stakeholders	Initial Socio Economic Impact Assessment (SEIAs) report	CIDB Amendment Bill submitted to Minister for gazetting for public comment	¹⁶ Participation in the Parliamentary processes.	-
3. Developed Council for the Built Environment (CBE) Amendment Bill	Consultation on the existing CBE and BEPCs Acts	-	Draft CBE and BEPCs Amendment Bills developed towards consultation with stakeholders	Initial Socio Economic Impact Assessment (SEIAs) report	CBE Amendment Bill submitted to Minister for gazetting for public comment	Participation in the Parliamentary processes.	-
4. Developed Built Environment Professional Councils (BEPCs) Amendment Bills	Consultation on the existing CBE and BEPCs Acts	-	Draft CBE and BEPCs Amendment Bills developed towards consultation with stakeholders	Consultation report on the proposed amendments to the CBE Act and the six BEPCs Acts	BEPCs Amendment Bills submitted to Minister for gazetting for public comment	Participation in the Parliamentary processes.	-

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

8.4.3 Programme 4: Programme performance indicators and quarterly targets for 2018/19

Table 35: Performance indicators and quarterly targets for 2018/19

Performance Indicator	Reporting period	Annual Target 2018/19	Quarterly Targets			
			1st	2nd	3rd	4th
1. Developed Public Works Bill	Quarterly	Draft Public Works Bill submitted to Minister for gazetting for public comment	-	-	Public Works White Paper Review report submitted to Minister	Draft Public Works Bill submitted to Minister for gazetting for public comment
2. Developed Construction Industry Development Board (CIDB) Amendment Bill	Quarterly	CIDB Amendment Bill submitted to Minister for gazetting for public comment	-	Draft CIDB Policy Report developed	Draft CIDB Amendment Bill developed	CIDB Amendment Bill submitted to Minister for gazetting for public comment
3. Developed Council for the Built Environment (CBE) Amendment Bill	Quarterly	CBE Amendment Bill submitted to Minister for gazetting for public comment	-	Draft CBE Policy Report developed	Draft CBE Amendment Bill developed	CBE Amendment Bill submitted to Minister for gazetting for public comment
4. Developed Built Environment Professional Councils (BEPCs) Amendment Bills	Quarterly	BEPCs Amendment Bills submitted to Minister for gazetting for public comment	-	Draft BEPCs Policy Report developed	Draft BEPCs Amendment Bills developed	BEPCs Amendment Bills submitted to Minister for gazetting for public comment

8.4.4 Reconciling performance targets with the Budget and MTEF

Table 36: Expenditure estimates for Programme 4: Property and Construction Industry Policy Regulations

Programmes	Audited outcome			Adjusted appropriation			Medium-term expenditure estimate		
	2014/15 (R'000)	2015/16 (R'000)	2016/17 (R'000)	2017/18 (R'000)	2018/19 (R'000)	2019/20 (R'000)	2020/21 (R'000)		
Construction Policy Development Programme	18 738	20 861	21 699	46 016	46 397	49 115	51 965		
Property Policy Development Programme	12 625	8 416	11 726	15 660	14 640	15 564	16 542		
Construction Industry Development Board	77 212	65 626	52 059	74 984	73 323	77 429	81 687		
Council for the Built Environment	41 572	41 994	43 413	48 568	50 100	52 906	55 816		
Independent Development Trust	50 000	50 000	-	111 066	28 362	5 000	-		
Construction Education and Training Authority	1 630	475	469	516	518	558	600		
Property Management Trading Entity	3 043 967	3 524 652	3 389 448	3 682 254	4 009 490	4 233 146	4 465 719		
Assistance to Organisations for the Preservation of National Memorials	22 548	23 363	28 234	22 342	27 523	29 064	30 663		
Total	3 268 292	3 735 387	3 547 048	4 001 406	4 250 353	4 462 782	4 702 992		

Economic classification	Audited outcome			Adjusted appropriation			Medium-term expenditure estimate		
	2014/15 (R'000)	2015/16 (R'000)	2016/17 (R'000)	2017/18 (R'000)	2018/19 (R'000)	2019/20 (R'000)	2020/21 (R'000)		
Current payments	2 049 037	17 086	20 667	31 175	30 513	32 472	34 541		
Compensation of employees	1 230 172	8 726	10 456	15 546	13 108	14 092	15 150		
Salaries and wages	1 065 802	7 984	9 452	13 841	11 742	12 401	13 576		
Social contributions	164 370	742	1 004	1 705	1 366	1 691	1 574		
Goods and services	818 856	8 360	10 211	15 629	17 405	18 380	19 391		
Administrative fees	13	-	-	-	-	-	-		
Advertising	5 306	43	294	747	870	923	975		
Minor Assets	1 056	-	9	64	7	8	8		
Catering: Departmental activities	834	4	16	5	6	6	6		
Communication (G&S)	17 102	106	84	290	449	491	518		
Computer services	382	-	-	-	-	-	-		
Consultants: Business and advisory services	15 749	4 825	7 406	10 127	13 636	14 346	15 136		
Infrastructure and planning services	6 908	-	-	-	-	-	-		

Economic classification	Audited outcome			Adjusted appropriation			Medium-term expenditure estimate		
	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21		
	(R'000)	(R'000)	(R'000)	(R'000)	(R'000)	(R'000)	(R'000)		
Legal services (G&S)	-	-	-	-	-	-	-		
Contractors	1 117	21		749	18	77	80		
Agency and support/outsourced services	34 313	650	-	700	834	842	886		
Entertainment	114	6	4	10	14	14	14		
Fleet services (including government motor transport)	16 160	1		5	6	6	6		
Consumable supplies	13 827	1	2	-	-	-	-		
Consumables: Stationery, printing and office supplies	5 525	97	32	386	465	498	526		
Operating leases	225 031	10		172	183	194	205		
Rental and hiring	1	-	-	-	-	-	-		
Property payments	415 835	-	-	-	-	-	-		
Travel and subsistence	49 347	940	729	455	478	505	533		
Training and development	4 843	-	-	-	86	93	100		
Operating payments	4 992	1 621	1 635	1 657	95	105	111		
Venues and facilities	401	35		262	258	272	287		
Interest and rent on land	9	-	-	-	-	-	-		
Interest (Incl. interest on unitary payments (PPP))	9	-	-	-	-	-	-		
Transfers and subsidies	885 926	3 718 166	3 526 194	3 969 931	4 219 540	4 430 010	4 668 134		
Provinces and municipalities	2	-	-	-	-	-	-		
Municipalities	2	-	-	-	-	-	-		
Municipal bank accounts	2	-	-	-	-	-	-		
Departmental agencies and accounts	793 786	3 644 429	3 497 771	3 835 367	4 163 419	4 395 707	4 637 231		
Departmental agencies (non-business entities)	793 786	3 644 429	3 497 771	3 835 367	4 163 419	4 395 707	4 637 231		
Foreign governments and international organisations	22 548	23 363	28 234	22 342	27 523	29 064	30 663		
Public corporations and private enterprises	50 000	50 000	-	111 066	28 362	5 000	-		
Public corporations	50 000	50 000	-	111 066	28 362	5 000	-		
Other transfers to public corporations	50 000	50 000	-	111 066	28 362	5 000	-		
Non-profit institutions	11 021	331	170	120	-	-	-		
Households	8 569	43	19	1 036	236	239	240		
Social benefits	8 569	43	19	1 036	236	239	240		

Economic classification	Audited outcome			Adjusted appropriation		Medium-term expenditure estimate		
	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	
	(R'000)	(R'000)	(R'000)	(R'000)	(R'000)	(R'000)	(R'000)	
Payments for capital assets	330 104	135	164	300	300	300	317	
Buildings and other fixed structures	315 914	-	-	-	-	-	-	
Buildings	315 914	-	-	-	-	-	-	
Machinery and equipment	14 155	135	164	300	300	300	317	
Transport equipment	-	-	-	-	-	-	-	
Other machinery and equipment	14 155	135	164	300	300	300	317	
Software and other intangible assets	35	-	-	-	-	-	-	
Payments for financial assets	3 225	-	23	-	-	-	-	
Total	3 268 292	3 735 387	3 547 048	4 001 406	4 250 353	4 462 782	4 702 992	

8.4.5 Performance and expenditure trends for Programme 4

The Department is in the process of reviewing various pieces of legislation to address the challenges in the regulatory environment, promote integrated development and more importantly to address the low levels of transformation in the industry.

These include:

- The review of the Construction Industry Development Board (CIDB), Council for the Built Environment (CBE) including the six BEPCs legislation to align to current policy trajectories such as the National Development Plan and Broad Based Black Economic Empowerment Act, 2003 (Act 53 of 2003).
- The Public Works Act emanating from the review of the Public Works White Papers, legislation, policy frameworks and environmental factors.

The Programme will spend R98 million over the medium-term on compensation of employees and good and services.

8.5. Programme 5: Prestige Policy

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

8.5.1 Programme 5: Strategic objectives and medium-term targets for 2018/19 to 2020/21

Table 37: Strategic objectives and medium-term targets for 2018/19 – 2020/21

Strategic Objective	Strategic Plan Target (5 year target)	Audited/ Actual Performance			Estimated Performance 2017/18	Medium-Term Targets		
		2014/15	2015/16	2016/17		2018/19	2019/20	2020/21
1. To improve the delivery of services to Prestige clients	1 User Asset Management Plan (U-AMP) completed for the Prestige Portfolio	-	1 Prestige U-AMP completed for 2016/17 financial year	1 Prestige U-AMP completed for 2017/18 financial year	1 Prestige U-AMP completed for 2018/19 financial year	1 Prestige U-AMP completed for 2020/21 financial year	1 Prestige U-AMP completed for 2021/22 financial year	

8.5.2 Programme 5: Programme performance indicators and medium-term targets for 2018/19 to 2020/21

Table 38: Programme performance indicators and medium-term targets for 2018/19 – 2020/21

Performance Indicator	Audited/ Actual Performance			Estimated Performance 2017/18	Medium-Term Targets		
	2014/15	2015/16	2016/17		2018/19	2019/20	2020/21
Strategic objective: To improve the delivery of services to Prestige clients							
1. Number of Prestige policies approved	Policy guidelines on installation, management and maintenance of security infrastructure at National Key Points developed	2 Prestige policies approved	-	-	2 Prestige policies approved	2 Prestige policies approved	2 Prestige policy approved
2. Number of planned State events supported with movable structures	13 State events supported with movable structures	15 State events supported with movable structures	8 Planned State events supported with movable structures	8 Planned State events supported with movable structures	8 Planned State events supported with movable structures	12 Planned State events supported with movable structures	10 Planned State events supported with movable structures

Performance Indicator	Audited/ Actual Performance			Estimated Performance 2017/18	Medium-Term Targets		
	2014/15	2015/16	2016/17		2018/19	2019/20	2020/21
	3. Percentage of movable assets requests provided within 60 days after approval by prestige client	50% (7) movable assets requests provided within 60 days after approval by prestige client	20% (8) movable assets requests provided within 60 days after approval by prestige client		40% (21) movable assets requests provided within 60 days after approval by prestige client	70% (28) movable assets requests provided within 60 days after approval by prestige client	80% movable assets requests provided within 60 days after approval by prestige client
4. Signed off infrastructure worklists for the Prestige Portfolio	1 signed off infrastructure worklist for Prestige Portfolio for 2015/16	1 signed off infrastructure worklist for Prestige Portfolio for 2016/17	1 signed off infrastructure worklist for Prestige Portfolio for 2017/18	1 signed off infrastructure worklist for Prestige Portfolio for 2018/19	1 signed off infrastructure worklist for Prestige Portfolio for 2019/20	1 signed off infrastructure worklist for Prestige Portfolio for 2020/21	1 signed off infrastructure worklist for Prestige Portfolio for 2021/22

8.5.3 Programme 5: Programme performance indicators and quarterly targets for 2018/19

Table 39: Performance indicators and quarterly targets for 2018/19

Performance Indicator	Reporting period	Annual Target 2018/19	Quarterly Targets			
			1st	2nd	3rd	4th
1. Number of Prestige policies approved	Quarterly	2 Prestige policies approved	-	-	1 Prestige policy approved	1 Prestige policy approved
2. Number of planned State events supported with movable structures	Quarterly	8 Planned State events supported with movable structures	2 Planned State events supported with movable structures	2 Planned State events supported with movable structures	2 Planned State events supported with movable structures	2 Planned State events supported with movable structures
3. Percentage of movable assets requests provided within 60 days after approval by prestige client	Quarterly	80% movable assets requests provided within 60 days after approval by prestige client	80% movable assets requests provided within 60 days after approval by prestige client	80% movable assets requests provided within 60 days after approval by prestige client	80% movable assets requests provided within 60 days after approval by prestige client	80% movable assets requests provided within 60 days after approval by prestige client
4. Signed off infrastructure worklists for the Prestige Portfolio	Annual	1 signed infrastructure worklist for the Prestige Portfolio	-	-	-	1 signed infrastructure worklist for the Prestige Portfolio

8.5.4 Reconciling performance targets with the Budget and MTEF

Table 40: Expenditure estimates for Programme 5: Prestige Policy

Programmes	Audited outcome			Adjusted appropriation	Medium-term expenditure estimate		
	2014/15	2015/16	2016/17		2018/19	2019/20	2020/2021
	(R'000)	(R'000)	(R'000)		(R'000)	(R'000)	(R'000)
Prestige Accommodation and State Functions	176 818	72 864	78 359	74 585	87 523	105 333	105 497
Parliamentary Villages Management Board	8 690	9 090	9 572	10 051	10 368	10 949	11 552
Total	185 508	81 954	87 931	84 636	97 891	116 282	117 049
Economic classification	Audited outcome			Adjusted appropriation	Medium-term expenditure estimate		
	2014/15	2015/16	2016/17		2018/19	2019/20	2020/2021
	(R'000)	(R'000)	(R'000)		(R'000)	(R'000)	(R'000)
Current payments	153 035	62 189	70 227	69 385	79 223	91 731	91 147
Compensation of employees	23 203	15 551	21 337	25 183	27 596	29 765	32 103
Salaries and wages	20 416	13 677	18 843	22 507	24 697	26 637	28 459
Social contributions	2 787	1 874	2 494	2 676	2 899	3 128	3 644
Goods and services	129 832	46 303	48 890	44 202	51 627	61 966	59 044
Advertising	39	54	278	46	48	51	54
Minor Assets	9 859	2 476	2 584	4 991	5 844	6 843	7 604
Catering: Departmental activities	10	12	1	45	16	17	18
Communication (G&S)	210	255	183	223	234	247	261
Consultants: Business and advisory services	-	379	-	-	-	-	-
Contractors	111 941	38 562	19 569	25 914	37 299	46 164	41 988
Agency and support/outourced services	518	772	14 267	4 538	630	665	702
Entertainment	12	7	3	105	11	12	12
Fleet services (including government motor transport)	11	240	558	165	111	117	123

Economic classification	Audited outcome			Adjusted appropriation	Medium-term expenditure estimate			
	2014/15	2015/16	2016/17		2017/18	2018/19	2019/20	2020/2021
	(R'000)	(R'000)	(R'000)		(R'000)	(R'000)	(R'000)	(R'000)
Consumable supplies	1 557	466	1 131	428	554	585	617	
Consumables: Stationery, printing and office supplies	303	85	186	620	441	466	492	
Operating leases	36	589	1 284	652	688	726	766	
Rental and hiring	311	-	20	477	396	418	441	
Property payments	323	-	6 325	275	-	-	-	
Travel and subsistence	3 511	1 661	1 565	4 384	3 949	4 170	4 399	
Operating payments	668	745	936	735	772	815	860	
Venues and facilities	523	-	-	604	634	670	707	
Interest and rent on land	-	335	-	-	-	-	-	
Interest (Incl. interest on unitary payments (PPP))	-	335	-	-	-	-	-	
Transfers and subsidies	8 720	9 112	9 764	10 251	10 568	11 149	11 763	
Departmental agencies and accounts	8 690	9 090	9 572	10 051	10 368	10 949	11 552	
Departmental agencies (non-business entities)	8 690	9 090	9 572	10 051	10 368	10 949	11 552	
Households	30	22	192	200	200	200	211	
Social benefits	30	22	192	200	200	200	211	
Payments for capital assets	23 753	10 653	7 940	5 000	8 100	13 402	14 139	
Machinery and equipment	23 753	10 653	7 940	5 000	8 100	13 402	14 139	
Other machinery and equipment	23 753	10 653	7 940	5 000	8 100	13 402	14 139	
Total	185 508	81 954	87 931	84 636	97 891	116 282	117 049	

8.5.5 Performance and expenditure trends for Programme 5

The Department will continue to prioritise the development of policies that direct Prestige services in line with the Ministerial Handbook to improve the delivery of services to Prestige clients. The prestige portfolio is dynamic and requires innovative solutions to satisfy requirements that are often urgent and critical. To effectively deliver on the services of this portfolio, the Department has signed a service level agreement with the Presidency. This approach will ensure a constant level and standard of services and enhance a positive client experience through the set norms and standards. These standards will promote consistency in the delivery of services, fairness and transparency. Spending in this regard is expected to increase from R100 million in 2017/18 to R117million in 2020/21.





