



KWAZULU-NATAL PROVINCE

PUBLIC WORKS
REPUBLIC OF SOUTH AFRICA

ANNUAL PERFORMANCE PLAN 2020/2021

**DATE OF TABLING:
4 June 2020**

PR445/2019

ISBN: 978-0-621-47957-7

Title of Publications: KwaZulu-Natal Department of Public Works Annual Performance Plan 2020-2021

EXECUTIVE AUTHORITY STATEMENT



Comprehensive planning is an essential preparatory step to the implementation of sound service delivery. Without careful attention to planning, the service delivery value chain is compromised.

It is against that background that the Department prepares this detailed plan.

We consistently seek alignment with the National Development Plan (NDP) and the Provincial Growth and Development Plan (PGDP), whilst careful consideration is the electoral mandate obtained from our people in the last general election, which constitutes a social compact. This social compact is in turn informed by resolutions of the 54th conference of the governing party, the African National Congress.

The planning process is therefore an intricate one driven by administrative, political, social and economic considerations. The best-laid plans however are subject to the ebb and flow of the context in which we work.

For some time now, we have braced ourselves for the prospect of a contracting economy both domestically and globally. Initial projections were for a 0.9% growth rate.

The COVID-19 pandemic has forced growth projections downward into an almost certain global recession. We are in a most unpredictable situation as the trajectory of the coronavirus and its eventual human impact is a great unknown.

The challenge of the pandemic cannot however disable us as a government. Both the needs and expectations of our people in the implementation of service delivery are vast.

The core of this plan centres around the mandate of infrastructure development and property management. State-led infrastructure development has proven itself over the course of economic history to be an impetus for the revitalisation of the most depressed economies. We must therefore redouble our efforts to drive the infrastructure agenda with purpose, prudence and creativity.

The overarching ideological point of departure in all our work is radically socio-economic transformation. In unpacking this performance plan, we are obliged to give expression to the resolutions of recent summits involving youth, women and people with disabilities involved in the construction sector.

Additionally, the Honourable Premier in his 2020 State of the Province address extended the eight provincial priorities, which include inter alia, basic services, job, creation and growing the economy. In implementing this plan, we are compelled to show demonstrable outcomes under each of those priorities. Those outcomes must measure impact in changing our people's lives.

The Premier also tasked the Department of Public Works to improve its internal operations and strengthen systems to achieve full potential in becoming the Implementer of Choice for infrastructure projects in KwaZulu-Natal.

A further instruction reflected in the crafting of this plan is the reduced reliance on private consultants. Over the past year, the Department has been recruiting key built environment skills to enhance internal capacity. The fruits of that process must become apparent in our service delivery outcomes.

Monitoring and evaluation will be crucial in the implementation of this plan. The necessary administrative processes are in place but we must be vigilant at every step.

As the political principal, I am assured by the Accounting Officer that the institutional mechanisms and human resources capacity to realise the targets set out herein are in place and therefore tender this plan for appropriate consideration.



Ms N.P. Nkonyeni, MPL
Executive Authority of the Department of Public Works
Provincial Government of KwaZulu-Natal

ACCOUNTING OFFICER STATEMENT

In preparing this Annual Performance Plan, the Department has a clear intention to ensure sound performance and is committed to expeditious and quality service delivery that yields fair value.

In various engagements with both the Honourable MEC for Human Settlements and Public Works and the MECs and Heads of client departments, it is apparent that our performance in infrastructure development and property management needs to be ramped up.

A key constraint has been in human resource capacity particularly key skills sets in the built environment professions. Since the latter half of 2019, Public Works has been on a concerted drive to recruit those sought-after skills in order that the Department might be able to better demonstrate its mandate as the implementer of choice in the Province.

In detailing this plan, we are confident that we are reflecting a renewed and revised capacity to implement state-led infrastructure development that contributes to the economy of our Province and simultaneously delivers on much needed services.

Measured against the last financial year, there has been a major shift in the internal capacity to design and package projects. We also have increased confidence that turnaround time in all aspects of our operations including the maintenance of state buildings will be timeous and efficient.

It is encouraging that in his State of the Province Address, the Honourable Premier announced that Public Works would serve as the Province's Infrastructure Nerve Centre to coordinate all government infrastructure projects. That is a tremendous expression of confidence and a responsibility, which we take very seriously.

Similarly, the establishment of the Strategic Infrastructure Development Agency (SIDA) is now at an advanced stage and will be brought into operation during the life of this performance plan.

SIDA's task as indicated by the Premier will be to restore the balance in the province's core infrastructure focus by coordinating, integrating and implementing programmes in areas of public transport, social and economic infrastructure.

The much-anticipated Provincial Precinct will be a showpiece infrastructure project housing most departmental head offices and the Legislature. This multi-year project is uppermost in our planning for the period under consideration.

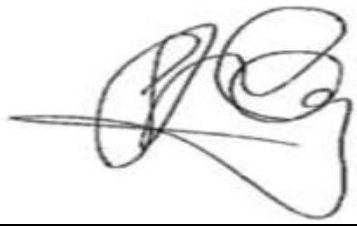
The access and equity imperatives under the umbrella of radical socio-economic transformation will gather further momentum during the term of this plan. Given the enormous quantum of the infrastructure budget in the province, one cannot be satisfied with the relatively miniscule value of the awards to emerging contractors, particularly women, youth, people with disabilities and military veterans.

Going forward, the Eyesizwe Contractor Development Programme and related transformation interventions must necessarily have a larger share of the pie. The concomitant obligation of the contractors will be to deliver on time and within budget at the quality standards expected. There can be no compromise in that regard.

Another key responsibility of the Department is the Expanded Public Works Programme. Aside from the overall provincial coordination of the programme, the Department's responsibilities are likely to be

extended further in the monitoring of implementation. Here again the skills that we have recruited will hold us in good stead.

This plan is focused entirely on implementation. Where implementation is less than optimal, consequence management will be a necessary recourse. There is sufficient reason however to believe that the renewed Public Works is suitably motivated and energised to deliver on every commitment made in this plan.

A handwritten signature in black ink, appearing to be 'GG Sharpley', written over a horizontal line.

Dr GG Sharpley
Executing Authority of the Department of Public Works
Provincial Government of KwaZulu-Natal

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 the Executive Authority, Ms. NP Nkonyeni
- Takes into account all the relevant policies, legislation and other mandates for which the Department of Public Works is responsible.
- Accurately reflects the outcomes and outputs which the Department of Public Works will endeavor to achieve over the period 2020/2021.

Mr. P.W. Duma
Deputy Director General:
Programme Manager: Programme 1

Signature



Ms. A. Khan
Programme Manager: Programme 2

Signature



Mr. S. Majola
Programme Manager: Programme 3

Signature



Mr. J.P. Redfearn
Chief Financial Officer

Signature



Ms BNJ Makhaye
Head of Planning

Signature



Dr G.G. Sharpley
Accounting Officer

Signature



Approved by

Ms N.P. Nkonyeni
Executive Authority

Signature



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ACRONYMS

No.	Acronym	Full Description
1.	APP	Annual Performance Plan
2.	C-AMP	Custodian Asset Management Plan
3.	CIDB	Construction Industry Development Board
4.	COGTA	Department of Corporate Governance and Traditional Affairs
5.	DAC	Department of Arts & Culture
6.	DARD	Department of Agriculture & Rural Development
7.	DoE	Department of Education
8.	DoH	Department of Health
9.	DoPW	Department of Public Works
10.	DoT	Department of Transport
11.	DSD	Department of Social Development
12.	DS&R	Department of Sports & Recreation
13.	EPWP	Expanded Public Works Programme
14.	FTE	Full Time Equivalent
15.	GIAMA	Government Immovable Asset Management Act.
16.	HRPP	Human Resource Provisioning Plan
17.	IAM	Immovable Asset Management
18.	IDMS	Infrastructure Delivery Management System
19.	IMTS	Infrastructure Maintenance and Technical Support
20.	IPMP	Infrastructure Programme Management Plan
21.	KZN	KwaZulu-Natal
22.	MEC	Member of the Executive Council
23.	MPL	Member of the Provincial Legislature
24.	MTEF	Medium Term Expenditure Framework
25.	MTSF	Medium Term Strategic Framework
26.	NDOPW	National Department of Public Works
27.	NDP	National Development Plan
28.	NEET	Not in Employment, Education or Training
29.	OSS	Operation Sukuma Sakhe
30.	OTP	Office of the Premier
31.	PGDP	Provincial Growth and Development Plan
32.	PGDS	Provincial Growth and Development Strategy

No.	Acronym	Full Description
33.	SDIP	Service Delivery Improvement Plan
34.	SITA	State Information Technology Agency
35.	SMS	Senior Management Services
36.	PFMA	Public Finance Management Act
37.	U-AMP	User Asset Management Plan

Part A: OUR MANDATE

VISION

“An inclusive economy through sustainable infrastructure development and property management”.

MISSION

“To improve the lives of the people in KwaZulu-Natal through sustainable infrastructure development and property management”.

CORE VALUES

In the implementation of the Annual Performance Plan, the KwaZulu-Natal Department of Public Works will be guided by the following values:

	Core Value	Description
a)	Transparency	<ul style="list-style-type: none">- We all share ideas and information freely and promote a culture of openness and transparency in all our work.- We will facilitate access to information; always engage the communities and stakeholders in our decision-making.- We will respect the views of others and seek to first understand and there is a better way to be monitored.- We will respect the views of others, seek to understand their opinion/s and open ourselves to monitoring.
b)	Excellence	<ul style="list-style-type: none">- We are dedicated to providing high quality, appropriate progression and timely responses for all our services- We will seek and embrace effective leadership, innovative solutions, creativity and support, orientation to change and progressive thought.- We will encourage effectiveness and reward efficiency and ingenuity.
c)	Motivated Workforce	<ul style="list-style-type: none">- We will treat all people with dignity, respect and fairness.- Our employees are our most valuable resource and we will invest in their growth.- Each employee's contribution is essential to our collective success.
d)	Sustainability	<ul style="list-style-type: none">- We will act with foresight to ensure the long-term health and wellbeing of the community we serve.- We will seek a balanced approach to deliver on our mandate, programmes and services in an economically sound, environmentally sustainable and socially responsible way.
e)	Integrity	<ul style="list-style-type: none">- We will seek public trust by being honest, competent and consistent in our actions.- We will strive for the highest standards of moral and ethical conduct.
f)	Team Work	<ul style="list-style-type: none">- We will work together to achieve common goals- We will share information freely, and collaborate with our stakeholders and actively engage them in our decision-making and initiatives.
g)	Accountability	<ul style="list-style-type: none">- We commit the Department staff and service providers to be accountable to the public and other stakeholders for services rendered and commitments made

OUTCOMES

OUTCOME 1	Increase access to economic opportunities to broaden the base of targeted groups for economic empowerment through infrastructure and property management
NDP & PGDP ALIGNMENT	NDP – Chapter 3 NDP ¹ - Chapter 13 and 14 PGDP Goal 6 – Governance, PGDP Strategic Objective 6.1 Strengthen policy, strategy coordination and Intergovernmental relations PGDP Goal 1, Strategic Objective 1.4 Improve the efficiency, innovation and variety of government – led job creation programmes
MTSF PRIORITY	Priority 2 - Job creation and transformation Priority 1 – A capable, ethical and developmental state
OUTCOME 2	Improved immovable asset management and custodianship of all provincial assets and facilities
ALIGNMENT TO NDP, PGDP	NDP – Chapter 7
MTSF PRIORITY	Priority 7 – a better Africa and World
OUTCOME 3	Provision of sustainable social infrastructure
NDP & PGDP ALIGNMENT	NDP Chapter 7 PGDP Goal 5 – Environmental Sustainability Strategic Objective 5.2 Expand application of green technologies
MTSF PRIORITY	Priority 1 – Job creation and transformation

¹ NDP – National Development Plan –Vision 2030

1. RELEVANT LEGISLATIVE AND POLICY MANDATES

Within the broad statutory mandates of government institutions, the following mandates currently guide the KZN Public Works department's core functions of infrastructure development and property management.

Government Immovable Asset Management Act (No. 19 of 2007)

This act provides for a uniform framework for the management of an immovable asset that is held or used by a national or provincial department. It provides for ensuring the co-ordination of the use of an immovable asset with the service delivery objectives of the national or provincial department and for issuing of guidelines and minimum standards in respect of immovable asset management by a national or provincial department.

KZN Land Administration and Immovable Asset Management Act, No. 2 of 2014

Enables the Provincial Government to:

- ❖ administer the management of the Provincial state land, including the process of:
 - acquisition of property;
 - disposal of provincial state land;
 - expropriation of property;
 - management and maintenance of provincial state land,
- ❖ establish and maintain a current register for all Provincial State Property
- ❖ harmonise provincial land administration and management legislation with GIAMA.

The Act specifically stipulates that the MEC for KZN Public Works is responsible for the aforementioned functions. It also makes provision for user departments to submit user asset management plans to the Department, setting out how it uses or intends to use immovable assets in its possession, which user asset management plans will assist the Department in compiling its Custodian Asset Management Plan, relating to all immovable assets in its custody, thus ensuring alignment with GIAMA.

POLICY MANDATES

- ❖ Public Works White Paper : Towards the 21st century (1997)
- ❖ Public Works White Paper: Creating an enabling environment for Reconstruction, Growth and Development in the Construction Industry (1999)
- ❖ On the 16th April 2014 the Cabinet approved the transfer of the EPWP Provincial Coordination to the Department of Public Works as recorded in **Cabinet Resolution 119 of April 2014**. As from the 1st of April 2015, the KZN Department of Public Works fully took over the EPWP Provincial Coordination in KZN.

The main objective of the EPWP Provincial Coordination of the sub - programme is the management and co-ordination of expenditure on the Expanded Public Works Programme.

2. INSTITUTIONAL POLICIES AND STRATEGIES

None

3. RELEVANT COURT RULINGS

None

Part B: OUR STRATEGIC FOCUS

1. SITUATIONAL ANALYSIS

Statistics South Africa (Stats SA) estimates the mid-year population at 58,78 million for 2019. Approximately 51,2% (approximately 30 million) of the population is female. Gauteng comprises the largest share of the South African population, with approximately 15,2 million people (25,8%) living in this province followed by KwaZulu-Natal with an estimated 11,3 million people (19,2%) living in this province. With a population of approximately 1,26 million people (2,2%), Northern Cape remains the province with the smallest share of the South African population. About 28,8% of the population is aged younger than 15 years and approximately 9,0% (5,3 million) is 60 years or older. Of those younger than 15 years of age, the majority reside in Gauteng (21,5%) and KwaZulu-Natal (21,1%).

The National Development Plan 2030 visualises an inclusive society and economy, free from unequal opportunities through capacity building, redress and increased interaction. Given this context there is a need for programmes to develop women and youth if South Africa is to grow into a powerhouse in the global stage.

Gender equality in decision-making positions is vital to ensure that issues affecting women are considered during policy formulation, planning and project implementation. Women empowerment is a critical component of any interventions aimed at gender equality as they remain marginalized even in the post 1994 era. Ownership and control of assets should therefore remain at the forefront of socio-economic transformation. The department has therefore identified areas of intervention through procurement reforms to ensure empowerment of women, youth, military veterans and black African.

