The official newsletter of the Department of Public Works



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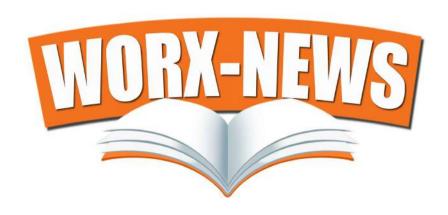
The government Property ManagementTrading Entity finally a dream come true













Editorial

Heritage Day: Tell Your Story

Our employees from different cultures showcased their cultural clothing and traditions on Tuesday 23rd of September

Amazulu dressed in izimbadada, umblaselo nesidwaba, AmaXhosa dressed in Umbhaco, AmaTsonga in xibelani and others in many different types of attire showcasing their different cultures.

2014, as part of Heritage Day celebrations.

What a beauty it was to see many Africans being proud of who they are, telling their different stories in a different ways.

It was very fulfilling to see some of them dancing and ululating in corridors. This day reminds us of who we are?

But the question I have always had is, "what is our heritage?" Then one day I met one old man by the name of Baba u Dlamini who said to me: "Our heritage is everything that we inherit from our families and our society. It includes the language we speak, the culture that we are a part of, the beliefs we have, the food we eat, the music we listen to, the places we live in and the memories of our families, friends and community. Our heritage is what gives us our sense of identity and belonging."

U Sibalukhulu continued by saying, anything that has survived from the past forms part of the collective heritage of our society, from buildings to stories.

Indeed it is our heritage that makes us different from other people in the world and this gives us a sense of identity and belonging. Our country, South Africa has a rich and diverse heritage, which has made its people unique in the world. Thanks to our ancestors, the likes of King Shaka ka Senzangakhona, King Sobhuza, King Hintsa, King Moshoeshoe and many of our kings for having fought tirelessly to keep our heritage.

Although I can't shy away from the fact that if you go to heritage places and museums, it is relatively easy to see how the early history of our country was distorted during the apartheid era.

Infact, when I look at a piece of history, whether it is a photograph, a document, or a building, I always have that in mind that it might have been changed or manipulated for political reasons.

Let's continue to tell our stories the way they are, free from manipulation.

In the 20 Years of Freedom, Tell Your Story that Moves South Africa Forward

This year marks the 20th anniversary of our freedom and democracy. It is an opportune time to reflect on the changes that South Africa has experienced since the dawn of the new era. It is true that various sectors of our society have a story to tell about the progress since 1994 in promoting and preserving the heritage of South Africa. It is also a known fact that the nullification of apartheid legislation and policies ushered new opportunities for the previously disadvantaged communities.

As we celebrate the 2014 Heritage Month under the theme "Celebrating 20 Years of Democracy: Tell Your Story that Moves South Africa Forward" let us embrace the country's historical inheritance, languages, spirituality and sacred sites, diverse cultures and traditional art forms.

From the 20 Year Review it is clear that South Africa has made great strides in ensuring equal rights. Although much has been accomplished since 1994, more still needs to be done to build an inclusive and equal society.

In building an inclusive society South Africans are encouraged to tell their stories about the trials and tribulations they experienced during the dark days of apartheid. The nation can also speak out freely about the many heroes and heroines of the struggle and watershed moments of our rich history. Sharing our stories will help heal the divisions of the past and unite us in diversity.

As we celebrate Heritage Month, let us remember that heritage has a potential of creating job opportunities for performers, crafters and entrepreneurs and can help them flourish.

development of heritage infrastructure stimulates the economy, fosters community pride and expands tourism opportunities. Looking at all these stories and more, we can indeed confirm that we have a good story to tell. On another note, in this month's issue of Worx News you will read about the events and campaigns that the Department embarked on to move South Africa forward. You will also find articles where the Departmental officials tell their stories of were the Department was in the recent past, the quick wins it has achieved since the introduction of the Turnaround Strategy and where the Department is heading to. You will also read about the launch of the much talked about Property Management Trading Entity (PMTE) and what benefits the new government agency brings to the table. There are many other inspiring articles on how the Department is moving the country forward.

In closing, the Worx News team once again appeals to all employees in the organization to assist in identifying information and articles (stories) worth sharing about themselves, their units, their projects and events in an effort to enhance information flow, especially during this critical era when the country celebrates the 20 Years of Freedom. Join the ship and tell your story that moves South Africa forward.

Editorial Team

Special thanks to the following staff members who contributed to this publication of WorxNews

Reggie Ngcobo, Petrus Sibiya, Tshuluzi Nkoana, Towder trading enterprise Charity Mathebula, Brian Dlamini, Faith Nonyana, Emmanuel Jiyane, Bukiwe Mgobozi, Lwazi Mahlangu and Thozama Nzama.

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The government Property Management Trading Entity finally a dream come true

By Petrus Sibiya

Following the recent Cabinet's approval of the business case for the establishment of the Property Management Trading Entity (PMTE), Minister T W Nxesi has formally announced the creation of the entity as a Government Component under the Minister of Public Works.

Addressing the media in Cape Town on 09 September 2014, Minister Nxesi said the establishment of the PMTE represented a significant milestone both for the Department of Public Works and for government.

"In finalising the Business Case and plan, we worked very closely with the National Treasury and the Department of Public Service and Administration (DPSA) and received a lot of input and support from the responsible Cabinet Committee (ESEID)," he said.

"Cabinet approval recently represents the

culmination of two years of work, which we called the stabilisation phase of the Turnaround Plan for the Department of Public Works."

