KWAZULU-NATAL PROVINCE

PUBLIC WORKS AND INFRASTRUCTURE

REPUBLIC OF SOUTH AFRICA

SERVICE DELIVERY IMPROVEMENT PLAN

2025/2030

DOCUMENT CONTROL	
Document title	SERVICE DELIVERY IMPROVEMENT PLAN
Creation date	01 April 2025
Effective date	01 October 2025
Status	First Draft Document
Version	V1.0
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Distribution	Communication Directorate to all publish on the department's website for consumption of Public Works officials and client
Security classification	Open Source

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ACRONYMS AND ABBREVIATIONS

BAS	Basic Accounting System
DPSA	Department Public Service Administration
DPWI	Department of Public Works & Infrastructure
EPWP	Expanded Public Works Programme
EXCO	Executive Committee
H/O	Head office
HIAC	Health Infrastructure Approval Committee
IAM	Immovable Asset Management
IPAC	Infrastructure Projects Approval Committee
ICT	Information Communication Technology
IDA	Inter Departmental Account
IMTS	Infrastructure Maintenance Technical system
M&E	Monitoring & Evaluation
MANCO	Management Committee
MOV	Means of Verification
NEC	New Engineering Contract
OHS	Occupational Health and Safety
OTP	Office of the Premier
PFMA	Public Finance Management Act
POE	Portfolio of evidence
SCM	Supply Chain management
SDI	Service Delivery Improvement
SDIP	Service Delivery Improvement Plan
SOPs	Standard operation procedures
UIFW	Unemployment Insurance Fund Wage
WIMS	Works Information Management System

OFFICIAL SIGN OFF

It is hereby certified that this Service Delivery Improvement Plan:

- Was developed by the management of the KZN Public Works and Infrastructure under the guidance of the (**Mr L.M Meyer**)
- Was prepared in line with the current Strategic Plan (**2025-2030**) and the Annual Performance Plan (**2025/2026**)
- Is compiled with the latest available information from departmental business units and Auditor General findings.

Coordinated by:

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Date: 30/9/2025

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Date: 30/09/2025

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Acting Chief Director: Expanded Public Works Programme

Date: 30/09/2025

Approved by:

Dr V Govender
Acting Head of Department
Date: 30.09.2025

PROCESS OUTLINED

The planning process followed is described hereunder:

- The identification of key service areas was championed by the Chief Director: Corporate Services, informed by challenges and problematic areas highlighted during the department's strategic sessions.

- The development of the SDIP was undertaken in conjunction with the Service Delivery Model, ensuring alignment with the department's mandate to enhance service delivery.

- The department's priorities were further reinforced through the MEC's budget speech, emphasizing the need for the department to reclaim its position as the preferred implementing agency for advancing KZN's development.

- This initiative also contributes to building a capable, ethical, and developmental state, supporting the department's infrastructure delivery mandate and commitment to effective service provision.

Process followed in developing DPWI SDIP

Step	Action	Date
1.	Officials from Organizational Development attended a SDIP workshop that was conducted by DPSA	January 2025
2.	OD consulted various documents to identify the gaps in the delivery of services within the department,	March 2025
3.	The first draft SDIP was consulted during one-on-one engagement with DPSA	July 2025
4.	The 2024/2025 and 2025/26 budget speeches by the MEC form part of consulted documents	August 2025
5.	Consultation on SDIP has been undertaken at 3 meetings held with key stakeholders constituted of all branches.	August and September 2025
6.	Consultation on SDIP has been undertaken with Batho Pele Forum comprising of branch and regional office representatives.	23 September 2025
7.	SDIP was also tabled at Departmental MANCO	26 September 2025
8.	SDIP circulated to EXCO	30 September 2025

