



**DEPARTMENT OF PUBLIC WORKS, ROADS AND TRANSPORT  
MPUMALANGA PROVINCE**

**STRATEGIC PLAN: 2020 - 2025**



**Mr Gillion Mashego (MPL)**  
Member of the Executive Council

**EXECUTIVE AUTHORITY STATEMENT**

For the National Development Plan (NDP) to be realised, effective delivery of public services is needed, including an adequate response to the COVID-19 pandemic. If not contained, the pandemic will jeopardise achievement of the envisaged 2030 socio-economic outcomes, by diverting resources from development efforts to crisis response. The Department of Public Works, Roads and Transport (DPWRT) sits at the heart of this crisis, whether as an implementing agent of catalytic infrastructure projects or in devising an effective economic recovering plan post COVID-19. It is against this background that the Department's Strategic Plan: 2020 2025 is focused on addressing the following broad Provincial Priorities:

- Spatial transformation
- Improvement of tourism routes
- Accelerate the provision of social infrastructure
- Maintenance of road infrastructure in mining towns
- Safe and reliable public and scholar transport services
- Revitalisation of rural and township industrial economies
- Increase employment in public employment programmes

The Department of Public Works, Roads and Transport (DPWRT) is responsible for coordination of **Government Priority 2: Economic Transformation and Job Creation**. Similarly, at national level, this responsibility is assigned to the Department of Public Works and Infrastructure (DPWI). This concurrent function affirms Public Works as an implementing agent of Government-wide infrastructure agenda. In addition, this sector is tasked with coordinating the Expanded Public Works Programme (EPWP) across all spheres of Government and state-owned enterprises. As alluded above, this places DPWRT at the forefront of the fight against poverty, inequality and unemployment.

The Public Works sector also plays a prudent role in changing the patterns of ownership in South Africa. This includes ensuring that the empowerment legislation and regulations are used as a tool for black economic empowerment and radical economic transformation. Increased participation of marginalised groups in turn, will add to the productive capabilities of the country, see an employment benefit and accelerate transformation of the productive sectors. It may therefore not be coincidental that several big construction companies have recently gone into business rescue as Government broadens and deconcentrates the economy by bringing black industrialists into the mainstream economy.



In carrying out the above assignments, a greater demand is placed on Government to be more effective and efficient. The State is constantly required to measure public spending efficiency in its pursuance for improved service delivery. Current digital technologies associated with the 4<sup>th</sup> Industrial Revolution (4IR) have proven to contain enormous efficiency-boosting and cost-cutting potential for the public service. The difficulty of course, is how to deal with the fears of trade unions and public servants that job losses could result if DPWRT adopts enabling technologies. In response, this will require a new human resource development approach with particular reference to reskilling of the workforce.

Shortcomings in previous service delivery models have also necessitated a new approach to development that would be more practical, achievable, implementable, measurable and clearly aligned to the key priorities of Government. The new District Development Model (DDM) provides a streamlined and well-co-ordinated approach between Government departments and municipalities when responding to a multitude of development needs of communities. This paradigm shift is expected to narrow the distance between citizens and engender active participation by intended beneficiaries. Accordingly, this district-driven model is directed at turning plans into action, ensuring proper project management and enhancing monitoring.

To achieve economic growth and higher employment levels requires a bold plan - this Strategic Plan provides the roadmap for the upcoming five years. The priorities envisioned in this plan can be realised through the pursuance of efficiencies, collaborations, integrated planning, co-operations, cost-effective infrastructure solutions and alternative funding mechanisms. In essence, public and private investment need to work in tandem to help achieve sustainable infrastructure development and job creation. Working together, we have potential to enhance Mpumalanga's general economic capacity and increase its chances of meeting the desired socio-economic outcomes.

I look forward to leading the Department as it works to achieve these outcomes.

**Mr GP Mashego**  
Executive Authority: Public Works, Roads and Transport



**Mr Charles Morolo**  
(A) Head: Public Works, Roads and Transport

**ACCOUNTING OFFICER STATEMENT**

This Strategic Plan has successfully compressed all legal mandates, policy mandates, national priorities and provincial Government priorities into one roadmap for the period between 2020 and 2025. It further guides how the Department should use the allocated budget during this period. As required by the Constitution and Public Finance Management Act (PFMA), resources should be utilised only for their intended purpose. To achieve these priorities and related financial prudence, a renewed sense of purpose and commitment to Batho Pele is required. As such, DPWRT needs public servants who will heed their calling come to work as early as possible, do as much as possible and leave as late as possible.

Building a capable, ethical and developmental State is pivotal to realise the priorities espoused in the National Development Plan (NDP). Equally, an efficient and effective Department of Public Works, Roads and Transport is critical to realise the socio-economic outcomes envisaged in the Mpumalanga Vision 2030. Even more so, because the mandate of DPWRT has evolved to include the facilitation of completing the Mpumalanga International Fresh Produce Market (MIFPM) as well as the coordination of SEDP, IDMS and PICC. Accordingly, DPWRT should strive to achieve an efficient mix of spending on personnel, capital, and goods and services. Without this balance, service delivery will be compromised!

Overall, there is an increasing demand for better public infrastructure due to the inherited historical backlogs and rapid urbanisation. Amongst these are upgrading of rural and urban infrastructure, improving public buildings, improving public transport infrastructure, creating cultural precincts and economic hubs. Key in this regard is the systematic response to entrenched apartheid spatial patterns that continue to exacerbate social inequality and economic inefficiency. This approach requires collaboration between Government, business and labour to address the basic infrastructure needs of local communities and core sectors of the economy of Mpumalanga.



Infrastructure development, as a driver of economic growth, remains central to the development agenda of the Province. This should be done in a responsible way in order to ensure that there is long-term sustainability of natural resources and the environment. To this end, mitigation and draft adaption strategies are in place to strengthen social and economic resilience to climate impacts. Of equal importance, is focus on sustainable and diversified economic growth to address enforced exclusion from the mainstream economy. The SEDP has been developed as a provincial response to broaden access to economic opportunities through support for emerging enterprises and township economies..

**Mr MC Morolo**  
**(A) Head: Public Works, Roads and Transport**





## Strategic Plan: 2020 - 2025

OFFICIAL SIGN-OFF

It is hereby certified that this Strategic Plan:

- was developed by the management of the Department of Public Works, Roads and Transport under the guidance of Mr GP Mashego, the Executive Authority of the Department.
- takes into account all the relevant policies, legislation and other mandates for which the Department of Public Works, Roads and Transport is responsible.
- accurately reflects the impact, outcomes and outputs which the Department of Public Works, Roads and Transport will endeavour to achieve between 2020 and 2025 financial years.