The PMTE Account constitutes 75% of the work and budget of Public Works. "It is the largest property portfolio in South Africa. But it has been mismanaged, lacking the requisite skills in Asset Management, Property Development, Real Estate and Facilities Management," the Minister noted.

Before the establishment of the PMTE, the Department had to tackle systemic weaknesses in the core property business of DPW which was evidenced by the recurrent negative audit findings over a period of eight (8) years, major problems with private leases (involving media scandals) and the lack of planned maintenance – stripping out value from state assets.

Other challenges which highlighted the need for the PMTE included the inadequate controls and security – leading to vandalism, hijacking and illegal occupation, massive under utilisation of state properties, major costs to the state – as a result of leasing-in instead of developing own state assets.

According to the Minister, the benefits of the PMTE include the professionalisation and better management of the state's property portfolio, the enhancement of the cost savings to client departments, and the improvement of the quality of government services to the public by improving access and the quality of public buildings. The PMTE is also aimed at ensuring the productive use of the state's vacant properties and to influence the state's property portfolio to empower emerging black business thus creating employment for the marginalised sectors of the society.

Minister Nxesi launches a massive facelift project for Umbumbulu Magistrates' Court

By Petrus Sibiya Pictures By Bukiwe Mgobozi

Public Works Minister T W Nxesi has laid a foundation brick at Umbumbulu Magistrates' Court construction site on 23 September 2014 - symbolising the start of the construction of a new structure at the precinct and the renovation of the old court.

Addressing the media during the launch, Minister Nxesi said the project was aimed at bringing justice closer to the people. He said this initiative was part of the rollout of his department's mandate - that of providing accommodation

eThekwini Municipality Speaker Mr Logie Naidoo looks on while Public Works Minister TW Nxesi

to client departments to enable them to provide services to the public.

The project including both the extension and the renovation which will cost just below R30m, is scheduled to be completed in July 2015.

The court house in Umbumbulu dates back to 1895, when cases were conducted under a tree which still exists in the property today.

The current court structure has a Court Room, 12 Magistrates' and Administrative Offices, Cash Office Facilities and two Holding Cells.

The new building being constructed will have Prisoners' Offloading Yard, SAPS and Finger Printing Office, Correctional Services Office Consulting Room, Legal Aid Room, Prisoners' Friend Room, 2 Female and 2 Male Cells. On the

upper level, it will have Entrance Lobby and Security Office, Inquest Office, a Criminal Court Room, a Holding Cell, Witness Room, Prep Room, 2 Sexual Offences Court Rooms, Intermediary Room, Child Testifying Room, Child Play Room, 2 Holding Cells, 3 Criminal Court Rooms, Social Workers' Room and Achives.



The existing building will be altered and renovated to provide a Family Court, Magistrates' Office and Meeting Room, Child Clerk Office, Child Play, Domestic Violence Office, Maintenance Offices, Registry Office, Court Managers' Office and 5 Administrative Offices. Data and IT systems will also be fully upgraded.

During the construction phase, 34 Expanded Public Works Programme (EPWP) beneficiaries from Umbumbulu community will be trained in different trades including bricklaying and plastering, plumbing, carpentry, electrical skills, painting and tiling. The practical six (6) months on site training follows a six (6) months theoretical training which forms part of the National Youth Service training.

The construction and the restoration of the Umbumbulu Magistrates' Court was described by many during the launch as a ground-breaking initiative, which will help fight crime in Umbumbulu and surrounding areas.

Minister Nxesi launches the CIDB Five Year Review

By Petrus Sibiya Pictures By Vhutshilo Tshikovhi



Public Works Minister T W Nxesi has launched the Five Year Review of the Construction Industry Development Board (CIDB) at a Gala Dinner on 14 September 2014 in Centurion. The Minister was accompanied by the Director-General Mr Mziwonke Dlabantu and the Acting Deputy Director-General: Policy, Ms Mandisa Fatyela-Lindie who is also a CIDB Board member.

The review which occurs every five years is mandated by the CIDB Act 38 of 2000. It is an independent review conducted by a panel of industry experts who are selected by the Public Works Minister, and it involves views and inputs from a broad spectrum of construction industry stakeholders. The 2014 Five Year Review is the second since the CIDB was established.

In his opening address during the Gala Dinner, Minister Nxesi said the CIDB should play an indispensable role in transforming and developing the construction industry, promoting growth, improved performance, delivery, and value for money, as well as to enhance the contribution of the industry to South Africa's social and economic development agenda.

In outlining the important role of the CIDB, Minister Nxesi said, "The CIDB has been mandated to provide leadership to the construction industry, and to regulate the industry, stimulate and promote sustainable growth and transformation in the construction industry. In keeping with the principles of responsible and transparent governance that Parliament strives to uphold, the CIDB Act also requires that the Board must facilitate a review of its activities in relation to its goals and objects, at least once every five years. And that is why we are here tonight – this is the start of the second Review of the CIDB, in relation to its goals and objects as defined in the CIDB Act."