PART1: SUMMARY OF THE SDIP

	PREREQUISITES
	A. Attach/Send a link of the Departmental Strategic plan, **Service Delivery Model, Set Norms & Standards and the Service Standards for all services offered by the Department** *AIM: Identify service offering of the departments which outlines quality and quantity of the department* DPWI-Annual-Strategic Plan-2025-2030.pdf Departmental Norms and Standards.pdf Approved Service Delivery Model- datec
	B. 1. Frontline/ Service Delivery departments: **Identify the Key services through synthesis of internal and external analysis of departmental service delivery** **(Attach/Send a link of the integrated complaints/ Queries/ Enquiries/Litigation/ Poor performing service reports and/or Satisfaction survey results and any other documents required in the SDI Directive and Template as POE)** *AIM: to identify service delivery weaknesses within your department or agencies or public entities providing services on behalf of the department* Annexure A
	2. Oversight Departments: **List SDI focus areas identified through synthesis of internal and external analysis of departmental service delivery** **(Attach the integrated results and other documents required in the SDI Directive and Template as POE)** *AIM: to identify service delivery weaknesses within the department and across a Province/SOE/ Public Entities/sectors/clusters* n/a
	SUMMARY OF THE SDIP CRITICAL (KEY) SERVICES
	C. Populate the table below *AIM: identify service delivery improvement interventions*

OUTCOME (Extract outcome linked to the identified service from SP)	**KEY SERVICES** (Should be based on the department's resource capability & competencies) Maximum of 3 services to be identified):	**KEY PERFORMANCE INDICATORS (KPI)** Qualitative & Quantitative indicators	**DEPARTMENT SPECIFIC SET STANDARD** (Set measurable performance standard/s that will lead to a realized acceptable improvement level/s)	**BASELINE: YEAR 2024-2025** (Capture the current level/ extent of the problem reflected in your problem identification matrix)	**OVERALL SDIP CYCLE TARGET** (Outline the desired target of 5 years which should be aimed towards column 4 based on the problem and process analysis conducted)					**PORTFOLIO OF EVINDENCE** (Provide names of documents used to populate this template & relevant page numbers)
					Year 1	Year 2	Year 3	Year 4	Year 5	
Improvement in departmental audit outcomes	**KEY SERVICE 1** Improve completion of infrastructure projects within contract periods.	% reduction in delayed projects, year on year	Proven decrease in the number of delayed infrastructure projects	49.75% of projects not completed on time	10% reduction	10% reduction	20% reduction	20% reduction	20% reduction	WIMS report for projects completed in 2024-2025

	KEY SERVICE 2 Improve capacity of emerging contractors from designated groups to participate in procurement opportunities (Youth Women, People with Disabilities, Military Veterans)	% of capacitated enterprises that meet compliance requirements to participate in procurement opportunities (tax compliant, registered with construction bodies, CSD registered, BEE-verified)	Emerging contractors capacitated to participate in procurement opportunities	30%	40%	50%	60%	70%	80%	WIMS report Designated groups' quarterly reports

1.1 NORMS & STANDARDS

BATHO PELE PRINCIPLE	MINIMUM STANDARD
Consultation	**At least 10 % of service recipients are consulted annually about the quality, cost, and timing of department-specific services they are entitled to receive.** • Conducting Operation Shonaphansi throughout the Department • Engaging in Summits and stakeholder forums meetings. • Media (press releases, videography, departmental social media platforms and radio talk shows) • Making suggestion boxes available at the entry in all of our offices • An Organisational Climate Survey will be undertaken every three years • A Client Satisfaction Survey will be undertaken every three years • The Department of Public Works and Infrastructure will host one contractor consultation forum and one landlord consultation annually. •
Service Standards	**Service recipients are informed about the level, cost (if any), and quality of department-specific services they will receive through the publication of a service charter that is reviewed annually.** • Provision of services to clients in line with the agreed Service Delivery Agreements. • Security officers/ Receptionist/ will immediately attend clients upon entry to each office at the entrance. • Valid supplier invoices will be processed within 30 working days of receipt. • Zero tolerance to fraud and corruption. • Display of the fraud hotline on the website and in each office. **Infrastructure delivery**: • Undertake infrastructure planning, maintenance and construction of social infrastructure for use by provincial government departments in line with industry norms and regulations **Lease Management** • A review of the lease portfolio and client needs will be undertaken annually to facilitate a 24-month lead time in the procurement of accommodation. **Expanded Public Works Programme (EPWP)** • Facilitate empowerment interventions for emerging contractors through structure capacity building mechanisms
Access	**All service recipients should have equal access to department-specific services on an ongoing basis.** • All citizens without reservations will have equal access to all services rendered by department. • All offices will be accessible to the physically challenged citizens i.e. lowered counters, ramps, toilets, parking bays and lifts with voice prompts.