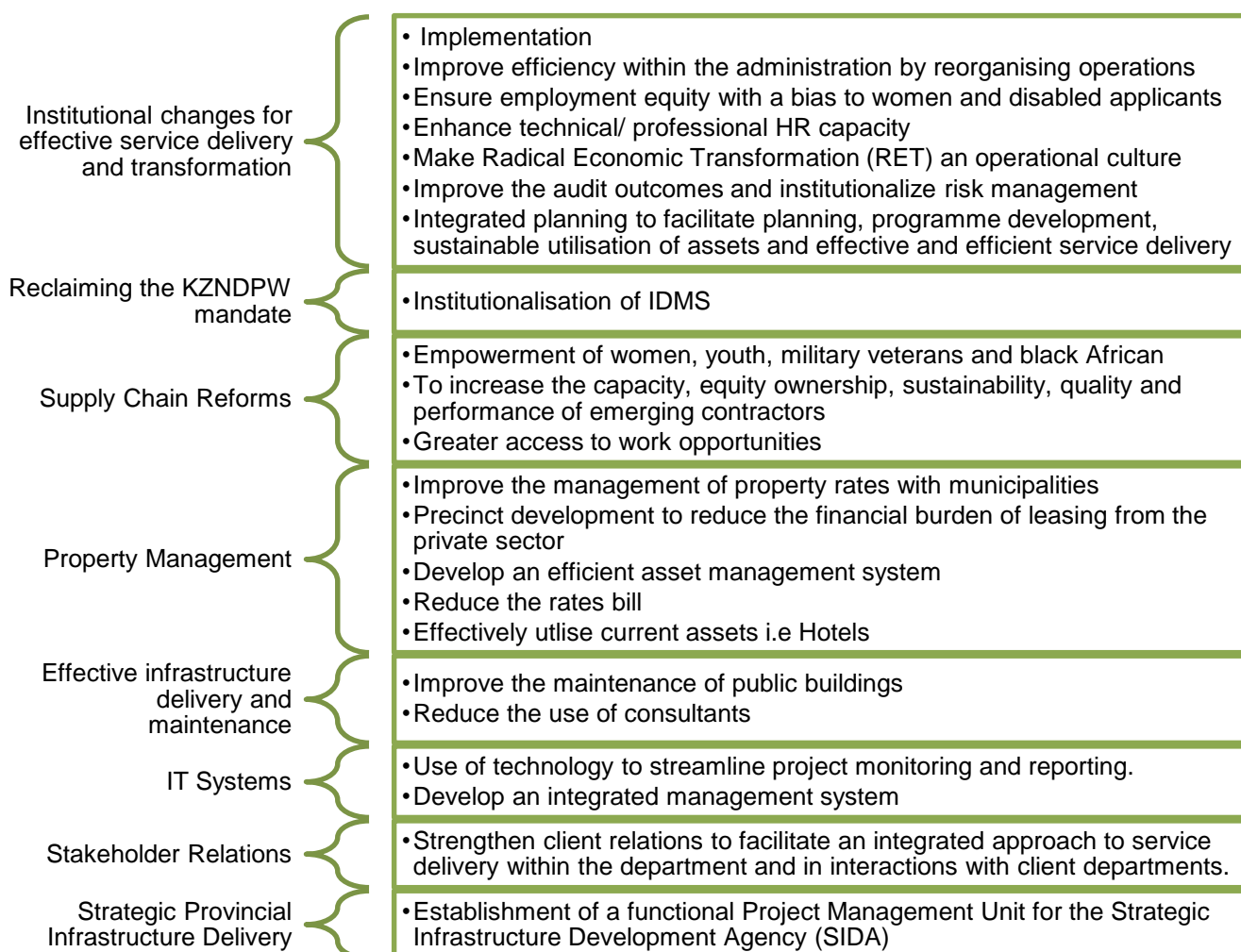
A large portion of the lease portfolio has benefitted mainly Indian and White landlords therefore specific interventions will also be introduced to increase the equity ownership of black landlords. There will also be a streamlined approach towards the development of emerging contractors through increased spend on Eyesizwe Contractor Development Programme as well as capacity building in order to improve sustainability, quality and performance of emerging contractors. The new approach will also see a greater number of contractors benefitting as the department limits the number of awards per contract.

Inroads into Radical Economic Transformation have been introduced and will be intensified in the 2020-2025 period through revised Delegations to Regions and District Offices, Promotion of African Black Entrepreneurs by the utilisation of Section 2 (1)f of the BBBEE Act on leases 900m² below, utilisation of Section 2(1)f to promote contract participation goals and locality, advertisement for a database of Professionals per Discipline to realise efficiency in procurement processes, Limitation of multiple awards - greater spread of contractors and consultants, aggregation of procurement plan to apportion pre-qualification criteria and direct and indirect sub-contracting above R30 million.

The department leads Action Work Group 3 tasked with monitoring implementation of the PGDP strategic objective 1.4 “to improve the efficiency, innovation and variety of government-led job creation programmes. The AWG monitors and evaluates the effectiveness, effect and impact of EPWP in the Province. The role strengthens the department’s role of provincial coordination and ensures an integrated approach to the creation of job opportunities in the province. A challenge remains with inadequate reporting of job opportunities created at municipal level due to limited capacity and inefficiencies in data collection resulting in rejection of reported jobs on validation on data. Innovative thinking is required to implement EPWP as it offers extensive opportunities to combat unemployment.

The client satisfaction survey conducted confirms issues raised during the strategic planning exercise as matters that should be prioritised, namely delays in finalising projects, quality of workmanship by contractors appointed, exorbitant construction costs, excessive use of consultants and cumbersome internal processes affect project timelines

The diagram below outlines further focus areas that will be addressed in the 2020-2025 period.



The worldwide Covid 19 pandemic and the resultant National Lockdown has had a huge impact on the overall service delivery provision of the department. The multiplier effect on the departmental financial and non-financial performance is massive and is yet to be felt.

2. EXTERNAL ENVIRONMENTAL ANALYSIS

In the South African context of high level of poverty, inequality and unemployment (non-inclusive economic growth) coupled with a widely recognised skills shortfall.

The NDP outlines two key objectives for EPWP namely:

- Contribute to reducing unemployment by creating temporary employment by being responsive to the number of unemployed and
- contribute to social protection for the unemployed by providing them with income support.

The high rate of unemployment in South Africa and KwaZulu-Natal presents an opportunity to introduce meaningful interventions to realise the KwaZulu-Natal's PGDP goal of inclusive economic growth through improving the efficiency, innovation and variety of government-led job creation.

The 2019Q2 CIDB SME Business Conditions Index shows that the South African building and construction industry continues to struggle amid tough economic conditions (CIDB). The poor economic growth has resulted in less investment in infrastructure.

Some of the pressures facing Public Works stem from client departments failing to provide adequate project scopes, delays in project readiness from client departments, use of other implementing agents and use of in-house built capacity by client departments, cancellation of projects mid-implementation. It is acknowledged that the department needs to improve its approach to project management to deliver quality infrastructure on time and at reasonable cost. The loss of trust in the department's capabilities poses a serious threat to the department's delivery on its mandate, reputational damage for the department and conflict with contractors.

Increase in leased office space on account of non-availability of suitable buildings or funding or refurbish buildings to bring the in line needs from user departments. There is a dire need for maintenance of government buildings to house government departments and the use of Public Private Partnerships and development leases is being explored to mitigate against limited maintenance budget.

Some opportunities to be explored include generation of innovative and creative ideas to address changes in socio-economic conditions through partnerships with tertiary institutions, enhanced implementation of green building principles and taking the lead in creation of sustainable infrastructure.

Lack of responsiveness to changing sector, economic and environmental conditions has been cited as a threat to the continued effectiveness of the department, hence the need to revisit the service delivery model.

Political environment

There is stability in the political environment and the department is on track in addressing key areas prioritised for the 6th administration, with specific reference to some that relate directly to the mandate of the department, namely, job creation to reduce the high unemployment rate and contribute to poverty alleviation, training and exposure to skills development interventions for the youth, 30% government's procurement spend should go to small business and cooperatives, replace unsafe school buildings and improve sanitation, release state land housing purposes, identify interventions

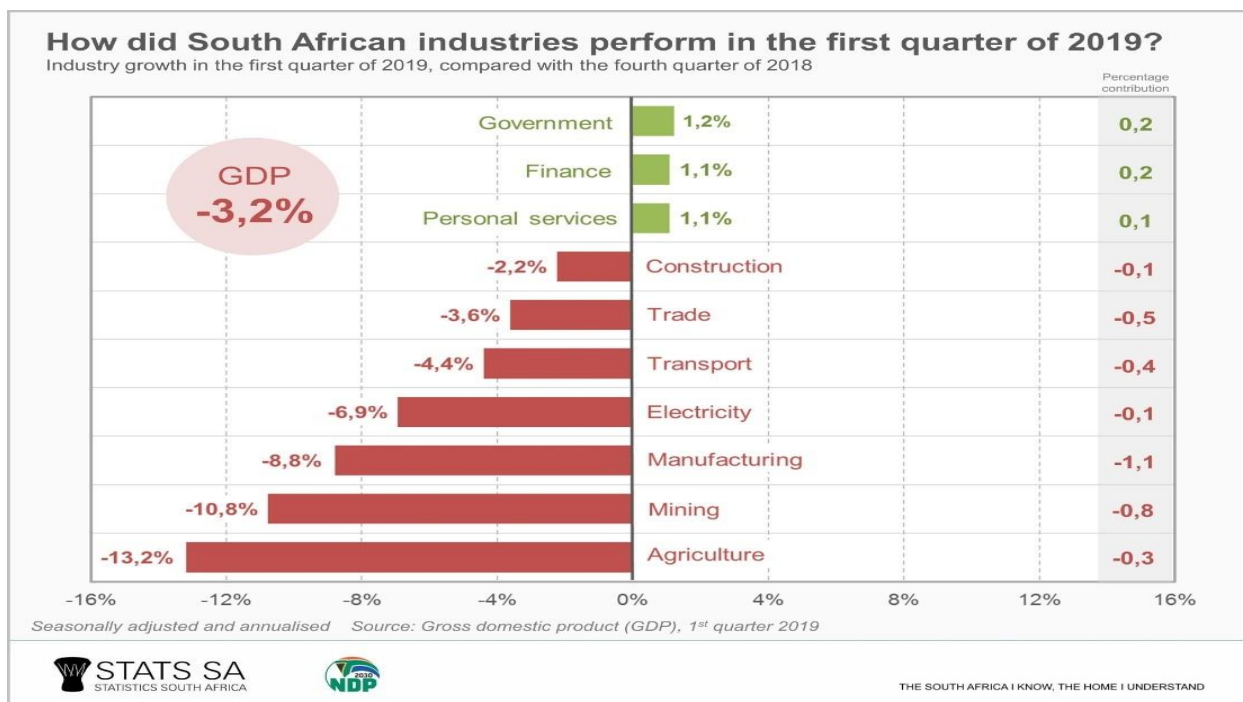
needed for the NEET group, that is, Youth Not in Employment, Education or Training, remove exclusionary procurement processes

Economic environment

South Africa is the 34th largest economy in the world in terms of nominal GDP (Statistics times, 2018). KZN is the second largest contributor to the economy of the country, generating a percentage share of national GDP of 16 per cent after Gauteng with a percentage share of GDP of 35.2 per cent. This clearly shows that the province plays a significant role in South Africa's economy. KZN has a diverse economic and social culture; as a result, its economy depends on various activities that boost its economic performance. It performs in all economic spheres, most notably in agriculture, tourism, manufacturing, mining, trade, construction, finance and community services.

The South African economy slumped sharply in the first three months of 2019, contracting by 3.2%. Seven of the ten industries took a knock, with manufacturing, mining and trade the biggest contributors to the fall. Construction, mining and trade are in recession. The 3.2% decline is the biggest quarterly fall in economic activity since the first quarter of 2009, when the economy, under strain from the global financial crisis, plummeted by 6.1%. The manufacturing industry was the biggest drag on growth in the first quarter of 2019, falling by 8.8%. This was driven mostly by declines in petroleum, transport and wood and paper.

Construction entered its third consecutive quarter of negative growth, slipping by 2.2%. Decreases were reported for activities related to residential and non-residential buildings, as well as construction works. The construction industry has seen only one quarter of growth over the last two years. The construction industry shed 142 000 jobs in the first quarter of 2019 compared with the fourth quarter of 2018, contributing over half of the 237 000 jobs lost across the entire economy. Government activity expanded by 1.2%, mostly as a result of increased civil service employment contracts related to the run-up to the general election.



As outlined by both the President in the State of the Nation address and the Minister of Finance while tabling the 2019 Budget, the government needs to prioritize spending on infrastructure. Therefore the

government's commitment to contribute more than R100 billion into the Infrastructure Fund over a ten year period and its use of the same to leverage financing from the private sector and development finance institutions will prove essential in combatting the current sluggish economic performance. These infrastructure investments will also help grow the economy and create employment in construction and other sectors.

Poor maintenance of government infrastructure due to budget allocations not informed by U-AMPS (User Asset Management Plans) and C-AMP (Custodian Asset Management Plans). The top slicing of user departments' budget for maintenance would allow Public Works to fund ongoing maintenance of facilities.

Insufficient budget allocation for property rates payments. The baseline has to be reviewed and adjusted to accommodate the above-CPI increases. Furthermore the department is pursuing a strategy of negotiating a flat rate with Municipalities coupled with an improved billing system.

Social environment

The mid-year population is estimated at 58.8 million. The black African population is in the majority (47.4 million) and constitutes approximately 81% of the total South African population. The white population is estimated at 4.7 million, the coloured population at 5.2 million and the Indian/Asian population at 1,5 million. Just over fifty-one per cent (30 million) of the population is female.

The NDP envisaged an unemployment rate of 14 percent by 2020 and a reduction to 6 percent by 2030. The level of poverty and the dire conditions that many people face in the country clearly show that this target is not likely to be reached anytime soon unless drastic action is taken by both the private and the public sector. The results of Stats SA's Quarterly Labour Force Survey (QLFS) for the second quarter of 2019. South Africa, indicates that the official unemployment rate increased by 1.4 percentage points to 29,0% compared to the first quarter of 2019. The number of unemployed persons increased by 455 000 to 6.7 million in Q2: 2019 compared to Q1: 2019, resulting in an increase of 476 000 in the labour force. The South African working-age population increased by 150 000 in Q2:2019 compared to Q1:2019.

The percentage of young persons aged 15–24 years who were not in employment, education or training (NEET) decreased by 0,9 of a percentage point to 32,3% (3,3 million) in Q2:2019 compared to Q1:2019. Social mobility and economic growth are often halted by poor and inadequate infrastructure. South Africa remains a divided society with growing tensions between immigrants from other parts of Africa and the local communities. Additionally, unemployment rates are much higher among the young population and the black majority of South Africans, further increasing the inequalities in a country considered one of the most unequal in the world, where a smaller part of the population still lives on one Euro per day.

The official unemployment rate increased in seven of the nine provinces, with the largest increase recorded in North West (up by 6,6 percentage points), Northern Cape (up by 3,4 percentage points), Gauteng (up by 2,2 percentage points) and Limpopo (up by 1,8 percentage points). Eastern Cape and Free State were the only provinces that recorded decreases in the unemployment rate (2,0 percentage points and 0,5 of a percentage point, respectively). Year-on-year, the official unemployment rate increased by 1,8 percentage points.

People in general in South Africa desire better education for their children, rewarding employment

opportunities and faster economic growth that offer great opportunities for both local and international organisations. The biggest investment in anti-poverty programmes in South Africa is in the form of comprehensive and non-contributory grants which continue to benefit many needy people and households in the province. With these programmes established and delivering services as required to target people and households, there is a need for initiatives in the Province that go beyond cushioning people against adverse effects of poverty, to encouraging them to become economically independent. Macro plans for expansion of the provincial economy and programmes for job-creation are a good progress in this direction.

However, government continues to enforce initiatives aimed to tackle the challenge of high unemployment, particularly among the youth population. In the 2018 State of the Province Address (SOPA), the premier of KZN announced the establishment of KZN Youth Fund (KZNYF) as a means to promote youth owned businesses within the province. The fund is aimed at assisting qualifying youth owned businesses with necessary financial support and other capital or equipment required for proper operational structures of their businesses. This initiative emanated from a realization that SMMEs have a potential to generate much needed employment and thus contribute towards GDP growth in the province. Further, it has been noted that most small businesses collapse at an early stage of operation due to lack of financial support, entrepreneurial and business management skills, information regarding entering the export market, and high competition within industries in which they operate, among others. Therefore, the Fund will address these challenges to create a conducive environment for SMMEs to thrive.

The Department is responding to these challenges which require appropriate interventions through a range of initiatives aimed at alleviating unemployment through provision of short-term paid work opportunities coupled with skills training and promote the use as well as the development of artisans. The department's Izandla Ziyagezana programme is a poverty alleviation initiative on vacant site clearance aimed at youth and women that targets the poorest of the poor.

The department is keen to improve existing job creation programmes and ensure effective oversight its role of coordinating EPWP in the Province. In realising Radical Socio-Economic Transformation, the Department will grow spend on Eyesizwe Contractor Development Programme (ECDP). The programme aims to increase and promote capacity, equity ownership, skills improvement, maintenance of capital works, sustainability and performance of registered and emerging contractors, with preference given to Youth, Women and Persons with Disabilities (PWDs) and Military Veterans registered on the National Military Veterans database. Vision 2030 advocates for government to broaden EPWP to cover 2 million fulltime equivalent jobs by 2020. All indications show that this is imminent however financial constraints limit the extent of expansion.

The high rate of unemployment and poverty continue to affect delivery of infrastructure as there are ongoing site disruptions by business groups demanding contracts for built works. The perceived corruption through multiple awards to the same contractors threatens progress and positive engagements with role-players in the sector.

Technological environment

South Africa is one of the most technologically advanced countries in Africa. It has made an enormous progress in mobile software, security software and electronic banking services (The International Trade Administration, 2017). A number of international tech and social networking companies already operate in South Africa often through subsidiaries. Amazon, IBM, Microsoft, Facebook, LinkedIn, Intel,

Dell, Novell, and Apple are some of the companies that can be considered in this regard. Online shopping is on the rise in South Africa. Consequently, there are great opportunities for online retailers. Likewise, due to a number of high profile cyber-attacks and other online vulnerabilities, demand for IT security products and software is high as well.