PART: C

Links to long
Term Plans

9. Links to long-term infrastructure plan

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

10. Service Delivery Improvement Plan (2017/18 – 2019/20)

Table 41: Service Delivery Improvement Plan for the Department of Public Works

Service Beneficiary	Area For Service Improvement	Key Improvement Activities	Client Impact of Improvement	Key Performance Indicator	Current Standard (Baseline)	Target 2017/18	Target 2018/19	Target 2019/20	Target 2020/21
Prestige Policy									
Prestige Client	Active Management of client Relations	Develop Prestige Client target ratio.[1]	Clear and shared expectations.	Prestige Client target ratio	1:1 Parliament, 1:1 Ministers and 1:1 Deputy Ministers (DMs), 8:Parliamentary villages	1:1 Parliament, 1:1 Ministers and 1:1 DMs, 1:1 Union Buildings and 1:1 Chief Justice	1:1 Parliament, 1:1 Ministers and 1:1 DMs, 1:1 Union Buildings, 1:1 Chief Justice, 1:1 DGs	1:1 Parliament, 1:1 Ministers and 1:1 DMs, 1:1 Union Buildings, 1:1 Chief Justice, 1:1 DGs, 10: Parliament villages	2:1 (Parliament) 2:1 Union Building, 1:1 Presidency, 1:1 Ministers, 1:1 DMs, 1:1 Chief Justice, 1:1 DGs
		Develop and implement CRM and Complaints management system.	Potential issues pre-emptively addressed.	Prestige CRM and complaints management system	Prestige Client Forums	Develop a business case and specifications	System acquisition and deployment	System deployment and monitoring	System improvement and monitoring
		Measure Prestige client index (SLA & Batho Pele standards)	Service excellence	Prestige Client satisfaction index	None	50% plus	60%	70%	80% plus

Service Beneficiary	Area For Service Improvement	Key Improvement Activities	Client Impact of Improvement	Key Performance Indicator	Current Standard (Baseline)	Target 2017/18	Target 2018/19	Target 2019/20	Target 2020/21
Prestige Client	Effective management of lease related payments by Prestige Clients	Implement an optimised lease payment process in line with the lease agreement	Service excellence	Percentage in prestige lease under payments	70% payment rates	80% payment rates	90% payment rates	100% payment rates	100% payment rates
Prestige Client	Prestige accommodation enhancement	Conduct condition assessment for Prestige portfolio	Service excellence	Number of condition assessments conducted per portfolio and per property	Outdated condition assessments in 5 portfolios	1 condition assessment for Union Building	2 condition assessments for Ministers and Chief Justice	2 condition assessments for Parliament & Parliamentary village	All 5 identified portfolios with condition assessments per property
Property and Construction Industry Policy and Research (Policy)									
Property industry (inclusive of the PMTE)	Property Policy Research & Development	Research & development of property management empowerment policy	Equitable economic opportunities within the property industry.	Property Management Empowerment Policy	Property Management Strategy on BEE Job Creation and Poverty Alleviation (2007).	Developed Public Works property management empowerment policy	Implementation of the property management empowerment policy	Monitor implementation of the property management empowerment policy	Evaluation of the property management empowerment policy impact
Expanded Public Works Programme (EPWP)									
Public bodies implementing the EPWP	Improved recruitment procedures in the EPWP	Undertake awareness campaigns	EPWP participants recruited fairly	Number of public bodies briefed on the EPWP Recruitment guidelines	New indicator	75 public bodies briefed on the EPWP Recruitment guidelines	150 public bodies briefed on the EPWP Recruitment guidelines	250 public bodies briefed on the EPWP Recruitment guidelines	250 public bodies briefed on the EPWP Recruitment guidelines

Service Beneficiary	Area For Service Improvement	Key Improvement Activities	Client Impact of Improvement	Key Performance Indicator	Current Standard (Baseline)	Target 2017/18	Target 2018/19	Target 2019/20	Target 2020/21
DPW PMTE	Infrastructure procurement	Establish and institutionalise a dedicated National Bid Adjudication Committee (NBAC) for Infrastructure procurement	Expediency of services rendered	Improved turnaround time for awarding of infrastructure projects	No infrastructure NBAC. Inadequate compliance with 56 days standard.	NBAC for infrastructure procurement established and institutionalised.	Number of infrastructure projects adjudicated by special infrastructure NBAC	Number of infrastructure projects adjudicated by special infrastructure NBAC	Number of infrastructure projects adjudicated by special infrastructure NBAC
	Tender negotiations prior awarding	Develop and implement a standard operating procedure (SOP) to facilitate negotiations of tenders prior awarding	Service excellence	Standard Operating Procedure (SOP) developed and implemented	None	SOP implemented in all projects in IPIP	SOP implemented in all projects in IPIP	SOP implemented in all projects in IPIP	SOP implemented in all projects in IPIP

11. Strategic Risk Plan for the Department of Public Works

Table 42: Strategic Risk Register for the Department of Public Works

Strategic goal	Risk No	Risk Title	Root Cause / Contributing factor	Consequence	IR	Current Controls	RR	Action Plan/ Improvement to controls	Risk owner	Supporting Units	Target (Completion Date)
To support service delivery in a smart, proactive and business-centric manner that is aligned to statutory requirements	1.	Inadequate service delivery leading to the erosion of the Department's mandate	Inadequate capacity to deliver on key functions across the DPW	Poor service delivery to user departments and key stakeholders	High	Awarding of bursaries to internal and external candidates Retention of staff through the Retention Policy Intensive recruitment drive underway	High	Insourcing of capacity through the filling of funded and critical posts within the new structure	Corporate Services	All Branches	30 June 2018
			Outdated standardised Business Processes and Service Standards	Reputational damage		Informal business processes		Development of policy, guideline/ toolkit and implementation plan for Business Processes and Service Standards	Governance, Risk and Compliance	All Branches	31 March 2019
To oversee the efficient delivery of identified services to prestige clients			Lack of Prestige Policy to address the functions and regulatory requirements within Prestige	Reputational damage	High	SCM prescripts in place Ministerial Handbook in place Presidential Handbook in place Prestige Norms and Standards in place	High	Finalisation of Prestige Policy Monitor adherence to Norms and Standards for Prestige Clients	Prestige	Corporate Services,	31 March 2019

Strategic goal	Risk No	Risk Title	Root Cause / Contributing factor	Consequence	IR	Current Controls	RR	Action Plan/ Improvement to controls	Risk owner	Supporting Units	Target (Completion Date)
	2	Breach of key legislation prescripts, acts, regulations and policies (e.g. PFMA, GIAMA, etc.)	Lack of Compliance Unit to implement the approved Compliance Framework Unethical conduct by the officials and Service providers Ineffective consequence Management Non-compliance to the SCM prescripts	Irregular expenditure Reputational Damage Penalties and criminal charges for death and injury of people and other litigations Qualified audit reports Loss of state resources through fraud and corruption	High	Governance, Compliance and Ethics Frameworks in place. Ethics Committee in place MPAT Improvement Plan Anti-Fraud and Corruption Policy and Strategy in place Checklists in place to verify compliance to the SCM processes SCM processes validated by the Compliance Unit prior to tender award Updated SCM Policy, Delegations, Prescripts and controls in place	High	Implementation of the Governance, Compliance and Ethics Frameworks Implementation of the fraud prevention Framework Appointment of an Ethics Officer	Governance, Risk and Compliance	All Branches Corporate Services	30 June 2018 31 March 2019 30 June 2018

Strategic goal	Risk No	Risk Title	Root Cause / Contributing factor	Consequence	IR	Current Controls	RR	Action Plan/ Improvement to controls	Risk owner	Supporting Units	Target (Completion Date)
To provide oversight of the Public Works Sector	3	Non-alignment of service delivery imperatives across the Public Works Sector (including the Entities)	No Public Works Act to govern the concurrent functions	Public Works unable to fulfil its mandate effectively Reputational damage Governance limitations with regard to the oversight of the sector Misdirected strategies	High	Quarterly performance review meetings with Public Entities Intergovernmental Structures (MINMEC, Technical MINMEC, CFO's forum, GIAMA technical forum, Green Building Technical Committee etc.) IGR Act, IGR Framework and various Intergovernmental Protocols in use to manage concurrent functions Annual strategic planning session of the sector (Programme of Action)	High	Finalisation of shareholder compacts by three Schedule 3A Public Entities (ASA, CIDB and CBE) Undertake workshops with Intergovernmental structures to promote concurrence Implementation of the approved Public Participation Programme involving the executives of the Department Review and implement the Framework for the oversight of Public Entities Monitoring the implementation of the Programme of Action for the sector	Intergovernmental Coordination	Government, Risk and Compliance	31 March 2019

Strategic goal	Risk No	Risk Title	Root Cause / Contributing factor	Consequence	IR	Current Controls	RR	Action Plan/ Improvement to controls	Risk owner	Supporting Units	Target (Completion Date)
To transform the construction and property sectors through the development of policy and legislative prescripts	4	Untransformed built environment disciplines, and construction and property industries.	Review of 1997 and 1999 Public Works White Papers 2 years behind schedule	Low levels of transformation in the Construction and Property Industries	High	Implementation of a revised Project Plan for a Public Works Bill	High	Oversight of the Public Works Bill project by the Project Steering Committee through meetings.	Policy, Research and Regulation	Corporate Services	31 March 2019
			Inadequate statutory power to regulate and promote growth, development and transformation in the Construction Sector			Monitoring of the plan for the review of the White Papers					
			Misalignment/gaps between the CBE Act and the Acts governing the councils (BEPC's)			Ongoing initiative to realign Governance between CBE and BEPCs		Review of the CIB and CBE Acts	Policy, Research and Regulation	Intergovernmental Coordination, Professional Services	31 March 2019

Strategic goal	Risk No	Risk Title	Root Cause / Contributing factor	Consequence	IR	Current Controls	RR	Action Plan/ Improvement to controls	Risk owner	Supporting Units	Target (Completion Date)
To provide an oversight role in the implementation of PEPs through EPWP standardised frameworks	5	Credibility of EPWP eroded due to non-adherence to EPWP prescripts	Lack of awareness of the EPWP prescripts and Frameworks (e.g. Ministerial determination and EPWP incentive grant requirements) Inadequate mechanisms to enforce compliance to EPWP prescripts Abuse of EPWP Programme	Failure to coordinate EPWP projects Failure to meet the EPWP grant requirements Qualified audit reports on performance information	High	Ministerial Determination EPWP incentive grant requirements Provision of technical support to public bodies Training on EPWP Frameworks provided to public bodies	High	Develop a consolidated legislative framework to enforce compliance and determine roles and responsibilities of all Stakeholders	EPWP	Intergovernmental Coordination	31 March 2019

12. Conditional grants

Below are the updated Conditional Grant Tables for 2018/19:

Table 43: EPWP Conditional Grants: EPWP Integrated Grant for Provinces

Name of Grant	Purpose of Grant	Performance Indicators	2018/19 Target
EPWP Integrated Grant to Provinces	To incentivise provinces to increase labour intensive employment through programmes that maximise job creation and skills development as encapsulated in the Expanded Public Works Programme Integrated Grant Manual.	<p>Number of Full Time Equivalents (FTEs) per annum</p> <p>Percentage of grant disbursed per annum.</p>	<p>66 821 FTEs per annum</p> <p>90% of the grant to provinces disbursed per annum</p>

Table 44: EPWP Conditional Grants: EPWP Integrated Grant for Municipalities

Name of Grant	Purpose of Grant	Performance Indicators	2018/19 Target
EPWP Integrated Grant to Municipalities	To incentivise municipalities to increase labour intensive employment through programmes that maximise job creation and skills development as encapsulated in the Expanded Public Works Programme Integrated Grant Manual.	<p>Number of Full Time Equivalents (FTEs) per annum</p> <p>Percentage of grant disbursed per annum.</p>	<p>97 549 FTEs per annum</p> <p>90% of the Integrated Grant disbursed per annum</p>

Table 45: Social Sector EPWP Incentive Grant for Provinces

Name of Grant	Purpose of Grant	Performance Indicators	2018/19 Target
Social Sector EPWP Grant to Provinces	<ul style="list-style-type: none"> To incentivise provincial Social Sector departments identified in the 2014 Social Sector EPWP Log-frame to increase job creation by focusing on the strengthening and expansion of social service programmes that have employment potential 80 % of the grant is meant for payment of stipends to the EPWP beneficiaries and 20% can be utilised to strengthen the delivery capacity at the Not-for-Profit (NPO)/Implementing Agent's (IA) level 	<p>Number of Public Bodies incentivised</p> <p>Number of beneficiaries receiving services</p> <p>Number of Public bodies supported</p> <p>Percentage of grant disbursed per annum</p>	<p>42 Public bodies to be incentivised.</p> <p>140 000 beneficiaries receiving services</p> <p>290 public bodies supported</p> <p>90% of the grant to provinces disbursed per annum.</p>

Table 46: EPWP Incentive: Non State Sector Wage Subsidy

Name of Grant	Purpose of Grant	Performance Indicators	2018/19 Target
Non-State Sector Wage Subsidy.	To increase job creation through the expansion of Non State Sector EPWP programmes.	Number of work opportunities reported per annum Number of NPOs contracted; Percentage of wage subsidy disbursed per annum.	57 000 work opportunities reported per annum 350 NPOs contracted 100% of the wage subsidy disbursed per annum.

13. Public Entities

Table 47: Public Entities reporting to the Minister of Public Work.