BATHO PELE PRINCIPLE	MINIMUM STANDARD
	• The Departmental website (www.kznworks.gov.za) is continuously updated. • Simple and understandable language is used. • The Department of Public Works and Infrastructure offices exist in all District Municipalities. • Information signs are clearly visible. • Visible management organogram in each office.
Courtesy	**Service recipients should be treated with respect at all times.** • Citizens will be greeted in a friendly manner. • We will answer the phone within 3 rings. • All staff will be identified by name tags at all times. • Provision of customer care training that includes Batho Pele, the KZN Citizens Charter and telephone etiquette to all front-line staff.
Information	**Service recipients should be given full, accurate, and user-friendly information about the services they are entitled to receive on a continuous basis.** • Services rendered will be displayed in all offices. • Help desk staff will assist with information required. • Outcomes of the Organisational Climate / Satisfaction Survey will be made available. • Staff will be kept updated on new developments through training sessions. • An Induction programme will be conducted for all newly appointed employees. • Information on departmental programmes will be available on website, brochures, newsletters and social media platforms. • The Budget Speech and Annual Report will be made available on the departmental website and on request. • The Department to host one capacitation workshop on compliance issues for emerging contractors annually
Openness and transparency	**Service recipients should be informed how departments are managed, how much is spent on service delivery to the public, and who is in charge through an annual report to citizens.** • The Details of location and management structure will be displayed. • The Annual report and budget speech will be accessible to the general public on the departmental website, social media platforms and on request. • Regular meetings will be held with clients at agreed intervals. • We will apply open door policy by all officials to departmental clients.

BATHO PELE PRINCIPLE	MINIMUM STANDARD
Redress	**If the promised standard of service (or product) is not delivered, service beneficiaries should be offered an apology, a full explanation, and an effective remedy within 30 working days of their complaint.** • The head of each office will ensure all complaints received are resolved within the time frame given in the complaint's procedure and service charter. • The complaints committee provides oversight and monitors adherence to the complaint's procedure. • Verbal complaints will be resolved immediately or within 24 hours. • All queries received will be acknowledged within 2 working days. • Query must be finalized within 30 working days depending on the nature of the query. • Queries are handled within the stipulated timeframe, and clients are informed of the expected duration for resolution. • Where a response requires additional time, stakeholders are promptly informed and provided with a revised timeframe. • All engagements will be conducted in a professional, courteous, and helpful manner • A complaints officer, to whom complaints may be directed, will be identified in each office.
Value for Money	**Public services should be provided economically and efficiently in order to give citizens the best possible value for money.** • Systems, processes, and procedures will be streamlined to eliminate waste and inefficiency. • Employee performance management and development systems will be applied consistently to enhance productivity at all levels. • Financial risks will be proactively identified, monitored, and managed to safeguard public funds. • Management and control measures will be strengthened to prevent fraud, corruption, and maladministration. • Full compliance with the Public Finance Management Act (No. 1 of 1999) will be maintained. • The department will improve and synchronize payment systems to ensure contractors are paid within 30 days in line with Treasury norms and standards.