Technology remains one of the biggest game changers for the construction industry. A Goldman Sachs report from 2016 predicted that the largest use for commercial drones in the immediate future would be in construction; Gauteng has already started using these to monitor projects. Africa has a fast-growing young population, providing the opportunity to build, upskill and retain fresh innovative talent, which can infuse fresh thinking into this sector. The future construction workforce needs to be trained now to fill the jobs created by advanced technology and operate seamlessly in the fourth industrial revolution. The department has started using drone technology to complement project management capacity.

Technology is playing a pivotal role in shaping the industries of today by augmenting processes, streamlining activities, and integrating innovations to propel the functioning of companies and organisations across a multitude of industries and help them achieve new heights. The built environment sector is no exception as it is benefiting rapidly due to the integration of the latest technology. Smart Building Management, Drone-based Surveying and 3D Printing are some of the technological innovations to be explored further.

Environmental factors

South Africa is one of the most popular tourism destinations in the world. Abundant wildlife, scenic beauty, impressive coastlines, brilliant penguin-filled beaches and vivacious coral reefs have all contributed to the development of South Africa as a tourist destination. However, the country faces some environmental challenges such as water pollution, air pollution, land degradation, solid waste pollution, and deforestation. As indicated by the World Bank (2019), the increased frequency in inclement weather events raises the possibility of large swings in food prices, which could further deepen poverty. The effect of these weather patterns has a severe effect on infrastructure and damage to the tune of approximately R1 billion resulted from severe storms in 2018. Social infrastructure such as hospitals, clinics and schools was affected, reversing gains made by government in improving government facilities. Supply chain reforms will also address measures to effect emergency procurement in such instances.

As the 'Implementing Agent of Choice', it is vital that the Department of Public Works acts as a leader towards positive change in the realm of infrastructure and built environment projects. As a result the department's headquarters at Oliver Tambo building in Pietermaritzburg, generates part of its own electricity via 52 solar panels on the roof. This has resulted in a reduction in electricity consumption in the building by 547500kWh. Active monitoring of water consumption has also seen a reduction in consumption of 11 478 kilolitres.

Built professionals have been exposed to various capacity building forums with green building professionals from all over the country such as the National Green Building Technical Committee to share best practice and report on the progress of green infrastructure projects. The aim was to around the country and the progress on green building implementation targets. There is acknowledgement that there are high initial costs in implementing green projects and developing a business case for these remains a challenge in the face of financial constraints facing government entities which have resulted in the decrease in new construction works, however the long-term benefits have to be strongly motivated to realize sustainable development. The department started working on a programme for

monitoring and evaluation of new projects and retro-fitting of some existing buildings in the Department of Public Works Portfolio to comply with the green building policy.

Legal environment

GIAMA and the KZN Land Administration Asset Management Act gives the department sufficient muscle to exercise its powers as custodian of provincial government assets however there are hindrances to the exercise of this mandate since the budget remains with user departments. This is a gap that requires attention and possible review of legislation to enforce commitment of funding towards assets identified in the U-AMP by user departments for inclusion in the C-AMP.

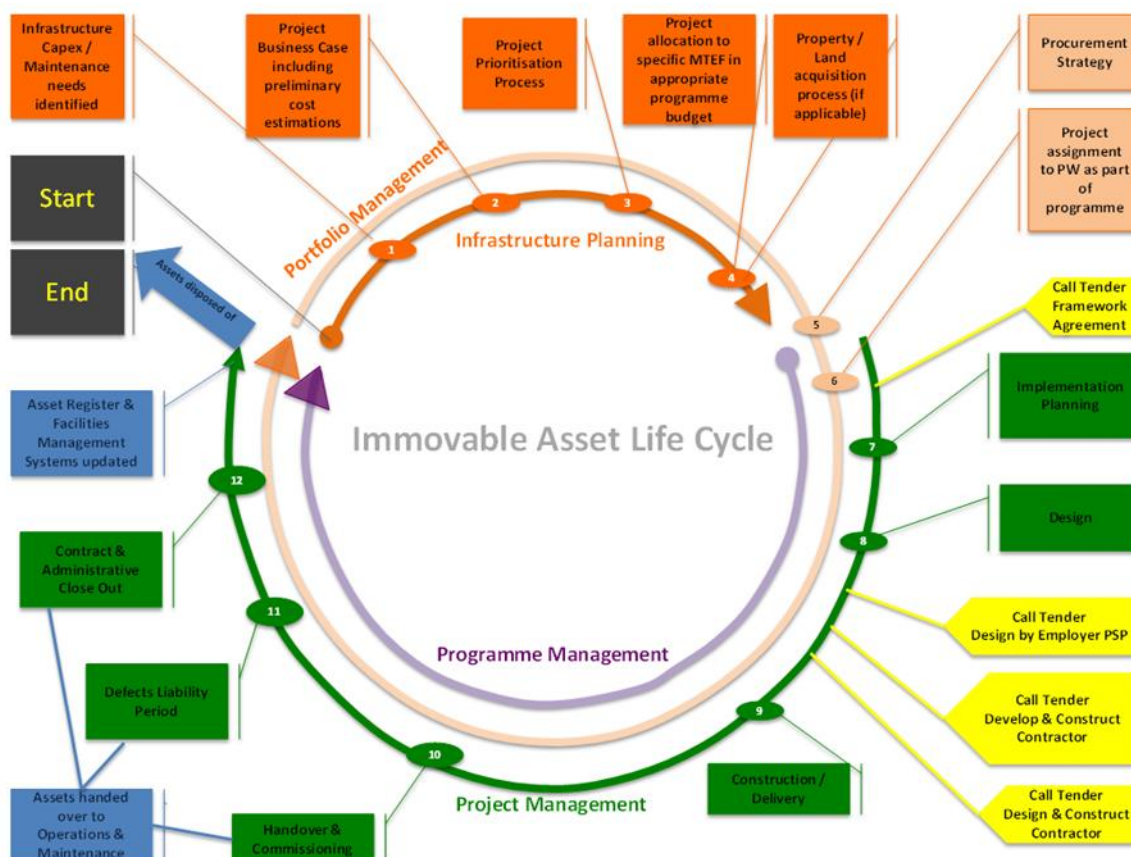
3. INTERNAL ENVIRONMENTAL ANALYSIS

One of the critical success factors to achieve the departmental mandate include full implementation of back-to-basics strategy, which includes good governance; capacity building; putting client needs first, sound financial management and institutionalized long-range human resource planning.

Our geographic spread across all district municipalities in KwaZulu-Natal facilitates ease of access for clients and proximity to facilities being serviced for maintenance and construction works.

The Infrastructure Delivery Management System (IDMS) comprises three core systems, namely, a planning and budgeting, a supply chain management and an asset management system, all of which have forward and backward linkages. All of these have resource implications, both financial and human capacity. The diagram below shows the inter-linkages and processes in the lifecycle of immovable assets which are critical in the delivery of the department's mandate.

LIFE-CYCLE OF IMMOVABLE ASSETS



Human Resource Capacity

The review of the organogram to align to IDMS and the new service delivery model remain key to achieve meaningful service delivery to client departments and other stakeholders. These are some of the key focus areas for the period 2020-2025. Delays in finalising the organisational structure to get the right fit between the departmental strategy, service delivery requirements and the shrinking budget have had a negative effect in operations. The slightly above the norm rate of additional to establishment is a direct result of this situation although the increase in the intake of in-service trainees has also contributed.

Employment and vacancies by programme

Programme	Number of posts	Number of posts filled	Vacancy Rate	Number of posts filled additional to the establishment
1 Administration	916	859	6.20%	40
2 Real Estate	127	120	5.50%	9
3 Provide building Structure & Equipment	718	667	7.10%	46
Total	1,761	1,646	10.7%	95

The vacancy rate in the core functions of the department remained at 5.5% and 7.10% respectively at the end of 2018-19 financial year. Major efforts have been made to source required built skills to improve infrastructure delivery and these include partnerships formed with built statutory councils to support recent graduates reach professional status in the shortest time possible. Structured mentorship and coaching have yielded positive results in this area.

The stability and retention of staff at the executive level has ensured capacitation of staff and clarity in the Department's strategic direction. A significant number of SMS progressed within the institution, which has enriched organisational memory and knowledge management practices. Transformation of the workforce through meeting equity targets of 50% women at SMS and 2% of people with disabilities in the workforce remains an area of focus for the Department hence the continued inclusion of these aspects. The NDP expressly states that South Africa's organisations should ensure that skilled, technical, professional and managerial posts better reflect the country's racial, gender and disability makeup.

The workforce profile shows poor representation of Coloured and White people in the department across all categories and a significant representation of African males in the unskilled personnel. .

Workforce profile

Occupational Bands	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Top Management	2	1	0	1	1	0	0	0	5
Senior Management	8	0	5	0	8	0	2	1	24
Professionally qualified and experienced specialists and mid-management	97	3	12	11	76	0	12	4	215

Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents	222	1	20	9	259	10	27	24	572
Semi-skilled and discretionary decision making	443	1	14	0	273	3	8	5	747
Unskilled and defined decision making	6	0	0	0	15	0	0	0	4
Contract	41	1	3	0	58	0	4	0	107
Total	819	7	54	21	690	13	53	34	1646
<i>Employees with disabilities (included in above categories)</i>	19	0	0	2	7	0	2	0	30

Attraction and retention of built professionals remains a challenge and undermines efforts to increase capacity through the bursary and internship programmes. Capacity in the built sector remains a challenge and competition for skilled personnel remains fierce both within the public sector and with the private sector.

As depicted in the table below, the department has a significant number of interns in the quantity surveying discipline, followed by Architecture and Construction Project Management. Significant efforts have been made to bring in engineering capacity as this was shown as a gap in the human resource plan due to the retirement of engineers.

The department started efforts to employ in-house property valuers a few years ago by funding students in this discipline and this has borne fruit with the appointment of the former bursary holders.

Table: Built interns

Professional Discipline	Males	Females	Indian	Black	White	Coloured	Disabled	Total
CPM (Construction Project Management)	3	3	0	6	0	0	0	6
Quantity Surveying	5	6	0	11	0	0	0	11
Architecture	5	2	0	7	0	0	0	7
Mechanical Engineering	1	1	1	1	0	0	0	2
Civil Engineering	2	2	1	3	0	0	0	4
Electrical Engineering	4	0	2	2	0	0	0	4
Property Valuation	0	1	0	1	0	0	0	1
TOTALS	20	15	4	31	0	0	0	35

A number of areas require improvement to fully realise the goal of being the implementing agent of choice in KwaZulu-Natal. These include improved use of artisans for maintenance work to minimize delays with the procurement of suppliers and service providers. This will also create sustainable work opportunities. Infrastructure planning remains another key area that requires urgent attention as it affects both core functions, namely, immovable asset management and infrastructure delivery.

The department has demonstrated its commitment to job creation through significant initiatives implemented through the EPWP programme. The departmental has repeatedly spent its full allocation for rates payments and has demonstrated sound financial management as evidenced by positive audit outcomes. These also attest to an organisation that has effective governance systems and staff well versed in their disciplines.

INFORMATION, COMMUNICATION AND TECHNOLOGY

The existing information, communication and technology environment is supportive of a learning organisation and service continuity is maintained at acceptable levels. This has been evidenced from clean audits in 2017/2018 from Provincial Treasury's Internal Audit in the following areas: ICT Inventory, ICT Service Management and Protection of Information Security. Some successes include existence of approved DPSA GWEA – Government Wide Enterprise Architecture and approved policies for Information Security, Email, Internet, User Access Management.

Part C: MEASURING OUR PERFORMANCE

1. INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

1.1 PROGRAMME 1: ADMINISTRATION

Purpose: to provide support to the Member of the Executive Council, provide strategic leadership and management, financial, and corporate services. There has been no change to the Administration programme structure.

Sub-Programmes:

(i) Minister Support

Purpose: Provides support including administrative, operations, protocol, security, parliamentary liaison and communication to the member of the executive council.

(ii) Management

Purpose: includes financial management services, risk management, supply chain management and corporate services

1.1.1. Outcomes, Outputs, Performance Indicators and Targets

Outcome	Outputs	Output Indicators	Audited/Actual Performance			Estimated Performance	Medium-term targets		
			2016/2017	2017/2018	2018/2019		2020/2021	2021/2022	2022/2023
Improved leadership, governance and accountability	An unqualified audit outcome	100% internal audit recommendations implemented within specified timeframe	-	-	88% internal audit recommendations implemented within specified timeframe	100% internal audit recommendations implemented within specified timeframe	100% internal audit recommendations implemented within specified timeframe	100% internal audit recommendations implemented within specified timeframe	100% internal audit recommendations implemented within specified timeframe
		100% external audit recommendations implemented within specified timeframe	-	-	83% external audit recommendations implemented within specified timeframe	100% external audit recommendations implemented within specified timeframe	100% external audit recommendations implemented within specified timeframe	100% external audit recommendations implemented within specified timeframe	100% external audit recommendations implemented within specified timeframe
		Number of external students awarded bursaries for Built Environment studies	-	-	-	-	15 of external students awarded bursaries for Built Environment studies	15 of external students awarded bursaries for Built Environment studies	15 of external students awarded bursaries for Built Environment studies

1.1.2. Indicators, Annual and Quarterly targets 2020/2021

	Output Indicator	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
1.1	% internal audit recommendations implemented within specified timeframe	100% internal audit recommendations implemented within specified timeframe	100% internal audit recommendations implemented within specified timeframe	100% internal audit recommendations implemented within specified timeframe	100% internal audit recommendations implemented within specified timeframe	100% internal audit recommendations implemented within specified timeframe
1.2	% external audit recommendations implemented within specified timeframe	100% external audit recommendations implemented within specified timeframe	100% external audit recommendations implemented within specified timeframe	100% external audit recommendations implemented within specified timeframe	100% external audit recommendations implemented within specified timeframe	100% external audit recommendations implemented within specified timeframe
1.3	Number of external students awarded bursaries for Built Environment studies	15	15			

2.1 PROGRAMME 2: PROPERTY MANAGEMENT

Purpose: To provide and facilitate the provision of accommodation and integrated property management services to clients through planned property life cycle (acquisition, management and disposal), optimal utilisation of immovable assets, land valuation, maintenance of fixed asset register, payment of property rates and integrated service delivery.

There have been no changes to the Property Management programme structure.

Sub-Programmes:

(i) Personnel and Admin Related

Purpose: Provides for the management of immovable assets in terms of GIAMA

(ii) Hiring

Purpose: facilitates the provision of hired accommodation for the department.

(iii) Acquisition of Land, Control and Disposal

Purpose: Manages property needs for provincial departments with respect to property acquisition, disposals and lettings.

2.1.1 Outcomes, Outputs, Performance Indicators and Targets

Outcome	Outputs	Output Indicators	Audited/Actual Performance			Estimated Performance	Medium-term targets		
			2016/2017	2017/2018	2018/2019		2020/2021	2021/2022	2022/2023
Productive Assets (Maintenance of Facilities)	Improved maintenance of state owned immovable assets.	Number of condition assessments finalized on state owned buildings	250	460	202	150	300	150	200

Outcome	Outputs	Output Indicators	Audited/Actual Performance			Estimated Performance	Medium-term targets		
			2016/2017	2017/2018	2018/2019		2020/2021	2021/2022	2022/2023
	Effective management of immovable assets	Number of municipalities with discounted property rates	-	-	-	-	4	4	4
Sustainable Infrastructure Investment (Addressing Spatial imbalances)	Disposal of redundant state properties for socio-economic purposes	Hectares of land released for socio-economic purposes	-	-	-	-	20ha	25ha	30ha
	increased participation of targeted groups within provincial government property portfolio	% of new leases entered into with targeted groups	-	-	-	-	10%	15%	20%

2.1.2 Indicators, Annual and Quarterly targets 2020/2021

	Output Indicator	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
2.1	Number of condition assessments finalized on state owned buildings	300	-	-	150	150
2.2	Number of municipalities with discounted property rates	4	-	-	-	4
2.3	Hectors of land released for socio-economic purposes	20ha	-	-	-	20ha
2.4	% of new leases entered into with targeted groups	10%	-	-	-	10%

3.1 PROGRAMME 3: PROVISION OF BUILDINGS, STRUCTURES & EQUIPMENT

Purpose: Erection and/or acquisition of buildings, structures and engineering works and the maintenance of buildings to client specifications. The core services are:

- Delivery of infrastructure;
- Creating of jobs through the EPWP initiatives and provincial coordination of EPWP;

There have been no changes to the Provision of Buildings, Structures and Equipment programme structure.