In her address, the CIDB Chairperson of the board, Ms Lindelwa Myataza thanked the Minister for his leadership and support of the CIDB in executing its mandate. "The review coincides with the appointment of the new board and a lot is expected of the panel in terms of the process and the outcome. Not all is well as perceived by the industry and we therefore expect a process whose outcomes will be frank, and will help us to map our way forward," said Ms Myataza.



ublic Works Minister TW Nxesi and Acting DDG Policy Ms Mandisa Fatyela-Lindie (with a purple shawl on her shoulders) with the rest of the newly elected CIDB board members

Minister Nxesi inaugurates the 4th CBE Council



Public Works Minister TW Nxesi and CBE CEO Ms Gugu Mazibuko pose with the new Council of Built Environment (CBE) members



Outgoing CBE Chairperson Ms Portia Tau-Sekati, Public Works Minister TW Nxesi and the new CBE Chairperson Mr Isaac Nkosi



Public Works Minister TW Nxesi, new Chairperson Mr Isaac Nkosi and CEO Ms Gugu Mazibuko with out-going Council members



New Council of Built Environment (CBE) members Mr Zukile Christopher Mvalo and Mr Clive Mtshisa share a light moment

By Brian Dlamini Pictures By Vhutshilo Tshikovhi

Public Works Minister TW Nxesi has inaugurated the 4th Council members to serve on the Council for the Built Environment (CBE) board during an event held on the 05th of September at the CBE offices in Groenkloof, Pretoria.

The CBE as an entity reporting to the Public Works Minister is responsible for implementing projects and programmes that address built environment issues and add value to the built environment professions, government and the general public.

Minister Nxesi thanked the out-going council members for securing the agreement of the 6 Built Environment Professional Councils (BEPCs) to become co-signatories to the Construction Health and Safety Accord and for co-championing the Skills Plan for the government's infrastructure roll-out programme under the leadership of the Department of Higher Education and Training.

The Minister also acknowledged the research done by the 3rd out-going council on labour intensive construction, as well as research into the state of technical built environment skills in the 13 largest municipalities in South Africa.

The Minister also outlined his priorities to the in-coming 4th Council, including ensuring effective alignment of the Council to government policies. The Minister challenged the Council to direct the organisation to deepen the partnerships with key sector stakeholders to drive the agenda of a built environment that is responsive to the needs and priorities of the country, including supporting initiatives for strengthening of the built environment technical capacity for the state and the country.

Minister Nxesi mandated the new Council to focus on driving the organisation and supporting the built environment professional councils and the industry in general in undertaking transformation initiatives at schools, tertiary institutions and under taking quality assured workplace training programmes to increase the throughput of registered and competent professionals. He also called on the Council to ensure that the CBE partners with the Construction SETA (CETA) for workplace training of candidates and recent built environment graduates and interns for experiential training.

The outgoing council Chairperson Ms Portia Tau-Sekati thanked the Department of Public Works for its sterling leadership and the CBE for allowing her to lead the Council. She also wished the in-coming council members well in their engagements of taking the CBE to greater heights.

"The skills for and through SIPs"

(Strategic integrated projects) report released!



By Brian Dlamini Pictures By Vhutshilo Tshikovhi

The Department of Higher Education and Training together with the Presidential Infrastructure Co-ordinating Commission secretariat have released the Skills For and Through Strategic Integrated Projects (SIPs) report as mandated by President Jacob Zuma in his 2012 state of the nation address, to roll out the National Development Plan.

South Africa's National Infrastructure Plan (SANIP) is an integral part of the National Development Plan (NDP) and its New Growth Path (NGP). It is intended to lay the foundation for job creation and poverty eradication by addressing infrastructure backlogs and exploiting economic growth opportunities.

The skills report was undertaken to inform the education and training sectors on the country's needs in relation to the National Infrastructure Plan. The report also anticipated to realise the NDP as its framework for addressing the key ills in the country- high unemployment, high inequality and high levels of poverty. The NGP sets out how the goals in the NDP are to be achieved in practice.

The infrastructure plan is made up of 18 SIPs. These projects are currently under way across a range of sectors and in all nine provinces.

In his message of support, Public Works Minister, TW Nxesi said the Department together with public entities reporting to DPW, particularly the Council for the Built Environment (CBE) and the Construction Industry Development Board (CIDB) and the six professional councils representing the built environment and are coordinated by CBE, support the SIPS report.



Cabinet Ministers, Mr Collins Chabane, Dr Blade Nzimande and Mr TW Nxesi listen to speakers during the release of the SIPS report in Johannesburg



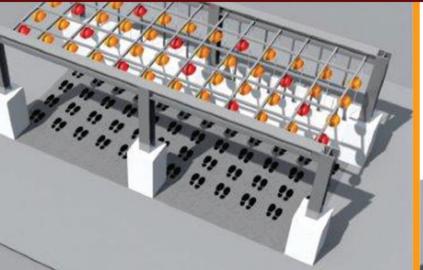
The Minister highlighted the contributions of both CBE and CIDB to the SIPS report, where they acted as intermediate bodies assisting researchers to establish occupational teams in two areas; firstly in the Built Environment professions – with the help of CBE and; secondly, in the area of elementary and Non-trade production workers- with the assistance of CIDB.

In relation to the 'Skills for and through SIPs' project, the CBE was appointed as the Intermediate Body for Professionals and Associate Professionals to ensure the establishment, support and training of Occupational Teams for Professionals and Associate Professionals on the critical scarce skills.

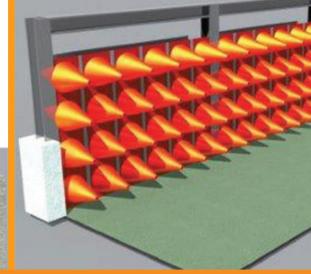
Minister Nxesi also stressed the need for transformation in the Built Environment – so that the SIPs is used not only to roll out infrastructure and employment, but also to deepen transformation in this second more radical phase of transition to democracy.