PART 2: SUMMARY ON THE IMPROVEMENT OF BATHO PELE (SERVICE QUALITY) STANDARDS

(for all services rendered, not limited to key services being improved)

PREREQUISITES
A. Attachment/link to the analyzed Batho Pele standards based on complaints/ other performance measures. *AIM: Identify the status of the quality of services* ***The current level of service is mostly considered adequate in line with Batho Pele standards.***
B. Attachment/link to the problem analysis conducted. *AIM: to identify the weaknesses of the quality of services provided with a department/ institution* *Refer to Annexure A*
C. Attachment/link to the identified interventions *AIM: identify quality of service delivery improvement interventions* **Refer to change plan Part 3**

D. SUMMARY OF THE BATHO PELE STANDARDS

Departments shall identify the applicable indicators as outlined in the guidelines in order for them to improve on the quality of services they provide

BATHO PELE PRINCIPLES	KEY PERFORMANCE INDICATORS (KPI)	SET BATHO PELE STANDARDS	BASELINE: YEAR 0	OVERALL SDIP CYCLE TARGET					PORTFOLIO OF EVIDENCE
	Capture indicators in this column	Set measurable performance standard/s that will lead to a realized acceptable improvement level/s	Capture the current level/ extent of the problem reflected in your problem identification matrix	Outline the desired target over 5 years period					Provide names of documents used to populate this template & relevant page numbers
				Year 1	Year 2	Year 3	Year 4	Year 5	
1) PROFESSIONAL STANDARDS - PUBLIC SERVANTS:	Number of Ethics workshops/awareness campaigns conducted to minimize fraud and corruption	Zero tolerance to fraud	11 workshops conducted.	8	8	8	8	8	Plan to rollout the workshops, attendance register
2) WORKING ENVIRONMENT STANDARDS:	Resolution rate of complaints received.	OHS standards Universal access standards	-	100%	100%	100%	100%	100%	Suggestion and complaints box, survey report
3) ACCESS STANDARDS:	Number of offices Compliant with Building regulations • Braille staircase signage • Parking bays • Toilets • Ramps • Voice guided lifts • Brailed lift buttons	Universal access standards, building regulations and OHS standards	Availability of the following at all offices: • Parking bays • Toilets • Ramps • Voice guided lifts • Brailed lift buttons	2 offices with Braile staircase Voice guided lifts	4 offices with Braile staircase Voice guided lifts	6 offices with Braile staircase Voice guided lifts	7 offices with Braile staircase Voice guided lifts	19 offices with Braile staircase Voice guided lifts	Facility audit report

D. SUMMARY OF THE BATHO PELE STANDARDS

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				Year 1	Year 2	Year 3	Year 4	Year 5	
	Number of offices with revised directional signage in line with new departmental logo.	Batho Pele Revitalization strategy standards	No offices with revised directional signage?	2 offices	4 offices	6 offices	7 offices	19 offices	Physical counting
4) INFORMATION STANDARDS :	Availability of services-related information at Help-desks, departmental website, social media platforms and Imbizo.	Batho Pele Revitalization strategy standards	Availability of services-related information • Strategic documents published on departmental website • Tender information published on notice boards, newspapers and social media platforms • Job advertisements circulated	Availability of all services-related information	Availability of all services-related information	Availability of all services-related information	Availability of all services-related information	Availability of all services-related information	Help-desks, departmental website and Imbizo

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BATHO PELE PRINCIPLES	KEY PERFORMANCE INDICATORS (KPI)	SET BATHO PELE STANDARDS	BASELINE: YEAR 0	OVERALL SDIP CYCLE TARGET					PORTFOLIO OF EVIDENCE
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				Year 1	Year 2	Year 3	Year 4	Year 5	
			through departmental notices, website, social media platforms						
	Number of training information sessions undertaken with stakeholders	Training/ information sessions undertaken with stakeholders (contractors).	11 Training/ information sessions	6	6	6	6	6	Attendance registers, invite
5) REDRESS STANDARDS :	Percentage of queries resolved within 30 working days.	Queries should be resolved within 30 working days	100% (3 of 3)	100%	100%	100%	100%	100%	Registers
6) CONSULTATION STANDARDS:	Number of training interventions undertaken with stakeholders	Batho Pele Revitalization strategy standards	11 Training/ information sessions	6	6	6	6	6	Workshop plan, Attendance registers, invite

D. SUMMARY OF THE BATHO PELE STANDARDS

Departments shall identify the applicable indicators as outlined in the guidelines in order for them to improve on the quality of services they provide