Mr PM Khoza  
**Chief Director: Human Resource Management and Development**

Signature

Ms BP Mojapelo  
**Chief Director: Government Motor Transport**

Signature

Mr D Awogu  
**Chief Director: Building Infrastructure**

Signature

Mr SR Monareng  
**(A) Chief Director: Immovable Asset Management**

Signature

Mr NMD Malatji  
**Chief Director: Transport Infrastructure**

Signature





Vacant  
**Chief Director: Transport Operations**

Signature

Mr BP Mahlangu  
**(A) Chief Director: Community Based Programmes**

Signature

Ms HN Mdaka  
**Chief Financial Officer**

Signature

Mr SB Mona  
**Chief Director: Integrated Planning**

Signature

Mr MC Morolo  
**Deputy Director General: Public Infrastructure**

Signature

Mr MC Morolo  
**(A) Accounting Officer**

Signature

**Approved by:**

Mr GP Mashego  
**Executive Authority**

Signature

**LIST OF ABBREVIATIONS**

4IR	: 4th Industrial Revolution
AGSA	: Auditor General South Africa
ANC	: African National Congress
BBBEE	: Broad Base Black Economic Empowerment
DCSSL	: Department of Community Safety, Security and Liaison
DDM	: District Development Model
DPWRT	: Department of Public Works, Roads and Transport
EPWP	: Expanded Public Works Programme
EXCO	: Executive Council
GDP	: Gross Domestic Product
GIAMA	: Government Immovable Asset Management Act
ICT	: Information and Communication Technology
IDMS	: Infrastructure Delivery Management System
MEGDP	: Mpumalanga Economic Growth and Development Path
MIFPM	: Mpumalanga International Fresh Produce Market
MIMP	: Mpumalanga Infrastructure Master Plan
MPG	: Mpumalanga Provincial Government
MTEF	: Medium Term Expenditure Framework
MTSF	: Medium Term Strategic Framework
NDP	: National Development Plan
PAIA	: Promotion of Access to Information Act
PAJA	: Promotion of Administrative Justice Act
PFMA	: Public Finance Management Act
PICC	: Provincial Infrastructure Coordinating Committee
PVPA	: Property Valuers Profession Act
RAMS	: Road Asset Management System
RAMS	: Road Asset Management System
SANRAL	: South African National Roads Agency Limited
SEDP	: Social Enterprise Development Programme
SERO	: Socio-Economic Review and Outlook
SGDs	: Sustainable Development Goals
SMME	: Small Medium and Micro Enterprise
SPLUMA	: Spatial Planning and Land Use Management Act
TID	: Technical Indicator Description





TABLE OF CONTENTS

**PART A: OUR MANDATE.**

1.	Constitutional Mandate	14
2.	Legislative and Policy Mandates	15
3.	Institutional Policies and Strategies over the Five-Year Planning Period	19
4.	Relevant Court Rulings	20

**PART B: OUR STRATEGIC FOCUS**

1.	Vision	24
2.	Mission	24
3.	Values	24
4.	Situational Analysis	25
5.	External Environment Analysis	28
6.	Internal Environment Analysis	30

**PART C MEASURING OUR PERFORMANCE**

1.	Institutional Performance Information	32
2.	Explanation of Planned Performance over the Five-Year planning Period	34
3.	Key Risks and Mitigations	35
4.	Public Entities	35

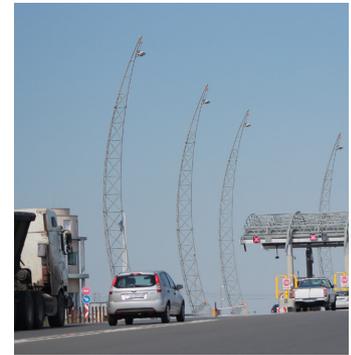
**PART D: TECHNICAL INDICATOR DESCRIPTION (TID)**

	Technical Indicator Descriptions	37
--	----------------------------------	----

**ANNEXURES TO THE STRATEGIC PLAN**

A.	District Development Model	48
----	----------------------------	----







# PART OUR MANDATE





## 1. CONSTITUTIONAL MANDATE

In terms of Schedule 4 of the Constitution, Public Works is a functional area of concurrent National and Provincial legislative competence “*only in respect of the needs of national/provincial Government departments in the discharge of their responsibilities to administer functions specifically assigned to them in terms of the Constitution or any other law*”. Using her Constitutional prerogative, the Premier establishes the Department of Public Works to provide and manage provincial land and buildings as well as to contribute to the provincial goal of job creation and poverty alleviation through the Expanded Public Works Programme.

On the other hand, Transport is a function that is legislated and executed at all levels of Government. In terms of the White Paper on National Transport Policy, the Department is responsible for provision of safe, reliable, effective, efficient and fully integrated transport operations and infrastructure which will best meet the needs of freight and passenger customers at improving levels of service and cost in a fashion which supports Government strategies for economic and social development whilst being economically and environmentally sustainable. It is for this reason that transport is considered as the heartbeat of economic growth and social development.

In Mpumalanga’s context, the Department of Public, Works and Transport (DPWRT) has a dual mandate in relation to the above. However, this mandate excludes Transport Regulation, which falls under the Department of Community, Safety, Security and Liaison (DCSSL). This institutional arrangement is further complicated by the reconfiguration of the National Department of Public Works and birth of the Department of Public Works, and Infrastructure (DPWI). Subsequently, this Department is now assigned additional responsibilities which include championing the Infrastructure Delivery Management System (IDMS) and rendering secretariat services to the Premier’s Infrastructure Coordinating Committee (PICC).

The 6<sup>th</sup> Administration has identified seven overarching priorities for the Medium Term Strategic Framework (MTSF): 2019 -2024. These priorities seek to promote coherence, better coordination and improved efficiency between Government, private sector and civil society:

- Priority 1: Capable, Ethical and Developmental State
- Priority 2: Economic Transformation and Job Creation
- Priority 3: Education, Skills and Health
- Priority 4: Consolidating the Social Wage through Reliable and Quality Basic Services
- Priority 5: Spatial Integration, Human Settlements and Local Government
- Priority 6: Social Cohesion and Safer Communities
- Priority 7: A Better Africa and World

In terms of the above, DPWRT is responsible for the coordination of Priority 2 and further plays a direct role towards the achievement of Priority 1 and Priority 3. Furthermore, DPWRT indirectly supports Priorities 4, 5, 6 & 7 - an indication of the inherent collaborative work to address socio-economic challenges.