As one of the vehicles for the SIPs report, CIDB is currently leading the process of drafting best practice regulations and contract clauses to ensure that transformation, employment and training take place within the National Infrastructure Programme – whilst promoting integrity, transparency, and quality on the part of contractors.

Other Ministers who also attended the release of the SIPs report include Higher Education Minister Dr Blade Nzimande, Public Service and Administration Minister Collins Chabane.







The design model of cones and hardhats exhibition stand that Msizi Mkhize and Adriaan Louw worked or

DPW's

Young Professionals appreciate being part of the UIA Congress

By Tshuluzi Nkoana and Charity Mathebula Pictures by Tshuluzi Nkoana, Msizi Mkhize & Adriaan Louw

The Public Works Department's Young Professionals under the Chief Directorate: Professional Services Mr Msizi Mkhize and Mr Adriaan Louw believe the wealth of knowledge they gained from a recent congress which brought together architects from around the world will contribute greatly to the growth of the Department. The two were part of the organising team for the Union of

International Associations (UIA) DURBAN Architecture OTHERWHERE 2014 congress.

They were given the opportunity to participate and assist in the design and management of the National Department of Public Works' (NDPW) exhibition stand at the UIA Congress by Chief Architect and member of the UIA Scientific Committee, Mr Linda Mampuru.

Professionals The two Young also contributed to the academic discourse of the congress through poster presentations where they compiled various projects to elaborate on some of the work done within their unit in the Department."The Department collaborated with a private exhibition company M GRAPHICS. The fusion of ideas resulted in a very successful exhibition, combining the craftsmanship of the builder with creative use of helmets and cones as conceptualized and designed collectively by myself and Mr Louw," explained Mr Mkhize.

"The conference was of a very high standard and interactions with both professionals as well as students led me to believe that everyone on a local level is tired of 'red tape', corruption and the mismanagement of the built environment because of previous dogmatic beliefs. The new generation of architects want to start fixing the country as we have the potential," remarked Mr Louw. The main theme for the congress _architecture "OTHERWHERE" with sub-themes RESILIENCE, ECO-LOGY & VALUES, aims to futher push the boundaries of architectural thinking, practice and education.

Among others, these are some of the key lessons learnt by the

architects at UIA:

- South Africans are starting to ask the right questions
 - Inequality, Poverty, lack of human dignity and land justice—are issues on top of the agenda in South Africa, twenty years after democracy. Social cohesion and justice are necessary in order to resolve these pertinent issues.
- Architecture is a social science
- An Ecological approach to design can help reduce the rate of the depletion of our mineral resources.

 Architects and built environment
 - professionals need to start building for the other ninety percent of the world's population.



At this prestigious congress, the two young professionals were involved in various activities wherein they gained experience and knowledge. "My involvement as a delegate

and exhibitor has opened my mind. The inspiration drawn from such an event will enable me to do more as a professional, which will in turn assist in contributing positively to the growth and success of the

Department," said Mr Mkhize.









Acting Deputy Director General - Projects and Professional Services Mr Nkosi Vilakazi and NDPW Durban Regional Office's Director Projects Mr Thuthuka Mbhele



Professional Services unit staff



Colleagues at Head Office wearing their traditional attires in commemoration of Heritage Day 2014



Bloemfontein Regional Office's Ms Matseliso Koloti, Mr Mthi Maeene, Ms Matshidiso Lebuso & Ms Maipato Moeketsi



The Pretoria Regional Office colleagues on Heritage Day 2014



The Polokwane Regional Office celebrate Heritage Day 2014



The Mmabatho Regional Office colleagues on Heritage Day 2014

DPW Heritage Day 2014 in Pictures

Johannesburg Regional Office's Ms Mosima Manaka (standing and carrying a knobkerrie), Ms Sylvia Tshabalala, Ms Helen Tshabalala, Ms Thabang Ubane, Mr Ndiphiwe Mabada, Ms Claurina Khororo, Ms Mpho Sibiya, Ms Thembisile Madonsela, Ms Suzan Phofa, Ms Beauty Letsholo & Ms Neo Djaje, as well as Ms Koena Moetji, Ms Rachel Mamabolo, Ms Salmithia Gauwe (sitting) & Ms Fhatuwani Nevondo (lying in front)



Durban Regional Office's Ms Nomusa Sithole, Ms Nompumelelo Mdlalose, Ms Zanele Luthuli, Ms Nokuthula Vilakazi, Ms Zandile Mbatha, Ms Gugu Mbongwa, Ms Nelly Zuma, Mr Zuko Ndamase, Mr A Khan and Mr Sifiso Ndlela (on the back row), as well as Mr Bafana Buthelezi, Ms Thandi Gumede, Ms Vuyo Tobo, Ms Nelly Malinga, Ms Thola Shabalala, Ms Sibongile Shangase, Ms Sindi Dladla, Ms Emily Pike, Ms Anora Singh and Ms Stanley-Rose Gumede (front row)



Some of the Nelspruit Regional colleagues commemorating Heritage Day 2014 are Ms Phindile Khoza & Ms Nonto Luhlanga (seated), as well as Tobie Masiyakoana, Ms Maphuti Mokgohloa, Mr Sydney Xaki, Ms Kurhula Mashele, Ms Thully Mlombo & Ms Nomalanga Ntimane, among others



The Cape Town Regional Office celebrates the 2014 Heritage Day

Public Works gives to the needy





By Tshuluzi Nkoana Pictures By Shudufhadzo Mudau

Ten (10) learners from Dr WF Nkomo High School in Atteridgeville west of Pretoria were presented with new school uniforms by the National Department of Public Works. The uniforms were bought after the Department's head office, led by the Gender Unit, raised over R5 500, in a bid to assist those less fortunate as part of the Department's 67 minutes contribution for Mandela day 2014.