BATHO PELE PRINCIPLES	KEY PERFORMANCE INDICATORS (KPI)	SET BATHO PELE STANDARDS	BASELINE: YEAR 0	OVERALL SDIP CYCLE TARGET					PORTFOLIO OF EVIDENCE
	Capture indicators in this column	Set measurable performance standard/s that will lead to a realized acceptable improvement level/s	Capture the current level/ extent of the problem reflected in your problem identification matrix	Outline the desired target over 5 years period					Provide names of documents used to populate this template & relevant page numbers
				Year 1	Year 2	Year 3	Year 4	Year 5	
7) **OPENNESS & TRANSPARENCY STANDARDS:**	Number of training interventions undertaken with stakeholders	Batho Pele Revitalization strategy standards	11 Training/ information sessions	6	6	6	6	6	Workshop plan, Attendance registers, invite
	Number of name tags provided	Professionalization Framework.	1203	103	200	250	300	350	Consolidated report on total number of name tags provided
	Number of offices with management organograms displayed at entrances.	Batho Pele Revitalization	0	2 offices	4 offices	6 offices	7 offices	19 offices	Displayed Management organograms
8) **SERVICE STANDARDS**	Percentage of valid invoices paid within 30 days	Adherence to PFMA	76%	100%	100%	100 %	100%	100%	Payment analysis report. BAS expenditure report. WIMS report
	PIDC functionality	Program Infrastructure Delivery Committee (PIDC). meeting conducted	15 Program Infrastructure Delivery Committee (PIDC). meeting conducted per client annually	12	13	14	15	15	Minutes, Agenda, Attendance register, decision matrix or meeting resolution

D. SUMMARY OF THE BATHO PELE STANDARDS

Departments shall identify the applicable indicators as outlined in the guidelines in order for them to improve on the quality of services they provide

BATHO PELE PRINCIPLES	KEY PERFORMANCE INDICATORS (KPI)	SET BATHO PELE STANDARDS	BASELINE: YEAR 0	OVERALL SDIP CYCLE TARGET					PORTFOLIO OF EVIDENCE
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				Year 1	Year 2	Year 3	Year 4	Year 5	
		per client annually							
	Number of capacitation sessions held for project leaders and SCM staff Re projects contracts, revised SOPS etc	Skills development	4 training annually	2	2	4	4	4	Attendance register and Minutes
	Number of Operation Shonaphansi visits taken annually: Pre:Audit of Files Per Region	Operation Shonaphansi – Pre:Audit of Files Per Region	4 Operation Shonaphansi – Pre:Audit of Files Per Region	4	4	4	4	4	Meeting Resolutions or decision matrix and Attendance Register
9) VALUE FOR MONEY	Percentage reduction of fruitless, wasteful, irregular and unauthorized expenditure	Adherence to PFMA	Irregular = 149m Wasteful = 49m Unauthorised = nil	20%	20%	20%	20%	20%	UIFW Register for DOPW&I

PART 3: CHANGE MANAGEMENT PLAN

CHANGE MANAGEMENT PLAN				
IDENTIFIED STAKEHOLDER CONSULTATIONS:	**STAKEHOLDER's NAMES:** •	**STAKEHOLDER's INTERESTS** .	**METRICS (WEIGHTING & RELEVANCE)**	**EXPECTED BENEFIT/S**
• Key service 1: IMTS				
	• Financial Management Chief Directorate •	• Develop a strategic direction for synchronizing payment mechanisms by fostering innovation in digital services and enhancing client engagement	High (Key decision-makers, 100%)	• Improved turnaround time for procurement processes • Improved payment processes for service providers
	• Regional Offices	• Develop a strategic direction to provide robust portfolio management and ensure capacitation of staff at all levels. • Foster innovation and use of digital services to enhance client engagement	High (Key users/ contributors to successful implementation)	Improved project and contract management
Key service 1: EPWP				
	• CIDB, • Department of Labor, • NYDA	• Capacity building on compliance issues and successful project implementations with National and Provincial	• Human resource • Training Institutions Professional Bodies	• Strengthen collaboration with external stakeholders • Partnership on capacity building for contractors
COMMUNICATION MEASURES REQUIRED:	**IDENTIFIED COMMUNICATIONS MEASURES**	**FREQUENCY**	**MANNER OF COMMUNICATION**	**OBJECTIVES** .
	Circulate the approved SDIP internally and publish on departmental website	October 2025 (once approved)	Website, departmental notices	To create awareness of SDIP to internal and external stakeholders