Name of Public Entity	Mandate	Outputs	2018/19 budget	Date of next evaluation
Construction Industry Development Board (CIDB)	Provide strategic leadership to construction industry stakeholders to stimulate sustainable growth, reform and improvement of the construction sector. Promote sustainable growth of the construction industry and the participation of the emerging sector in the industry.	<ul style="list-style-type: none"> Have a well-run, efficient, effective offices supporting the strategic intent of the CIDB Interact and engage with construction industry related training institutions and influence relevance and development of training and skills development curriculum Network and foster relationships with relevant education, training and industry institutions to develop relevant qualifications and improve delivery mechanisms Facilitate accessibility to credit for contractors Increase the number of learners receiving artisan qualification and built environment graduates achieving professional registration. Provide business and policy advisory services to the construction industry to ensure SME contracts are awarded according to procurement and other regulatory guidelines 	DPW Transfer R73.3 million Other Income R101.1 million Total R173.4 million	Quarterly Evaluations July 2018 October 2018 January 2019 April 2019

Name of Public Entity	Mandate	Outputs	2018/19 budget	Date of next evaluation
	<p>Determine, establish and promote improved performance and best practice of public and private sector clients, contractors and other participants in the construction delivery process.</p>	<ul style="list-style-type: none"> Have contractors, clients and PSP's deliver value for money and socio-economic objectives by ensuring that more resources are spent on development, training and capacity development within the industry that will enhance socio-economic development Ensure delivery capability through setting of standards and recognition of contractors and PSPs by implementation of assessment and recognition schemes 		
	<p>Promote uniform application of policy throughout all spheres of government and promote uniform and ethical standards, construction procurement reform, and improved procurement and delivery management – including a code of conduct.</p>	<ul style="list-style-type: none"> Ensure compliance with CIDB prescripts for registrations, invitation and awards, and Code of Conduct to stimulate sustainable growth, reform and improvement of the construction sector Establish, manage and enhance registers of contractors, PSPs and projects that support risk management in procurement and facilitates development of enterprises and promotes performance improvement and transformation within the industry 		
	<p>Develop systematic methods for monitoring and regulating the performance of the industry and its stakeholders, including the registration of projects and contractors.</p>	<ul style="list-style-type: none"> Monitor business conditions, infrastructure spend, contractor development and PSP development to inform transformation of the industry through different indexes and data 		

Name of Public Entity	Mandate	Outputs	2018/19 budget	Date of next evaluation
Council for the Built Environment (CBE)	<p>The CBE bases its programmes and projects as contained in its 2015-2020 Strategic Plan on its mandate as elaborated in Section 3 of the CBE Act as follows:</p> <ol style="list-style-type: none"> Promote and protect the interest of the public in the built environment Promote and maintain a sustainable built environment and natural environment Promote ongoing human resources development in the built environment Facilitate participation by the built environment professions in integrated development in the context of national goals Promote appropriate standards of health, safety and environmental protection within the built environment Promote sound governance of the built environment professions Promote liaison in the field of training in the Republic and elsewhere and to promote the standards of such training in the Republic Serve as a forum where the built environment professions can discuss relevant issues Ensure uniform application of norms and guidelines set by the Professional Councils throughout the built environment 	<p>Outputs</p> <ul style="list-style-type: none"> To ensure that all BE academic programmes include adequate coverage of issues on health and safety in construction, environmental sustainability and job creation through labour intensive construction in their curriculum by 30 March 2020. To ensure that all National Standards for the planning design, procurement, construction, operation and maintenance of infrastructure embody health and safety, environmental sustainability and job creation through labour intensive construction by 30 March 2020. To be the lead driver of skills development initiatives for public sector infrastructure delivery with a focus on SIPs skills initiatives by 30 March 2020. To monitor and evaluate the implementation of a standardised and quality assured Workplace Training 	<p>DPW Transfer R50.1 million</p> <p>Other Income R3.6 million</p> <p>Total R53.7 million</p>	<p>Quarterly Evaluations July 2018</p> <p>October 2018</p> <p>January 2019</p> <p>April 2019</p>

Name of Public Entity	Mandate	Outputs	2018/19 budget	Date of next evaluation
		<ul style="list-style-type: none"> • Framework by BE employers to produce competent professionals and graduates for the BE industry by 30 March 2020. • To lead the implementation of the CBE Transformation Model by all BE stakeholders in order to increase the numbers, demographic and gender representative of BEPCs to reflect the demographics of the country by 30 March 2020. • To provide advice to Government of BE priority matters that are identified in the 2014-19 MTSF and the NDP, and provide information and knowledge management resources for the BE to inform government policy on an annual basis. • To act as an appeal body on matters of law referred to it in terms of legislation regulating the BEPCs, and to promote and enhance high standards of professional ethics within the BE. 		

Name of Public Entity	Mandate	Outputs	2018/19 budget	Date of next evaluation
Independent Development Trust (IDT)	The Mandate, as adopted by Cabinet in 1997, tasks the IDT to be “a government development agency that implements projects that are commissioned by government departments”.	<ul style="list-style-type: none"> To contribute to the State’s capacity by effectively implementing development programmes that deliver quality social infrastructure on time, within budget and scope To ensure a distinctive developmental approach to social infrastructure delivery that empowers communities to receive, own, manage and sustain their own development. To create an effective, efficient and sustainable organisation that is financially viable, compliant, results-based, efficient and focused. To build a sustainable organisation and maintaining a clean administration which is committed to the efficient application of resources, compliance with regulations and legislation and which is accountable. 	DPW Transfer R28.3 million Other Income R348.1 million Total R376.5 million	Quarterly Evaluations July 2018 October 2018 January 2019 April 2019

Name of Public Entity	Mandate	Outputs	2018/19 budget	Date of next evaluation
<p>Agrément South Africa (ASA)</p>	<p>Promote the use of innovative construction methods by providing assurance to specifiers and users via confirmation and certification of “fitness for purpose” after successfully carrying out technical assessment of non-standardised or unconventional products, construction systems, components, materials or devices for which no South African national standard or codes of practice exists, hereby supporting South Africa’s place and contribution in the global community.</p> <p>Facilitate the safe introduction, application and utilisation of satisfactory innovation and technology development in the construction industry as the internationally acknowledged, objective South African centre by providing assurance of fitness-for-purpose of such technologies which optimise resource utilisation and realise cost savings in the industry.</p>	<ul style="list-style-type: none"> • Technical reports and certificates of “fitness for purpose” of successfully assessed and certified results of non-standardised or unconventional products, construction systems, components, materials or devices for which no South African national standard or codes of practice exists. • Formulate and update performance criteria used as guidelines in the technical assessments process. Dissemination of information on appropriate innovative construction technologies and infrastructure to promote acceptance amongst the construction fraternity. • Technical assessment and certification of non-standardised innovative and non-standard building and construction products. • Service to consumers and user interests by providing assurance of fitness-for-purpose and value for money of innovative, non standardised construction technology as well as on-going quality assurance. 	<p>DPW Transfer R29.9 million</p> <p>Other Income R4.8 million</p> <p>Total R34.8 million</p>	<p>Quarterly Evaluations July 2018</p> <p>October 2018</p> <p>January 2019</p> <p>April 2019</p>

Name of Public Entity	Mandate	Outputs	2018/19 budget	Date of next evaluation
		<ul style="list-style-type: none"> • Working with the construction sector to facilitate the introduction of cost effective technology and non-standardised construction technology. • Dissemination of correct, objective and relevant information to all concerned in respect of the technical, socio-economic and regulatory aspects of innovative technology and non-standardised construction technology. • Provide support to policy makers at all levels and minimise the risk associated with the use of innovations. • Provide support on the application of the National Building Regulations. • Actively maintain international links with peer organisations and support to the South African construction industry in its export activities by facilitating the approval of South African innovative construction products in foreign countries. • Facilitate the acceptance of innovative products within the context of the government's new priorities and policies. 		

Table 48: The six Built Environment Professional Councils

Name of Built Environment Professional Council	Mandate	Date of next evaluation
<p>South African Council for the Property Valuers Profession (SACPVP)</p>	<p>The SACPVP Act requires and empowers SACPVP to perform the following functions:</p> <ol style="list-style-type: none"> 1. Establish a property valuers standards generating body and develop standards for property valuers education and professional competency 2. Visit education providers to evaluate programmes and accredit educational programmes that meet the educational requirements toward registration in each of the categories; 3. Register persons in professional categories who demonstrate competency against the standards for the categories; 4. Evaluate educational qualifications that are not already accredited or recognised; 5. Register persons who meet educational requirements in candidate categories; 6. Establish specified categories of registration to meet specific health and safety licensing requirements and register persons in these categories; 7. Require registered persons to renew registration at intervals and under conditions that the Council prescribes; 8. Enter into international agreements for the recognition of educational programmes and registration; 9. Develop and maintain a code of conduct, supported where necessary by codes of practice; 10. Investigate complaints of improper conduct against registered persons and conduct enquiries and impose sanctions as each case requires; 11. Annually publish guideline professional fees and scope of work; 12. Recognise Voluntary Associations (VAs); 13. Recommend to the Council for the Built Environment (CBE) SACPVP's identification of the type of property valuers work which may be performed by persons registered in any category. 14. Advise government and other parties and to take necessary steps to protect the public interest, health and safety, improve standards of property valuers services, create awareness of the need to protect the environment and conduct research. 	<p>Quarterly Evaluations July 2018</p> <p>October 2018</p> <p>January 2019</p> <p>April 2019</p>

Name of Built Environment Professional Council	Mandate	Date of next evaluation
Engineering Council of South Africa (ECSA)	<p>The Engineering Council of South Africa (ECSA) is a statutory body established in terms of the Engineering Profession Act, 2000 (Act No. 46 of 2000) (EPA). The EPA requires and empowers ECSA to perform the following functions:</p> <ol style="list-style-type: none"> 1. Establish an engineering standards generating body and develop standards for engineering education and professional competency; 2. Visit education providers to evaluate programmes and accredit educational programmes that meet the educational requirements toward registration in each of the categories; 3. Register persons in professional categories who demonstrate competency against the standards for the categories; 4. Evaluate educational qualifications that are not already accredited or recognised; 5. Register persons who meet educational requirements in candidate categories; 6. Establish specified categories of registration to meet specific health and safety licensing requirements and register persons in these categories; 7. Require registered persons to renew registration at intervals and under conditions that the council prescribes; 8. Enter into international agreements for the recognition of educational programmes and registration; 9. Develop and maintain a code of conduct, supported where necessary by codes of practice; 10. Investigate complaints of improper conduct against registered persons and conduct enquiries and impose sanctions as each case requires; 11. Annually publish guideline professional fees and scope of work; 12. Recognise Voluntary Associations (VA's); 13. Recommend to the Council for the Built Environment (CBE) ECSA's identification of the type of engineering work which may be performed by persons registered in any category; 14. To advise government and other parties and to take necessary steps to protect the public interest, health and safety, improve standards of engineering services, create awareness of the need to protect the environment and conduct research. 	<p>Quarterly Evaluations July 2018</p> <p>October 2018</p> <p>January 2019</p> <p>April 2019</p>

Name of Built Environment Professional Council	Mandate	Date of next evaluation
<p>The South African Council for the Architectural Profession (SACAP)</p>	<p>The Architectural Profession Act, 2000 (Act No. 44 of 2000) requires and empowers SACAP to perform the following functions:</p> <ol style="list-style-type: none"> 1. Establish a standards generating body and develop standards for architectural education and professional competency 2. Visit education providers to evaluate programmes and accredit educational programmes that meet the educational requirements toward registration in each of the categories; 3. Register persons in professional categories who demonstrate competency against the standards for the categories; 4. Evaluate educational qualifications that are not already accredited or recognised; 5. Register persons who meet educational requirements in candidate categories; 6. Establish specified categories of registration to meet specific health and safety licensing requirements and register persons in these categories; 7. Require registered persons to renew registration at intervals and under conditions that the council prescribes; 8. Enter into international agreements for the recognition of educational programmes and registration; 9. Develop and maintain a code of conduct, supported where necessary by codes of practice; 10. Investigate complaints of improper conduct against registered persons and conduct enquiries and impose sanctions as each case requires; 11. Annually publish guideline professional fees and scope of work; 12. Recognise Voluntary Associations (VAs); 13. Recommend to the Council for the Built Environment (CBE) SACAP's identification of the type of architectural work which may be performed by persons registered in any category. 14. Advise government and other parties and to take necessary steps to protect the public interest, health and safety, improve standards of architectural services, create awareness of the need to protect the environment and conduct research. 	<p>July 2018</p> <p>October 2018</p> <p>January 2019</p> <p>April 2019</p>

Name of Built Environment Professional Council	Mandate	Date of next evaluation
The South African Council for the Quantity Surveying Profession (SACQSP)	<p>The Quantity Surveying Profession Act, 2000 (Act No. 49 of 2000) requires and empowers SACQSP to perform the following functions:</p> <ol style="list-style-type: none"> 1. Establish a standards generating body and develop standards for quantity surveying education and professional competency; 2. Visit education providers to evaluate programmes and accredit educational programmes that meet the educational requirements toward registration in each of the categories; 3. Register persons in professional categories who demonstrate competency against the standards for the categories; 4. Evaluate educational qualifications that are not already accredited or recognised; 5. Register persons who meet educational requirements in candidate categories; 6. Establish specified categories of registration to meet specific health and safety licensing requirements and register persons in these categories; 7. Require registered persons to renew registration at intervals and under conditions that the Council prescribes; Enter into international agreements for the recognition of educational programmes and registration; 8. Develop and maintain a code of conduct, supported where necessary by codes of practice; 9. Investigate complaints of improper conduct against registered persons and conduct enquiries and impose sanctions as each case requires; 10. Annually publish guideline professional fees and scope of work; 11. Recognise Voluntary Associations (VA's); 12. Recommend to the Council for the Built Environment (CBE) SACQSP's identification of the type of quantity surveying work which may be performed by persons registered in any category. 13. Advise government and other parties and to take necessary steps to protect the public interest, health and safety, improve standards of quantity surveying services, create awareness of the need to protect the environment and conduct research. 	<p>Quarterly Evaluations July 2018</p> <p>October 2018</p> <p>January 2019</p> <p>April 2019</p>

Name of Built Environment Professional Council	Mandate	Date of next evaluation
<p>South African Landscape Architectural Professions (SACLAP)</p>	<p>The Landscape Architectural Profession Act, 2000 (Act No. 45 of 2000) requires and empowers SACLAP to perform the following functions:</p> <ol style="list-style-type: none"> 1. Establish a standards generating body and develop standards for landscape architectural education and professional competency; 2. Visit education providers to evaluate programmes and accredit educational programmes that meet the educational requirements toward registration in each of the categories; 3. Register persons in professional categories who demonstrate competency against the standards for the categories; 4. Evaluate educational qualifications that are not already accredited or recognised; 5. Register persons who meet educational requirements in candidate categories; 6. Establish specified categories of registration to meet specific health and safety licensing requirements and register persons in these categories; 7. Require registered persons to renew registration at intervals and under conditions that the Council prescribes; 8. Enter into international agreements for the recognition of educational programmes and registration; 9. Develop and maintain a code of conduct, supported where necessary by codes of practice; 10. Investigate complaints of improper conduct against registered persons and conduct enquiries and impose sanctions as each case requires; 11. Annually publish guideline professional fees and scope of work; 12. Recognise Voluntary Associations (VA's); 13. Recommend to the Council for the Built Environment (CBE) SACLAP's identification of the type of landscape architectural work which may be performed by persons registered in any category. 14. Advise government and other parties and to take necessary steps to protect the public interest, health and safety, improve standards of landscape architectural services, create awareness of the need to protect the environment and conduct research. 	<p>Quarterly Evaluations July 2018</p> <p>October 2018</p> <p>January 2019</p> <p>April 2019</p>

Name of Built Environment Professional Council	Mandate	Date of next evaluation
South African Council for Project and Construction Management Profession (SACPCMP)	<p>The Project and Construction Management Professions Act, 2000 (Act No. 48 of 2000) requires and empowers SACPCMP to perform the following functions:</p> <ol style="list-style-type: none"> 1. Establish a standards generating body and develop standards for project and construction management education and professional competency; 2. Visit education providers to evaluate programmes and accredit educational programmes that meet the educational requirements toward registration in each of the categories; 3. Register persons in professional categories who demonstrate competency against the standards for the categories; 4. Evaluate educational qualifications that are not already accredited or recognised; 5. Register persons who meet educational requirements in candidate categories; 6. Establish specified categories of registration to meet specific health and safety licensing requirements and register persons in these categories; 7. Require registered persons to renew registration at intervals and under conditions that the Council prescribes; 8. Enter into international agreements for the recognition of educational programmes and registration; 9. Develop and maintain a code of conduct, supported where necessary by codes of practice; 10. Investigate complaints of improper conduct against registered persons and conduct enquiries and impose sanctions as each case requires; 11. Annually publish guideline professional fees and scope of work; 12. Recognise Voluntary Associations (VA's); 13. Recommend to the Council for the Built Environment (CBE) SACPCMP's identification of the type of project and construction management work which may be performed by persons registered in any category. 14. Advise government and other parties and to take necessary steps to protect the public interest, health and safety, improve standards of project and construction management services, create awareness of the need to protect the environment and conduct research. 	<p>Quarterly Evaluations July 2018</p> <p>October 2018</p> <p>January 2019</p> <p>April 2019</p>

14. Public Private Partnerships

There are no Public Private Partnerships planned for the 2018/19 period





PART: D

**Annexures to the
Annual Performance Plan**

15. Amendments to the Five Year Strategic Plan

The Department introduced two new Strategic Objectives in 2017/18 with the establishment of the Professional Services function. The Department had intended to develop a series of asset management tools for the Property Management Trading Entity that would support the delivery of State infrastructure. These asset management tools require that a defined set of business processes and standard operating procedures to be firmly in place, however, these have not as yet been concluded. It is therefore not possible for the Department to develop asset management tools prior to the business processes and standard operating procedures being approved and hence Strategic Objective 2.3 has been removed from the 5 Year Strategic Plan.