The handover of the school uniforms follows a commitment made by Public Works Minister TW Nxesi, MP, during the Department's visit to the school during Mandela Day, where the Minister and senior departmental officials helped clean the school.

Handing over the new uniforms, Gender Unit's Chief Director Rev. Naledi Stemela motivated the learners to keep away from substance and alcohol abuse so that they are able to become future leaders like Madiba was. Rev. Stemela also advised learners to study Maths and Science for career advancement in order to help the country to curb the shortage of professionals in the built environment.

'We will be frequenting this school for more engagements going forward as the commitment made by our Minister T W Nxesi. We are still working on our in-house processes but we promised to renovate the staff room and to include the school in our Departmental schools programme that nurtures

environment,' said Reverend Stemela. Learners' Representative Lerato Kekana thanked the Department saying if one member of the family is made to shine, the whole family will shine. 'The selected few who have been made to shine today will make the whole school to shine', she said.



Mpumalanga Hosts the 2014 Expanded Public Works Programme (EPWP) Provincial Summit

Article and Pictures by Faith Nonyana& Emmanuel Jiyane



Mpumalanga Public Works MEC Ms Dumisile Nhlengethwa and Executive Mayor of Msukaligwa Municipality Mr Joseph Bongwe share a light moment

The Mpumalanga MEC for Public Works, Roads and Transport Ms Dumisile Nhlengethwa hosted the 2014 EPWP Provincial Summit in Ermelo at the Gert Sibande District Municipality in Mpumalanga on the 28th and 29th August 2014.

The main purpose of the summit was to strategise on how best the Mpumalanga province can effectively implement EPWP phase 3, with special focus on creating more job opportunities in the Province.

About 300 delegates from public and private sector including Executive Mayors, Councillors as well as Municipal Managers from various municipalities attended the summit.

At the end of the two day summit, the MEC together with 15 Executive Mayors from the Mpumalanga signed the EPWP Provincial Municipal Summit Declaration. The declaration propels all provincial government departments, municipalities and non-governmental organisations to achieve the Mpumalanga Provincial EPWP Phase 3 target of creating 390 000 work opportunities within the next five years.

In addition, the declarations aims to ensure that the identification of EPWP projects is optimised in the integrated development plans of municipalities as well as recommit on the implementation of all resolutions taken during National Summit, MUNIMEC and EPWP phase 3 road shows.

In her keynote address, MEC Nhlengethwa explained that over the next five years, the province would target economic growth that is above 5%



EPWP beneficiary Ms Sibongile Shongwe shares with the summit delegates how the Programme has

changed her life the level of high unemployment.

per annum and as such, economic growth would be expected to create approximately 390 000 additional and sustainable work

opportunities by 2019. "This means that a total of 78 000 work opportunities must be created per annum," she explained.

The Executive Mayor of the Gert Sibande District Municipality, Cllr Mishack Nhlabathi in his welcome address expressed his full commitment towards the Programme. He said South African Local Government Association (SALGA) would support the Programme in a bid to reduce

During the event, one of the EPWP beneficiaries expressed how the Programme changed her live. Ms Sibongile Shongwe told the audience that the EPWP Siyatentela project has brought relief to the members of her family.

"I was unemployed for most of my life with five kids. My husband passed away and as a result I had to be a breadwinner for my family. The wage I received from the EPWP project changed the poverty condition in my household, as I managed to build a house, bought an electric stove and school uniform for my children.

"What I am expecting from the Summit is that they should extend the working days from three to five days a week," she said.



Discussions underway in one of the commissions





Figure 1 – Audit Opinions

2007/08

Chief Director: Monitoring and Evaluation Unit Department of Public Works

Audited Years Good Performance 🛂 lean Audit (Excellent) (Good) Qualification (Fair) Poor Performance Adverse (Poor) (Worse)

Introduction of the turnaround strategy

2010/11

2009/10

2011/12

2012/13

2013/14

Introduction

Organizations often collect and report information regarding their performance over time. This involves looking at processes or strategies in place, as well as whether outcomes are in line with what was intended or should have been achieved. There are a number of ways to judge the performance of an organisation. These may include evaluation or performance assessment reports, annual reports and audit reports. In most government departments, an audit opinion may be argued to be a common way to judge the performance often expressed in the annual reports. There are five types of audit opinions often expressed by the Auditor-General of South Africa (AGSA), namely clean audit (excellent), unqualified (good), qualified (fair), adverse (poor) and disclaimer (worse).

Every organization strives towards a clean audit. The auditor presents an opinion in an audit report. The AGSA fulfils its mandate by conducting a variety of audits. These include regularity audits, performance audits, audit of reporting against predetermined objectives and investigations.

The journey of the Department

The Department's core business is to provide and accommodation, housing, infrastructure needs for national departments, promoting the Expanded Public Works Programme (EPWP) and encouraging transformation of the construction and property industries. Since the 1997 White Paper on Public Works, the mandate of the Department has remained relatively the same however, the built-environment has evolved over time. The diagram below shows the journey of the Department in terms of the audit opinions since the 2007/08 financial year. These opinions are expressed on the operations of the Department.