Sub-Programmes:

(i) Personnel and Admin Related

Purpose: Provides for the maintenance of the department's buildings and the maintenance of buildings to client specification.

(ii) Buildings and Structures

Purpose: Construction, upgrading or refurbishment of the department's capital infrastructure.

3.1.1 Outcomes, Outputs, Performance Indicators and Targets

Outcomes	Outputs	Output Indicators	Audited/Actual Performance			Estimated Performance	Medium-term targets		
			2016/2017	2017/2018	2018/2019		2019/2020	2020/2021	2021/2022
Optimized job opportunities	Extended Public Works Programme								
	KZN Public Works EPWP work opportunities created	Number of EPWP work opportunities created by the Provincial Department of Public works	6125	6000	6157	6000	4826	4926	5127
	Empowerment Interventions	Number of Beneficiary Empowerment Interventions	3	3	3	3	3	3	3
	KZN Public Works EPWP work opportunities created	Number of public bodies reporting on EPWP targets within the Province	72	68	75	66	66	66	66
		Number of interventions implemented to support public bodies in the creation of targeted number of work opportunities in the province	4	3	4	4	4	4	4
	Projects Awarded to Designated Groups	No. of Projects Awarded to Women owned companies	New	New	New	New	50	175	200
		No. of Projects Awarded to Military Veterans owned companies	New	New	New	New	10	70	70
		No. of Projects Awarded to youth owned companies	New	New	New	New	50	300	370
		No. of Projects Awarded to disabled people owned companies	New	New	New	New	05	08	10

Outcomes	Outputs	Output Indicators	Audited/Actual Performance			Estimated Performance	Medium-term targets		
			2016/2017	2017/2018	2018/2019		2020/2021	2021/2022	2022/2023
		No. of emerging contractors trained	New	New	New	New	250	300	300
Sustainable Infrastructure Investment (Construction)	New schools completed	No. of new schools completed	New	New	New	New	1	-	2
	Schools refurbished	No. of schools refurbished	New	New	New	New	108	241	215
	New clinic completed	No. of new clinics completed	New	New	New	New	0	-	11
	New hospitals completed	No. of new hospitals completed	New	New	New	New	0	-	1
	Clinics refurbished	No. of clinics refurbished	New	New	New	New	30	7	3
	Hospitals refurbished	No. of hospitals refurbished	New	New	New	New	19	5	3
	New buildings/facilities completed	No. of new buildings/facilities completed					1	3	4
	Buildings/facilities refurbished	No. of buildings/facilities refurbished	New	New	New	New	6	12	10

3.1.2 Indicators, Annual and Quarterly targets 2020/2021

	Output Indicator	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
3.1	Number of EPWP work opportunities created by the Provincial Department of Public works	4826	0	1200	2200	1426
3.2	Number of Beneficiary Empowerment Interventions	3	0	1	1	1
3.3	Number of public bodies reporting on EPWP targets within the Province	66	66	66	66	66
3.4	Number of interventions implemented to support public bodies in the creation of targeted number of work opportunities in the province	4	1	1	1	1
3.5	No. of Projects Awarded to Women owned companies	50	1	10	9	30

	Output Indicator	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
3.6	No. of Projects Awarded to Military Veterans owned companies	10	-	2	2	6
3.7	No. of Projects Awarded to youth owned companies	50	5	10	15	20
3.8	No. of Projects Awarded to disabled people owned companies	05	2	2	1	-
3.9	No. of emerging contractors trained	250	-	-	100	150
3.10	No. of new schools completed	1	-	-	-	1
3.11	No. of schools refurbished	108	7	25	23	53
3.12	No. of new clinics completed	0	-	-	-	0
3.13	No. of new hospitals completed	0	-	-	-	0
3.14	No. of clinics refurbished	30	-	-	-	30
3.15	No. of hospitals refurbished	19	3	8	2	6
3.16	No. of hospitals refurbished	1	0	0	0	1
3.17	No. of new buildings/facilities completed	1	-	1	-	-
3.18	No. of buildings/ facilities refurbished	6	-	3	2	1

4. EXPLANATION OF PLANNED PERFORMANCE OVER MEDIUM TERM PERIOD

There are key issues that considered as game changers which will be pursued through the identified outcomes and outputs are

- Make Radical Economic Transformation (RET) an operational culture
- Greater access to work opportunities
- Restructure the project cycle and reduce the use of consultants
- Improve efficiency within the administration by reorganizing operations
- Ensure employment equity with a bias to women and disabled applicants
- Improve the audit outcomes

The 2020/21 financial year will focus on transformation of the property sector and empowerment of beneficiaries of the Expanded Public Works Programme with developing skills that will aid their employment prospects beyond their participation in the programme.

Outcome 1: Improved leadership, governance and accountability

The purpose is to strengthen compliance with legislative requirements, policies, frameworks in utilizing allocated financial resources to deliver on the department's mandate.

Outcome 2: Productive Assets (Maintenance of Facilities & Productive use of Facilities)

Focus areas: Improved lifecycle management of assets and efficient provision of suitable accommodation for provincial departments

Outcome 3: Sustainable Infrastructure Investment (Construction & Addressing Spatial imbalances)

Enhance infrastructure planning and implementation and deliver sustainable infrastructure aligned with the green agenda. The focus will also be in ensuring integrated infrastructure development to facilitate economic growth. Economic transformation initiatives have specific targets set for these groupings and ultimately, it is intended that the demographics in the ownership of the leased portfolio will be realised through contracting with landlords whose ownership score represents representations of black Africans. Disposal of strategic immovable assets to targeted groups has also been given priority to change ownership patterns in the province.

Outcome 4: Optimized Job Opportunities

To achieve the outcome of increased access to economic opportunities in order to broaden the base of targeted groups for economic empowerment through infrastructure and property management, the department has prioritised women, youth, military veterans and people with disabilities for identified interventions.

5. PROGRAMME RECOURSE CONSIDERATIONS

5.1 OVERVIEW OF 2020/21 AND MTEF ESTIMATES

Table 1 : Summary of payments and estimates

R thousand	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates		
Programme	2016/17	2017/18	2018/19	2019/20			2020/21	2021/2022	2022/2023
1. Administration	370 859	384 513	415 347	438 080	438 080	451 078	468 290	493 919	522 928
2. Property Management	661 556	700 814	806 924	722 248	1 138 590	1 133 290	800 299	840 403	883 003
3. Provision of Buildings, Structures and Equipment	421 750	451 304	453 307	524 989	489 271	481 573	509 820	506 127	521 268
	1 454 165	1 536 631	1 675 578	1 685 317	2 065 941	2 065 941	1 788 409	1 840 449	1 927 199

Programme 1: Administration reflects steady growth. The high 2019/20 Revised Estimate relates to higher than anticipated costs for advertising in respect of tenders, audit costs in respect of the A-G and legal costs. The budget over the MTEF shows steady growth despite the budget cuts of R4.947 million, R5.753 million and R4.107 over the MTEF.

Programme 2: Property Management shows an increase in 2017/18 and 2018/19 which relates to increased property rates in the eThekweni region. The substantial increase in 2018/19 was due to additional funding of R92 million that was allocated to address spending pressures in respect of outstanding municipal property rates. Of this funding, R43.500 million was allocated for Section 14 schools relating to 2017 invoices and the balance of R48.500 million was in respect of government debt to municipalities as at March 2015. In the 2019/20 Adjusted Appropriation, additional funding of R380.624 million was allocated to cover the pressures in the payment of property rates in respect of outstanding government debt arising from increases in the market value of properties. The 2019/20 Adjusted Appropriation also reflects a shift of R35.718 million from Programme 3 to Programme 2 relating to GIAMA condition assessments. This function will now be managed by the sub-programme: Personnel and Admin. Related, which is responsible for the immovable asset management services, and this is in terms of the department's organisational structure. The original purpose of the funding remains unchanged. This shift is carried through over the MTEF, but historic figures were not restated. The additional funding of R380.624 million allocated in respect of property rates, as mentioned, explains the substantial increase in both the 2019/20 Adjusted Appropriation and Revised Estimate and also explains the decrease in 2020/21. The bulk of the 2020/21 MTEF budget caters for municipal property rates, as well as the implementation of GIAMA projects such as maintenance, clearing of vacant sites, provision of security services to unutilised buildings and property valuations. The department disposes of properties no longer needed to mitigate pressures in the payment of property rates and this is ongoing. There is steady growth over the MTEF. There is an expected shortfall in 2020/21 on property rates which is not quantifiable at this stage and Provincial Treasury will again be approached to assist with additional funding in the 2020/21 Adjustments Estimate. The department effected budget cuts of R392 000 and R416 000 in 2020/21 and 2021/22 against this programme, respectively.

Programme 3: Provision of Buildings, Structures and Equipment was fairly high in 2017/18, mainly due to the shifting of expenditure in respect of GIAMA projects from Programme 2 for condition assessment valuations. The slight increase in 2018/19 can be ascribed to slower than anticipated progress on capital infrastructure projects, such as the new iLembe District office due to slow progress by the contractor. Also contributing was the KZN Entrepreneurial Centre project, as a result of delays in approving designs, as well as the LA Complex building in Ulundi and urgent building-related emergency works, due to delays in awarding the contract. The substantial decrease in the 2019/20 Adjusted Appropriation was due to a shift of R35.718 million in respect of the GIAMA condition assessment funding which was moved to Programme 2 to ensure alignment with the departmental structure and the original purpose of the funding remains unchanged. This shift is carried through over the MTEF, but historic figures were not restated, as mentioned. The budget over the MTEF caters mainly for infrastructure projects. The department effected budget cuts of R8.555 million, R29.812 million and R38.946 million over the MTEF.

Table 2: Summary of provincial payments and estimates by economic classification

R thousand	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates		
Economic Classification	2016/17	2017/18	2018/19	2019/20			2020/21	2021/22	2022/2023
Current Payments	825 838	836 119	882 188	972 816	975 400	973 218	1 034 729	1 083 281	1 141 748
Compensation of Employees	583 373	581 342	617 365	715 107	706 121	692 597	772 606	815 897	864 171
Goods and services	242 462	254 776	264 823	257 709	269 279	280 621	262 123	267 384	277 577
Interest and rent on land	3	1	–	–	–	–	–	–	–
Transfer and subsidies to:	563 612	639 553	744 091	637 811	1 019 951	1 022 133	673 278	706 560	741 907
Provinces and municipalities	553 579	627 881	728 957	629 201	1 009 782	1 009 782	663 675	696 594	731 435
Departmental agencies and accounts	396	415	488	590	590	590	638	658	683
Non-profit institutions	88	95	–	–	–	–	–	–	–
Households	9 549	11 162	14 646	8 020	9 579	11 761	8 965	9 308	9 789
Payments for capital assets	54 284	59 872	47 014	74 690	70 590	70 590	70 402	50 608	43 544
Buildings and other fixed structures	32 872	39 546	25 529	54 466	50 366	54 466	51 628	32 186	24 059
Machinery and equipment	13 114	13 764	17 124	14 724	14 724	18 464	12 774	12 774	12 796
Software and other intangible assets	8 298	6 562	4 361	5 500	5 500	5 500	6 000	6 352	6 689
Payments of financial assets	10 431	1 087	2 285	–	–	–	–	–	–
Total	1 454 165	1 536 631	1 675 578	1 685 317	2 065 941	1 889 817	1 778 409	1 840 449	1 927 199

The increasing trend against Compensation of employees from 2016/17 onward is influenced by the carry-through costs of the above-budget wage adjustments, as well as provision for improving infrastructure support. Also contributing was reprioritisation from other categories to cater for various posts. The low spending in 2018/19 was largely as a result of lengthy recruitment processes in the filling of posts. Furthermore, savings were moved from Compensation of employees in Programme 3 to offset spending pressures against Goods and services. Funding was also moved to cater for higher

than anticipated staff exit costs. The decrease in the 2019/20 Adjusted Appropriation and further decrease in the Revised Estimate was largely due to delays in filling vacant posts as a result of lengthy internal recruitment processes. The savings were moved to Goods and services to cater for higher than anticipated increases relating to A-G fees and resettlement costs in respect of departmental officials who relocated from Ulundi to Pietermaritzburg. The department receives additional funding in 2020/21 with carry-through to cater for the above-budget wage agreement but this category is also cut by R8.265 million, R8.549 million and R3.559 million over the MTEF due to the budget cuts detailed above. These budget cuts are not likely to impact the filling of posts and this will be monitored in line with natural attrition and retirement. The department has budgeted for the inflationary wage adjustment in line with National Treasury guidelines in 2020/21, as well as for the filling of 63 critical vacant posts. Of these posts, 15 relate to improving infrastructure support in Programme 3. The department's Compensation of employees budget grows at a rate of 11.6, 5.6 and 5.9 per cent inclusive of the 1.5 per cent annual pay progression in 2020/21. The 5.6 and 5.9 per cent growth in the outer years is below the growth prescribed by National Treasury and will be reviewed, taking into account progress made with regard to the filling of the 63 posts.

Goods and services was high in 2017/18, mainly due to increased costs of current infrastructure projects. The increase in 2018/19 was for the creation of an additional 1 710 EPWP beneficiary work opportunities, the continued development of the KZN-IMP, and for increased costs in property payments relating to electricity and water for shared services in the LA Complex building. The increase in the 2019/20 Adjusted Appropriation was due to increased costs relating to A-G fees, property payments in respect to electricity and water for shared services in the North Coast region, the LA Complex building in Ulundi, cost of resettlement in respect of departmental officials who relocated from Ulundi to Pietermaritzburg, as well as unplanned maintenance and repair work in the Midlands and Southern regions with regard to departmental buildings. The further increase in the Revised Estimate is caused by higher than anticipated costs relating to advertising in respect of tenders, communication services, legal fees, fleet services including fuel and oil, travel and subsistence. This explains the significant decrease in 2020/21. The budget over the MTEF shows a steady trend. This category was cut by R1.847 million over the MTEF, largely against fleet services. The department will no longer be able to put trackers on the departmental vehicles due to this budget cut.

Interest and rent on land relates to interest on finance leases, as well as interest on overdue water and electricity accounts.

Transfers and subsidies to: Provinces and municipalities shows a fluctuating trend which relates to the payment of property rates. The high spending in 2017/18 was mainly in respect of property rates in the eThekweni region due to increased property values as per the new valuation roll published in 2017. Additional funding of R92 million was allocated in 2018/19 to address spending pressures relating to the payment of property rates. These pressures arose due to higher than anticipated increases in municipal rates, as well as the upgrading of various government buildings, which then attract higher property rates. Additional funding of R380.624 million was allocated in the 2019/20 Adjusted Appropriation to address spending pressures relating to the arrear payment of property rates. This explains the lower allocation over the MTEF. This category increases steadily over the MTEF, and caters mainly for the payment of property rates, as well as motor vehicle licences. The allocation over the MTEF does not cater for the increased ongoing pressure in the payment of property rates. However, the department is engaging with the NDOPW in this regard, as mentioned. Provincial Treasury will again be approached to assist with additional funding in the 2020/21 Adjustments Estimate, for the anticipated shortfall in 2020/21.

The erratic trend against Transfers and subsidies to: Departmental agencies and accounts is largely driven by workmen's compensation payments, which are based on claims related to injuries on duty. This category also provides for the skills development levy.

Transfers and subsidies to: Non-profit institutions relates to donations made to schools and war-rooms in respect of OSS and these are made at the MEC's discretion.

Transfers and subsidies to: Households caters for external bursaries, staff exit costs, as well as injury on duty costs and shows a fluctuating trend due to the unpredictable nature of these costs. The increase in 2017/18 was due to higher than anticipated staff exit costs. The substantially high spending in 2018/19 was mainly attributed to higher than anticipated staff exit costs and unanticipated increases in the number of external bursaries awarded to female students studying towards qualifications in the professional disciplines, such as engineering, architecture and quantity surveying. The high Revised Estimate was due to savings moved from Compensation of employees to cater for higher than anticipated staff exit costs. The budget increases steadily over the MTEF and is not affected by the budget cuts.