Table 49: Strategic Objective 2.3 (Revised)

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

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

The Immovable Asset Register was transferred from Department to the PMTE on 01 April 2013. The PMTE acquired the immovable asset management functions from the Department over the 2013/14 and 2014/15 financial years. The budget related to the PMTE functions was transferred with effect from 01 April 2015 based on a new Programme Budget Structure for the same period. The immovable asset management function for the Prestige portfolio is also executed by the PMTE. The Department continues to oversee and monitor the implementation in line with the Prestige policies and Ministerial Handbook. The Department has therefore aligned the Five Year Strategic Plan and 2018/19 Annual Performance Plan with the activities that are funded within Programme 5 (Prestige Policy)

Table 50: Strategic objectives 5.1 (Revised)

Strategic objective 5.1	To improve the delivery of services to Prestige clients
Objective statement	Compilation of a User Asset Management Plans (U-AMP) to ensure optimal functional performance through the alignment of immovable assets with service delivery requirements. The U-AMP summarises the overall strategic intent of the client regarding its existing and long-term immovable asset requirements in line with GIAMA. The Prestige U-AMP is part of the U-AMP for the Department of Public Works,
Objective indicator	Number of complaint User Asset Management Plans (U-AMPs) completed for Prestige Portfolio
Baseline	1 compliant Prestige User Asset Management Plans (U-AMPs) completed with relevant prescripts
5 Year target	5 compliant User Asset Management Plans (U-AMPs) completed for Prestige Portfolio
Justification	To comply with legislative requirements of GIAMA in maximizing and coordinating the management of immovable assets in relation to service delivery objectives of Prestige Clients
Links	Strategic Goal 5: To oversee the efficient delivery of identified services to Prestige clients

Objective title	To improve the delivery of services to Prestige clients
Short definition	Ensure statutory compliance in the development of User Asset Management Plans (U-AMPs)
Purpose/importance	To ensure optimal functional performance through the alignment of immovable assets with service delivery requirements. The U-AMP summarises the overall strategic intent of the client regarding its existing and long-term immovable asset requirements in line with GIAMA.
Source/collection of data	WCS, PMIS, Immovable Asset Register and Feasibility Studies
Method of calculation	Simple count of the number of U-AMPs compiled for the Prestige Portfolio within the DPW Infrastructure Programme
Data limitations	Adequacy of information received from Prestige Clients, IAR information limited
Type of objective	Output
Calculation type	Non-cumulative
Reporting cycle	Annual
New objective	Yes
Desired performance	Annual compilation of a compliant Prestige U-AMPs completed with relevant prescripts
Objective responsibility	Chief Director: Prestige

16. Technical indicator descriptions

16.1 Programme 1: Administration

Sub programme: Management

Key Performance Indicator 1.1

Strategic Goal	To support service delivery in a smart, proactive and business centric manner that is aligned to statutory requirements				
Strategic Objective	Improve governance processes within the Department and PMTE				
Indicator Title	Number of initiatives undertaken to accelerate the transformation agenda of the Department				
Short description	The indicator is measuring the number of initiatives undertaken to strengthen and accelerate the transformation agenda of the Department which includes Advocacy initiatives; Stakeholder engagements; Capacity building initiatives				
Purpose/importance	The purpose is to provide mechanisms/tools to strengthen and accelerate the transformation agenda of the Department by mainstreaming the economic empowerment and participation of designated groups in departmental programmes (Women, Youth, and People with Disabilities). The interventions will be in the form of capacity building workshops, advocacy programmes, stakeholder engagements, monitoring reports on departmental progress on transformation.				
Source/collection of data	WCS, Supply Chain Data base, Employment Equity Report, Departmental M&E performance reports				
Method of calculation	A simple count of the number of transformation initiatives undertaken by the Department				
Unit of Measure	Number				
Data limitations	Unavailability of gender aggregated data				
Type of indicator	Output				
Calculation type	Non-cumulative				
Reporting cycle	Quarterly				
New indicator	Yes				
Desired performance	Gender responsive intervention mechanisms				
Indicator owner	Chief Directorate: Gender, Youth and People with Disability				
Indicator updater	Director: Gender, Youth and People with Disability				
Baseline	Year – 3 Audited Actual	Year – 2 Audited Actual	Year – 1 Audited Actual	Current Year (Estimated Performance)	
	12	24	30	36	
Annual Targets	2017/18(EP)	2018/19	2019/20	2020/21	2021/22
	36	36	36	36	36

Portfolio of Evidence	Schedule of transformation initiatives undertaken (supported by signed submission or signed report with attendance register)	Schedule of transformation initiatives undertaken (supported by signed submission or signed report with attendance register)	Schedule of transformation initiatives undertaken (supported by signed submission or signed report with attendance register)	Schedule of transformation initiatives undertaken (supported by signed submission or signed report with attendance register)	Schedule of transformation initiatives undertaken (supported by signed submission or signed report with attendance register)
Quarterly targets 2018/19	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
	9	9	9	9	
Portfolio of Evidence	Schedule of transformation initiatives undertaken (supported by signed submission or signed report with attendance register)	Schedule of transformation initiatives undertaken (supported by signed submission or signed report with attendance register)	Schedule of transformation initiatives undertaken (supported by signed submission or signed report with attendance register)	Schedule of transformation initiatives undertaken (supported by signed submission or signed report with attendance register)	

Key Performance Indicator 1.2

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

Baseline	Year – 3 Audited Actual	Year – 2 Audited Actual	Year – 1 Audited Actual	Current Year (Estimated Performance)	
	1.8	2.7	3.5	3.8	
Annual Targets	2017/18 (EP)	2018/19	2019/20	2020/21	2021/22
	3.8	4.0	4.0	4.0	4.0
Portfolio of Evidence	M&E Report on MPAT Analysis of Final Scores	M&E Report on MPAT Analysis of Final Scores	M&E Report on MPAT Analysis of Final Scores	M&E Report on MPAT Analysis of Final Scores	M&E Report on MPAT Analysis of Final Scores
Quarterly targets 2018/19	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
	-	-	4.0	-	
Portfolio of Evidence	-	-	M&E Report on MPAT Analysis of Final Scores	-	

Key Performance Indicator 1.3

Strategic Goal	To support service delivery in a smart, proactive and business centric manner that is aligned to statutory requirements
Strategic Objective	To combat fraud and corruption within the Department and PMTE
Indicator Title	Percentage of investigation initiated within 30 days in respect of validated allegations
Short description	The indicator is measuring the investigations that are initiated within 30 days of receipt of validated fraud and corruption allegations reported. The 30 day period commences after the allegations have been validated. This indicator is linked to Phase II of the Turnaround Strategy.
Purpose/importance	To ensure that all validated fraud and corruption allegations are investigated timeously. The investigation process cannot be confined to a specific time period as the nature of each case varies
Source/collection of data	Register of allegations maintained within the Anti-Corruption Unit.
Method of calculation	The number of investigations initiated within 30 days of an allegation being reported divided by the total number of investigations reported. <u>Number of investigations initiated within 30 days of an allegation being reported</u> Total number of investigations reported for the same period
Unit of Measure	Percentage
Data limitations	Inaccurate and/or incomplete Register of Allegations
Type of indicator	Output
Calculation type	Non -cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	100% of all investigations instituted within 30 days of receipt of admissible allegations.
Indicator owner	DDG Governance, Risk and Compliance
Indicator updater	Director: Fraud Awareness and Investigations

Baseline	Year – 3 Audited Actual	Year – 2 Audited Actual	Year – 1 Audited Actual	Current Year (Estimated Performance)	
	100% (35)	100% (50)	100% (28)	100% (30)	
Annual Targets	2017/18 (EP)	2018/19	2019/20	2020/21	2021/22
	100%	100%	100%	100%	100%
Portfolio of Evidence	Extract of Register of Allegations	Extract of Register of Allegations	Extract of Register of Allegations	Extract of Register of Allegations	Extract of Register of Allegations
Quarterly targets 2018/19	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
	100%	100%	100%	100%	
Portfolio of Evidence	Extract of Register of Allegations	Extract of Register of Allegations	Extract of Register of Allegations	Extract of Register of Allegations	

Key Performance Indicator 1.4

Strategic Goal	To support service delivery in a smart, proactive and business centric manner that is aligned to statutory requirements
Strategic Objective	To combat fraud and corruption within the Department and PMTE
Indicator Title	Number of interventions recommended resulting from fraud risk management
Short description	The indicator is measuring the interventions that have been identified to improve controls within the Department and PMTE based on fraud risk assessments that have been conducted.
Purpose/importance	Through fraud risk assessments the Department will be in a position to determine where there are areas that need to be improved and make such recommendations to the relevant line function managers which will lead to a reduction in fraud risk exposure
Source/collection of data	Fraud Risk Register
Method of calculation	A count of the interventions recommended to DPW and PMTE
Unit of Measure	Number
Data limitations	Fraud Risk Register not updated / Inaccurate Fraud Risk Register
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Bi Annual
New indicator	No
Desired performance	Reduction in the fraud and corruption risk levels across the Department
Indicator owner	DDG Governance, Risk and Compliance
Indicator updater	Director: Fraud Awareness and Investigations

Baseline	Year – 3 Audited Actual	Year – 2 Audited Actual	Year – 1 Audited Actual	Current Year (Estimated Performance)	
	-	-	2	2	
Annual Targets	2017/18 (EP)	2018/19	2019/20	2020/21	2021/22
	2	2	2	2	2
Portfolio of Evidence	Fraud risk register indicating interventions administered	Fraud risk register indicating interventions administered	Fraud risk register indicating interventions administered	Fraud risk register indicating interventions administered	Fraud risk register indicating interventions administered

Quarterly targets 2018/19	Quarter 1	Quarter 2	Quarter 3	Quarter 4
	-	1	-	1
Portfolio of Evidence	-	Fraud risk register indicating interventions administered	-	Fraud risk register indicating interventions administered

Key Performance Indicator 1.5

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

Baseline	Year – 3 Audited Actual	Year – 2 Audited Actual	Year – 1 Audited Actual	Current Year (Estimated Performance)
	400 mil	44% (R254 mil)	55% (R203 million)	80% (R160 million)

Annual Targets	2017/18 (EP)	2018/19	2019/20	2020/21	2021/22
	80% (R160 million)	100%	-	-	-
Portfolio of Evidence	Irregular expenditure register indicating the baseline of the prior year and current year	Irregular expenditure register indicating the baseline of the prior year and current year	-	-	-

Quarterly targets 2018/19	Quarter 1	Quarter 2	Quarter 3	Quarter 4
	-	-	-	100%
Portfolio of Evidence	-	-	-	Irregular expenditure register indicating the baseline of the prior year and current year

Key Performance Indicator 1.6

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

Baseline	Year – 3 Audited Actual	Year – 2 Audited Actual	Year – 1 Audited Actual	Current Year (Estimated Performance)	
	89% (60 522)	75% (20 209)	90% (21 418)	100% (22 712)	
Annual Targets	2017/18 (EP)	2018/19	2019/20	2020/21	2021/22
	100% (22 712)	100%	100%	100%	100%

Portfolio of Evidence	Reapatala Report indicating date of invoice received, status, compliance, date paid	Reapatala Report indicating date of invoice received, status, compliance, date paid	Reapatala Report indicating date of invoice received, status, compliance, date paid	Reapatala Report indicating date of invoice received, status, compliance, date paid	Reapatala Report indicating date of invoice received, status, compliance, date paid
Quarterly targets 2018/19	Quarter 1 100%	Quarter 2 100%	Quarter 3 100%	Quarter 4 100%	
Portfolio of Evidence	Reapatala Report indicating date of invoice received, status, compliance, date paid	Reapatala Report indicating date of invoice received, status, compliance, date paid	Reapatala Report indicating date of invoice received, status, compliance, date paid	Reapatala Report indicating date of invoice received, status, compliance, date paid	

Key Performance Indicator 1.7

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

Baseline	Year – 3 Audited Actual	Year – 2 Audited Actual	Year – 1 Audited Actual	Current Year (Estimated Performance)	
		119	78% (20)	49% (401)	65% (340)
Annual Targets	2017/18 (EP)	2018/19	2019/20	2020/21	2021/22
	65% (340)	70%	75%	80%	85%
Portfolio of Evidence	Register of bids awarded (above R 500 000) indicating the date of tender closure and award date (supported by letter of award)	Register of bids awarded (above R 500 000) indicating the date of tender closure and award date (supported by letter of award)	Register of bids awarded (above R 500 000) indicating the date of tender closure and award date (supported by letter of award)	Register of bids awarded (above R 500 000) indicating the date of tender closure and award date (supported by letter of award)	Register of bids awarded (above R 500 000) indicating the date of tender closure and award date (supported by letter of award)
Quarterly targets 2018/19	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
	70%	70%	70%	70%	
Portfolio of Evidence	Register of bids awarded (above R 500 000) indicating the date of tender closure and award date (supported by letter of award)	Register of bids awarded (above R 500 000) indicating the date of tender closure and award date (supported by letter of award)	Register of bids awarded (above R 500 000) indicating the date of tender closure and award date (supported by letter of award)	Register of bids awarded (above R 500 000) indicating the date of tender closure and award date (supported by letter of award)	

Key Performance Indicator 1.8

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

Indicator owner	Chief Financial Officer				
Indicator updater	Chief Director: Supply Chain Management				
Baseline	Year – 3 Audited Actual	Year – 2 Audited Actual	Year – 1 Audited Actual	Current Year (Estimated Performance)	
	873	58% (268)	83% (31)	85% (121)	
Annual Targets	2017/18 (EP)	2018/19	2019/20	2020/21	2021/22
	85% (121)	88%	90%	90%	90%
Portfolio of Evidence	Register of quotations awarded (below R500 000) indicating date of requisition and award date (supported with letters of appointment/purchase order)	Register of quotations awarded (below R500 000) indicating date of requisition and award date (supported with letters of appointment/purchase order)	Register of quotations awarded (below R500 000) indicating date of requisition and award date (supported with letters of appointment/purchase order)	Register of quotations awarded (below R500 000) indicating date of requisition and award date (supported with letters of appointment/purchase order)	Register of quotations awarded (below R500 000) indicating date of requisition and award date (supported with letters of appointment/purchase order)
Quarterly targets 2018/19	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
	88%	88%	88%	88%	
Portfolio of Evidence	Register of quotations awarded (below R500 000) indicating date of requisition and award date (supported with letters of appointment/purchase order)	Register of quotations awarded (below R500 000) indicating date of requisition and award date (supported with letters of appointment/purchase order)	Register of quotations awarded (below R500 000) indicating date of requisition and award date (supported with letters of appointment/purchase order)	Register of quotations awarded (below R500 000) indicating date of requisition and award date (supported with letters of appointment/purchase order)	