	• SDIP to be tabled at Manco at all levels of the department • SDIP to be tabled at meetings with affected stakeholders (client departments	Bi-annually	Meetings, reports Workshops,	
INTERVENTIONS REQUIRED INTERNALLY:	**IDENTIFIED INTERNAL INTERVENTIONS**	**SOLUTION REQUIREMENTS** •	**REQUIRED RESOURCES**	**ACTION PLAN**
	Key service 2 Improve capacity of emerging contractors to bid successfully	• Develop standard operating procedures re to Skills Development prioritising designated groups • Ensure availability of training and skills development in the disability for the disabled sector.	Budget	Develop training and capacity building plan
	Key service 2 Strengthen collaboration with internal directorates such as SCM, Infrastructure and IAM for opportunities to be prioritised for emerging contractors/enterprises.	• Criteria for identification of projects for enterprise development initiatives	Budget	Develop turnaround strategy
INTERVENTIONS REQUIRED EXTERNALLY:	**IDENTIFIED EXTERNAL INTERVENTIONS**	**SOLUTION REQUIREMENTS**	**RESOURCES REQUIRED**	**ACTION PLAN**
	Key service 1			
	Strengthen Collaboration with Treasury re management of IDAs through departmental Finance Unit	Engage with National and Provincial Treasury to align payment processes, ensure compliance with financial regulations	• National Treasury • Provincial Treasury	Improved cash flow, adherence to PFMA guidelines and faster invoice settlement.
	Improve management of outsourced services	• Establish clear communication protocols and enforce standardized processes, including timelines and supporting documentation requirements.	• Contractors • Consultants • Suppliers • Service Providers.	Fewer invoice rejections, reduced delays and better payment processes.

	Contract Management Alignment	• Coordinate with contractors and consultants to ensure contracts are properly managed, payments are tracked and variations are communicated timeously.	• Contractors • Project Managers • Engineers •	Improved accuracy of payments and enhanced accountability.
	Training and Capacity Building	• Partner with external experts and training providers to upskill service providers and DPWI stakeholders on updated systems, policies, and invoicing requirements.	• Training Institutions Professional Bodies	Increased stakeholder awareness and better process compliance.
	Key Service 2			
	Strengthen collaboration with external stakeholders that is CIDB, Department of Labor, NYDA etcetera for capacity building on compliance issues and successful project implementations	• Engage CIDB, Department of Labor, NYDA etcetera for capacity building on compliance issues and successful project implementations with National and Provincial	• Human resource • Training Institutions • Professional Bodies	Develop turnaround strategy

PART 4: MONITORING, REPORTING AND EVALUTION PLANS

MONITORING, REPORTING AND EVALUTION PLANS	
MONITORING PLAN:	The KZN Public Works SDIP will be monitored quarterly and annually, with performance evaluated and verified through Means of Verification (MOV) reports prepared by the Monitoring and Evaluation (M&E) directorate to ensure accuracy, accountability and full compliance with set objectives and standards.
REPORTING PLAN:	The DPSA template for reporting will be used to collect and report on progress. The SDIP implementation will be monitored by the SDIP Task Team, with performance reported quarterly and annually to the Departmental Batho Pele Forum, Departmental MANCO, the Office of the Premier (OTP), and the Department of Public Service and Administration (DPSA) to ensure effective oversight, transparency and compliance with service delivery objectives.