Buildings and other fixed structures fluctuates over the seven years, as it is based on actual capital infrastructure requirements. The high spending in 2017/18 was due to space planning in the Amaweles building in uMlazi, as well as for the provision of a generator for the Midlands regional office. The decrease in 2018/19 was due to slower than anticipated progress, mainly attributed to poor contractor performance, exacerbated by design co-ordination issues and inclement weather, which collectively added to delays in respect of the Durban regional office, which was damaged by floods, as well as the new iLembe District office building. There were also delays in awarding various projects within the LA Complex building in Ulundi, due to delays encountered while trying to secure consultants for emergency work to be undertaken. Savings were also identified as a result of delays in the landscaping project at the LA Complex building, as well as the late awarding of electrical and mechanical contracts at this complex. This explains the low spending in 2018/19. The decrease in the 2019/20 Adjusted Appropriation was largely due to slower than anticipated progress mainly as a result of poor performance by the contractor in the construction of the new iLembe District office building. The MTEF allocations provide for the completion of the new administration wing in the uMgungundlovu District office, construction of the new auditorium and conference centre in the Southern region, the new iLembe District office, as well as the rehabilitation and refurbishment of an existing building into the new KZN Entrepreneurial Centre in the uMgungundlovu District. The MTEF allocations also provide for refurbishment of the existing eThekweni regional office and lecture hall, civil and structural works, internal roads, palisade fencing and emergency water and borehole projects for the LA Complex building, the Mayville conference centre dining facility project, parking and air conditioning in the eThekweni region, as well as upgrades to the Vryheid District and sub-district offices in the North Coast region. This category was cut by R2.888 million, R24.011 million and R35.387 million over each year of the MTEF as a result of fiscal consolidation and PES formula updates budget cuts. The projects that will be slowed down due to budget cuts include the uMgungundlovu conference centre, Amaweles building in uMlazi, upgrades to the existing workshop in Vryheid, KZN Entrepreneurial Centre and the conversion of the existing workshop into an office at eThekweni.

Machinery and equipment shows an increase in 2017/18. The spending caters for telecommunication and computer equipment for the department. The high spending in 2018/19 relates to the procurement of telecommunication equipment in respect of networking and information technology security switches. The trend over the 2020/21 MTEF is in line with the department's actual requirements and provides for telephone network equipment and computer hardware. This category was cut by

R894 000, R1.574 million and R1.535 million over the MTEF against transport equipment. The department will purchase fewer departmental vehicles due to this budget cut.

Software and other intangible assets for 2018/19 and over the MTEF provides for the payment of COGNOS user licences, Microsoft software licences and datalines.

The department wrote off various losses against Payments for financial assets in 2016/17 to 2018/19.

5.2 BUDGET - PROGRAMME 1

Table 3: Summary of payments and estimates by sub-programme: 1 Administration

R thousand	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates		
Programme	2016/17	2017/18	2018/19	2019/20			2020/21	2021/22	2022/23
1. Minister Support	14 772	11 070	10 596	13 527	12 727	11 747	14 491	15 259	15 991
2. Management	356 087	373 443	404 751	424 553	425 353	439 331	453 799	478 660	506 937
	370 859	384 513	415 347	438 080	438 080	451 078	468 290	493 919	522 928

Summary of payments and estimates by economic classification: Programme 1: Administration

R thousand	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates		
Economic Classification	2016/17	2017/18	2018/19	2019/20			2020/21	2021/22	2022/23
Current Payments	344 810	355 776	383 856	411 399	410 981	417 841	442 420	467 433	495 345
Compensation of Employees	272 618	284 716	303 060	332 152	324 984	321 394	361 909	382 998	408 030
Goods and services	72 189	71 059	80 796	79 247	85 997	96 447	80 511	84 435	87 315
Interest and rent on land	3	1	–	–	–	–	–	–	–
Transfer and subsidies to:	5 894	8 365	11 118	7 620	8 038	8 038	7 763	8 326	8 851
Provinces and municipalities	285	160	381	268	225	225	151	286	312
Departmental agencies and accounts	396	415	488	529	529	529	575	597	620
Non-profit institutions	88	95	–	–	–	–	–	–	–
Households	5 125	7 695	10 249	6 823	7 284	7 284	7 037	7 443	7 919
Payments for capital assets	20 109	20 238	20 186	19 061	19 061	25 199	18 107	18 160	18 732
Buildings and other fixed structures	–	–	–	–	–	–	–	–	–

R thousand	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates		
Economic Classification	2016/17	2017/18	2018/19	2019/20			2020/21	2021/22	2022/23
Machinery and equipment	11 811	13 676	15 825	13 561	13 561	19 699	12 107	11 808	12 043
Software and other intangible assets	8 298	6 562	4 361	5 500	5 500	5 500	6 000	6 352	6 689
Payments of financial assets	46	134	187	–	–	–	–	–	–
Total	370 859	384 513	415 347	438 080	438 080	451 078	468 290	493 919	522 928

The sub-programme: Minister Support provides support including administrative, operations, protocol, security, parliamentary liaison and communication to the MEC. The department shares a joint ministry with Vote 8: Human Settlements. The budget over the 2020/21 MTEF provides for operational costs, as well as marketing costs mainly in respect of SABC media, newspaper advertisements costs, and printing costs. This sub-programme reflects steady growth over the MTEF. No budget cuts were effected against this sub-programme.

The sub-programme: Management includes financial management services, risk management, SCM and corporate services. These units provide support and advice in terms of human resource practices, all legal matters, security and logistics, as well as communication and information management systems. This sub-programme shows steady growth over the MTEF. Budget cuts of R4.947 million in 2020/21, R5.753 million in 2021/22, and R4.107 million in 2022/23 were effected against this sub-programme, and the impact is explained at economic classification below. This sub-programme was also affected by reprioritisation from Programme 3 under Good and services to Machinery and equipment and this is also explained at economic classification level.

With regard to Compensation of employees, the MTEF growth is at 12.9 per cent, 5.8 per cent and 6.5 per cent, which is higher than the amount prescribed by National Treasury in 2020/21 only, and includes the 1.5 per cent pay progression, which means that the department has effectively budgeted for the wage increment in 2020/21 only. However, considering that the department plans to fill 40 vacant posts in 2020/21, growth of 12.9 per cent does not seem adequate. The 5.8 per cent growth in 2021/22 is below the growth prescribed by National Treasury and will be reviewed. This programme receives additional funding of R7.052 million in 2020/21 to cater for the above budget wage agreement, contributing to the increase in that year. This category was cut by R2.206 million and R2.332 million in 2020/21 and 2021/22, respectively. This relates to lowering the CPI projections influencing the growth in Compensation of employees and therefore will not impact on filling of vacant posts.

Goods and services caters for the operational costs for this programme, including computer services for SITA costs in respect of network maintenance, communication, fleet services, cost for fuel and oil, repairs for departmental vehicles and agency and support/outsourced services. In addition, this category includes the appointment of consultants to assist the department in the preparation of their immovable asset register and financial statements, audit costs, as well as training and development. The MTEF caters for the above activities. This category was cut by R1.847 million over the MTEF largely against fleet services. The department will no longer be able to put trackers on departmental vehicles due to this budget cut, as mentioned.

Transfers and subsidies to: Provinces and municipalities caters for motor vehicle licence fees.

Transfers and subsidies to: Departmental agencies and accounts caters for the skills development levy and workmen's compensation.

Transfers and subsidies to: Non-profit institutions relates to donations made to schools and war-rooms in respect of OSS and these are made at the MEC's discretion.

Transfers and subsidies to: Households provides for staff exit costs and external bursaries.

Machinery and equipment provides for telecommunication and computer hardware equipment. This category was cut by R894 000, R1.574 million and R2.260 million each year over the MTEF against transport equipment. The department will purchase fewer departmental vehicles due to this budget cut, as mentioned. An amount of R289 000 was reprioritised from Programme 3 under Goods and services to this category to cater for the purchase of new audio-visual equipment, as well as computer equipment for new employees in 2020/21.

Software and other intangible assets provides for the purchase of COGNOS user licences, Microsoft software licences and datalines.

5.3 BUDGET - PROGRAMME 2

Table: Summary of payments and estimates - Programme 2: Property Management

R thousand	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates		
Programme	2016/17	2017/18	2018/19	2019/20			2020/21	2021/22	2022/23
1. Personnel and Admin Related	659 343	700 746	806 799	721 959	1 138 101	1 132 851	799 661	839 756	882 350
2. Hiring	2 115	28	–	–	200	200	–	–	–
3. Acquisition of land, control and disposal	98	40	125	289	289	239	638	647	653
Total payments and estimates	661 556	700 814	806 924	722 248	1 138 590	1 133 290	1 133 290	840 403	883 003

Summary of Payments and Estimates by economic classification – Programme 2: Property Management

R thousand	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates		
Economic Classification	2016/17	2017/18	2018/19	2019/20			2020/21	2021/22	2022/23
Current Payments	107 623	72 936	77 761	93 230	128 870	123 326	136 740	144 063	151 848

R thousand	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates		
Economic Classification	2016/17	2017/18	2018/19	2019/20			2020/21	2021/22	2022/23
Compensation of Employees	49 106	52 195	54 662	60 115	59 991	57 537	64 221	68 386	72 752
Goods and services	58 517	20 741	23 099	33 115	68 879	65 789	72 519	75 677	79 096
Interest and rent on land	–	–	–	–	–	–	–	–	–
Transfer and subsidies to:	553 398	627 878	729 034	628 968	1 009 670	1 009 868	663 559	696 340	731 155
Provinces and municipalities	553 294	627 721	728 576	628 933	1 009 557	1 009 557	663 524	696 308	731 123
Departmental agencies and accounts	–	–	–	5	5	5	5	–	–
Non-profit institutions	–	–	–	–	–	–	–	–	–
Households	104	157	458	30	108	306	30	32	32
Payments for capital assets	44	–	129	50	50	96	–	–	–
Buildings and other fixed structures									
Machinery and equipment	44	–	129	50	50	96	–	–	–
Software and other intangible assets	–	–	–	–	–	–	–	–	–
Payments of financial assets	491	–	–	–	–	–	–	–	–
Total	661 556	700 814	806 924	722 248	1 138 590	1 133 290	800 299	840 403	883 003

The sub-programme: Personnel and Admin Related provides for the management of immovable assets in terms of GIAMA and manages the payment of property rates. The MTEF allocations cater for property rates, the Fixed Asset Register project, the continued implementation of GIAMA projects including clearing of vacant sites, provision of security services to unutilised buildings, as well as property valuations. The department received R380.624 million in 2019/20 in respect of property rates to address spending pressures, which explains the lower allocation in 2020/21. This sub-programme shows steady growth over the 2020/21 MTEF. Budget cuts of R392 000 in 2020/21 and R416 000 in 2021/22 were effected against this sub-programme, explained under *Compensation of employees* below. The 2019/20 Adjusted Appropriation reflects a shift of R35.718 million from Programme 3 relating to GIAMA condition assessments. This function will now be managed by this sub-programme under *Goods and services*. The original purpose of the funding remains unchanged. This shift is carried through over the MTEF, but historic figures were not restated.

The sub-programme: Hiring provides for hiring of accommodation for the department. This sub-programme has no allocation over the MTEF due to the completion of the uMzinyathi District office in 2017/18. Currently, all of the DOPW's office buildings are state-owned. No budget cuts were effected against this sub-programme.

The sub-programme: Acquisition of Land, Control and Disposal manages property needs for provincial departments with respect to property acquisitions, disposal and lettings. The budget caters for business and advisory service costs incurred when acquiring or disposing of property. No budget cuts were effected against this sub-programme.

Compensation of employees growth is at 11.2 per cent, 6.5 per cent and 6.4 per cent over the MTEF, which is largely in line with the growth prescribed by National Treasury and the 1.5 per cent pay progression. The 6.5 per cent and 6.4 per cent growth in the two outer years, respectively, is slightly below the growth prescribed rate by National Treasury and will be reviewed. The department intends to fill six vacant posts in this programme, hence the growth of 11.2 per cent in the first year of the MTEF. The department has effectively budgeted for salary increases for the existing staff, as well as for filling six vacant posts. Thereafter, the growth for this category will be reviewed by the department in 2021/22. It is noted that the department allocated R1.251 million to this programme in 2020/21, being a portion of the additional allocation for the above-budget wage agreement. This category was cut by R392 000 and R416 000 in 2020/21 and 2021/22, respectively, which relates to lowering the CPI projections influencing the growth in *Compensation of employees*, and therefore does not impact on the filling of posts.

Goods and services includes the budget for the implementation of GIAMA projects such as property valuations, clearing of vacant sites, as well as the provision of security services to unutilised buildings. This category shows healthy growth over the MTEF. The department undertook reprioritisation to this category from Programme 3 under *Goods and services* to cater for GIAMA projects, as mentioned. The 2019/20 Adjusted Appropriation reflects a shift of R35.718 million from Programme 3 relating to GIAMA condition assessments. This function will now be managed by the sub-programme: Personnel and Admin Related under this category. The original purpose of the funding remains unchanged. This shift is carried through over the MTEF, but historic figures were not restated, as mentioned.

Transfers and subsidies to: Provinces and municipalities relates to property rates to be paid to municipalities. The allocation over the MTEF does not cater for the increased pressure in the payment of property rates. However, Provincial Treasury will again be approached to assist with additional funding in the 2020/21 Adjustments Estimate, for the anticipated shortfall in 2020/21 on property rates.

Transfers and subsidies to: Departmental agencies and accounts caters for the payment of workmen's compensation.

Transfers and subsidies to: Households provides for staff exit costs.

Machinery and equipment in 2019/20 is linked to actual requirements in respect of computer equipment.

5.4 BUDGET - PROGRAMME 3

Summary of payments and estimates by sub-programme: Programme 3: Provision of Buildings, Structures and Equipment

R thousand	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates		
Programme	2016/17	2017/18	2018/19	2019/20			2020/21	2021/22	2022/23
1. Personnel and Admin related	361 664	387 335	409 711	454 552	418 834	416 448	441 156	462 393	485 658
2. Buildings and Structures	60 086	63 969	43 596	70 437	70 437	65 125	68 664	43 734	35 610

Total payments and estimates	421 750	451 304	453 307	524 989	489 271	481 573	509 820	506 127	521 268
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Summary of Payments and Estimates by economic classification – Programme 3: Provision of Buildings, Structures and Equipment

R thousand	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates		
Economic Classification	2016/17	2017/18	2018/19	2019/20			2020/21	2021/22	2022/23
Current Payments	373 405	407 407	420 571	468 187	435 549	432 051	455 569	471 785	494 555
Compensation of Employees	261 649	244 431	259 643	322 840	321 146	313 666	346 476	364 513	383 389
Goods and services	111 756	162 976	160 928	145 347	114 403	118 385	109 093	107 272	111 166
Interest and rent on land	–	–	–	–	–	–	–	–	–
Transfer and subsidies to:	4 320	3 310	3 939	1 223	2 243	4 227	1 956	1 894	1 901
Provinces and municipalities	–	–	–	–	–	–	–	–	–
Departmental agencies and accounts	–	–	–	56	56	56	58	61	63
Non-profit institutions	–	–	–	–	–	–	–	–	–
Households	4 320	3 310	3 939	1 167	2 187	4 171	1 898	1 833	1 838
Payments for capital assets	34 131	39 634	26 699	55 579	51 479	45 295	52 295	32 448	24 812
Buildings and other fixed structures	32 872	39 546	25 529	54 466	50 366	42 082	51 628	32 186	24 059
Machinery and equipment	1 259	88	1 170	1 113	1 113	3 213	667	262	753
Software and other intangible assets	–	–	–	–	–	–	–	–	–
Payments of financial assets	9 894	953	2 098	–	–	–	–	–	–
Total	421 750	451 304	453 307	524 989	489 271	481 573	509 820	506 127	521 268

The sub-programme: Personnel and Admin Related provides for the maintenance of the department's buildings and the maintenance of buildings to client specification. The MTEF allocations grow steadily and include the funds ring-fenced for improving infrastructure support. Also catered for is the EPWP maintenance programme, Youth Environmental Service programme and provincial co-ordination and monitoring of the EPWP. Budget cuts of R5.667 million in 2020/21, R5.801 million in 2021/22 and R3.559 million in 2022/23 were effected

against this sub-programme, and these are explained at economic classification level. The Adjusted Appropriation shows a decrease due to a shift of R35.718 million from this sub-programme within *Goods and services* in respect of the GIAMA condition assessment funding which was moved to Programme 2 under *Goods and services* to ensure alignment with the departmental structure and the original purpose of the funding remains unchanged. This shift is carried through over the MTEF, but historic figures were not restated in this regard.

The sub-programme: Buildings and Structures deals with the construction, upgrading or refurbishment of the department's capital infrastructure. The budget shows a steady trend over the MTEF, and is based on the department's actual capital infrastructure requirements, including new and carry-through costs of projects such as the construction of the new iLembe District office, the construction of the new administration wing in the uMgungundlovu District office, as well as the construction of the new auditorium and conference centre in the Southern region. It also caters for the refurbishment of an existing building into the KZN Entrepreneurial Centre in the uMgungundlovu District, the replacement of the palisade fencing in respect of the LA Complex building in Ulundi, the refurbishment of the existing eThekweni regional office and the Mayville conference centre projects, upgrading of the carpenter workshop in Vryheid, as well as the upgrading of the Amawele building in uMlazi. The department received once-off additional funding of R4.776 million in 2017/18 for the Mayville conference centre dining facility, and this project is anticipated to be completed in 2020/21. Budget cuts of R2.888 million in 2020/21 and R24.011 million in 2021/22 were effected against this sub-programme, and these are detailed below. This sub-programme was affected by internal reprioritisation from *Good and services* to *Buildings and other fixed structures* and *Machinery and equipment*, and these are explained at economic classification level.