Key Performance Indicator 1.9

Strategic Goal	To support service delivery in a smart, proactive and business centric manner that is aligned to statutory requirements			
Strategic Objective	To provide a compliant internal control, financial and SCM service			
Indicator Title	Percentage of procurement spend for bids awarded to designated groups in line with Preferential Procurement Regulations 2017			
Short description	<p>The indicator is measuring the procurement spend (quotations and tenders) awarded to Designated Groups as defined in the PPR of 2017:</p> <ul style="list-style-type: none"> • B-BBEE status level of contributor, • An EME or QSE; • Bidders that subcontract a minimum 30% of their contract to any of the following groups - an EME or QSE which is at least 51% owned by black people, • black people who are women, • black people who are youth, • black people with disabilities, • black people living in rural or undeveloped areas or townships, • cooperatives which is 51% owned by black people, • black people who are Military Veterans to accelerate empowerment of these groups through Public Sector Procurement. <p>to accelerate empowerment of these groups through Public Sector Procurement.</p>			
Purpose/importance	To leverage procurement spend to promote socio-economic transformation and empowerment of Designated Groups in line with the Preferential Procurement Regulations of 2017			
Source/collection of data	<p>Register of all bids and quotations awarded in the Department.</p> <p>The data is collected from executing units and consolidated by Head Office: Supply Chain Management</p>			
Method of calculation	<p>Calculate the rand value of bids awarded to Designated Groups and express this as a percentage of the total value of bids awarded for the same period</p> <p><u>Calculate the rand value of bids awarded to Designated Groups</u> Total rand value of bids awarded over the same period</p>			
Unit of Measure	Percentage			
Data limitations	None			
Type of indicator	Output			
Calculation type	Non-cumulative			
Reporting cycle	Quarterly			
New indicator	Yes			
Desired performance	To ensure that 70% rand value of bids is awarded to Designated Groups in line with the PPR of 2017			
Indicator owner	Chief Financial Officer			
Indicator updater	Chief Director: Supply Chain Management			
Baseline	Year – 3 Audited Actual	Year – 2 Audited Actual	Year – 1 Audited Actual	Current Year (Estimated Performance)
	-	-	-	70%

Annual Targets	2017/18 (EP)	2018/19	2019/20	2020/21	2021/22
		70%	75%	80%	85%
Portfolio of Evidence	Register of awards indicating awarded amount and Designated Groups (Supported by PA40)	Register of awards indicating awarded amount and Designated Groups (Supported by PA40)	Register of awards indicating awarded amount and Designated Groups (Supported by PA40)	Register of awards indicating awarded amount and Designated Groups (Supported by PA40)	Register of awards indicating awarded amount and Designated Groups (Supported by PA40)
Quarterly targets 2018/19	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
	75%	75%	75%	75%	
Portfolio of Evidence	Register of awards indicating awarded amount and Designated Groups (Supported by PA40)	Register of awards indicating awarded amount and Designated Groups (Supported by PA40)	Register of awards indicating awarded amount and Designated Groups (Supported by PA40)	Register of awards indicating awarded amount and Designated Groups (Supported by PA40)	Register of awards indicating awarded amount and Designated Groups (Supported by PA40)

Key Performance Indicator 1.10

Strategic Goal	To support service delivery in a smart, proactive and business centric manner that is aligned to statutory requirements
Strategic Objective	To provide a compliant internal control, financial and SCM service
Indicator Title	Percentage of bids awarded to designated groups in line with Preferential Procurement Regulations 2017
Short description	<p>The indicator is measuring the percentage of bids (quotations and tenders) awarded to Designated Groups as defined in the PPR of 2017:</p> <ul style="list-style-type: none"> • B-BBEE status level of contributor, • An EME or QSE; • Bidders that subcontract a minimum 30% of their contract to any of the following groups - an EME or QSE which is at least 51% owned by black people, • black people who are women, • black people who are youth, • black people with disabilities, • black people living in rural or undeveloped areas or townships, • cooperatives which is 51% owned by black people, • black people who are Military Veterans to accelerate empowerment of these groups through Public Sector Procurement. <p>to accelerate empowerment of these groups through Public Sector Procurement.</p>
Purpose/importance	To leverage procurement spend to promote socio-economic transformation and empowerment of designated Groups in line with the Preferential Procurement Regulations of 2017
Source/collection of data	<p>Register of all bids and quotations awarded in the Department.</p> <p>The data is collected from executing units and consolidated by Head Office: Supply Chain Management.</p>

Method of calculation	Count the number of bids awarded to the Designated Groups and express this as a percentage of the total number of bids awarded for the same period <u>Count the number of bids awarded to Designated Groups</u> Total number of bids awarded for the same period				
Unit of Measure	Percentage				
Data limitations	None				
Type of indicator	Output				
Calculation type	Non-cumulative				
Reporting cycle	Quarterly				
New indicator	Yes				
Desired performance	To ensure that 70% of bids are awarded to Designated Groups in line with the PPR of 2017				
Indicator owner	Chief Financial Officer				
Indicator updater	Chief Director: Supply Chain Management				
Baseline	Year – 3 Audited Actual	Year – 2 Audited Actual	Year – 1 Audited Actual	Current Year (Estimated Performance)	
	-	-	-	70%	
Annual Targets	2017/18 (EP)	2018/19	2019/20	2020/21	2021/22
	70%	75%	80%	85%	90%
Portfolio of Evidence	Register of awards indicating awarded amount and Designated Groups (Supported by PA40)	Register of awards indicating awarded amount and Designated Groups (Supported by PA40)	Register of awards indicating awarded amount and Designated Groups (Supported by PA40)	Register of awards indicating awarded amount and Designated Groups (Supported by PA40)	Register of awards indicating awarded amount and Designated Groups (Supported by PA40)
Quarterly targets 2018/19	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
	75%	75%	75%	75%	
Portfolio of Evidence	Register of awards indicating awarded amount and Designated Groups (Supported by PA40)	Register of awards indicating awarded amount and Designated Groups (Supported by PA40)	Register of awards indicating awarded amount and Designated Groups (Supported by PA40)	Register of awards indicating awarded amount and Designated Groups (Supported by PA40)	

Key Performance Indicator 1.11

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

Baseline	Year – 3 Audited Actual	Year – 2 Audited Actual	Year – 1 Audited Actual	Current Year (Estimated Performance)
	1 626	100% (603 appointments and 107 promotions)	52% (129)	69% (94)

Annual Targets	2017/18 (EP)	2018/19	2019 /2020	2020/21	2021/22
	69% (94)	100%	100%	100%	100%
Portfolio of Evidence	Database with dates of posts advertised and filled	Database with dates of posts advertised and filled	Database with dates of posts advertised and filled	Database with dates of posts advertised and filled	Database with dates of posts advertised and filled

Quarterly targets 2018/19	Quarter 1	Quarter 2	Quarter 3	Quarter 4
	100%	100%	100%	100%
Portfolio of Evidence	Database with dates of posts advertised and filled	Database with dates of posts advertised and filled	Database with dates of posts advertised and filled	Database with dates of posts advertised and filled

Key Performance Indicator 1.12

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

Baseline	Year – 3 Audited Actual	Year – 2 Audited Actual	Year – 1 Audited Actual	Current Year (Estimated Performance)
	-	-	2 Modules (Lease In and IAR) developed and all users trained at Head Office and Regional Offices. Additional Modules developed which include GIS integration, Facilities Management call centre and Movable assets	User Acceptance Testing and training conducted on the Facilities Management Call Centre, Movable Assets and Immovable Asset Register modules.

Annual Targets	2017/18 (EP)	2018/19	2019/20	2020/21	2021/22
	User Acceptance Testing and training conducted on the Facilities Management Call Centre, Movable Assets and Immovable Asset Register modules.	5 modules implemented (Condition Assessment, Scheduled maintenance, lease in, lease out and Construction Project Management)	1 module implemented (Investment Analysis)	-	-
Portfolio of Evidence	Signed off user acceptance testing and training	Signed off user acceptance testing and training	Signed off user acceptance testing and training	-	-

Quarterly targets 2018/19	Quarter 1	Quarter 2	Quarter 3	Quarter 4
	1 module implemented (lease in)	1 module implemented (scheduled maintenance)	1 module implemented (lease out)	2 modules implemented (condition assessment and Construction Project Management)
Portfolio of Evidence	Signed off user acceptance testing and training	Signed off user acceptance testing and training	Signed off user acceptance testing and training	Signed off user acceptance testing and training

Key Performance Indicator 1.13

Strategic Goal	To support service delivery in a smart, proactive and business centric manner that is aligned to statutory requirements
Strategic Objective	To provide and enterprise ICT architecture to support all business functions
Indicator Title	Number of modules enhanced as per ERP implementation plan
Short description	The indicator is measuring the improvements to the functionalities of the implemented ERP modules utilised by the end users. The additional requirements that are provided by the end users inform improvements to the functionalities of the existing modules.
Purpose/importance	To enhance the existing modules on the ERP System in order to provide integrated data for business decisions
Source/collection of data	End users enhancements requirements and ERP implementation plan
Method of calculation	Simple count of the modules enhanced and tested on the ARCHIBUS system for Head Office and each Regional Offices
Unit of Measure	Number
Data limitations	None
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	ICT modules implemented for use by the end user that will automate all data and inform business decisions.
Indicator owner	Deputy Director-General Corporate Services
Indicator updater	Chief Director: Information Services

Baseline	Year – 3 Audited Actual	Year – 2 Audited Actual	Year – 1 Audited Actual	Current Year (Estimated Performance)	
	-	-	-	-	
Annual Targets	2017/18 (EP)	2018/19	2019/20	2020/21	2021/22
	-	4	4	3	-
Portfolio of Evidence	-	System logs indicating enhancements before and after implementation	System logs indicating enhancements before and after implementation	System logs indicating enhancements before and after implementation	-
Quarterly targets 2018/19	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
	-	-	2	2	
Portfolio of Evidence	-	-	System logs indicating enhancements before and after implementation	System logs indicating enhancements before and after implementation	

Key Performance Indicator 1.14

Strategic Goal	To support service delivery in a smart, proactive and business centric manner that is aligned to statutory requirements
Strategic Objective	To provide an enterprise ICT architecture to supports all business functions
Indicator Title	ERP system developed for the Public Works Sector
Short description	Development of an Enterprise Resource Planning System for the sector that will be used for infrastructure management functions such as the Immovable Asset Register, Facilities Management, Lease Management and Construction Project Management amongst others.
Purpose/importance	To have a single system for the Public Works Sector in order to have interoperability
Source/collection of data	Project implementation plan
Method of calculation	None
Unit of Measure	None
Data limitations	Lack of / inadequate information obtained from Provinces on current ERPs
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Annual
New indicator	No
Desired performance	To develop and implement an ERP system for the Public Works Sector to serve the long term needs of the sector
Indicator owner	Deputy Director-General Corporate Services
Indicator updater	Chief Director: Information Services

Baseline	Year – 3 Audited Actual	Year – 2 Audited Actual	Year – 1 Audited Actual	Current Year (Estimated Performance)	
	-	-	-	Baseline assessment of ERP system for the Public Works Sector completed	
Annual Targets	2017/18 (EP)	2018/19	2019 /2020	2020/21	2021/22
	Baseline assessment of ERP system for the Public Works Sector completed	Feasibility study on the ERP system for the Public Works Sector developed	Phase 1 of the ERP system implemented for the Public Works Sector	Phase 2 of the ERP system implemented for the sector	-
Portfolio of Evidence	Baseline assessment report	Feasibility report	User Acceptance Test results for the Public Works Sector	Phase 2 of the ERP system implemented for the sector	-
Quarterly targets 2018/19	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
	-	-	-	Feasibility study on the ERP system for the Public Works Sector developed	
Portfolio of Evidence	-	-	-	Feasibility report	

Key Performance Indicator 1.15

Strategic Goal:	To support service delivery in a smart, proactive and business centric manner that is aligned to statutory requirements
Strategic Objective:	To protect the interests of the Department by providing legal services
Indicator Title	Percentage of reported fraud and corruption misconduct cases subjected to disciplinary processes
Short description	The indicator is measuring the percentage of reported fraud and corruption misconduct cases subjected to disciplinary processes to ensure that officials that are found to be guilty of acts of fraud and corruption are held accountable. There can be no time period specified for the completion of the disciplinary process since each case is different in nature.
Purpose/importance	To root out fraud and corruption in the Department of Public Works by employees.
Source/collection of data	All Business Units in the Department The data is collected from executing units and consolidated by Head Office: Corporate Services
Method of calculation	<u>The number of reported fraud and corruption misconduct cases subjected to disciplinary processes</u> The total number of fraud and corruption cases reported for the same period
Unit of Measure	Percentage
Data limitations	Non availability of information to investigate allegations of misconduct.
Type of indicator	Output
Calculation type	Non-Cumulative
Reporting cycle	Quarterly

New indicator	No				
Desired performance	All reported fraud and corruption misconduct cases finalised within reasonable period.				
Indicator owner	Chief Director: Legal Services				
Indicator updater	Director: Labour Relations				
Baseline	Year – 3 Audited Actual	Year – 2 Audited Actual	Year – 1 Audited Actual	Current Year (Estimated Performance)	
	3	4	100% (7)	100% (5)	
Annual Targets	2017/18 (EP)	2018/19	2019 /2020	2020/21	2021/22
	100% (5)	100%	100%	100%	100%
Portfolio of Evidence	Annual oversight report	Annual oversight report	Annual oversight report	Annual oversight report	Annual oversight report
Quarterly targets 2018/19	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
	100%	100%	100%	100%	
Portfolio of Evidence	Database of misconduct cases	Database of misconduct cases	Database of misconduct cases	Database of misconduct cases	

Key Performance Indicator 1.16

Strategic Goal:	To support service delivery in a smart, proactive and business centric manner that is aligned to statutory requirements
Strategic Objective:	To protect the interests of the Department by providing legal services
Indicator Title	Percentage of default judgments against the Department prevented
Short description	The Department faces litigation cases on an on-going basis. The indicator is measuring how effective litigations cases are managed by preventing default judgements from being granted, in other words, the Department should not face fruitless or wasteful expenditure
Purpose/importance	To ensure that the Department proactively manages litigation and prevents default judgements from taking place and protect the interests of the Department
Source/collection of data	Register book used for receiving legal correspondence (summons, applications), Litigation workbook for all matters-provide status of each matter The data is collected from executing units and consolidated by Head Office: Corporate Services
Method of calculation	<u>Number of default judgements prevented</u> Total number of default judgements
Unit of Measure	Percentage
Data limitations	Delays in summons served to the Department that are late or are served at a wrong address
Type of indicator	Output
Calculation type	Non-Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	All litigious matters served to the Department are timeously defended and/or settled
Indicator owner	Chief Director: Legal Services
Indicator updater	Director: Legal Services

Baseline	Year – 3 Audited Actual	Year – 2 Audited Actual	Year – 1 Audited Actual	Current Year (Estimated Performance)	
	86% (13)	98% (2)	99% (1)	100% (0)	
Annual Targets	2017/18 (EP)	2018/19	2019 /2020	2020/21	2021/22
	100% (0)	100%	100%	100%	100%
Portfolio of Evidence	Consolidated litigation workbook	Consolidated litigation workbook	Consolidated litigation workbook	Consolidated litigation workbook	Consolidated litigation workbook
Quarterly targets 2018/19	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
	100%	100%	100%	100%	
Portfolio of Evidence	Consolidated litigation workbook	Consolidated litigation workbook	Consolidated litigation workbook	Consolidated litigation workbook	

16.2 Programme 2: Intergovernmental Coordination

Key Performance Indicator 2.1

Strategic Goal	To provide oversight of the Public Works Sector			
Strategic Objective	To ensure integrated planning and coordination of concurrent functions			
Indicator Title	Number of performance review reports for the Sector Programme of Action presented to Technical MinMec			
Short description	The indicator is measuring the number of performance review reports that are developed and monitored on the performance of the Public Works Sector to ensure a coordinated approach for the implementation of concurrent function of Public Works Sector			
Purpose/importance	Ensuring alignment and synergy of concurrent functions within the sector considering various critical interventions for service delivery implementation in the Sector			
Source/collection of data	Agreed POA for the sector through Technical MinMec workshop			
Method of calculation	Simple count of the number of performance review reports presented for discussion at Technical MinMec			
Unit of Measure	Number			
Data limitations	Incomplete/ inaccurate performance information received from national / provinces			
Type of indicator	Output			
Calculation type	Non-cumulative			
Reporting cycle	Bi-annual			
New indicator	No			
Desired performance	Completed reports tabled at Technical MinMec showing a positive trend in the service delivery performance of the sector			
Indicator owner	Deputy Director-General: Intergovernmental Coordination			
Indicator updater	Chief Director: Intergovernmental Relations			
Baseline	Year – 3 Audited Actual	Year – 2 Audited Actual	Year – 1 Audited Actual	Current Year (Estimated Performance)
	-	-	-	2