EVALUATION PLAN:	IMPACT ASSESSMENT MEASURES							
	KEY PERFORMANCE INDICATORS (KPI)	BASELINE: YEAR 0	OVERALL SDIP CYCLE TARGET					PORTFOLIO EVINDENCE OF
			Year 1	Year 2	Year 3	Year 4	Year 5	
• Satisfaction Measures:	Client satisfaction survey undertaken	2023-24 Client satisfaction survey		survey		survey		Survey report
• Economic Measures:	• % Reduction in variation orders	3%	15%	12%	9%	9%	6%	WIMS Report
• Efficiency Measures:	• % reduction in delayed projects	49.75%	40%	35%	25 %	15%	5%	WIMS Report
• Effectiveness Measures:	• % Projects Completed within approved budget		100 %	100%	100 %	100%	100 %	WIMS Report

ANNEXURE A: PROBLEM STATEMENT, SITUATIONAL ANALYSIS, & PROBLEM ANALYSIS

B. 1 FRONTLINE/ SERVICE DELIVERY DEPARTMENTS:

B1.1 PROBLEM STATEMENT

The delay in finalising projects on time and budget has been identified as a key factor in the delivery of infrastructure on behalf of provincial government departments. The impact goes beyond mere inability to meet targets in the APP, it affects citizens that rely on public infrastructure to exercise their constitutional rights.

The client satisfaction survey also highlighted the following:

- delays in the completion of projects within specified timeframes
- shortcomings in stakeholder engagement and inadequate feedback to enable efficient decision making by clients
- inadequate systems to deal with ad-hoc requests from client departments
- poor value for money - the department's delivery mechanisms result are deemed expensive by client departments.
- appointment of the incompetent Service Providers
- inadequate supervision of contractors/ work on site, which results in poor workmanship.
- delays in the implementation of projects.

The failure of emerging contractor to bid successfully for Departmental opportunities due to non-compliance with requirements has an effect on the spread of opportunities amongst players in the sector. Further, the emerging contractors who manage to bid successfully fail to complete project within time and budget due lack of understanding of contracts entered with the Department and lack of project management skills.

B1.2 SITUATIONAL ANALYSIS

The department is charged with the responsibility of providing social infrastructure to provincial government departments through construction, acquisition and maintenance of infrastructure. Improvement in access to economic opportunities for our stakeholders remains a priority hence the need to provide capacity building to emerging contractors. Fiscal constraints and delayed reimbursements from client departments undermine project execution. Reputational risk from underperformance in service delivery and transformation targets.

Other factors affecting effective service delivery include inadequate risk assessment and competency of the appointed service providers, poor financial management, maturity of the market on the implementation of the NEC contracts.

The Department has identified a number of opportunities for designated group. However, the cutting of budgets affects implementation of a number of projects and as a result there are limited opportunities for designated group in construction projects. Moreover, the assumption that contractors are capacitated on compliance issues and discovering that emerging contractors are capacitated on compliance issues such as filling the bid document correctly, possessing all compliance documents required for the bidding successfully. The assumption that contractors awarded are capacitated to understand contracts that they entered to with the Department and possess that necessary project management skills to complete projects on time within budget.

B1.3 PROBLEM/ ROOT CAUSE ANALYSIS

PROJECT DELIVERY:

- Need for strengthened portfolio oversight
- Inadequate utilisation of early warning systems
- Contract and project management challenges
- Scope creep by client departments
- Use of incorrect contracts for different types and categories of works.
- Delays in HIAC and IPAC approvals
- Delayed Reimbursements of IDA
- Incorrect contracts, delays on the HIAC and IPAC approvals, design challenges, , poor contract and project management

EMPOWERMENT OF DESIGNATED GROUPS:

- The weakness and threats that EPWP Branch is currently facing is limited capacity in terms of human and financial resources. The Youth, Women & People with Disabilities Directorate is under capacitated whilst charged with a responsibility of significant impact in the economic landscape. Current financial constraints continue to limit interventions to empower designated groups that is no specific budget allocation for training initiatives and other empowerment interventions.

- Th use of collaborations and partnerships for different interventions is not viable in the long-term although this has been the main mechanism available to realise objectives set.