The budget for *Compensation of employees* grows at 10.2 per cent, 5.2 per cent and 5.2 per cent for each of the three years of the MTEF, respectively. The 5.2 per cent growth in the outer years is below the growth prescribed by National Treasury and will be reviewed, also considering that the EPWP is not yet allocated in the outer years. The allocation includes improving infrastructure support funding, where funding over the MTEF remains ring-fenced for this purpose. The department is planning to fill 17 posts in 2020/21, including professional posts related to infrastructure support. However, considering the number of posts that the department plans to fill, growth of 10.2 per cent does not seem adequate and this will need to be reviewed, taking into account progress made with regard to the filling of posts. The programme receives additional funding of R6.737 million in 2020/21 to cater for the above-budget wage agreement. This category was cut by R5.667 million in 2020/21, R5.801 million in 2021/22 and R3.559 million in 2022/23, respectively. These budget cuts are not likely to affect the filling of posts and these will be monitored in line with natural attrition and retirement.

Goods and services includes provision for the maintenance and repairs of the department's infrastructure. The department received R6.023 million for the EPWP Integrated Grant for Provinces in 2018/19 and R4.726 million in 2019/20 and this was allocated to *Compensation of employees* from the 2019/20 Adjusted Appropriation and in 2020/21. Provision is also made for EPWP co-ordination, property payments for security services, and water and electricity costs. The Adjusted Appropriation shows a decrease due to a shift of R35.718 million from the sub-programme: Personnel and Admin Related within this category in respect of the GIAMA condition assessment funding which was moved to Programme 2 under the same category to ensure alignment with the departmental structure and the original purpose of the funding remains unchanged. This shift is carried through over the MTEF, but historic figures were not restated in this regard. The negative growth from 2020/21 to 2021/22 is due to the planned completion of the Mayville dining facility project, as well as the landscape project in the LA Complex building in Ulundi in 2020/21. In 2020/21 and 2021/22, amounts of R8.730 and R4.339 million, respectively, were reprioritised from this category to *Buildings and other fixed structures* and *Machinery and equipment*, and this is largely explained below.

Transfers and subsidies to: Departmental agencies and accounts relates to workmen's compensation.

Transfers and subsidies to: Households is largely ascribed to staff exit costs.

Buildings and other fixed structures fluctuates over the MTEF, based on actual infrastructure requirements and provides for the construction of the new iLembe District office, the new administration wing in the uMgungundlovu District office, the new auditorium and conference centre in the Southern region, as well as the refurbishment of an existing building into the KZN Entrepreneurial Centre in the uMgungundlovu District. It also caters for the refurbishment of the existing eThekweni regional office, the replacement of the palisade fencing at the LA Complex building, the Mayville conference centre dining facility project, upgrading of the

carpenter workshop in Vryheid, as well as the refurbishment of the Amawele building in uMlazi, as mentioned. This category was cut by R2.888 million, R24.011 million and R35.387 million over the MTEF as a result of fiscal consolidation and PES formula updates budget cuts. The projects that will be slowed down due to budget cuts include the uMgungundlovu conference centre, Amawele building in uMlazi, upgrades to the existing workshop in Vryheid, the KZN Entrepreneurial Centre and the conversion of the existing workshop into an office at eThekweni. In 2020/21, an amount of R8.386 million was reprioritised to this category from *Goods and services* to cater for the replacement of the air-conditioners at the eThekweni regional office, upgrading of the Amawele building in uMlazi and the conversion of an existing workshop to an office at the eThekweni regional office. In 2021/22, an amount of R4.300 million was reprioritised to this category from *Goods and services* to cater for the completion of the new iLembe District office, upgrades to Amawele building in uMlazi, as well as the conversion of an existing building into a new auditorium and conference centre in the Southern region.

Machinery and equipment fluctuates, and this is based on requirements for both head office and districts. The high growth in 2018/19 was in line with the filling of posts and provision of computer equipment for new staff. The budget over the MTEF caters for the replacement of computer equipment. Amounts of R55 000 and R39 000 in 2020/21 and 2021/22, respectively, were reprioritised within Programme 3 from *Goods and services* to this category to cater for the purchase of new audio-visual equipment, as well as computer equipment for new employees.

5.5 BUDGET – CONDITIONAL GRANTS

Summary of conditional grants payments and estimates by name

R thousand	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates		
	2016/17	2017/18	2018/19	2019/20			2020/21	2021/22	2022/23
EPWP Integrated Grant for Provinces	4 471	6 588	6 023	4 726	4 726	4 726	4 243	–	–
Total payments and estimates	4 471	6 588	6 023	4 726	4 726	4 726	4 243	–	–

Summary of conditional grants payments and estimates by economic classification

R thousand	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates		
	2016/17	2017/18	2018/19	2019/20			2020/21	2021/22	2022/23
Current Payments	4 471	6 588	6 023	4 726	4 726	4 726	4 243	–	–
Compensation of Employees	–	–	–	–	4 726	4 726	4 243	–	–
Goods and services	4 471	6 588	6 023	4 726	–	–	–	–	–
Interest and rent on land	–	–	–	–	–	–	–	–	–
Transfer and subsidies to:	–	–	–	–	–	–	–	–	–
Payments for capital assets	–	–	–	–	–	–	–	–	–

R thousand	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates		
	2016/17	2017/18	2018/19	2019/20			2020/21	2021/22	2022/23
Payments of financial assets	-	-	-	-	-	-	-	-	-
Total	4 471	6 588	6 023	4 726	4 726	4 726	-	-	-

6. KEY RISKS AND MITIGATION FROM THE STRATEGIC PLAN

Outcome	Key Risk	Risk Mitigation
1.Improved leadership, governance and accountability	1. Inadequate alignment of the current organizational structure to the departmental functions to achieve the strategic objectives	<ul style="list-style-type: none"> • Undertake business reengineering exercise • Fast tracking approval of the revised organizational structure • Advertise & fill key critical posts
2. Productive Assets (Maintenance of Facilities) Productive Assets (Productive use of Facilities)	2. Deterioration in the conditions of state facilities	<ul style="list-style-type: none"> • Top slicing of user department's budget for maintenance
3.1 Sustainable Infrastructure Investment (Addressing Spatial imbalances) 3.2 Sustainable Infrastructure Investment (Construction)	3. Shortage of professional and technical skills	<ul style="list-style-type: none"> • Contact relevant institutions to attract & increase applicant pool • Formal skills transfer process established. • Enhancement of existing skills & Attracting skilled staff • The provisions of additional funds to fund vacant professional posts. • Approach SETAs for funding • Revise bursary policy to include EPWP beneficiaries • Implement retention strategy
	4. Inadequate Planning at high level	<ul style="list-style-type: none"> • Institutionalise use of U-AMP as basis for development of infrastructure plans
4. Optimized job opportunities	5. Poor records management	Perform site visits verification to ensure reported performance is supported by sufficient and adequate evidence.

7. PUBLIC ENTITIES

The department does not have public entities.

8. Infrastructure Projects

Item	Indicator	WIMS No	Project Name	Nature Of Investment	Region	Town	Quarterly Target As Per App			
							Q1	Q2	Q3	Q4
83	83	83	83	83	83	49	10	7	15	51
1	3.10 No. of new schools completed	063740	INANDA SENIOR PRIMARY SCHOOL	NEW SCHOOL	Ethekwini Region	INANDA				1
2	3.11 Number of school refurbished	063756	NDUKENDE SEC SCHOOL	UPGRADING & ADDITIONS	Ethekwini Region	INANDA			1	
3	3.11 Number of school refurbished	063741	SHEMBE PRIMARY SCHOOL	UPGRADING & ADDITIONS	Ethekwini Region	DURBAN				1
4	3.11 Number of school refurbished	063908	UMVOZANE PRIMARY SCHOOL	UPGRADING & ADDITIONS	Ethekwini Region	MAPUMULO				1

5	3.11 Number of school refurbished	63730	KHANYAKHWEZI JP	UPGRADING & ADDITIONS	Ethekwini Region	DURBAN			1	
6	3.11 Number of school refurbished	063648	KWASHANGASE JUNIOR PRIMARY SCHOOL	UPGRADING & ADDITIONS	Ethekwini Region	SHANGASE VILLAGE				1
7	3.11 Number of school refurbished	063903	SAKHUMUZI PRIMARY SCHOOL - NDWEDWE	UPGRADING & ADDITIONS	Ethekwini Region	NDWEDWE				1
8	3.11 Number of school refurbished	063752	BALCOMB'S HILL PRIMARY SCHOOL	UPGRADING & ADDITIONS	Ethekwini Region	KRANSKOP				1
9	3.11 Number of school refurbished	065107	IGUGULAMANYONI JUNIOR PRIMARY SCHOOL	UPGRADING & ADDITIONS	Ethekwini Region	DURBAN			1	
10	3.11 Number of school refurbished	063916	MQUNGEBE SECONDARY SCHOOL	UPGRADING & ADDITIONS	Ethekwini Region	KWADUKUZA			1	

11	3.11 Number of school refurbished	063520	SINENHLANHLA SECONDARY SCHOOL	UPGRADING & ADDITIONS	Ethekwini Region	MAPUMULO				1
12	3.11 Number of school refurbished	065034	EMOLWENI PRIMARY SCHOOL	UPGRADING & ADDITIONS	Ethekwini Region	HILLCREST		1		
13	3.11 Number of school refurbished	063904	MAGOJOLO JUNIOR PRIMARY SCHOOL	UPGRADING & ADDITIONS	Ethekwini Region	MAPUMULO			1	
14	3.11 Number of school refurbished	063740	INANDA SENIOR PRIMARY SCHOOL	UPGRADING & ADDITIONS	Ethekwini Region	INANDA				1
15	3.11 Number of school refurbished	063756	NDUKENDE SEC SCHOOL	UPGRADING & ADDITIONS	Ethekwini Region	INANDA			1	
16	3.11 Number of school refurbished	063741	SHEMBE PRIMARY SCHOOL	UPGRADING & ADDITIONS	Ethekwini Region	DURBAN				1
17	3.11 Number of school refurbished	063908	UMVOZANE PRIMARY SCHOOL	UPGRADING & ADDITIONS	Ethekwini Region	MAPUMULO				1

18	3.11 Number of school refurbished	063735	MATABETULU PRIMARY SCHOOL	UPGRADING & ADDITIONS	Ethekwini Region	DURBAN			1	
19	3.11 Number of school refurbished	063648	KWASHANGASE JUNIOR PRIMARY SCHOOL	UPGRADING & ADDITIONS	Ethekwini Region	SHANGASE VILLAGE				1
20	3.11 Number of school refurbished	063903	SAKHUMUZI PRIMARY SCHOOL - NDWEDWE	UPGRADING & ADDITIONS	Ethekwini Region	NDWEDWE				1
21	3.11 Number of school refurbished	063752	BALCOMB'S HILL PRIMARY SCHOOL	UPGRADING & ADDITIONS	Ethekwini Region	KRANSKOP				1
22	3.11 Number of school refurbished	065107	IGUGULAMANYONI JUNIOR PRIMARY SCHOOL	UPGRADING & ADDITIONS	Ethekwini Region	DURBAN			1	
23	3.11 Number of school refurbished	063916	MQUNGE BE SECONDARY SCHOOL	UPGRADING & ADDITIONS	Ethekwini Region	KWADUKUZA			1	
24	3.11 Number of school refurbished	063520	SINENHLANHLA SECONDARY SCHOOL	UPGRADING & ADDITIONS	Ethekwini Region	MAPUMULO				1

25	3.11 Number of school refurbished	065034	EMBUYENI	UPGRADING & ADDITIONS	Ethekwini Region	HILLCREST	1			
26	3.11 Number of school refurbished	063904	MAGOJOLO JUNIOR PRIMARY SCHOOL	UPGRADING & ADDITIONS	Ethekwini Region	MAPUMULO			1	
27	3.11 Number of school refurbished	069021	ENGONWENI PRIMARY SCHOOL	REHABILITATION, RENOVATIONS & REFURBISHMENT	Ethekwini Region	DURBAN	1			
28	3.11 Number of school refurbished	069033	MANGQAKAZA PRIMARY SCHOOL	REHABILITATION, RENOVATIONS & REFURBISHMENT	Ethekwini Region	GINGINDLOVU	1			
29	3.11 Number of school refurbished	65337	QALAKAHLE	REHABILITATION, RENOVATIONS & REFURBISHMENT	Ethekwini Region	GINGINDLOVU			1	
30	3.11 Number of school refurbished	069045	MADLANGA JUNIOR SECONDARY SCHOOL	REHABILITATION, RENOVATIONS & REFURBISHMENT	Ethekwini Region	MANDINI	1			
31	3.11 Number of school refurbished	068810	EBENDLE PRIMARY SCHOOL	REHABILITATION, RENOVATIONS & REFURBISHMENT	Ethekwini Region	GINGINDLOVU	1			

32	3.11 Number of school refurbished	62765	DR MACKEN MISTRY PS	REHABILITATION, RENOVATIONS & REFURBISHMENT	Ethekwini Region	DURBAN	1				
33	3.11 Number of school refurbished	68924	TSHUTSHUTSHU	REHABILITATION, RENOVATIONS & REFURBISHMENT	Ethekwini Region	GINGINDLOVU	1				
34	3.11 Number of school refurbished	069040	LAMBOTHI PRIMARY SCHOOL	REHABILITATION, RENOVATIONS & REFURBISHMENT	Ethekwini Region	GINGINDLOVU				1	
35	3.11 Number of school refurbished	069045	MADLANGA JUNIOR SECONDARY SCHOOL	REHABILITATION, RENOVATIONS & REFURBISHMENT	Ethekwini Region	MANDINI	1				
36	3.11 Number of school refurbished	068810	EBENDLE PRIMARY SCHOOL	REHABILITATION, RENOVATIONS & REFURBISHMENT	Ethekwini Region	GINGINDLOVU				1	
37	3.11 Number of school refurbished	063389	Bambisandla Primary	REHABILITATION, RENOVATIONS & REFURBISHMENT	Ethekwini Region						1
38	3.10 Number of clinics refurbished	071114	Siphilile Clinic	Rehabilitation, Renovations & Refurbishment	North Coast Region						1
39	3.10 Number of clinics refurbished	071102	Chwezi Clinic	Rehabilitation, Renovations & Refurbishment	North Coast Region						1

40	3.10 Number of clinics refurbished	071104	Dondotha Clinic	Rehabilitation, Renovations & Refurbishment	North Coast Region					1
41	3.10 Number of clinics refurbished	071107	Ekuphumuleni Clinic	Rehabilitation, Renovations & Refurbishment	North Coast Region					1
42	3.10 Number of clinics refurbished	071109	Ensingweni Clinic	Rehabilitation, Renovations & Refurbishment	North Coast Region					1
43	3.10 Number of clinics refurbished	071112	Esibhudeni Clinic	Rehabilitation, Renovations & Refurbishment	North Coast Region					1
44	3.10 Number of clinics refurbished	071097	Halambu Clinic	Rehabilitation, Renovations & Refurbishment	North Coast Region					1
45	3.10 Number of clinics refurbished	071120	Idlebe Clinic	Rehabilitation, Renovations & Refurbishment	North Coast Region					1
46	3.10 Number of clinics refurbished	071119	Kwandaba Clinic	Rehabilitation, Renovations & Refurbishment	North Coast Region					1
47	3.10 Number of clinics refurbished	071118	Luneberg Clinic	Rehabilitation, Renovations & Refurbishment	North Coast Region					1
48	3.10 Number of clinics refurbished	071117	Mabhuqweni Clinic	Rehabilitation, Renovations & Refurbishment	North Coast Region					1
49	3.10 Number of clinics refurbished	071095	Manyane Clinic	Rehabilitation, Renovations & Refurbishment	North Coast Region					1