Annual Targets	2017/18 (EP)	2018/19	2019/20	2020/21	2021/22
		2	2	2	2
Portfolio of Evidence	Copy of reports tabled at Technical MinMec	Copy of reports tabled at Technical MinMec	Copy of reports tabled at Technical MinMec	Copy of reports tabled at Technical MinMec	Copy of reports tabled at Technical MinMec
Quarterly targets 2018/19	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
	-	1	-	1	
Portfolio of Evidence	-	Copy of report tabled at Technical MinMec	-	Copy of report tabled at Technical MinMec	

Key Performance Indicator 2.2

Strategic Goal:	To provide oversight of the Public Works Sector				
Strategic Objective:	To ensure integrated planning and coordination of concurrent functions				
Indicator Title	Number of agreements signed for joint service delivery with IGR Partners				
Short description	Cooperation and protocol agreements signed with Provinces, Municipalities and National Government Departments for collaboration in areas where joint service delivery is required				
Purpose/importance	To ensure that the National Department of Public Works and relevant sphere of Government achieve maximum impact in identified service delivery areas				
Source/collection of data	Provincial Growth and Development Strategy (PGDS) , IDPS, APPS and Strategic Plans of the Public Bodies				
Method of calculation	Simple count of signed agreements between the Department and the relevant Provincial / Municipal Department				
Unit of Measure	Number				
Data limitations	None				
Type of indicator	Outputs				
Calculation type	Non-cumulative				
Reporting cycle	Quarterly				
New indicator	No				
Desired performance	Signed agreements with relevant sphere of Government that enhances service delivery implementation				
Indicator owner	Deputy Director-General: Intergovernmental Coordination				
Indicator updater	Chief Director: Intergovernmental Relations				
Baseline	Year – 3 Audited Actual	Year – 2 Audited Actual	Year – 1 Audited Actual	Year– (Current) Audited Actual	
	-	2	10	15	
Annual Targets	2017/18 (EP)	2018/19	2019/20	20120/21	2021/22
	15	15	15	15	15
Portfolio of Evidence	Signed agreements between Department and relevant IGR Partners	Signed agreements between Department and relevant IGR Partners	Signed agreements between Department and relevant IGR Partners	Signed agreements between Department and relevant IGR Partners	Signed agreements between Department and relevant IGR Partners

Quarterly targets 2018/19	Quarter 1	Quarter 2	Quarter 3	Quarter 4
	-	5	5	5
Portfolio of Evidence	-	Signed agreements between Department and relevant IGR Partners	Signed agreements between Department and relevant IGR Partners	Signed agreements between Department and relevant IGR Partners

Key Performance Indicator 2.3

Strategic Goal:	To provide oversight of the Public Works Sector				
Strategic Objective:	To ensure integrated planning and coordination of concurrent functions				
Indicator Title	Number of reviews conducted on the intergovernmental governance structures				
Short description	To determine the efficiency and effectiveness of the IGR governance structures in the delivery of concurrent functions and identify the areas of improvements in collaboration with Provinces. The intention is to improve planning and coordination within the sector so that service delivery is undertaken in a coherent manner				
Purpose/importance	To improve the coordination and collaboration within the Public Works Sector				
Source/collection of data	IGR structures governance protocol and TOR's IGR approved policy				
Method of calculation	Simple count of reviews conducted on the identified intergovernmental structures				
Unit of Measure	Number				
Data limitations	None				
Type of indicator	Output				
Calculation type	Non-Cumulative				
Reporting cycle	Annual				
New indicator	No				
Desired performance	Effective coordination of the sector and smooth decision making processes				
Indicator owner	Deputy Director-General: Intergovernmental Coordination				
Indicator updater	Chief Director: Intergovernmental Relations				
Baseline	Year – 3 Audited Actual	Year – 2 Audited Actual	Year – 1 Audited Actual	Current Year (Estimated Performance)	
	-	-	2	2	
Annual Targets	2017/18 (EP)	2018/19	2019/20	2020/21	2021/22
	2	1	1	1	1
Portfolio of Evidence	Stakeholder survey report	Stakeholder survey report	Stakeholder survey report	Stakeholder survey report	Stakeholder survey report
Quarterly targets 2018/19	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
	-	-	-	1	
Portfolio of Evidence	-	-	-	Stakeholder survey report	

Sub Programme: Professional Services

Key Performance Indicator 2.4

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

Baseline	Year – 3 Audited Actual	Year – 2 Audited Actual	Year – 1 Audited Actual	Current Year (Estimated Performance)
	1 114	1 294	1 542	1 075

Annual Targets	2017/18 (EP)	2018/19	2019/20	2020/21	2021/22
	1 075	1 100	350	350	350

Portfolio of Evidence	2017/18 (EP)	2018/19	2019/20	2020/21	2021/22
	Database with list of beneficiaries (supported by letter of appointment)	Database with list of beneficiaries (supported by letter of appointment)	Database with list of beneficiaries (supported by letter of appointment)	Database with list of beneficiaries (supported by letter of appointment)	Database with list of beneficiaries (supported by letter of appointment)

Quarterly targets 2018/19	Quarter 1	Quarter 2	Quarter 3	Quarter 4
	-	-	-	1 100
Portfolio of Evidence	-	-	-	Database with list of beneficiaries (supported by letter of appointment)

Key Performance Indicator 2.5

Strategic Goal	To build state capacity in the Built Environment Professionals				
Strategic Objective	To restore the skills pipeline in the built environment				
Indicator Title	Number of Provinces with State capacity building programmes in the built environment aligned to the skills pipeline programme				
Short description	The indicator is measuring the number of Provinces that are planning or implementing State capacity building programmes in the built environment that are identified and aligned to the skills pipeline strategy. The National Department of Public Works as the lead coordinator of the implementation of technical capacity building drives efforts within the sector				
Purpose/importance	The purpose is to restore the built environment pipeline strategy to ensure critical and scarce skills are created for the State. This intervention contributes to the National Infrastructure Development Act, the National Skills Development Strategy III, and the National Development Plan vision 2030 that articulates the importance of a “capable state” through accelerated production of Artisans and black built environment professionals.				
Source/collection of data	Professional Services performance report				
Method of calculation	Simple count of number of Provinces with state capacity building programmes in the built environment that are aligned to the skills pipeline strategy.				
Unit of Measure	Number				
Data limitations	None				
Type of indicator	Output				
Calculation type	Non -cumulative				
Reporting cycle	Annual				
New indicator	Yes				
Desired performance	To ensure the maximum number of provinces with capacity building programmes aligned to the skills pipeline strategy. Seamless national coordination of capacity building interventions.				
Indicator owner	Deputy Director-General: Professional Services				
Indicator updater	Chief Director: Professional Services				
Baseline	Year – 3 Audited Actual	Year – 2 Audited Actual	Year – 1 Audited Actual	Current Year (Estimated Performance)	
	-	-	-	-	
Annual Targets	2017/18 (EP)	2018/19	2019/20	2020/21	2021/22
	-	3	3	3	-
Portfolio of Evidence	-	Signed report showing number of provinces with capacity building programmes aligned to the skills pipeline	Signed report showing number of provinces with capacity building programmes aligned to the skills pipeline	Signed report showing number of provinces with capacity building programmes aligned to the skills pipeline	-

Quarterly targets 2018/19	Quarter 1	Quarter 2	Quarter 3	Quarter 4
	-	-	-	3
Portfolio of Evidence	-	-	-	Signed report showing number of provinces with capacity building programmes aligned to the skills pipeline

Key Performance Indicator 2.6

Strategic Goal	To build state capacity for skills in the built environment			
Strategic Objective	To establish the skills pipeline in the built environment			
Indicator Title	Number of Schools Programme participants graduating matric with a Bachelors' Degree pass			
Short description	The indicator is measuring the number of learners that have participated in the Schools Programme, from grade 10 up to grade 12, offered by the Department of Public Works for the enhancement of maths and science learners who obtain a bachelor's pass making them eligible to enrol at University for a built environment and/or property sector qualification.			
Purpose/importance	The purpose is to increase the number of graduates in the built environment and property sector which are considered as scarce skills areas. This intervention is part of the National Capacity Building Framework of the Department aligned to the National Development Plan that articulates the accelerated production of black Built Environment Professionals.			
Source/collection of data	List of Grade 12 participants in the Schools Programme identified from various schools. Department of Basic Education – Matric results			
Method of calculation	A simple count of the number of Schools Programme participants that have passed matric with a Bachelors' degree pass in Grade 12			
Unit of Measure	Number			
Data limitations	None			
Type of indicator	Output			
Calculation type	Non -cumulative			
Reporting cycle	Annual			
New indicator	Yes			
Desired performance	To ensure the maximum pass rates for learners within the Department's schools programme			
Indicator owner	Deputy Director-General: Professional Services			
Indicator updater	Chief Director: Professional Services			
Baseline	Year – 3 Audited Actual	Year – 2 Audited Actual	Year – 1 Audited Actual	Current Year (Estimated Performance)
	-	-	-	-

Annual Targets	2017/18 (EP)	2018/19	2019/20	2020/21	2021/22
	-	30	40	40	40
Portfolio of Evidence	-	Database with list of beneficiaries in Grade 12 (supported with academic record)	Database with list of beneficiaries in Grade 12 (supported with academic record)	Database with list of beneficiaries in Grade 12 (supported with academic record)	Database with list of beneficiaries in Grade 12 (supported with academic record)
Quarterly targets 2018/19	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
	-	-	-	30	
Portfolio of Evidence	-	-	-	Database with list of beneficiaries in Grade 12 (supported with academic record)	

Key Performance Indicator 2.7

Strategic Goal	To build state capacity for skills in the built environment			
Strategic Objective	To establish the skills pipeline in the built environment			
Indicator Title	Number of bursary scheme beneficiaries with completed Built Environment Qualifications.			
Short description	The indicator is measuring the number of Department of Public Works bursary holders that have completed their Built Environment or Property Sector Qualifications at University.			
Purpose/importance	The purpose is to increase the number of graduates in the built environment and property sector which are considered as scarce skills areas. This intervention is part of the National Capacity building Framework of the Department aligned to the National Development Plan that articulates the accelerated production of black Built Environment Professionals.			
Source/collection of data	List of beneficiaries that have received Public Works Bursaries Academic records of beneficiaries from the Department of Higher Education and Training			
Method of calculation	A simple count of the number of bursary scheme beneficiaries that have completed their Built Environment or Property Sector Qualifications			
Unit of Measure	Number			
Data limitations	None			
Type of indicator	Output			
Calculation type	Non -Cumulative			
Reporting cycle	Annual			
New indicator	Yes			
Desired performance	To ensure the maximum participation of participants in the Department’s skills development programme			
Indicator owner	Deputy Director-General: Professional Services			
Indicator updater	Chief Director: Professional Services			
Baseline	Year – 3 Audited Actual	Year – 2 Audited Actual	Year – 1 Audited Actual	Current Year (Estimated Performance)
	-	-	-	-

Annual Targets	2017/18 (EP)	2018/19	2019/20	2020/21	2021/22
	-	30	30	30	30
Portfolio of Evidence	-	Database with list of beneficiaries in graduating university (supported with academic record)	Database with list of beneficiaries in graduating university (supported with academic record)	Database with list of beneficiaries in graduating university (supported with academic record)	Database with list of beneficiaries in graduating university (supported with academic record)
Quarterly targets 2018/19	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
	-	-	-	30	
Portfolio of Evidence	-	-	-	Database with list of beneficiaries in graduating university (supported with academic record)	

Key Performance Indicator 2.8

Strategic Goal	To build state capacity for skills in the built environment			
Strategic Objective	To establish the skills pipeline in the built environment			
Indicator Title	National Department of Public Works Academy established			
Short description	The indicator is measuring the progressive stages towards the establishment of National Department of Public Works Academy (Head Office and Regional Offices)			
Purpose/importance	There is a critical need to establish permanent technical development centre of excellence for the National Department of Public Works to implement and facilitate technical capacity building programmes.			
Source/collection of data	Professional Services performance report, built environment research			
Method of calculation	None			
Unit of Measure	None			
Data limitations	None			
Type of indicator	Output			
Calculation type	Non -cumulative			
Reporting cycle	Quarterly			
New indicator	Yes			
Desired performance	To ensure that a National Department of Public Works Academy is launched for continuous professional development and preparing candidates for assessments towards professional registration			
Indicator owner	Deputy Director-General: Professional Services			
Indicator updater	Chief Director: Professional Services			
Baseline	Year – 3 Audited Actual	Year – 2 Audited Actual	Year – 1 Audited Actual	Current Year (Estimated Performance)
	-	-	-	-

Annual Targets	2017/18 (EP)	2018/19	2019/20	2020/21	2021/22
	-	Public Works Academy concept document approved	Launch of the Public Works Academy	Public Works Academy Operational	-
Portfolio of Evidence	-	Signed Public Works Academy concept document	Official communique for the launch of the Public Works Academy	Database with list of beneficiaries within the Public Works Academy	-
Quarterly targets 2018/19	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
	Project Plan for Public Works Academy approved	Draft Public Works Academy concept document developed	Draft Public Works Academy concept document tabled at EXCO	Public Works Academy concept document approved	
Portfolio of Evidence	Approved Project Plan	Draft Concept document	Minutes of EXCO meeting	Approved concept document	

16.3 Programme 3: Expanded Public Works Programme

Key Performance Indicator 3.1

Strategic Goal	To provide an oversight role in the implementation of Public Employment Programmes through Expanded Public Works Programme (EPWP) standardised frameworks.
Strategic Objective	To monitor and evaluate the implementation PEPs within the EPWP.
Indicator Title	Number of work opportunities reported in the EPWP-RS by public bodies
Short description	Coordinate, monitor and report on the number of work opportunities captured in the EPWP-Reporting System by public bodies, in all spheres of Government as well as Non-Profit Organisations, aligned to the approved EPWP Phase III Business Plan. The 5 year target of 6 million work opportunities is based on baseline funding received by public bodies from Treasury over the MTEF.
Purpose/importance	The EPWP is a nationwide programme covering all spheres of government and state-owned enterprises (national departments; provincial departments, municipalities, non-state and state entities). The EPWP provides an important avenue for labour absorption and income support to poor households in the short to medium-term. It is also a deliberate effort by the public sector bodies to use expenditure on goods and services to create work opportunities for the unemployed.
Source/collection of data	Monthly reporting by public bodies on the EPWP Reporting System EPWP information is reported by public bodies on the EPWP Reporting System and validated and consolidated by the system. The information is then extracted quarterly for reporting.
Method of calculation	Aggregate work opportunities reported/ created by public bodies Work opportunity is paid work created for an individual on an EPWP project for any period of time. The same person can be employed on different projects and each period of employment will be counted as work opportunity.
Unit of Measure	Number
Data limitations	Inaccurate records provided by public bodies, work opportunities not reported and non-compliant data captured in the system.
Type of indicator	Output
Calculation type	Cumulative

Reporting cycle	Quarterly				
New indicator	No				
Desired performance	Actual performance exceeding targeted performance is desirable.				
Indicator owner	Chief Director: EPWP Monitoring and Evaluation				
Indicator updater	Director: Data quality and Incentive modelling				
Baseline	Year – 3 Audited Actual	Year – 2 Audited Actual	Year – 1 Audited Actual	Current Year (Estimated Performance)	
	1 103 983	741 540	779 251	1 406 736	
Annual Targets	2017/18 (EP)	2018/19	2019 /20	2020/21	2021/22
	1 406 736	1 455 840	1 455 000	1 455 000	1 455 000
Portfolio of Evidence	EPWP Annexure Report	EPWP Annexure Report	EPWP Annexure Report	EPWP Annexure Report	EPWP Annexure Report
Quarterly targets 2018/19	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
	361 460	722 920	1 084 380	1 445 840	
Portfolio of Evidence	EPWP Annexure Report	EPWP Annexure Report	EPWP Annexure Report	EPWP Annexure Report	

Key Performance Indicator 3.2

Strategic Goal	To provide an oversight role in the implementation of Public Employment Programmes through Expanded Public Works Programme (EPWP) standardised frameworks.
Strategic Objective	To monitor and evaluate the implementation PEPs within the EPWP.
Indicator Title	Percentage EPWP participation among designated groups (women, youth and persons with disabilities) reported on the EPWP RS by public bodies
Short description	<p>The indicator is measuring the number of work opportunities reported by public bodies (national departments; provincial departments, municipalities, non-state and state entities) in the EPWP-Reporting System, disaggregated into women, youth and persons with disabilities:</p> <ul style="list-style-type: none"> • The number of work opportunities reported by public bodies for women in the programme as a percentage of the total number of EPWP work opportunities. • The number of work opportunities reported by public bodies for people with disabilities in the programme as a percentage of the total number of EPWP work opportunities. • The number of work opportunities reported by public bodies for young people of the age between 16-35 years as a percentage of the total number of EPWP work opportunities.
Purpose/importance	Ensure participation in the EPWP by designated groups aligned to the EPWP Phase III Business Plan. The intention is to provide participants with work opportunities coupled with training.
Source/collection of data	Monthly reporting by public bodies on the EPWP Reporting System EPWP information is reported by public bodies on the EPWP Reporting System and validated and consolidated by the system. The information is then extracted quarterly for reporting.