## 2. LEGISLATIVE AND POLICY MANDATES

The Department is responsible for implementing, managing or overseeing the following legislations:

### **Broad-Based Black Economic Empowerment Act (Act 53 of 2003)**

The Act provides a legislative framework for the promotion of BEE, empowering the Minister of Trade and Industry to issue Codes of Good Practice and publish Transformation Charters, and paving the way for the establishment of the B-BBEE Advisory Council.

### **Construction Industry Development Board Act, (Act 38 of 2000)**

Provides for the establishment of the Construction Industry Development Board; to implement an integrated strategy for the reconstruction, growth and development of the construction industry and to provide for matters connected therewith.

### **Cross-Border Road Transport Act, 1994 (Act 4 of 1998)**

Provides for co-operative and co-ordinated provision of advice, regulation, facilitation and law enforcement in respect of cross-border road transport by the public and the private sectors; to that end, to provide for the establishment of the Cross-Border Road Transport Agency; to repeal certain laws; and to provide for matter connected therewith.

### **Deeds Registries Act, (Act no 47 OF 1937)**

To consolidate and amend the laws in force in the Republic relating to the registration of deeds.

### **Expropriation Act, 1975 (Act 63 of 1975)**

Provides for the expropriation of land and other property for public and certain other purposes; and to provide for matters connected therewith.

### **Extension of Security of Tenure Act, 1997 (Act no 62 of 1997)**

ESTA deals with the eviction of lawful occupiers or occupiers of rural or peri-urban land whose occupation was previously lawful, subject to certain conditions.

### **Fencing Act, 1963 (Act 31 of 1963)**

Consolidates the laws relating to fences and the fencing of farms and other holdings and matters incidental thereto.

### **Government Immovable Asset Management Act (GIAMA), 2007 (Act no. 19 of 2007)**

Aims to promote Government's service delivery objectives through the sound management of immovable assets they use or control. GIAMA gives clear responsibilities of the user and that of the custodian, which is Provincial Department of Public Works, Roads and Transport in Mpumalanga.

### **Infrastructure Development Act, 2014 (Act 23 of 2014)**

Provides for the facilitation and coordination of public infrastructure development, which is of significant economic or social importance to the Republic.



## Strategic Plan: 2020 - 2025

### **Mpumalanga Archives Act, (Act 14 of 1998)**

Provides for the establishment of Mpumalanga records services, provides for proper management and care of the records of provincial Governmental bodies and the preservation and use of provincial archival heritage.

### **Mpumalanga Road Act, (Act 1 of 2008)**

Provides for the establishment, transformation, restructuring and control of the Mpumalanga Provincial road network; to develop and implement Provincial road policy and standards.

### **Mpumalanga Road Traffic Act (Act 4 of 1998)**

Consolidates and amend the provisions relating to road traffic and to provide for matters connected therewith.

### **National Archives and Records Services Act (Act No. 43 of 1996)**

Provides for a National Archives and Record Service; the proper management and care of the records of Government bodies; and the preservation and use of national archival heritage; and to provide for matters connected therewith.

### **National Building Regulations and Building Standards Act, 1977 (Act 103, of 1997)**

Ensures that all building and construction on Government property, irrespective of by whom is undertaken, complies with the legislation.

### **National Environment Management Act, 1998 (Act 107 of 1998)**

Provides for co-operative environmental governance by establishing principles for decision-making on matters affecting the environment, institutions that will promote co-operative governance and procedures for co-ordinating environmental functions exercised by organs of state, to provide for certain aspects of the administration and enforcement of other environmental management laws; and to provide for matter connected therewith.

### **National Land Transport Act, (Act 5 of 2009)**

Provides further the process of transformation and restructuring the National land transport system initiated by the national land transport transition Act, 2000 (Act No. 22 of 2000); and to provide for matters connected therewith.

### **National Road Traffic Act, 1996 (Act 93 of 1996)**

Provides for road traffic matters, which shall apply uniformly throughout the Republic for matters connected therewith.

### **National Veld and Forest Fire Act, 1998 (Act 101 of 1998)**

Reforms the law on veld and forest fires; to repeal certain provisions of Forest Acts 1984; and to provide for related matters.

### **Public Finance Management Act (PFMA), (Act 29 of 1999)**

Regulates financial management in the national Government and provincial Government, to ensure that all revenue, expenditure, assets and liabilities of those Governments are managed efficiently and effectively, to provide for the responsibilities persons entrusted with financial.





### **Public Service Act (PSA), 1994**

Provides the organisation and administration of the public service, the regulation of the conditions of employment, terms of office, discipline, retirement and discharge of members of the public service, and matters connected therewith.

### **Preferential Procurement Regulations**

The revised regulations were gazetted on 20 January 2017 and took effect 01 April 2017. In the main, these provide a mechanism to empower SMME's, co-operatives, township and rural enterprises, designated groups and promotion of local industrial development through Government procurement.

### **Protection of Personal Information Act, 2013**

To promote the protection of personal information processed by public and private bodies. This includes the introduction of certain conditions so as to establish minimum requirements for the processing of personal information.

### **Promotion of Access to Information Act (PAIA), 2000 (Act no. 2 of 2000)**

Gives effect to section 32 of the Constitution, 1996. In terms of this provision everyone has the right of access to information held by the State.

### **Promotion of Administrative Justice Act (PAJA), 2000 (Act no. 3 of 2000)**

Gives effect to section 33 of the Constitution 1996 which stipulates that everyone has the right to administrative action that is lawful, reasonable, and procedurally fair.

### **Road Safety Act, 1972 (Act 9 of 1972)**

Promotes and regulates road safety.

### **Municipal Property Rate Act 2004 (Act 6 of 2004)**

To make provision for municipalities to implement a transparent and fair system of exemptions, reductions and rebates through their rating policies. To make provision for fair and equitable valuation methods of properties, to make provision for an objections and appeals process.

### **Occupational Health and Safety Act, 1983 (Act no 85 of 1993)**

To provide for the health and safety of persons at work and for the health and safety of persons in connection with the use of plant and machinery.

### **Property Valuers Profession Act (PVPA), 2000 (Act 47 of 2000)**

To provide for the establishment of a juristic person to be known as the South African Council for the Property Valuers Profession; to provide for the registration of professionals, candidates and specified categories in the property valuation profession; to provide for the regulation of the relationship between the South, African Council for the Property Valuers Profession and the Council for the Built Environment; and to provide for matters connected therewith.