50	3.10 Number of clinics refurbished	071098	Maputa Clinic	Rehabilitation, Renovations & Refurbishment	North Coast Region					1
51	3.10 Number of clinics refurbished	071099	Mathungela Clinic	Rehabilitation, Renovations & Refurbishment	North Coast Region					1
52	3.10 Number of clinics refurbished	071101	Mbazwana Clinic	Rehabilitation, Renovations & Refurbishment	North Coast Region					1
53	3.10 Number of clinics refurbished	071093	Mfongozi Clinic	Rehabilitation, Renovations & Refurbishment	North Coast Region					1
54	3.10 Number of clinics refurbished	071103	Mpukunyoni Clinic	Rehabilitation, Renovations & Refurbishment	North Coast Region					1
55	3.10 Number of clinics refurbished	071105	Mthungweni Clinic	Rehabilitation, Renovations & Refurbishment	North Coast Region					1
56	3.10 Number of clinics refurbished	071106	Ndabaningi Clinic	Rehabilitation, Renovations & Refurbishment	North Coast Region					1
57	3.10 Number of clinics refurbished	071108	Ndlangubo Clinic	Rehabilitation, Renovations & Refurbishment	North Coast Region					1
58	3.10 Number of clinics refurbished	071110	Ngudwini Clinic	Rehabilitation, Renovations & Refurbishment	North Coast Region					1
59	3.10 Number of clinics refurbished	071126	Nkwalini Clinic	Rehabilitation, Renovations & Refurbishment	North Coast Region					1

60	3.10 Number of clinics refurbished	071125	Nondabuya Clinic	Rehabilitation, Renovations & Refurbishment	North Coast Region					1
61	3.10 Number of clinics refurbished	071111	Nongamlane Clinic	Rehabilitation, Renovations & Refurbishment	North Coast Region					1
62	3.10 Number of clinics refurbished	071122	Ntumeni Clinic	Rehabilitation, Renovations & Refurbishment	North Coast Region					1
63	3.10 Number of clinics refurbished	071121	Nxamalala Clinic	Rehabilitation, Renovations & Refurbishment	North Coast Region					1
64	3.10 Number of clinics refurbished	071116	Osungulweni Clinic	Rehabilitation, Renovations & Refurbishment	North Coast Region					1
65	3.10 Number of clinics refurbished	071115	Samangu Clinic	Rehabilitation, Renovations & Refurbishment	North Coast Region					1
66	3.10 Number of clinics refurbished	071113	Stedham clinic	Rehabilitation, Renovations & Refurbishment	North Coast Region					1
67	3.10 Number of clinics refurbished	071100	Tobolsk clinic	Rehabilitation, Renovations & Refurbishment	North Coast Region					1
68	3.10 Number of clinics refurbished	069444	Baniyela Clinic	Upgrading and Additions	Southern Region		1			
69	3.10 Number of clinics refurbished	068095	St Chad's CHC	Upgrading and Additions	Midlands Region		1			

70	3.11 Number of hospitals refurbished	063139	Cato Manor Regional Laundry	Rehabilitation, Renovations & Refurbishment	EThekweni Region	Durban				1
71	3.11 Number of hospitals refurbished	002879	General Justice Mpanza Regional Hospital (Formerly Stanger Hospital)	Upgrading and Additions	EThekweni Region	Stanger		1		
72	3.11 Number of hospitals refurbished	071478	St Francis Hospital	Rehabilitation, Renovations & Refurbishment	North Coast Region					1
73	3.11 Number of hospitals refurbished	067923	Dundee Regional Laundry	Upgrading and Additions	Major Project	Dundee			1	
74	3.11 Number of hospitals refurbished	069813	Port Shepstone Hospital	Rehabilitation, Renovations & Refurbishment	Major Project	Port shepstone				1
75	3.11 Number of hospitals refurbished	067473	Emmaus Hospital	Upgrading and Additions	Major Project	Emmaus			1	
76	3.11 Number of hospitals refurbished	062440	King Dinizulu Hospital	Rehabilitation, Renovations & Refurbishment	Major Project	Ethekweni				1
77	3.11 Number of hospitals refurbished	062824	King Dinizulu Hospital	Rehabilitation, Renovations & Refurbishment	Major Project	Ethekweni				1
78	3.11 Number of hospitals refurbished	057858	King Edward VIII Hospital	Upgrading and Additions	Major Project	Ethekweni				1
79	3.11 Number of hospitals refurbished	047732	Prince Mshiyeni Memorial Hospital	Rehabilitation, Renovations & Refurbishment	Major Project	Ethekweni	1			

80	3.11 Number of hospitals refurbished	062839	King Dinuzulu Hospital	Rehabilitation, Renovations & Refurbishment	Major Project	Ethekwini		1		
81	3.11 Number of hospitals refurbished	062441	King Dinuzulu Hospital	Rehabilitation, Renovations & Refurbishment	Major Project	Ethekwini		1		
82	3.11 Number of hospitals refurbished	072966	Clairwood Hospital	Rehabilitation, Renovations & Refurbishment	Major Project	Ethekwini		1		
83	3.11 Number of hospitals refurbished	072965	Wentworth Hospital	Rehabilitation, Renovations & Refurbishment	Major Project	Ethekwini		1		
84	3.11 Number of hospitals refurbished	073015	Mosvold Hospital	Upgrading and Additions	North Coast Region	Ingwavuma	1			
85	3.11 Number of hospitals refurbished	073016	Bethesda Hospital	Upgrading and Additions	North Coast Region	Mkuze	1			
86	3.11 Number of hospitals refurbished	073018	St Francis Hospital	Upgrading and Additions	North Coast Region	Ulundi		1		
87	3.11 Number of hospitals refurbished	073017	Siloah Hospital	Upgrading and Additions	North Coast Region	Nongoma		1		
88	3.11 Number of hospitals refurbished	058773	G J Crookes Hospital	Rehabilitation, Renovations & Refurbishment	Southern Region	Scotthburgh		1		
89	3.16 No. of Upgrade & additions and Repairs & renovations buildings/facilities constructed/completed	067149	Highway House Accommodation: Office	Rehabilitation, Renovations & Refurbishment	Ethekwini Region	Ethekwini municipality metropolitan	1			

90	3.12 No. of new buildings/facilities constructed/completed	053655	Osizweni Service Centre	New Infrastructure	Midlands Region	Osizweni/Newcastle		1		
91	3.16 No. of Upgrade & additions and Repairs & renovations buildings/facilities constructed/completed	066044	Rydavale Clinic for Kwamashu Service Office	Rehabilitation And Renovations	Ethekwini Region	Ethekwini/KwaMashu			1	
92	3.16 No. of Upgrade & additions and Repairs & renovations buildings/facilities constructed/completed	067703	Vryheid Sub-District Office	Upgrade and Additions	North Coast Region	Vryheid				1
93	3.16 No. of Upgrade & additions and Repairs & renovations buildings/facilities constructed/completed	056763	Midlands Regional Office	Upgrade and Additions	Midlands Region	Ladysmith		1		
94	3.16 No. of Upgrade & additions and Repairs & renovations buildings/facilities constructed/completed	071332	KwaXimba Traditional Court	Rehabilitation And Renovations	Ethekwini Region	Ethekwini		1		
95	3.16 No. of Upgrade & additions and Repairs & renovations buildings/facilities constructed/completed	071315	Khabazela Tradional Court	Rehabilitation And Renovations	Ethekwini Region	Ethekwini		1		

96	3.16 No. of Upgrade & additions and Repairs & renovations buildings/facilities constructed/completed	058016	Offices - Provincial Legislature - Old Council Chamber	Rehabilitation And Renovations	Southern Region	Pietermaritzburg			1	
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9. PUBLIC PRIVATE PARTNERSHIPS

None

Part D: TECHNICAL INDICATOR DESCRIPTIONS (TID)

PROGRAMME 1: ADMINISTRATION

Indicator Title	% of internal audit recommendations implemented
Definition	Internal Audit audits financial and non-financial information against predetermined norms and standards and produces a report of findings with recommendations. The indicator measures the number of internal audits recommendations implemented against total number of recommendations due in that period as specified in the internal audit log.
Source of data	Internal audit log
Method of Calculation or Assessment	Number of internal audit recommendations implemented against total number of recommendations due in that period as specified in the internal audit action plan *100
Means of verification	Internal audit log
Assumptions	The department has the mechanisms and systems to facilitate implementation and finalization of all recommendations within the specified timeframe.
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Non-Cumulative
Reporting Cycle	Quarterly
Desired performance	100% implementation of internal audit recommendations against Internal Audit action plans as per audit log
Indicator Responsibility	Chief Financial Officer

Indicator Title	% of external audit recommendations implemented
Definition	<p>External Auditors audit financial and non-financial information against predetermined norms and standards and produces a report of findings with recommendations.</p> <p>The indicator measures the number of external audit recommendations implemented against the total number of recommendations due in that period as specified in the Auditor General's action plan in the Audit Log.</p>
Source of data	External audit (Auditor General's) log
Method of Calculation / Assessment	Number of Auditor General's recommendations implemented against total number of recommendations due in that period as specified in the Auditor General's action plan *100
Means of verification	External audit (AG) log
Assumptions	The department has the mechanisms and systems to facilitate implementation and finalization of all recommendations with the specified timeframe
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Non-Cumulative
Reporting Cycle	Quarterly
Desired performance	100% implementation of external audit (AG) recommendations against Auditor General action plans as per audit log
Indicator Responsibility	Chief Financial Officer

Indicator Title	Number of external students awarded bursaries for Built Environment studies
Definition	Relates to empowerment of youth in built disciplines through award of bursaries to improve human capacity in the department and the sector
Source of data	Persal
Method of Calculation / Assessment	Simple count of students awarded bursaries
Means of verification	Letter of award and contract
Assumptions	Availability of qualifying people from the identified priority group
Disaggregation of Beneficiaries (where applicable)	Target are Youth with excellent Grade 12 results in Maths and Science
Spatial Transformation (where applicable)	Rural areas prioritised over urban.
Calculation Type	Non-Cumulative
Reporting Cycle	Annual
Desired performance	Achievement of target
Indicator Responsibility	Deputy Director General –Corporate Services

PROGRAMME 2: PROPERTY MANAGEMENT (IMMOVABLE ASSET MANAGEMENT- IAM)

Indicator Title	Number of condition assessments finalized on state owned buildings
Definition	To determine physical and functional condition of state-owned buildings. Further the condition of the building will be expressed in various ratings/categories range from C1 = very poor; C2 = Poor; C3 = Fair; C4 = Good to C5 = Excellent.
Source of data	User Asset Management Plans/ Immoveable Asset Register/ Physical Condition Assessments/ functional performance assessment (Any of these documents should serve as source of information) / Plan informing conditional assessment on specified/buildings
Method of Calculation / Assessment	Simple count
Means of verification	Completed condition assessments reports
Assumptions	Existence derelict state owned buildings that can be optimally used to meet service delivery objectives
Disaggregation of Beneficiaries (where applicable)	n/a
Spatial Transformation (where applicable)	n/a
Calculation Type	Non-Cumulative
Reporting Cycle	Annual
Desired performance	Achievement of set target
Indicator Responsibility	DDG – Immoveable Asset Management

Indicator Title	Number of municipalities with discounted property rates
Definition	The department has to pay rates and taxes in respect of rateable immovable assets owned and used by provincial government
Source of data	Municipal
Method of Calculation / Assessment	simple count
Means of verification	Payment certificate and municipal property rates policy
Assumptions	Availability of state owned facilities requiring maintenance services
Disaggregation of Beneficiaries (where applicable)	n/a
Spatial Transformation (where applicable)	n/a
Calculation Type	Simple count
Reporting Cycle	Annual
Desired performance	100% achievement of set target
Indicator Responsibility	DDG – Immoveable Asset Management

Indicator Title	Hectare of land released for socio-economic purposes
Definition	This definition refers to redundant provincial properties disposed of through sale, donation, exchange as identified in the Transformation Policy
Source of data	Immovable Asset Register
Method of Calculation / Assessment	Simple count
Means of verification	Proof of allocation/ disposal (determined by nature of disposal) Deeds registry printout
Assumptions	Targeted groups secure required funding to acquire properties identified for disposal Targeted groups are interested in investing in the identified areas
Disaggregation of Beneficiaries (where applicable)	51% black as per policy, with at least 20% for women and youth and target for people with disabilities: 2%
Spatial Transformation (where applicable)	Ethekewini Metro
Calculation Type	Non-cumulative

Reporting Cycle	Annual
Desired performance	100% achievement of set targets
Indicator Responsibility	DDG – Immovable Asset Management

Indicator Title	% value of new leases entered into with targeted groups
Definition	Relate to transformation of the property sector through hiring from the private sector where state owned properties are insufficient
Source of data	Lease Register and fived asset register
Method of Calculation / Assessment	Value of new leases awarded to targeted / total value of leases concluded x 100
Means of verification	Signed lease agreements or approval by delegated authority
Assumptions	Targeted groups have means to acquire or sub-lease from existing owners
Disaggregation of Beneficiaries (where applicable)	51% black as per policy, with at least 20% for women and youth and target for people with disabilities: 2%
Spatial Transformation (where applicable)	Province wide
Calculation Type	Non-cumulative
Reporting Cycle	Annual
Desired performance	100% achievement of set target
Indicator Responsibility	DDG – Immovable Asset Management

**PROGRAMME 3: PROVISION OF BUILDING, STRUCTURES & EQUIPMENT
(INFRASTRUCTURE MAINTENANCE & TECHNICAL SUPPORT)**

Indicator Title	Number of EPWP work opportunities created by the Provincial Department of Public works
Definition	1 Work opportunity = paid work created for an individual on an EPWP project for any period of time. The same individual can be employed by one project after another and each period of employment will be counted as a work opportunity.
Source of data	EPWP Annexure reports
Method of Calculation / Assessment	Simple count of work opportunities validated.
Means of verification	<ul style="list-style-type: none"> - EPWP Report (PB01) - Attendance Registers - Paysheets/ Proof of Payment of Employees' Salaries (payslips or a signed acknowledgment of receipt of payment) - Employment contracts
Assumptions	There is budget to implement the programme
Disaggregation of Beneficiaries (where applicable)	Women: 60 Youth: 55% People with Disabilities: 2%
Spatial Transformation (where applicable)	EPWP is implemented across 10 Districts and 1 Metro of the KwaZulu-Natal Province
Calculation Type	Cumulative (Year-to-Date)
Reporting Cycle	Quarterly
Desired performance	Achieve 100% of the target
Indicator Responsibility	Chief Director: EPWP

Indicator Title	Number of Beneficiary Empowerment Interventions
Definition	The number of interventions planned and implemented for the empowerment of the beneficiaries (please specify interventions)
Source of data	EPWP business plan
Method of Calculation / Assessment	Simple count of empowerment interventions
Means of verification	Attendance registers and/or certificates of attendance
Assumptions	There is budget to implement the programme
Disaggregation of Beneficiaries (where applicable)	Women: 60% = (2896 number of Work Opportunities to be created) Youth: 55% = (2654 number of Work Opportunities to be created) People with Disabilities: 2% = (97 number of Work Opportunities to be

	created)
Spatial Transformation (where applicable)	EPWP is implemented across 10 Districts and 1 Metro of the KwaZulu-Natal Province
Calculation Type	Cumulative (Year- End)
Reporting Cycle	Quarterly
Desired performance	Achieve 100% of the set target
Indicator Responsibility	Director: EPWP

Indicator Title	Number of public bodies reporting on EPWP targets within the Province
Definition	Identifies the number of public bodies reporting EPWP work opportunities created within the Province.
Source of data	Public Bodies Reports (Extract from EPWP Reporting System indicating public bodies that reported within the Province)
Method of Calculation / Assessment	Simple count of public bodies reporting on EPWP targets from source documentation.
Means of verification	EPWP Final Annexure reports issued by National Department of Public Works
Assumptions	N/A
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	The EPWP programme is implemented across the KwaZulu-Natal Province by 66 Public Bodies (10 Districts, 43 Local Municipalities, 1 Metro and 12 Provincial Departments)
Calculation Type	Non-Cumulative
Reporting Cycle	Quarterly
Desired performance	Achieve 100% of the set target
Indicator Responsibility	Chief Director: EPWP

Indicator Title	Number of interventions implemented to support public bodies in the creation of targeted number of work opportunities in the province
Definition	Identifies the number of interventions implemented to support public bodies reporting on EPWP.
Source of data	Quarterly Performance Report
Method of Calculation / Assessment	Simple count of public bodies reporting on EPWP targets from source documentation.
Means of verification	Attendance Registers, Programme/Agenda and Invitations

Assumptions	N/A
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	The EPWP programme is implemented across the KwaZulu-Natal Province by 66 Public Bodies (10 Districts, 43 Local Municipalities, 1 Metro and 12 Provincial Departments)
Calculation Type	Cumulative year-end
Reporting Cycle	Quarterly
Desired performance	Achieve 100% of the set target
Indicator Responsibility	Director: EPWP Provincial Coordination