Method of calculation	The work opportunities reported by public bodies are disaggregated into women, youth and people with disabilities. Percentage calculation of: <u>Number of work opportunities reported for women</u> Total number of EPWP work opportunities reported <u>Number of work opportunities reported for people with disabilities</u> Total number of work opportunities reported <u>Number of work opportunities reported for youth</u> Total number of work opportunities reported				
Unit of Measure	Percentage				
Data limitations	Inaccurate records provided by public bodies, work opportunities not reported and non-compliant data captured in the system.				
Type of indicator	Output				
Calculation type	Cumulative				
Reporting cycle	Quarterly				
New indicator	No				
Desired performance	Actual performance exceeding targeted performance is desirable.				
Indicator owner	Chief Director: EPWP Monitoring and Evaluation				
Indicator updater	Director: Data quality and incentive modelling				
Baseline	Year – 3 Audited Actual	Year – 2 Audited Actual	Year – 1 Audited Actual	Current Year (Estimated Performance)	
	51% Youth 63% Women 0.71% persons with disabilities	45.94% Youth 68.52% Women 1.68% persons with disabilities	45% Youth 68% Women 1.66% persons with disabilities	55% Youth 55% Women 2% persons with disabilities	
Annual Targets	2017/18 (EP)	2018/19	2019 /20	2020/21	2021/22
	55% Youth 55% Women 2% persons with disabilities	55% Youth 55% Women 2% persons with disabilities	55% Youth 55% Women 2% persons with disabilities	55% Youth 55% Women 2% persons with disabilities	55% Youth 55% Women 2% persons with disabilities
Portfolio of Evidence	EPWP Annexure Report	EPWP Annexure Report	EPWP Annexure Report	EPWP Annexure Report	EPWP Annexure Report
Quarterly targets 2018/19	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
	55% Youth 55% Women) 2% persons with disabilities	55% Youth 55% Women) 2% persons with disabilities	55% Youth 55% Women) 2% persons with disabilities	55% Youth 55% Women) 2% persons with disabilities	
Portfolio of Evidence	EPWP Annexure Report	EPWP Annexure Report	EPWP Annexure Report	EPWP Annexure Report	

Key Performance Indicator 3.3

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

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

Annual Targets	2017/18 (EP)	2018/19	2019 /20	2020/21	2021/22
	2	2	2	2	2

Portfolio of Evidence	Data Quality Assessment Reports.	Data Quality Assessment Reports.	Data Quality Assessment Reports.	Data Quality Assessment Reports.	Data Quality Assessment Reports.
	Data Quality Assessment Reports.	Data Quality Assessment Reports.	Data Quality Assessment Reports.	Data Quality Assessment Reports.	Data Quality Assessment Reports.

Quarterly targets 2018/19	Quarter 1	Quarter 2	Quarter 3	Quarter 4
	-	1	-	2
Portfolio of Evidence	-	Data Quality Assessment Report.	-	Data Quality Assessment Reports.

Key Performance Indicator 3.4

Strategic Goal	To provide an oversight role in the implementation of Public Employment Programmes through Expanded Public Works Programme (EPWP) standardised frameworks.
Strategic Objective	To support NPOs to implement PEPs within EPWP in the Non-State Sector.
Indicator Title	Number of contracted NPOs to implement the NSS: NPOs programme supported.
Short description	The indicator is measuring the number of contracted NPOs that are supported in the Non-State Sector (NSS) NPOs programme to implement Public Employment Programmes (PEPs), through a wage subsidy and the provision of capacity building training. The NPOs are appointed on multi-year contracts. The same NPOs are carried throughout the financial year.

Purpose/importance	The indicator contributes to the work opportunities reported by NPOs within the EPWP.
Source/collection of data	Reports from the EPWP-RS showing the number of contracted NSS: NPOs supported.
Method of calculation	A simple count of the number of contracted NPOs that are supported to implement the NSS
Unit of Measure	Number
Data limitations	Late contracting with NPOs by intermediaries
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	All contracted NPOs provided with the necessary support to implement the NSS: NPOs programme effectively
Indicator owner	Chief Director: EPWP Operations
Indicator updater	Director: Non-state sector

Baseline	Year – 3 Audited Actual	Year – 2 Audited Actual	Year – 1 Audited Actual	Current Year (Estimated Performance)
	300	396	386	350

Annual Targets	2017/18 (EP)	2018/19	2019 /20	2020/21	2021/22
	350	350	350	350	350

Portfolio of Evidence	2017/18 (EP)	2018/19	2019 /20	2020/21	2021/22
	Database of contracted NPOs indicating the contract start date and contract period (supported by Intermediary report).	Database of contracted NPOs indicating the contract start date and contract period (supported by Intermediary report).	Database of contracted NPOs indicating the contract start date and contract period (supported by Intermediary report).	Database of contracted NPOs indicating the contract start date and contract period (supported by Intermediary report).	Database of contracted NPOs indicating the contract start date and contract period (supported by Intermediary report).

Quarterly targets 2018/19	Quarter 1	Quarter 2	Quarter 3	Quarter 4
	-	350	350	350

Portfolio of Evidence	Quarter 1	Quarter 2	Quarter 3	Quarter 4
	-	Database of contracted NPOs indicating the contract start date and contract period (supported by Intermediary report).	Database of contracted NPOs indicating the contract start date and contract period (supported by Intermediary report).	Database of contracted NPOs indicating the contract start date and contract period (supported by Intermediary report).

Key Performance Indicator 3.5

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

Baseline	Year – 3 Audited Actual	Year – 2 Audited Actual	Year – 1 Audited Actual	Current Year (Estimated Performance)	
	274	278	297	290	
Annual Targets	2017/18 (EP)	2018/19	2019 /20	2020/21	2021/22
	290	290	290	290	290
Portfolio of Evidence	Database showing public bodies provided with technical support (supported by the Technical Support Report).	Database showing public bodies provided with technical support (supported by the Technical Support Report).	Database showing public bodies provided with technical support (supported by the Technical Support Report).	Database showing public bodies provided with technical support (supported by the Technical Support Report).	Database showing public bodies provided with technical support (supported by the Technical Support Report).

Quarterly targets 2018/19	Quarter 1	Quarter 2	Quarter 3	Quarter 4
	-	200	-	290
Portfolio of Evidence	-	Database showing public bodies provided with technical support (supported by the Technical Support Report).	-	Database showing public bodies provided with technical support (supported by the Technical Support Report).

Key Performance Indicator 3.6

Strategic Goal	To provide an oversight role in the implementation of Public Employment Programmes through Expanded Public Works Programme (EPWP) standardised frameworks.				
Strategic Objective	To provide strategic guidance on sector convergence through the development of implementation frameworks.				
Indicator Title	Number of frameworks on sector convergence approved.				
Short description	The indicator is measuring the number of frameworks that are developed and approved that provide strategic guidance on sector convergence and implementation frameworks. The term "Frameworks" is generically to include Standard Operating Procedures, Guidelines, Policies, Memorandum of Understandings and Agreements. Approved is considered as signed-off by the relevant authority, who may be either the Chief Director, Deputy Director-General, Director-General or the Minister.				
Purpose/importance	To ensure there are uniform practices used by EPWP sectors when collaborating on implementation of projects.				
Source/collection of data	Reports or minutes of meetings or workshops.				
Method of calculation	Simple count of the number of frameworks on sector convergence approved.				
Unit of Measure	Number				
Data limitations	Lack of information to inform the sector frameworks.				
Type of indicator	Output				
Calculation type	Cumulative				
Reporting cycle	Bi annual				
New indicator	No				
Desired performance	Targeted number of Frameworks approved annually.				
Indicator owner	Chief Director: Convergence and PEP-IMC Secretariat				
Indicator updater	Director: EPWP Analyst				
Baseline	Year – 3 Audited Actual	Year – 2 Audited Actual	Year – 1 Audited Actual	Current Year (Estimated Performance)	
	-	-	-	1	
Annual Targets	2017/18 (EP)	2018/19	2019 /20	2020/21	2021/22
	1	1	1	1	1
Portfolio of Evidence	Approved Framework	Approved Framework	Approved Framework	Approved Framework	Approved Framework

Quarterly targets 2018/19	Quarter 1	Quarter 2	Quarter 3	Quarter 4
	-	Draft framework developed for consultation (EPWP Policy)	-	1 Framework approved (EPWP Policy)
Portfolio of Evidence	-	Draft Framework	-	Approved Framework

16.4 Programme 4: Property and Construction Industry Policy and Research

Key Performance Indicator 4.1

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

Baseline	Year – 3 Audited Actual	Year – 2 Audited Actual	Year – 1 Audited Actual	Current Year (Estimated Performance)
	-	-	The Draft White Paper has not yet been developed and could therefore not be gazetted	Initial Socio Economic Impact Assessment (SEIAs) report on the Public Works Act. Internal Policy discussion document Draft Stakeholder consultation plan.

Annual Targets	2017/18 (EP)	2018/19	2019/20	2020/21	2021/22
	Initial Socio Economic Impact Assessment (SEIAs) report on the Public Works Act. Internal Policy discussion document Draft Stakeholder consultation plan.	Draft Public Works Bill submitted to Minister for gazetting for public comment	Public Works Bill submitted to Minister for Parliamentary processes	-	-
Portfolio of Evidence	Policy Discussion document.	Signed request from DDG Policy to Minister to gazette the Draft Public Works Bill for Public Comment.	Signed request from DDG Policy to Minister to submit Public Works Bill for Parliamentary processes	-	-
Quarterly targets 2018/19	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
	-	-	Public Works White Paper Review report submitted to Minister	Draft Public Works Bill submitted to Minister for gazetting for public comment	
Portfolio of Evidence	-	-	Public Works White Papers Review Report signed by DDG Policy	Signed request from DDG Policy to Minister to gazette the Draft Public Works Bill for Public Comment.	

Key Performance Indicator 4.2

Strategic Goal	To transform the construction and property sectors through the development of policy and legislative prescripts
Strategic Objective	To research and develop policies and legislative prescripts for the construction and property sectors
Indicator Title	Developed Construction Industry Development Board (CIDB) Amendment Bill
Short description	Review of the CIDB Act (Act 38 of 2000) to ensure relevance of the Act and that the regulatory and developmental role of the CIDB is strengthened.
Purpose/importance	To enhance the growth, development, regulation, transformation and competitiveness of the construction sector.
Source/collection of data	Current policies and legislation; research findings, quarterly and annual reports;
Method of calculation	None
Unit of Measure	None
Data limitations	Lack of inputs from stakeholders and public consultation process.
Type of indicator	Output

Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	An amended CIDB Act approved
Indicator owner	Deputy Director-General: Construction and Property Policy Regulation and Research
Indicator updater	Chief Director: Construction Policy Development

Baseline	Year – 3 Audited Actual	Year – 2 Audited Actual	Year – 1 Audited Actual	Current Year (Estimated Performance)
	-	Prompt payment regulations gazetted	Draft CIDB Amendment Bill developed towards consultation with stakeholders	Initial Socio Economic Impact Assessment (SEIAs) report

Annual Targets	2017/18 (EP)	2018/19	2019/20	2020/21	2021/22
	Initial Socio Economic Impact Assessment (SEIAs) report	CIDB Amendment Bill submitted to Minister for gazetting for public comment	Participation in the Parliamentary process	-	-
Portfolio of Evidence	SEIAs Report signed off by DG or delegated authority	Signed memo from DDG Policy to Minister to gazette the Draft CIDB Amendment Bill for public comment.	Minutes / reports of meetings attended by the Department at: (i) National Assembly Portfolio Committee (ii) National Council of Provinces Select Committee	-	-

Quarterly targets 2018/19	Quarter 1	Quarter 2	Quarter 3	Quarter 4
	-	Draft CIDB Policy Report developed	Draft CIDB Amendment Bill developed	CIDB Amendment Bill submitted to Minister for gazetting for public comment
Portfolio of Evidence	-	Draft CIDB Policy Report signed by DDG Policy	Draft CIDB Amendment Bill and review report signed by DDG Policy	Signed memo from DDG Policy to Minister to gazette the Draft CIDB Amendment Bill for public comment.

Key Performance Indicator 4.3

Strategic Goal	To transform the construction and property sectors through the development of policy and legislative prescripts				
Strategic Objective	To research and develop policies and legislative prescripts for the construction and property sectors				
Indicator Title	Developed Council for the Built Environment (CBE) Amendment Bill				
Short description	The amendments of the CBE Act to ensure relevance of the Act and that the regulatory and developmental role of the CBE is strengthened				
Purpose/importance	To enhance the growth, development, regulation, transformation and competitiveness of the built environment professions.				
Source/collection of data	Reports of the CBE and the BEPCs.				
Method of calculation	None				
Unit of Measure	None				
Data limitations	Lack of inputs from stakeholder engagements and public consultation process				
Type of indicator	Output				
Calculation type	None				
Reporting cycle	Quarterly				
New indicator	No				
Desired performance	An amended CBE Act approved				
Indicator owner	Deputy Director-General: Construction and Property Policy Regulation and Research				
Indicator updater	Chief Director: Construction Policy Development				
Baseline	Year – 3 Audited Actual	Year – 2 Audited Actual	Year – 1 Audited Actual	Current Year (Estimated Performance)	
	Consultation on the existing CBE and BEPCs Acts	-	Draft CBE and BEPCs Amendment Bills developed towards consultation with stakeholders	Initial Socio Economic Impact Assessment (SEIAs) report	
Annual Targets	2017/18 (EP)	2018/19	2019/20	2020/21	2021/22
	Initial Socio Economic Impact Assessment (SEIAs) report	CBE Amendment Bill submitted to Minister for gazetting for public comment	Participation in the Parliamentary process	-	-

Portfolio of Evidence	SEIAs Report signed off by DG or delegated authority	Signed memo from DDG Policy to Minister to gazette the Draft CBE and BEPCs Amendment Bills for public comment.	Minutes / reports of meetings attended by the Department at: (i) National Assembly Portfolio Committee (ii) National Council of Provinces Select Committee	-	-
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Quarterly targets 2018/19	Quarter 1	Quarter 2	Quarter 3	Quarter 4
	-	Draft CBE Policy Report developed	Draft CBE Amendment Bill developed	CBE Amendment Bill submitted to Minister for gazetting for public comments
Portfolio of Evidence	-	Draft CBE and BEPCs Policy Report signed by DDG Policy	Draft CBE and BEPCs Amendment Bills and review report signed by DDG Policy	Signed memo from DDG Policy to Minister to gazette the Draft CBE and BEPCs Amendment Bills for public comment.