In 2007/08, the Department received an unqualified audit opinion. However, the joys of the unqualified opinion were dampened by a series of negative audit findings in the years that followed. For example, in the 2008/09 - 2009/10, the Department received a qualified audit opinion. The major findings in the financial year 2008/09 were on the movable tangible capital assets and minor assets and immovable tangible assets. In 2009/10, the major findings were related to immovable tangible capital assets (again) and irregular expenditure.

2008/09

The worst audit opinion is a disclaimer which was received in the financial years 2010/11 and 2011/12. A disclaimer is a statement by auditors that an opinion could not be expressed on the financial position of a firm/organization because (1) They have not completed an examination of its accounts or (2) the examination is not broad enough in scope to enable them to form an opinion. The main findings resulting in a disclaimer in 2010/11 and 2011/12 were immovable tangible capital asset, irregular expenditure, lease commitments, contingent liability, public or private partnership, fruitless and wasteful expenditure, operating lease, receivables. These findings far exceeded those of the previous financial years. The Department was really deep in the forest.

The root cause of this deteriorating situation can be attributed to general lack of controls and sound Supply Chain Management (SCM) practices; lease management, non-operationalisation of the Property Management Trading Entity (PMTE) as well as the inadequacy of the immovable assets register. This was also evidenced by the low Departmental scores in meeting the minimum standards set in the Management Performance Assessment Tool (MPAT). The tool seeks to benchmark good management practice within government departments in four key performance areas, namely, strategic management, human resource, governance and accountability and financial management. It assesses the quality of management practices across a comprehensive range of management areas, from supply chain management to strategic planning. In the case of Public Works, meeting the minimum requirements has been a challenge since the introduction of MPAT in 2011. However, there are signs of improvement particularly around governance and accountability and to some degree in the human resource performance management area. There seems to be a correlation between management practice and organizational performance. Arguably, poor management practice may result in poor organisational performance. This is evidenced in figure 1 and the reasons provided for the deteriorating situation in the Department.

The Departmental attempts to intervene and correct shortcomings in the audit of 2011/2012 accounts came too late and as such had little impact on the audit outcome for that year. In 2012/13, the Department received a qualification raising the bar back to the performance of the 2008/09 – 2009/10 financial years. The situation for 2013/14 presents a different story and a major milestone in the last 5 financial years by receiving an UNQUALIFIED audit opinion. Moving towards improving efficiency, governance and accountability, the Department has established a Governance, Risk and Compliance (GRC) Branch. This Branch will play an important oversight role from strategic planning, risk management, monitoring and evaluation to fraud and corruption awareness.

The Turnaround Strategy

A number of initiatives have been instituted to redress the challenges mentioned above. Towards the end of the financial year 2011/12, the Minister of Public Works announced the need to turn the Department around as a result of negative audits, poorperformance and client dissatisfaction. The turn around strategy brought in expertise to complement the Department's capacity in bringing about the needed change. The strategy became operational in the financial year 2012/13.

The immediate focus of the turnaround strategy was to stabilize the operations of the Department. As the Minister often puts it 'The Department is like a patient in ICU, profusely bleeding and Needed to be stabilized'. Given the audit findings (disclaimers) of the previous financial years, the Department was in a real crisis and needed urgent attention to avoid a possible collapse. The stabilization phase of the turnaround strategy included the identification of special intervention projects, formation of steering committees to drive the programmes of the Department, drafted charters and forged new paths to deal with the challenges at hand. Once the stabilization phase is completed, the Department will then move to the efficiency enhancement phase and then lastly to the transformation phase.

It may be argued, evidenced by the 2012/13 financial year's move from a disclaimer to a qualification in the main vote that the turnaround initiatives were starting to bear fruits. A series of interventions were experienced in the SCM environment where foundational policies, standards and norms were developed. Other initiatives included the development of HR related initiatives, increased fraud and corruption awareness, engagements with National Treasury around budget requirements and other resources, use of officials from the entities reporting to the Department [CIDB and CBE] to beef up capacity and the involvement of the Department of Public Service Administration (DPSA) in revising the organizational structure.

Quite important for the implementation arm of the Department was the focus on ways to strengthen the Regional Offices to better deal with leases (state and private leases), maintenance and completion of projects. Progress has been achieved in many of the initiates, however, much still need to happen.

Performance Information

Performance information is the pulse of the organization that should signal any signs of danger; however this area has had a number of short comings. The Auditor General has expressed findings in this area over the years. Some programmes in the Department still are disclaimed on the basis of unavailability of evidence to support the

achievements and to some degree limitation of scope. Although there have been some improvements particularly between the 2011/12 and 2012/13 financial years, a lot still needs to be done. The focus in this area will require a rigorous investigation on the internal controls, strengthening planning and monitoring not only for compliance purposes, but towards service delivery. The move towards better planning and monitoring has received great attention (part of the Governance, Risk and Compliance -GRC branch). The most appraised achievement has been the development of the Service Delivery Model (SDM). Notwithstanding these achievements and initiatives, major challenges facing the Department regarding performance information include poor planning, inadequate monitoring (tools for monitoring resulting in poor quality of information) and lack of accountability. The quality of performance information enables the Department to determine its progress. Every achievement or lack thereof should be backed by evidence. This has been a challenge in Department for some time resulting in negative findings on performance information (pre-determined objectives). When information/evidence does not reflect any level of performance, it becomes difficult to take/make decisions and that may not even reflect anything about service delivery.