Indicator Title	Number of Projects Awarded to Woman owned companies
Definition	<ul style="list-style-type: none"> Identifies the number of school projects where Upgrades and additions, Renovations, Rehabilitation or Refurbishments have been implemented and completed by woman owned companies
Source of data	<ul style="list-style-type: none"> Project files
Method of Calculation / Assessment	<ul style="list-style-type: none"> Simple count of the number of Upgrades and additions, Renovations, Rehabilitation or Refurbishments implemented and completed.
Means of verification	<ul style="list-style-type: none"> Practical Completion certificate
Assumptions	<ul style="list-style-type: none"> Delays in reporting performance information on Upgrades and additions, Renovations, Rehabilitation or Refurbishments completed Inaccurate information on the basis of incorrect understanding of the performance indicator Inappropriate portfolio of evidence to substantiate reported performance Delays within the contract period, labour disputes and inclement weather conditions. vis major
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> Target for Women:
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> All districts
Calculation Type	<ul style="list-style-type: none"> Cumulative (Year- End)
Reporting Cycle	<ul style="list-style-type: none"> Quarterly
Desired performance	<ul style="list-style-type: none"> Higher performance – more Upgrades and additions, Renovations, Rehabilitation or Refurbishments being implemented and completed.
Indicator Responsibility	<ul style="list-style-type: none"> Chief Director: Infrastructure Programme Coordination

Indicator Title	Number of Projects Awarded to Military Veterans owned companies
Definition	<ul style="list-style-type: none"> Identifies the number of school projects where Upgrades and additions, Renovations, Rehabilitation or Refurbishments have been implemented and completed by Military Veterans owned companies
Source of data	<ul style="list-style-type: none"> Project files
Method of Calculation / Assessment	<ul style="list-style-type: none"> Simple count of the number of Upgrades and additions, Renovations, Rehabilitation or Refurbishments implemented and completed.
Means of verification	<ul style="list-style-type: none"> Practical Completion certificate
Assumptions	<ul style="list-style-type: none"> Delays in reporting performance information on Upgrades and additions, Renovations, Rehabilitation or Refurbishments completed Inaccurate information on the basis of incorrect understanding of the performance indicator Inappropriate portfolio of evidence to substantiate reported performance Delays within the contract period, labour disputes and inclement weather conditions. vis major
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> Target for Military Veterans
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> Across all districts
Calculation Type	<ul style="list-style-type: none"> Cumulative (Year- End)
Reporting Cycle	<ul style="list-style-type: none"> Quarterly
Desired performance	<ul style="list-style-type: none"> Higher performance – more Upgrades and additions, Renovations, Rehabilitation or Refurbishments being implemented and completed.
Indicator Responsibility	<ul style="list-style-type: none"> Chief Director: Infrastructure Programme Coordination
Indicator Title	Number of Projects Awarded to youth owned companies
Definition	<ul style="list-style-type: none"> Identifies the number of school projects where Upgrades and additions, Renovations, Rehabilitation or Refurbishments have been implemented and completed by youth owned companies
Source of data	<ul style="list-style-type: none"> Project files
Method of Calculation / Assessment	<ul style="list-style-type: none"> Simple count of the number of Upgrades and additions, Renovations, Rehabilitation or Refurbishments implemented and completed.
Means of verification	<ul style="list-style-type: none"> Practical Completion certificate
Assumptions	<ul style="list-style-type: none"> Delays in reporting performance information on Upgrades and additions, Renovations, Rehabilitation or Refurbishments completed Inaccurate information on the basis of incorrect understanding of the performance indicator Inappropriate portfolio of evidence to substantiate reported

	performance <ul style="list-style-type: none"> Delays within the contract period, labour disputes and inclement weather conditions. vis major
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> Target for Youth
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> Across all districts
Calculation Type	<ul style="list-style-type: none"> Cumulative (Year- End)
Reporting Cycle	<ul style="list-style-type: none"> Quarterly
Desired performance	<ul style="list-style-type: none"> Higher performance – more Upgrades and additions, Renovations, Rehabilitation or Refurbishments being implemented and completed.
Indicator Responsibility	<ul style="list-style-type: none"> Chief Director: Infrastructure Programme Coordination

Indicator Title	No. of Projects Awarded to disabled people owned companies
Definition	Identifies the number of school projects where Upgrades and additions, Renovations, Rehabilitation or Refurbishments have been implemented and completed by disabled people owned companies
Source of data	Project files
Method of Calculation / Assessment	Simple count of the number of Upgrades and additions, Renovations, Rehabilitation or Refurbishments implemented and completed.
Means of verification	<ul style="list-style-type: none"> Practical Completion certificate
Assumptions	<ul style="list-style-type: none"> Delays in reporting performance information on Upgrades and additions, Renovations, Rehabilitation or Refurbishments completed Inaccurate information on the basis of incorrect understanding of the performance indicator Inappropriate portfolio of evidence to substantiate reported performance Delays within the contract period, labour disputes and inclement weather conditions. vis major
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> Target for Disabled people:
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> All districts
Calculation Type	<ul style="list-style-type: none"> Cumulative (Year- End)
Reporting Cycle	<ul style="list-style-type: none"> Quarterly
Desired performance	<ul style="list-style-type: none"> Higher performance – more Upgrades and additions, Renovations,

	Rehabilitation or Refurbishments being implemented and completed.
Indicator Responsibility	<ul style="list-style-type: none"> Chief Director: Infrastructure Programme Coordination

Indicator Title	No. of emerging contractors trained
Definition	Number of Emerging Contractors trained to ensure development and sustainability
Source of data	Attendance Registers
Method of Calculation / Assessment	Simple count of emerging contractors trained
Means of verification	Attendance Registers signed at the training session
Assumptions	There is budget to implement the programme
Disaggregation of Beneficiaries (where applicable)	<p>Target for Women: 60% as per EPWP Phase IV demographics shows (180 Women Contractors to be trained)</p> <p>Target for Youth: 55% (165 Youth Contractors to be trained)</p> <p>Target for People with Disabilities: Used 2% (6 People with Disabilities to be trained).</p>
Spatial Transformation (where applicable)	Across KwaZulu-Natal Province
Calculation Type	<ul style="list-style-type: none"> Cumulative (Year- End) Non-Cumulative
Reporting Cycle	<ul style="list-style-type: none"> Quarterly
Desired performance	Achieve 100% of the set target.
Indicator Responsibility	Director: EPWP

Indicator Title	No. of new schools completed
Definition	<ul style="list-style-type: none"> Identifies the number of new school projects which have been implemented and completed.
Source of data	<ul style="list-style-type: none"> Project files
Method of Calculation / Assessment	<ul style="list-style-type: none"> Simple count of the number of new schools completed.
Means of verification	<ul style="list-style-type: none"> Practical Completion certificate
Assumptions	<ul style="list-style-type: none"> Delays in reporting performance information on new school projects completed Inaccurate information on the basis of incorrect understanding of the performance indicator Inappropriate portfolio of evidence to substantiate reported

	<ul style="list-style-type: none"> performance Delays within the contract period, labour disputes and inclement weather conditions. vis major
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> Target for Women
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> EThekweni Metro
Calculation Type	<ul style="list-style-type: none"> Cumulative (Year- End)
Reporting Cycle	<ul style="list-style-type: none"> Quarterly
Desired performance	<ul style="list-style-type: none"> Higher performance – more new schools being implemented and completed.
Indicator Responsibility	<ul style="list-style-type: none"> Chief Director: Infrastructure Programme Coordination

Indicator Title	No. of schools refurbished
Definition	<ul style="list-style-type: none"> Identifies the number of school projects where Upgrades and additions, Renovations, Rehabilitation or Refurbishments have been implemented and completed
Source of data	<ul style="list-style-type: none"> Project files
Method of Calculation / Assessment	<ul style="list-style-type: none"> Simple count of the number of Upgrades and additions, Renovations, Rehabilitation or Refurbishments implemented and completed.
Means of verification	<ul style="list-style-type: none"> Practical Completion certificate
Assumptions	<ul style="list-style-type: none"> Delays in reporting performance information on Upgrades and additions, Renovations, Rehabilitation or Refurbishments completed for schools Inaccurate information on the basis of incorrect understanding of the performance indicator Inappropriate portfolio of evidence to substantiate reported performance Delays within the contract period, labour disputes and inclement weather conditions. vis major
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> Target for Women: Target for Youth: Target for People with Disabilities:
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> Across all KZN district
Calculation Type	<ul style="list-style-type: none"> Cumulative (Year- End)
Reporting Cycle	<ul style="list-style-type: none"> Quarterly
Desired performance	<ul style="list-style-type: none"> Higher performance – more schools upgraded, renovated, Rehabilitated

	or Refurbished.
Indicator Responsibility	<ul style="list-style-type: none"> Chief Director: Infrastructure Programme Coordination

Indicator Title	No. of new clinics completed
Definition	<ul style="list-style-type: none"> Identifies the number of new clinics which have been implemented and completed.
Source of data	<ul style="list-style-type: none"> Project files
Method of Calculation / Assessment	<ul style="list-style-type: none"> Simple count of the number of new clinic completed.
Means of verification	<ul style="list-style-type: none"> Practical Completion certificate
Assumptions	<ul style="list-style-type: none"> Delays in reporting performance information on new clinics completed Inaccurate information on the basis of incorrect understanding of the performance indicator Inappropriate portfolio of evidence to substantiate reported performance Delays within the contract period, labour disputes and inclement weather conditions. vis major
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> Target for Women: Target for Youth: Target for People with Disabilities:
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> Across all district
Calculation Type	<ul style="list-style-type: none"> Cumulative (Year- End)
Reporting Cycle	<ul style="list-style-type: none"> Quarterly
Desired performance	<ul style="list-style-type: none"> Higher performance – more new clinics being implemented and completed.
Indicator Responsibility	<ul style="list-style-type: none"> Chief Director: Infrastructure Programme Coordination

Indicator Title	No. of new hospitals completed
Definition	<ul style="list-style-type: none"> Identifies the number of new hospitals which have been implemented and completed.
Source of data	<ul style="list-style-type: none"> Project files
Method of Calculation / Assessment	<ul style="list-style-type: none"> Simple count of the number of new hospitals completed.
Means of verification	<ul style="list-style-type: none"> Practical Completion certificate
Assumptions	<ul style="list-style-type: none"> Delays in reporting performance information on new hospitals completed Inaccurate information on the basis of incorrect understanding of the

	<p>performance indicator</p> <ul style="list-style-type: none"> • Inappropriate portfolio of evidence to substantiate reported performance • Delays within the contract period, labour disputes and inclement weather conditions. vis major
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> • Target for Women: • Target for Youth: • Target for People with Disabilities:
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> • Across all districts
Calculation Type	<ul style="list-style-type: none"> • Cumulative (Year- End)
Reporting Cycle	<ul style="list-style-type: none"> • Quarterly
Desired performance	<ul style="list-style-type: none"> • Higher performance – more new hospitals being implemented and completed.
Indicator Responsibility	<ul style="list-style-type: none"> • Chief Director: Infrastructure Programme Coordination

Indicator Title	No. of clinics refurbished
Definition	<ul style="list-style-type: none"> • Identifies the number of clinics where Upgrades and additions, Renovations, Rehabilitation or Refurbishments have been implemented and completed
Source of data	<ul style="list-style-type: none"> • Project files
Method of Calculation / Assessment	<ul style="list-style-type: none"> • Simple count of the number of Upgrades and additions, Renovations, Rehabilitation or Refurbishments implemented and completed.
Means of verification	<ul style="list-style-type: none"> • Practical Completion certificate
Assumptions	<ul style="list-style-type: none"> • Delays in reporting performance information on Upgrades and additions, Renovations, Rehabilitation or Refurbishments completed for clinics • Inaccurate information on the basis of incorrect understanding of the performance indicator • Inappropriate portfolio of evidence to substantiate reported performance • Delays within the contract period, labour disputes and inclement weather conditions. vis major
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> • Target for Women: • Target for Youth: • Target for People with Disabilities:
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> • All districts

Calculation Type	<ul style="list-style-type: none"> Cumulative (Year- End)
Reporting Cycle	<ul style="list-style-type: none"> Quarterly
Desired performance	<ul style="list-style-type: none"> Higher performance – more clinics upgraded, renovated, rehabilitated or refurbished.
Indicator Responsibility	<ul style="list-style-type: none"> Chief Director: Infrastructure Programme Coordination

Indicator Title	No. of hospitals refurbished
Definition	<ul style="list-style-type: none"> Identifies the number of hospitals where Upgrades and additions, Renovations, Rehabilitation or Refurbishments have been implemented and completed
Source of data	<ul style="list-style-type: none"> Project files
Method of Calculation / Assessment	<ul style="list-style-type: none"> Simple count of the number of Upgrades and additions, Renovations, Rehabilitation or Refurbishments implemented and completed.
Means of verification	<ul style="list-style-type: none"> Practical Completion certificate
Assumptions	<ul style="list-style-type: none"> Delays in reporting performance information on Upgrades and additions, Renovations, Rehabilitation or Refurbishments completed for hospitals Inaccurate information on the basis of incorrect understanding of the performance indicator Inappropriate portfolio of evidence to substantiate reported performance Delays within the contract period, labour disputes and inclement weather conditions. vis major
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> Target for Women: Target for Youth: Target for People with Disabilities:
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> All districts
Calculation Type	<ul style="list-style-type: none"> Cumulative (Year- End)
Reporting Cycle	<ul style="list-style-type: none"> Quarterly
Desired performance	<ul style="list-style-type: none"> Higher performance – more hospitals upgraded, renovated, rehabilitated or refurbished.
Indicator Responsibility	<ul style="list-style-type: none"> Chief Director: Infrastructure Programme Coordination

Indicator Title	No. of new buildings/facilities completed
Definition	<ul style="list-style-type: none"> Identifies the number of new buildings/facilities which have been implemented and completed.

Source of data	<ul style="list-style-type: none"> • Project files
Method of Calculation / Assessment	<ul style="list-style-type: none"> • Simple count of the number of new buildings/facilities completed.
Means of verification	<ul style="list-style-type: none"> • Practical Completion certificate
Assumptions	<ul style="list-style-type: none"> • Delays in reporting performance information on new buildings/facilities completed • Inaccurate information on the basis of incorrect understanding of the performance indicator • Inappropriate portfolio of evidence to substantiate reported performance • Delays within the contract period, labour disputes and inclement weather conditions. vis major
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> • Target for Women: • Target for Youth: • Target for People with Disabilities:
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> • All districts
Calculation Type	<ul style="list-style-type: none"> • Cumulative (Year- End)
Reporting Cycle	<ul style="list-style-type: none"> • Quarterly
Desired performance	<ul style="list-style-type: none"> • Higher performance – more new buildings/facilities being implemented and completed.
Indicator Responsibility	<ul style="list-style-type: none"> • Chief Director: Infrastructure Programme Coordination

Indicator Title	No. of building/facilities refurbished
Definition	<ul style="list-style-type: none"> • Identifies the number of building/facilities where Upgrades and additions, Renovations, Rehabilitation or Refurbishments have been implemented and completed
Source of data	<ul style="list-style-type: none"> • Project files
Method of Calculation / Assessment	<ul style="list-style-type: none"> • Simple count of the number of Upgrades and additions, Renovations, Rehabilitation or Refurbishments implemented and completed.
Means of verification	<ul style="list-style-type: none"> • Practical Completion certificate
Assumptions	<ul style="list-style-type: none"> • Delays in reporting performance information on Upgrades and additions, Renovations, Rehabilitation or Refurbishments completed for hospitals

	<ul style="list-style-type: none"> • Inaccurate information on the basis of incorrect understanding of the performance indicator • Inappropriate portfolio of evidence to substantiate reported performance • Delays within the contract period, labour disputes and inclement weather conditions. vis major
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> • Target for Women: • Target for Youth: • Target for People with Disabilities:
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> • All districts
Calculation Type	<ul style="list-style-type: none"> • Cumulative (Year- End)
Reporting Cycle	<ul style="list-style-type: none"> • Quarterly
Desired performance	<ul style="list-style-type: none"> • Higher performance – more hospitals upgraded, renovated, rehabilitated or refurbished.
Indicator Responsibility	<ul style="list-style-type: none"> • Chief Director: Infrastructure Programme Coordination

ANNEXURES TO THE ANNUAL PERFORMANCE PLAN

ANNEXURE A: AMENDMENTS TO THE STRATEGIC PLAN

None

ANNEXURE B: CONDITIONAL GRANTS

Name of grant	Purpose	Outputs	Current Annual Budget (R thousand)	Period of grant
EPWP Integrated Grant for Provinces	Implementation of the EPWP	EPWP work opportunities	4 243	2020/2021

ANNEXURE C: CONSOLIDATED INDICATORS

Institution	Output Indicator	Annual Target	Data Source
none			

ANNEXURE D: DISTRICT DEVELOPMENT MODEL

AREAS OF INTERVENTION	Medium Term (3 years – MTEF)					
	Project Description	Budget Allocation	District Municipality	Location: GPS coordinates	Project leader	Social Partners
client departments to reflect in their own departmental APP						