### **State Land Disposal Act, 1961 (Act no 48 of 1961)**

To provide for the disposal of certain State land and for matters incidental thereto, and to prohibit the acquisition of State land by prescription.



## Strategic Plan: 2020 - 2025

### **State Affairs Agency Act of 1976**

To provide for the establishment of an Estate Agency Affairs Board and an Estate Agents Fidelity Fund; for the control of certain activities of estate agents in the public interest; and for incidental matters.

### **Sectional Titles Act, 1986 (Act no 95 of 1986)**

To provide for the division of buildings into sections and common property and for the acquisition of separate ownership in sections coupled with joint ownership in common property; the control of certain incidents attaching to separate ownership in sections and joint ownership in common property; the transfer of ownership of sections and the registration of sectional mortgage bonds over, and real rights in, sections; the conferring and registration of rights in, and the disposal of, common property; the establishment of bodies corporate to control common property and for that purpose to apply rules; and the establishment of a sectional titles regulation board; and to provide for incidental matters.

### **Rental Housing Act, 1999 (Act no 50 of 1999)**

To create mechanisms to promote the provision of rental housing property; to promote access to adequate housing through creating mechanisms to ensure the proper functioning of the rental housing market; to make provision for the establishment of Rental Housing Tribunals; to define the functions, powers and duties of such Tribunals; to lay down general principles governing conflict resolution in the rental housing sector; to provide for the facilitation of sound relations between tenants and landlords and for this purpose to lay down general requirement relating to leases; to repeal the Rent Control Act, 1976; and to provide for matters connected therewith.

### **Spatial Planning and Land Use Management Act (SPLUMA) , 2013 (Act No. 16 of 2013)**

SPLUMA aims to develop a new framework to govern planning permissions and approvals, sets parameters for new developments and provides for different lawful land uses in South Africa.

### **Land Survey Act, 1997 (Act 8 of 1997)**

To regulate the survey of land in the Republic; and to provide for matters connected therewith.



### 3. INSTITUTIONAL POLICIES AND STRATEGIES RELATED TO THE FIVE-YEAR PLANNING PERIOD

Source	Purpose
<b>National Development Plan (NDP 2030)</b>	The NDP is a long-term vision for the country which provides a broad strategic framework to guide key Government choices and actions, and focuses on the critical capabilities needed to transform the economy and society.
<b>MTSF: 2019 -2024</b>	The MTSF outlines the country priorities of the 6 <sup>th</sup> administration and provides a medium-term roadmap for developing five-year institutional plans to enable the NDP's goals to be achieved.
<b>2019 Election Manifesto of the ANC</b>	It is a coherent and bold people's plan for a better life for all, addressing the persistent realities of unemployment, poverty and inequality.
<b>Agenda 2063</b>	Agenda 2063, published by the African Union Commission in 2015, is a strategic framework for the socio-economic transformation of Africa over the next 50 years.
<b>United Nations Sustainable Development Goals (SDGs)</b>	The SDGs aim to create the conditions for sustainable, inclusive and sustained economic growth, shared prosperity and decent work for all, taking into account different levels of national development and capacities.
<b>National Infrastructure Plan</b>	The plan aims to transform our economic landscape while simultaneously creating significant numbers of new jobs, and strengthen the delivery of basic services. The plan also supports the integration of African economies.
<b>Mpumalanga Vision 2030</b>	It provides a Provincial expression of the key priorities, objectives and targets enumerated in the NDP and expressed within the manifesto.
<b>Mpumalanga's Economic Growth and Development Path (MEGDP)</b>	The MEGDP illustrates the current economic landscape of Mpumalanga with a view to future economic growth and development.
<b>SERO (Socio - Economic Review &amp; Outlook) Report</b>	It provide an overview of the socio-economic situation and challenges of Mpumalanga for planning, decision making, intervention and budget purposes.
<b>Spatial Development Frameworks (SDFs)</b>	The purpose of SDFs is to optimise, integrate and coordinate strategic interventions in national spaces to achieve spatial development and transformation.
<b>Mpumalanga Infrastructure Master Plan (MIMP)</b>	MIMP serves as guide for Government departments, agencies and private sector infrastructure providers in planning, providing, managing and maintaining infrastructure
<b>Standard for an Infrastructure Delivery Management System (IDMS)</b>	IDMS was developed to improve planning, implementation, monitoring and maintenance of infrastructure in Government.
<b>District Development Model (DDM)</b>	DDM provides a streamlined and well-co-ordinated approach between Government departments and municipalities when responding to a multitude of development needs of communities.



#### 4. RELEVANT COURT RULINGS

##### **Mabaso vs Mpumalanga Provincial Government and another South Gauteng High Court case number 7414/12.**

Mabaso had instituted proceedings against the Mpumalanga Provincial Government for damages allegedly suffered in an accident he had when he drove over a pothole. The Notice to sue the Respondent was sent by the Applicant's attorneys 2 years and 10 months later. The court found that from the information provided by the Applicant, the Respondent was not able to properly investigate the matter and make a proper assessment on the merits of the Applicant's intended action. The court therefore dismissed the application for condonation with costs.

##### **Raubex Joint Venture and Others vs Mpumalanga MEC Public Works, Roads and Transport.**

This was an urgent application for an order to set aside the first respondent (MEC)'s decision to award a tender for alterations, renovations and new addition to Mmamehlake hospital to the third respondent (Clear Choice Builders Pty (Ltd)). The applicant argued that the inclusion of locality as a functionality criteria resulted in the third respondent being able, and on that aspect only, to satisfy the requirements of the tender process without which they would not. The judge found that the statement by the applicant about locality was ambiguous and the applicant could have clarified the issue at the compulsory briefing session. The application could still have sought clarity in respect of unclear issue and they decided not to. The application was dismissed with costs.

##### **Eastern Cape MEC for Public Works, Roads and Transport vs Loretta Botha.**

The widow of the deceased, who was killed while driving on a public road during severe rain and storm thereby colliding with a tree that fell across the road, instituted an action against the MEC for damages for loss of support. The court of first instance found that the appellant (MEC) or his employees had failed to maintain the road by removing the trees that constantly grow and cause potential damages to road users. They also failed to close the road in time before a collision occurred. The respondent's claim was successful but the MEC appealed the court decision but the appeal was dismissed with costs.