The most important part of performance is for the citizens to know and enjoy the services rendered. However, if services cannot be reported accurately, the Department would have failed the citizens. The failure to report is attributed to a number of internal challenges ranging from lack of participation by officials (probably driven by a certain culture), poor planning, blurred roles and responsibilities to the absence of a business model. The performance of the Department in terms of targets achieved in the last 5 years present a skewed picture where the support services (programme 1) far exceeds the core business (programme 2, 3 and 4). The support service progress averages 60-70% every year but the core business (programme 2, 3 and 4 combined) averages less than 40%. This begs the question whether the Department will be able to fully achieve the set targets for the next coming years. Judging by the performance rate, it is unlikely that the core business will breach a 50% (as has been the case in the past) mark if a business model that suits the Department is not developed.

Further, the development of performance indicators - often referred to as SMART indicators or targets is compromised by the absence of a business model that will be influenced by market research in the built environment. The process of developing targets and indicators must be informed by a common and understandable value chain/business process driven by a clear and imaginable vision. What also confirms that the targets set do not meet the SMART criteria include the sudden change of targets during the financial year, absence of evidence that supports such performance and also in some instances, the corrective measures stated by a particular programme/unit often falls outside the ambit of that particular programme/ unit (also a confirmation of the absence of a business model). In the last 5 years (from 2009/10 - 2013/14), the Department has had challenges in providing the portfolios of evidence (POE's) on what has been achieved and in cases where POEs were availed; they often did not correlate with the information disclosed in the quarter and annual reports resulting in unreliable, incomplete and inaccurate performance information. These negative findings affect the overall performance of the Department. There are also structural challenges in the Department that affect performance.

These include the roles and responsibilities between Head Office and Regional Offices. The targets set are misappropriated such that those responsible for execution and achieving those targets are not accountable for lack of progress. This affects reporting leading to either underreporting or lack of information without appropriate and complete information further hampering performance. This should be addressed by a functional organizational structure that is premised on the business model of the Department. The organizational structure also raises another challenge relating to capacity and capability in the operations of the Department. It poses the question of the effectiveness of recruitment, placing and training plans in line with the increasing demands of the Department. This area also involves the balancing act between capacity constraints, budget limitations, integration of IT platforms affecting data integrity (capability) and delays in supply chain management (procurement).

Some of the challenges such as capacity constraints may not be a quick solution to the challenge and so work continues without capacity. Even with these challenges, the corrective measures to deal with capacity and capability have not yielded fruitful results due to labor issues/disputes, prolonged recruitment processes and availability of budget further affecting performance. The Department has revised the organizational structure with the aim to address structural challenges. The effective implementation of the structure will assist in driving the second phase of the turnaround – efficiency enhancement. The next 23 years will shape the direction and forge new pathways for improvement thus taking the Department out of the forest and the woods completely. The third phase -sustainability and growth should see the Department soaring into new heights with a clear mandate (re-building Public Works) and evidence based deliverables (improved service delivery).

Conclusion

The challenges raised regarding the past performance present a Department that seems to be stuck in a thick forest with little hope of escaping. However, the last 2 financial years (2012/13 and 2013/14) have seen some improvements in the performance moving from a disclaimer to an unqualified audit opinion. These have been in part, a result of the turnaround strategy that sought to stabilize the Department in times of crisis. Yes the Department may be argued to be out of the forest but it is still in the woods.

A lot still needs to happen from planning, monitoring, reporting and accountability to execution of Departmental programmes. In addition, the Department needs to put in place processes and procedures to conduct its business and meet the minimum standards of management practice. This will require the participation of everyone in an effort to contribute towards service delivery. A culture change (that is, doing things differently) and commitment as public servants might be the starting point to improved service delivery by the Department. The graduation from negative audit findings to a clean audit, positive public perception and improved service delivery largely driven by a clear mandate will take the Department out of the woods completely.

The second phase of the turnaround is gearing the Department in that direction. With the progress made thus far on achieving a clean audit on the Vote (DPW) and a qualification on PMTE, spell a direction that ought to be celebrated by ALL DPW officials. This clearly shows effort, commitment and sacrifice towards achieving the set goals and Rebuilding Public Works'.

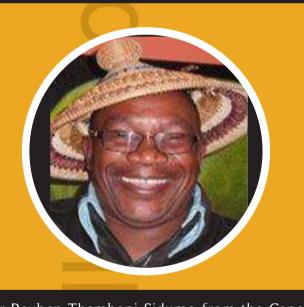
Fallen Colleagues



Ms Annah Simelane from the Johannesburg Regional Office



Mr Ramolodi Maxwell Sebothoma from the Head Office



Mr Reuben Thembani Sidumo from the Cape Town Regional Office

May your souls rest in peace, you will always be in our thoughts'

Health feature

What is Lupus?

Lupus is an autoimmune disease where the body's immune system (the organs and processes your body uses to fight against infections) becomes hyperactive and attacks the normal, healthy parts of the body. Usually, the body's immune system creates proteins called antibodies, which are used to protect and fight against infections. However, lupus makes the immune system unable to tell the difference between infections and the healthy parts of the body. Lupus therefore causes the immune system to attack its own tissues and organs.