Key Performance Indicator 4.4

Strategic Goal	To transform the construction and property sectors through the development of policy and legislative prescripts
Strategic Objective	To research and develop policies and legislative prescripts for the construction and property sectors
Indicator Title	Developed Built Environment Professional Councils (BEPCs) Amendment Bills
Short description	The amendments of the Acts that regulates the built environment professions namely: <ol style="list-style-type: none"> 1. South African Council for the Property Valuers Profession (SACPVP) 2. Engineering Council of South Africa (ECSA) 3. The South African Council for the Architectural Profession (SACAP) 4. The South African Council for the Quantity Surveying Profession (SACQSP) 5. South African Landscape Architectural Professions (SACLAP) 6. South African Council for Project and Construction Management Profession (SACPCMP)
Purpose/importance	To enhance the growth, development, regulation, transformation and competitiveness of the built environment professions.
Source/collection of data	Reports of the CBE and the BEPCs.
Method of calculation	None
Unit of Measure	None
Data limitations	Lack of inputs from stakeholder engagements and public consultation process
Type of indicator	Output
Calculation type	None
Reporting cycle	Quarterly

New indicator	Yes				
Desired performance	Amended Acts of the six BEPCs				
Indicator owner	Deputy Director-General: Construction and Property Policy Regulation and Research				
Indicator updater	Chief Director: Construction Policy Development				
Baseline	Year – 3 Audited Actual	Year – 2 Audited Actual	Year – 1 Audited Actual	Current Year (Estimated Performance)	
	Consultation on the existing CBE and BEPCs Acts	-	Draft CBE and BEPCs Amendment Bills developed towards consultation with stakeholders	Consultation report on the proposed amendments to the CBE Act and the six BEPCs Acts	
Annual Targets	2017/18 (EP)	2018/19	2019/20	2020/21	2021/22
	Consultation report on the proposed amendments to the CBE Act and the six BEPCs Acts	BEPCs Amendment Bills submitted to Minister for gazetting for public comment	Participation in the Parliamentary processes.	-	-
Portfolio of Evidence	Signed consultation report	Signed memo from DDG Policy to Minister to gazette the Draft CBE and BEPCs Amendment Bills for public comment.	Minutes / reports of meetings attended by the Department at: (i) National Assembly Portfolio Committee (ii) National Council of Provinces Select Committee	-	-
Quarterly targets 2018/19	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
	-	Draft BEPCs Policy Report developed	Draft BEPCs Amendment Bills developed	BEPCs Amendment Bills submitted to Minister for gazetting for public comment	
Portfolio of Evidence		Draft CBE and BEPCs Policy Report signed by DDG Policy	Draft CBE and BEPCs Amendment Bills and review report signed by DDG Policy	Signed memo from DDG Policy to Minister to gazette the Draft CBE and BEPCs Amendment Bills for public comment.	

16.5 Programme 5: Prestige Policy**Key Performance Indicator 5.1**

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

Baseline	Year – 3 Audited Actual	Year – 2 Audited Actual	Year – 1 Audited Actual	Current Year (Estimated Performance)
	Policy guidelines on installation, management and maintenance of security infrastructure at National Key Points developed	2 Prestige policies approved	-	-

Annual Targets	2017/18 (EP)	2018/19	2019/20	2020/21	2021/22
	-	2 Prestige policies approved	2 Prestige policies approved	2 Prestige policy approved	2 Prestige policy approved
Portfolio of Evidence	-	2 approved Prestige policies	2 approved Prestige policies	2 approved Prestige policies	2 approved Prestige policies

Quarterly targets 2018/19	Quarter 1	Quarter 2	Quarter 3	Quarter 4
	-	-	1 Prestige policy approved	1 Prestige policy approved

Portfolio of Evidence	-	-	Policy on allocation of residences to Parliament Office Bearers approved by DG	Policy on donating of Prestige movable infrastructure to public bodies and other Departments approved by DG
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Key Performance Indicator 5.2

Strategic Goal	To oversee the efficient delivery of identified services to Prestige clients				
Strategic Objective	To improve the delivery of services to Prestige clients				
Indicator Title	Number of planned State events supported with movable structures				
Short description	The indicator is measuring the number of prestige events for which the Department provides items such as marquees and decor for national events such as Cabinet Lekgotla, National Awards, SONA, Mandela Day etc.				
Purpose/importance	To support the success of the Prestige events by providing the required moveable structures.				
Source/collection of data	Based on the formal request/specifications of Prestige clients.				
Method of calculation	Simple count of Prestige events support with required moveable structures.				
Unit of Measure	Number				
Data limitations	Specifications of infrastructure required not available upfront / changes to specifications impacting service delivery.				
Type of indicator	Output				
Calculation type	Non-cumulative				
Reporting cycle	Quarterly				
New indicator	No				
Desired performance	The aim is to ensure that the Department provides all the required infrastructure in the correct quantity and the correct time for Prestige events.				
Indicator owner	Chief Director: Prestige				
Indicator updater	Director: Prestige				
Baseline	Year – 3 Audited Actual	Year – 2 Audited Actual	Year – 1 Audited Actual	Current Year (Estimated Performance)	
	13	15	8	8	
Annual Targets	2017/18 (EP)	2018/19	2019/20	2020/21	2020/21
	8	8	12	10	8
Portfolio of Evidence	Schedule of all planned state events (supported by signed needs letter and invoice)	Schedule of all planned state events (supported by signed needs letter and invoice)	Schedule of all planned state events (supported by signed needs letter and invoice)	Schedule of all planned state events (supported by signed needs letter and invoice)	Schedule of all planned state events (supported by signed needs letter and invoice)

Quarterly targets 2018/19	Quarter 1	Quarter 2	Quarter 3	Quarter 4
	2	2	2	2
Portfolio of Evidence	Schedule of all planned state events (supported by signed needs letter and invoice)	Schedule of all planned state events (supported by signed needs letter and invoice)	Schedule of all planned state events (supported by signed needs letter and invoice)	Schedule of all planned state events (supported by signed needs letter and invoice)

Key Performance Indicator 5.3

Strategic Goal	To oversee the efficient delivery of identified services to Prestige clients
Strategic Objective	To improve the delivery of services to Prestige clients
Indicator Title	Percentage of movable assets provided within 60 days after approval by prestige clients
Short description	The indicator is measuring the percentage of requests from Prestige clients for the provision of movable assets (furniture) that is provided or processed within 60 days from the date of receipt of request.
Purpose/importance	To ensure that Prestige clients receive the correct movable assets in the correct quantities at the right time.
Source/collection of data	Needs assessments from user departments, condition assessments, Ministerial Handbook and Presidential Handbook The data is collected from respective executing units and consolidated by Head Office: Prestige
Method of calculation	Count the requests received from Prestige clients to provide movable assets that is processed within 60 days after receiving the approved clients' request and divide that by the total number of registered requests for movable assets processed for the same time period <u>Count the number of requests for movable assets (furniture) that is processed within 60 days</u> Total number of registered requests for movable assets received for the same time period
Unit of Measure	Percentage
Data limitations	Incomplete needs assessment from user departments, changing of user requirements
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	To provide movable assets to Prestige clients in accordance to the specified requirements within 60 days.
Indicator owner	Chief Director: Prestige
Indicator updater	Director: Prestige

Baseline	Year – 3 Audited Actual	Year – 2 Audited Actual	Year – 1 Audited Actual	Current Year (Estimated Performance)	
	50 % (7 of 14)	20% (8 of 39)	40% (21 of 52)	70% (28 of 40)	
Annual Targets	2017/18 (EP)	2018/19	2019/20	2020/21	2021/22
	70% (28 of 40)	80%	85%	90%	95%

Portfolio of Evidence	Schedule of prestige clients provided with movable assets indicating the date of request and the date of delivery (supported by the letter of request and delivery note)	Schedule of prestige clients provided with movable assets indicating the date of request and the date of delivery (supported by the letter of request and delivery note)	Schedule of prestige clients provided with movable assets indicating the date of request and the date of delivery (supported by the letter of request and delivery note)	Schedule of prestige clients provided with movable assets indicating the date of request and the date of delivery (supported by the letter of request and delivery note)	Schedule of prestige clients provided with movable assets indicating the date of request and the date of delivery (supported by the letter of request and delivery note)
Quarterly targets 2018/19	Quarter 1 80%	Quarter 2 80%	Quarter 3 80%	Quarter 4 80%	
Portfolio of Evidence	Schedule of prestige clients provided with movable assets indicating the date of request and the date of delivery (supported by the letter of request and delivery note)	Schedule of prestige clients provided with movable assets indicating the date of request and the date of delivery (supported by the letter of request and delivery note)	Schedule of prestige clients provided with movable assets indicating the date of request and the date of delivery (supported by the letter of request and delivery note)	Schedule of prestige clients provided with movable assets indicating the date of request and the date of delivery (supported by the letter of request and delivery note)	

Key Performance Indicator 5.4

Strategic Goal	To oversee the efficient delivery of identified services to Prestige clients
Strategic Objective	To improve the delivery of services to Prestige clients
Indicator Title	Signed off infrastructure worklists for the Prestige Portfolio
Short description	The indicator is measuring the number worklists containing a schedule of prioritised and funded infrastructure projects for the applicable financial year signed by user department that are compiled in line with IDMS based on the User Asset Management Plans.
Purpose/importance	To enable the Department of Public Works to mobilise its resources for the execution of the prioritised and funded capital works projects.
Source/collection of data	User Asset Management Plan for Prestige.
Method of calculation	Simple count of the number of infrastructure work lists signed for the upcoming financial year
Unit of Measure	Number
Data limitations	Data integrity on WCS
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	Yes
Desired performance	To obtain signed off infrastructure work lists at the start of the financial year for user department that have capital projects
Indicator owner	Chief Director: Prestige
Indicator updater	Director: Prestige

Baseline	Year – 3 Audited Actual	Year – 2 Audited Actual	Year – 1 Audited Actual	Current Year (Estimated Performance)	
	1	1	1	1	
Annual Targets	2017/18 (EP)	2018/19	2019/20	2020/21	2021/22
	1	1	1	1	1
Portfolio of Evidence	Signed infrastructure worklist (Presidency and Parliament)	Signed infrastructure worklist (Presidency and Parliament)	Signed infrastructure worklist (Presidency and Parliament)	Signed infrastructure worklist (Presidency and Parliament)	Signed infrastructure worklist (Presidency and Parliament)
Quarterly targets 2018/19	Quarter 1		Quarter 2	Quarter 3	Quarter 4
	-		-	-	1
Portfolio of Evidence	-		-	-	Signed infrastructure worklist (Presidency and Parliament)

17. Legislation the Department of Public Works administers

Table 51: Legislation the Department of Public Works administers

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

Short Title of the Act	Purpose of the Act
Cape Town Foreshore Act 26 of 1950	To provide for the management, control and development of the Cape Town foreshore and to that end to establish a board in respect of the said foreshore and to define its functions and to provide for through the incidental matters.
Republic (1961 – 1994)	
State Land Disposal Act 48 of 1961	To provide for the disposal of certain State Land and for matters incidental thereto, and to prohibit the acquisition of State Land by prescription.
Paarl Mountain Act 83 of 1970	To provide for the transfer of the ownership of certain land to the Paarl Municipality for certain purposes and the expropriation of certain rights in such land; to empower the said Municipality to donate a portion or portions of the said land to the State for the purpose of a Language Monument, and to provide for other incidental matters.
Marburg Immigration Settlement Regulation Act 50 of 1971	To provide for the subdivision of commonages within the Marburg Immigration Settlement situate in the County of Alfred, province of Natal and the allocation of the relevant portions to, and the dividing of the other assets of the Marburg Immigration Settlement Board, among registered owners of lots within the said Settlement, for matters incidental thereto.
Church Square, Pretoria, Development Act 53 of 1972	To provide for the management and upkeep of Church Square in Tshwane.
General Law Amendment Act 102 of 1972	Section 34. Certain conditions of title applying in respect of immovable property owned by the State to lapse in certain circumstances.
The Lake Areas Development Act 39 of 1975	To provide for the establishment of lake areas under the control of a Lake Areas Development Board, and for matters incidental thereto.
Expropriation Act 63 of 1975	To provide for the expropriation of land and other property for public and certain other purpose and for matters incidental thereto.
Rating of State Property Act 79 of 1984	To repeal certain Acts granting exemption in respect of certain State property from rates levied on immovable property by local authorities; provided that such rates may, notwithstanding certain other exemptions, be levied on other State property, make provision for rebates in respect of such rates levied on State property, and provide for matters such rates levied on State property, and provide for matters incidental thereto.
Transfer of Powers and Duties of the State President Act 97 of 1986	To amend certain laws so as to vest certain functions presently assigned to the State President, in the respective Ministers of State who are charged with the administration of those laws; and to provide for incidental matters.
Land Affairs Act 101 of 1987	To provide for the determination of amounts of compensation, purchase prices or rents in respect of immovable property expropriated, purchased or leased by the Department of Public Works for public purposes and the giving of advice with regard to the value of land and purchase prices or rent in respect of certain immovable property; for that purpose to make provision for the establishment of a Land Affairs Board; and to provide for incidental matters.

Short Title of the Act	Purpose of the Act
Commonwealth War Graves Act 08 of 1992	To prohibit the desecration, damaging or destruction of Commonwealth War Graves, to regulate the disinterment, removal, reinterment or cremation of Commonwealth war burial and the removal, alteration, repair or maintenance of Commonwealth War Graves and to provide for matters connected therewith.
South Africa (1994 to date)	
Parliamentary Village Management Board Act 96 of 1998	To provide for the establishment of a Parliamentary Villages Management Board and matters incidental thereto.
Construction Industry Development Board Act 38 of 2000	To provide for the establishment of the Construction Industry Development Board, and matters incidental thereto.
Council for the Built Environment Act 43 of 2000	To provide for the establishment of the Council for the Built Environment and matters incidental thereto.
Architectural Profession Act 44 of 2000	To provide for the establishment of the Council for the Architectural Profession and matters incidental thereto.
Landscape Architectural Professional Act 45 of 2000	To provide for the establishment of the Council for the Landscape Architectural Profession and matters incidental thereto.
Engineering Profession of South Africa Act 46 of 2000	To provide for the establishment of the Council for the Engineering Profession and matters incidental thereto.
Property Valuers Profession Act 47 of 2000	To provide for the establishment of the Council for the Property Valuers Profession and matters incidental thereto.
Project and Construction Management Profession Act 48 of 2000	To provide for the establishment of the Council for the Project and Construction Management Profession and matters incidental thereto.
Quantity Surveying Profession Act 49 of 2000	To provide for the establishment of the Council for the Quantity Surveying Profession and matters incidental thereto.
Government Immovable Asset Management Act 19 of 2007	To provide for a uniform framework for the management of an immovable asset that is held or used by a national or provincial department to ensure the coordination of the use of an immovable asset with the service delivery objectives of a national or provincial department; to provide for issuing of guidelines and minimum standards in respect of immovable asset management by a national or provincial department.

18. List of references

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(Footnotes)

- 1 Medium-Term Strategic Framework: Outcome 5: Page 15-16
- 2 Republic of South Africa. 1996. Constitution of the Republic of South Africa, 1996: Part 4
- 3 Medium-Term Strategic Framework: Outcome 4: Page 3
- 4 Revised Medium-Term Strategic Framework: Outcome 12: Page 12
- 5 National Development Plan: Chapter 13: Page 363
- 6 The Strategic Agenda of Government: A summary: Page 8-9
- 7 Medium-Term Strategic Framework: Outcome 4, Sub Outcome 9: Page 27
- 8 The Strategic Agenda of Government: A summary: Page 8-9
- 9 Medium-Term Strategic Framework: Outcome 13, Sub Outcome 2: Page 11
- 10 The Strategic Agenda of Government: A summary: Page 8-9
- 11 Medium-Term Strategic Framework: Outcome 12, Sub Outcome 4: Page 15
- 12 Revised MTSF Outcome 3: Sub Outcome 6: Page 7
- 13 MTSF Outcome 5: Sub Outcome 3: Page 11
- 14 Revised MTSF Outcome 13: Sub Outcome 1: Page 8
- 15 Revised MTSF Outcome 13: Sub Outcome 2: Page 10
- 16 Participation in the Parliamentary process includes responding to public comments on the Bill and developing suggested amendments in response to the deliberation of the Portfolio and Select Committees

The 2018/19 Department of Public Works Annual Performance Plan is compiled with the latest available information from departmental and other sources. Some of this information is unaudited or subject to revision.

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ISBN: 978 – 1 – 920399 – 23 - 8



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