##### **KwaZulu Natal MEC for Transport v Eastman and Others.**

This is an appeal by the KZN MEC for transport against judgement by the Pietermaritzburg high court. The MEC was found negligent in that he failed to take reasonable steps to maintain the road, which led to it to being excessively dangerous. The first defendant, who was the driver was also found to have driven at an excessive speed and therefore the damages were apportioned on 70/30. Both the first and second defendant appealed and on appeal the court found that there is no acceptable evidence that any omission on the part of the employees of the MEC caused or contributed to the accident. As for the first defended the driver, the court concluded that it was the speed at which the second defended was driving that caused the vehicle to slide off the road. The court upheld the appeal by the MEC with costs. The first defended was held to be solely liable for the cause of the accident.

##### **Engelbrecht vs Mpumalanga MEC for Public Works, Roads and Transport.**

Marin Engelbrecht was employed as an ambulance driver and on 16 March 2012 she was driving to an accident scene and alleged, drove through a pothole and one of the ambulance's tyres burst. She lost control of the vehicle and it rolled down an embankment. She claimed more than R1m in damages as a result of injuries that she sustained. She stated in her court papers that should have ensured that tarred surfaces on the roads were smooth and free of potholes. The Department argued that even though the Department has a duty to maintain the roads, it could not reasonably be expected to be aware of each and every pothole on the roads. In this case the court agreed that Engelbrecht was partially responsible for the accident as she drove too fast, given the prevailing circumstances. The legal principle of "apportionment of damages" and awarded Engelbrecht 40% of her damages.





### Occupiers of Erven 87 and 88 Berea and Christiaan Frederick De Wet and Others, CCT 108/16

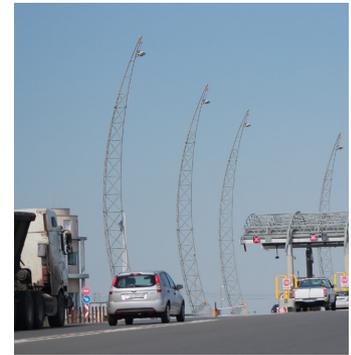
Mr Maseko bought land which he intended to upgrade and lease as a residential accommodation. The liquidators of the property served on the occupiers a notice of termination of their rights of occupation of the property. The court found that the eviction order falls to be rescinded for the following reasons: Although there was factual consent to the eviction order on the part of the occupiers, their consent was not valid. Accordingly the court set aside the court order in terms of the common law.

In respect of the other occupiers who were not present when the court order was made, the court found that the liquidator had failed to establish a mandate between these occupiers and the ward committee member. As a remedy the court ruled that without the local authority being part of the proceedings, it was unable to grant a just and equitable remedy that will bring finality to the matter. The court joined the local authority to the proceedings and remitted the matter to the court a quo to deal with the matter on an expedited basis.

### McIntosh vs. Premier KZN

A keen cyclist in his late forties, sustained serious bodily injuries when he fell from his bicycle while swerving to avoid a large pothole in a road under the management and control of the respondents. He subsequently sued the respondents for damages in the High Court, Pietermaritzburg, alleging that they had been negligent, *inter alia*, for failing to ensure that potholes in the road were timeously repaired or signs were erected warning road users of the danger. The matter came before Kruger J who was asked to decide only the issue of liability and to defer the issue of the appellant's damages for later determination. The ruling provides guidelines regarding how to deal with pothole claims against the Department.







# PART 2 OUR STRATEGIC FOCUS



## 1. VISION

An integrated transport system and infrastructure that promotes socio-economic development.

## 2. MISSION

To provide an integrated, reliable and cost-effective transport system that meets the development needs of the province.  
To deliver infrastructure that promotes sustainable economic development and job creation.

## 3. VALUES

### Accountability

- To listen, understand and deliver for all of our customers, whether they are the community, industry or client departments.

### Integrity

- To be committed to professionalism, confidentiality, ethical conduct, transparency and fairness.

### Innovation

- To find new ways to deliver highly effective, fit-for-purpose and cost-efficient services.

### Excellence

- To promote a culture and ethos which are characteristic by excellence and professional competence.

### Teamwork

- Our people are hard-working and dedicated to ensure that the Department delivers on its mandate(s).



## 4. SITUATIONAL ANALYSIS

### 4.1 Medium Term and Long Term Policy Environment

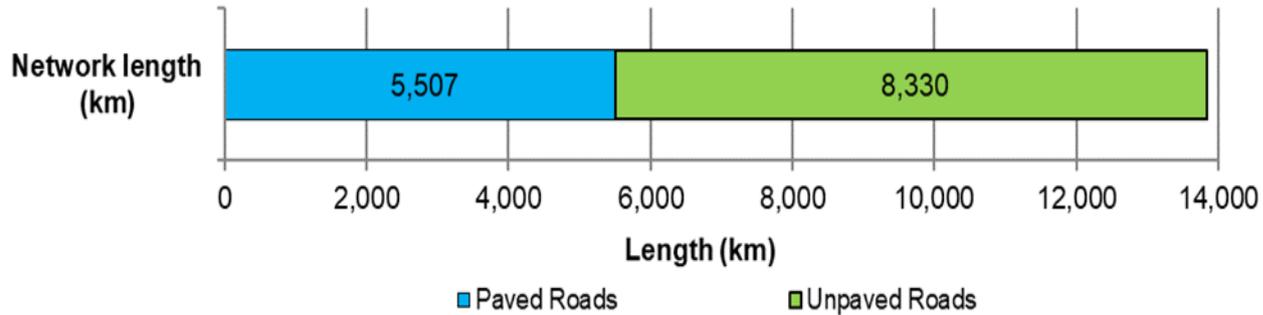
The **National Development Plan (NDP)** sets out the overarching goals for realization by 2030 and amongst these identifies infrastructure investment as a catalyst for economic growth and job creation. It is for this reason that since 1994, Government has placed an increasing emphasis on implementing a long-term infrastructure investment programme. Over this period, Government has leveraged on its capital investment, which saw increased participation of business, labour and civil society. In the remaining 10 years of the NDP, Government aims to expedite transformation of the economy to ensure that it serves all the people.

Over the **past 25 years**, the Mpumalanga Government has invested billions of rands on social and economic infrastructure in order to boost its economic competitiveness. Today, the Province has a World-Class Stadium, High Court and in the process has also managed to build more roads, schools, clinics, libraries and housing units. Although much has been achieved, there are still certain geographical locations in the Province that still lack infrastructure hence the growing demand for more delivery. Unfortunately, this comes at a time when the country is facing poor economic outlook, which means there will be less money to fund Government programmes.