Symptoms and complications of lupus

No two cases of lupus are exactly alike, but there is a wide range of symptoms that can lead to complications in several areas of the body. Sometimes, these symptoms may develop slowly or they may appear suddenly. They can be mild, severe, temporary or permanent. Some of these symptoms include:

- Aching or swollen joints especially in the wrists and small joints of the hands, el bows, knees and ankles
- High temperature
- Prolonged and extreme fatigue (tiredness)
- Skin lesions (cuts) especially on the arms, hands, face, neck or back
- Hair loss
- Sensitivity to the sun and bright lights
- Fingers turning white and/or blue in the cold
- Mouth or nose ulcers
- Weight loss or gain
- Dry eyes
- Easy bruising
- Anxiety and depression

Even if lupus symptoms are mild, it is important to remember that lupus is a serious disease and it needs constant monitoring and treatment. If untreated, it can harm your organs and put your life at risk if untreated. For example, lupus can cause serious damage to the kidneys, which results in swelling of the hands and feet. It can affect the central nervous system causing headaches, dizziness, memory problems, seizures, and behavioral changes. It increases the risk of anemia, bleeding, blood clotting and causes inflammation of blood vessels, which can result in cardiovascular disease and heart attacks. It can also cause non-infectious pneumonia and difficulty breathing due to inflammation of the lungs.

Treatment of lupus

There are treatments available to help ease the symptoms and minimise the effect the condition has on a person's daily life. There are many people who live relatively normal lives with the disease as long as they take care of their bodies and take the correct medicine. Because lupus symptoms vary from one person to another, a doctor will have to tailor treatment specifically and develop a treatment plan based on the age, symptoms, general health and lifestyle of person who falls ill with this disease. The goals of any treatment plan will be to

reduce the inflammation caused by lupus, suppress the overactive immune system, prevent flare ups of the disease and treat them when they occur, and control symptoms like joint pain and fatigue and minimise damage to the organs.

There are many medicines that are used to treat lupus such as:

- Non-steroidal anti-inflammatory drugs (NSAIDs), which are painkilling medicines that reduce inflammation in the body.
- Corticosteroids, a type of medicine that re duces inflammation quickly.
- Immunosuppressants, which suppress the immune system and help limit the damage the immune system causes when it attacks healthy parts of the body.
- Antimalarial medicines, which are usually used to treat malaria but are also effective in treating some of the symptoms of lupus such as skin rashes, joint and mu scle pain and fatigue.
- Anticoagulants to prevent blood clots.
- Antihypertensive drugs for high blood pressure.
- Anticonvulsants for seizures.
- Antibiotics for infections.

Living with lupus

Just because a person has lupus does not mean that they should stop living life. If you have been diagnosed with the disease there are several steps you can take to remain on top of it—education and bit of careful planning will go a long way towards allowing you to live a relatively 'normal' life. Try and do these small things to help you manage your illness:

- Quit smoking if you are a smoker Kicking the habit may have a greater impact on your lupus than any other lifestyle change you can make. While cigarettes are dangerous for everyone, they are especially dangerous for people with lupus, since they speed up and worsen the disease.
- Exercise Regular exercise is important for everyone, but it is even more beneficial for people with lupus. Low-impact activities like swimming, walking, and bicycling can help you with some of your lupus-related conditions. Exercise can protect your heart, prevent osteoporosis, reduce muscle stiffness, boost muscle strength, and relieve stress. Ask your doctor to help you create an exercise plan that is just right for you.
- Protect yourself from the sun Too much sun can cause lupus symptoms to flare up. Wear sunscreen that has a sun protection factor (SPF) of at least 30. Try avoiding the sun between 10am and 4pm, when it is strongest. If possible, protect your skin with long-sleeved shirts, long pants, and a big hat.
- Rest Aim for at least seven hours of sleep each night. Rest reduces fatigue, but remember that too much sleep can sometimes make you feel even more tired.

Happy Birthday

to the following colleagues born in the month of September

01 Septem	ber
1.	LUCAS RACHEL FERDINAND
	VAN HECKE
2.	MOHLONGO RENIASMOHLALA
3.	NDOISILE MESHACK KHOBOSI
4.	SIVAGAMIE NAIDOO
5.	GEORGEOSBORNE
6.	WILLIAM MKHONDOSKHOSANA
7.	MANENE STANFORDDYASI
8.	TOYER ABRAHAMS
9.	THINAVHUYO JOEL MANDIWANA
10.	MARTINUS JACOBUS SOUWITZSKY
11.	TOLGHA WATSON
12.	MUSHFIQAH ADAMS
13.	CYNTHIA TENDANI
	TSHIBALANGANDA
14.	AKONA XENTSA
15.	RAKESH DHANIRAM
16.	SEBE WISEMAN MAZULA
17.	FIKILE ANGEL NDWANDWE
18.	THANDI MOKONENI
19.	KAGISO CLEMENT MOTAU
20.	SIZWE OSBORNEZIBANE
02 Septem	ber

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MELANIE VERNERINE CAROLUS 30. LORAINNE STEVENS SELAMODI PETER MASHIANGAKO

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NDPW Pretoria Regional Office's Koos Mabena in a black jersey takes a free kick against a Namibian team



NDPW Mmabatho Regional Office's Brenda Lecholo in navy defends against a player representing the NDPW Pretoria Regional Office



Mmabatho Provincial Public Works in blue playing against NDPW Pretoria Regional Office



Mmabatho Provincial Public Works and NDPW Mmabatho Regional Office volleyball team members shake hands after the game



Cape Town Regional Office's Jenny Mangiagalli sparkling on Casual Day 2014



Cape Town Regional Office's Ms Marietjie Fourie glittering on Casual Day 2014



Port Elizabeth Regional Office Project Manager Mr Erasmus Marchane sparkles on Casual Day 2014



Bubbly staff members at CGO embrace Casual Day 2014