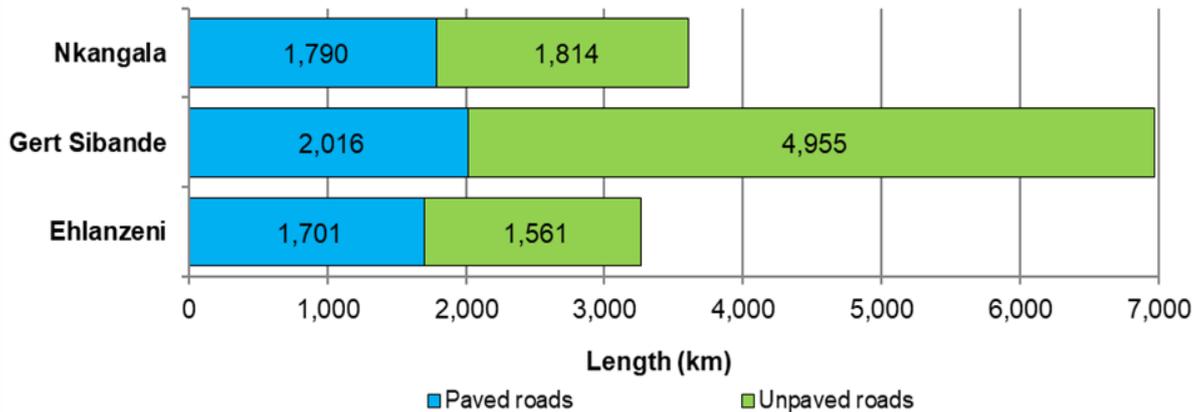
The **MTSF: 2019-2024** identifies critical actions and key outcomes aimed at putting the country on a positive trajectory towards achievement of NDP. This is a second instalment of the five-year implementation plan for the NDP and it builds upon success and lessons learnt from the 5<sup>th</sup> Administration. To meet the required economic growth targets, bold actions are required to broaden ownership of the economy. More importantly, the economy needs to create more jobs for the youth, women and people with disabilities in order to tackle the triple challenges of poverty, inequality and unemployment. These ambitions are expressed in Government *Priority 2 of the current MTSF: Economic Transformation and Job Creation*.

The **Social Enterprise Development Programme (SEDP)** seeks to transform the built environment sector while addressing issues of job creation and boosting township and rural economies. It is against this background that the Programme was conceived and adopted by the Mpumalanga Provincial Government (MPG). Since inception, a total of 611 Small Medium and Micro Enterprises (SMME's) have benefitted from the Programme through the supply of locally manufactured building materials. As a result, these enterprises have become the main employment creators and in turn enabled human capital development and improved the chances of class and social mobility.

4.2 Spatial information, Statistics and Demographic data on Provincial road network



Mpumalanga Provincial Road Network (excluding roads under the jurisdiction of SANRAL and municipalities)



Mpumalanga road network length per region



DPWRT is responsible for the Provincial road infrastructure network that interconnects within the Province and that connects the Province with the rest of the country, neighbouring countries and municipal areas. This infrastructure also plays a key role in the growth of the tourism sector and provision of sustainable energy in South Africa. Therefore, the Provincial road network is an economic resource and a valuable asset to the Province and needs to be carefully managed as such. In recognition of this, the Department has developed the Road Asset Management System (RAMS), which provides valuable information for road network management and planning.

The Medium Term Expenditure Framework (MTEF) budget for Transport Infrastructure is on average, R2 billion per annum. Of this budget R761 million (38%) and R500 million (25%) are allocated towards the preventive maintenance of non-coal and coal haul roads respectively whilst approximately (R740 million) 37% is for items such as salaries, overheads, bush clearance, etc. The current funding levels for transport infrastructure are insufficient to address the increasing demands, backlogs or delay further deterioration of the network. Therefore, there is an urgent need to review the funding models and also explore alternative funding options for transport infrastructure projects.

### 4.3 Key stakeholders which contributes to the organisational ability to achieve its outcomes

According to the Mpumalanga Executive Council (EXCO), DPWRT is considered as the sole implementing agent of the Provincial building infrastructure programme on behalf of the following Departments: Education, Health Social Development, Culture, Sport & Recreation, Economic Development & Tourism and the Legislature. Most of what the Department sets out to do in the building infrastructure portfolio relies on inputs and budgets from several client departments. Ideally, all the proposed projects should be subjected to the Infrastructure Delivery Management System (IDMS) protocols in order to ensure adequate time for planning, resource allocation, procurement and implementation.

As set out in the Government Immovable Asset Management Act, (GIAMA), the Department of Public Works, Roads and Transport is mandated to be the custodian and portfolio manager of Government's immovable assets. The Department's role consists of policy formulation, coordination, regulation and oversight relating to the provision of accommodation to client departments. To ensure adherence to GIAMA, the Mpumalanga Provincial Government directed all departments to set aside 2% of their budgets for infrastructure maintenance. This decision paves the way for Provincial Treasury to ring-fence budgets in the endeavour to implement the "user-charge" principle.

The Department is further mandated to coordinate Government's job creation initiatives through the implementation of the Expanded Public Works Programme (EPWP). This programme involves participation of 30 public bodies (i.e. departments and municipalities) who are collectively tasked with the creation of 220 575 work opportunities during the current MTSF. These opportunities will be created across four sectors, namely: (i) Infrastructure, (ii) Environment & Culture, (iii) Social and (vi) Non-State. It is critical to note that the budgets for implementation of the projects and programmes earmarked for use of labour-intensive methods are allocated to the budget vote of each public body.





## 5. EXTERNAL ENVIRONMENT ANALYSIS

### 5.1 Economic Growth

Mpumalanga has invested billions of rands on social and economic infrastructure in order to address the injustice of the past. However, this is not sustainable during the current constrained economic climate and as a result, there are certain geographical locations in the Province that still lacks infrastructure hence the growing demand for better roads, access to schools, clinics, hospitals and other public amenities. Consequently, the private sector and foreign investment become key social partners to stimulate growth and serve as investors for identified catalytic projects. This collaboration should be structured in a manner that is sustainable and affordable to both Government and the users of the infrastructure.

### 5.2 Unemployment

Unemployment is arguably the single most significant obstacle to poverty reduction. As at the end Quarter 4 of 2019, Mpumalanga had the third highest unemployment rate (33.6%) amongst the 9 provinces. This picture was aggravated by youth unemployment which stood at 43,6% and this is mainly due to the fact that most young people are generally low-skilled and have little to no experience of formal employment. To address this, Government is pursuing a long-term infrastructure investment programme combined with growing local procurement and public employment programmes. These policy initiatives are considered as critical inputs for creating opportunities for inclusive economic growth and employment.

### 5.3 Coal Haulage Network

In April 2011, special funding was made available to the Department of Public Works, Roads and Transport as part of a Government's initiative to safeguard sustainable energy provision. This decision was informed by the fact that Mpumalanga generates almost 75% of South Africa's electricity hence the strategic importance of its coal haulage network. It is the understating of the Province that this funding would remain available until the transportation of coal is moved from road to rail -this has not yet happened. The sudden withdrawal of the coal haulage funding without warning does not only put pressure on the strained provincial fiscus but deepens the energy crisis in the country.

### 5.4 Moloto Rail Development Corridor

The R573 (Moloto Road) links Gauteng, Limpopo and Mpumalanga and carries some 50 000 passengers daily. Therefore, the move to bring this road under one Authority (South African National Roads Agency Limited- SANRAL) was always expected to bring more improvements, better coordination and improved investment. To date, certain sections of the road have been completed and the implementation of other short-term interventions is ongoing. An additional R4,5 billion has been allocated to SANRAL over the next five years and this investment will be used to improve safety on this road. Despite the significant progress, Mpumalanga remains convinced that rail is ultimately the best solution for this corridor.





## 5.5 Climate Change

The impacts of climate change are current and more severe as recently witnessed across the Province and many parts of South Africa. In addition to water and energy constraints, extreme events pose a costly hazard to both infrastructure in terms of degradation, necessary maintenance and potential decrease in lifespan. Mpumalanga therefore, has the task of protecting current and future infrastructure investments and the economic, social, and other functions they serve. To this end, mitigation and draft adaption strategies have been developed to strengthen social and economic resilience to climate impacts. Going forward, attention will be given to the design and construction of sustainable infrastructure.

## 5.6 Provincial Elective Conference and Local Government Election 2021

The ANC Provincial Elective Conference has put everyone in suspense due to its multiple and perpetual postponements. However, there are no major policy shifts that are expected from the incoming political leadership since these have been articulated on the January 08 Statement of the ruling party. That said, it is inevitable that the face of the provincial administration would change in line with the outcomes of the conference. Later, the country will also go to the polls for its 6th Local Government Elections which will test the relevancy of many political parties and independent candidates. These two events will have a bearing on the political environment where DPWRT carries out its work.



## 6. INTERNAL ENVIRONMENT ANALYSIS

### 6.1 Budget Cuts

The Department must implement its plan under very challenging local and global economic, geopolitical and social environment. The continuous bail-outs of State-Owned Entities has had ripple effect on the Provincial fiscus and the impact on MTEF budgets is clear for all to see -there is less money to spend on Government programmes, projects and personnel. This situation is compounded by the current sluggish economy, coronavirus pandemic and unfavourable ratings from international credit rating agencies. In this type of environment, there is a high possibility that DPWRT would not be able to reach its MTSF targets unless there is prioritisation of the funding for critical programmes with high multiplier effects.

### 6.2 Institutional Capacity

The envisaged Capable, Ethical and Developmental State requires skilled public servants to plan, deliver, and operate Government-wide programmes. On the other hand, Government has to manage the increasing public service wage bill hence the introduction of the provincial moratorium on filling of vacant posts in February 2015. As at 31 March 2020, DPWRT had lost 972 employees and only managed to fill 20 posts during this period. In dealing with the capacity challenges, the Department will request approval from Executive Council to fill critical vacant posts and future replacements. In the meantime, building talent pipelines, succession planning and training is being implemented as part of internal capacity development.

### 6.3 E-Government Solutions

Information and Communication Technology (ICT) is identified as an enabler towards attaining the ideal Public Service as envisaged in the National Development Plan (NDP). In pursuance of this, the Provincial Treasury embarked on a mission to break the silos amongst Government departments and procured an Invoice Tracking System as well as a Leave Management System for the whole Province. These acquisitions will assist the departments to improve their compliance with associated laws and regulations. There are many other ways that the technological revolution could be harnessed in DPWRT but this will need a radical shift to achieve a more capable department.

### 6.4 Broad-Based Black Economic Empowerment (B-BBEE)

There has been notable progress in the empowerment legislation aimed at using procurement to promote local industrial development, socio-economic transformation and the empowerment of small business enterprises, cooperatives, and rural and township enterprises. More significantly, Section 10 of the BBEE Act requires all Government and State entities to integrate B-BBEE requirements in awarding contracts to entities that are B-BBEE compliant. To this regard, the Department is committing to set empowerment targets in all its bids. In addition, it has appointed an independent service provider to verify the status of all winning bidders and to identify potential fronting where possible.



# PART C MEASURING OUR PERFORMANCE



1. INSTITUTIONAL PERFORMANCE INFORMATION

<b>Impact Statement 01</b>	<b>Public value and trust; active citizenry and partnerships in society</b>		
<b>MTSF Priority 1</b>	<b>Capable, Ethical and Developmental State</b>		
<b>Outcome</b>	<b>Outcome Indicator</b>	<b>MTSF Baseline 2015-2020</b>	<b>MTSF Target 2020-2025</b>
<b>Improved governance and accountability</b>	Audit opinion of the regulatory audit by Auditor General South Africa (AGSA)	Unqualified audit opinion	Clean audit opinion

<b>Impact Statement 02</b>	<b>Maintenance, strategic expansion, operational efficiency, capacity and competitiveness of provincial infrastructure ensured</b>		
<b>MTSF Priority 2</b>	<b>Economic Transformation and Job Creation</b>		
<b>Outcome</b>	<b>Outcome Indicator</b>	<b>MTSF Baseline 2015-2020</b>	<b>MTSF Target 2020-2025</b>
<b>An efficient, competitive and responsive economic infrastructure network</b>	Percentage of road network in very good condition	13%	15%
	Percentage of road network in good condition	25%	25%
	Percentage of road network in fair condition	30%	32%
	Percentage of road network in poor condition	28%	24%
	Percentage of road network in very poor condition	4%	4%

<b>Impact Statement 03</b>		<b>Reduced unemployment especially amongst women, youth and people with disabilities</b>	
<b>MTSF Priority 2</b>		<b>Economic Transformation and Job Creation</b>	
<b>Outcome</b>	<b>Outcome Indicator</b>	<b>MTSF Baseline 2015-2020</b>	<b>MTSF Target 2020-2025</b>
<b>More decent jobs created and sustained, with youth, women and persons with disabilities prioritised</b>	Number of jobs created	215 549	220 575
	Number of youth employed (18-35)	105 652	121 316
	Number of women employed	144 895	132 345
	Number of persons with disabilities employed	1 892	4 412

<b>Impact Statement 04</b>		<b>Transformed, representative and inclusive economy which prioritises women, youth and persons with disabilities</b>	
<b>MTSF Priority 2</b>		<b>Economic Transformation and Job Creation</b>	
<b>Outcome</b>	<b>Outcome Indicator</b>	<b>MTSF Baseline 2015-2020</b>	<b>MTSF Target 2020-2025</b>
<b>Increased economic participation, ownership and access to resources and opportunities by women, youth and persons with disabilities</b>	Value of contracts awarded to black people expressed as a percentage of the total value of contracts awarded.	70%	80%
	Value of contracts awarded to black women expressed as a percentage of the total value of contracts awarded.	40%	40%
	Value of contracts awarded to black people who are youth expressed as a percentage of the total value of contracts awarded.	15%	30%
	Value of contracts awarded military veteran expressed as a percentage of the total value of contracts awarded	2%	2%
	Value of contracts awarded to black people with disabilities expressed as a percentage of the total value of contracts awarded.	2%	2%



## 2. EXPLANATION OF PLANNED PERFORMANCE OVER THE FIVE YEAR PLANNING PERIOD

### 2.1 Improved governance and accountability

A capable, ethical and developmental state will be a critical enabler for the effective implementation of the priorities of Government and the achievement of the NDP 2030 priorities. Therefore, this demands availability of a skilled workforce, which is committed to service delivery and capable of delivering high-quality services. Each of these individuals is expected to sign a Performance Agreement (PA), which will ensure that there is accountability at the lowest and high levels of the public service. The key result areas of these PA's is the improvement of the audit outcome to a clean audit amongst others. This indicates an active attitude to achieve the highest standards of accountability, transparency and good governance.

### 2.2 An efficient, competitive and responsive economic infrastructure network

The NDP encapsulates the role of infrastructure towards achieving a common 2030 vision for the construction of South Africa's future. It is for this reason that *Government Priority 2: Economic Transformation and Job Creation* seeks to leverage on the role of infrastructure as a growth catalyst to achieve national development imperatives. The continuous public investment in economic infrastructure will improve access and mobility of people, goods and services whereas the rollout of social infrastructure will contribute towards improved: *Education, Skills and Health (Priority 3)*. The other benefits accrued from massive infrastructure developments include spatial transformation and enhancement of social cohesion.

### 2.3 Decent employment through inclusive economic growth

Infrastructure investment is not only focused on maximizing the economic benefits derived from its construction, but also achieving social objectives. A large number of enterprises depend on the infrastructure sector for skills development and support of local economies. On the same account, public employment programmes have become an integral part of a suite of policy interventions to reduce unemployment. Both are crucial income-supporting programmes that are targeting women, the youth and people with disabilities. In addition to providing income, infrastructure development can serve as an agent of change in addressing poverty, inequality and social disorder.

### 2.4 Increased economic participation, ownership and access to resources and opportunities by women, youth and persons with disabilities

The State plays a more prudent role in changing the patterns of ownership in South Africa. In this respect, it has developed empowerment legislation and regulations to support black economic empowerment and radical economic transformation. In Mpumalanga's context, SEDP provides an appropriate framework to support the transformation of the economy to serve all people. Together with affirmative procurement in both the public and private sectors, this should result in a large increase in the number of small and medium sized black-owned companies operating in a range of industries such as construction, transport, property, telecommunications and energy.



### 3. KEY RISKS AND MITIGATIONS

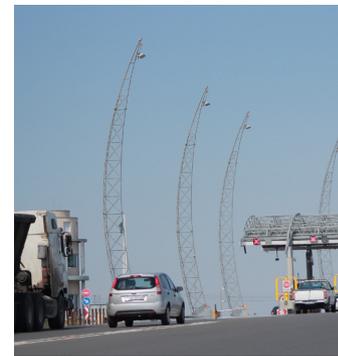
Outcomes	Key Risks	Risk Mitigations
<b>Improved governance and accountability.</b>	<ul style="list-style-type: none"> <li>Non-compliance to laws and regulations</li> <li>Failure to achieve planned outcomes and outputs</li> <li>Limited internal capacity on financial and performance reporting.</li> </ul>	<ul style="list-style-type: none"> <li>Review or develop internal controls as well as ensure continuous training of staff.</li> <li>Target setting in line with the available budget and past trends.</li> <li>Internal capacity building through the filling of critical posts and continuous training of staff.</li> </ul>
<b>An efficient, competitive and responsive economic infrastructure network.</b>	<ul style="list-style-type: none"> <li>Inadequate infrastructure planning</li> <li>Limited infrastructure funding</li> <li>Poor quality of work.</li> </ul>	<ul style="list-style-type: none"> <li>Review the Mpumalanga Infrastructure Master Plan (MIMP) and include five-year infrastructure project lists.</li> <li>Explore Public Private Partnership and leverage on bilateral agreements to source foreign investment for infrastructure</li> <li>Enforce the general conditions of a contract to address delivery, quality and fulfilment of other obligations.</li> </ul>
<b>More decent jobs created and sustained, with youth, women and persons with disabilities prioritised.</b>	<ul style="list-style-type: none"> <li>High unemployment levels</li> <li>Constrained public finances</li> </ul>	<ul style="list-style-type: none"> <li>Increase participation in public employment programmes (e.g. EPWP).</li> <li>Implementation of a long-term infrastructure investment programme.</li> </ul>
<b>Increased economic participation, ownership and access to resources and opportunities by women, youth and persons with disabilities.</b>	<ul style="list-style-type: none"> <li>Exclusion of black people from participation in the mainstream economy.</li> <li>Dominance of specific sectors of the economy by large conglomerates</li> </ul>	<ul style="list-style-type: none"> <li>Public and private sector procurement to drive inclusive economic growth and job creation.</li> <li>Unleash empowerment legislation to achieve set asides and subcontracting for designated groups on specific bids</li> </ul>

#### COVID-19 related risks

As the effects of COVID-19 are felt around the world and country, the Department is working to mitigating against the short term and long-term impact of this pandemic. The spreading of the coronavirus has forced some of the workforce into physical confinement, disrupted supply chain processes and delayed several government programmes and projects. As such, this has exposed the need to adapt models of organisational operations, service delivery, and interactions with citizens with new technologies. It has also stressed the need for sound procurement policies, systems and processes. Most importantly, there is consensus that infrastructure investment will result in a strong economic recovery and creation of much-needed jobs.

### 4. PUBLIC ENTITIES

None.





# PART 1

## TECHNICAL INDICATOR DESCRIPTION



**OUTCOME 1: Improved governance and accountability**

1.1 Indicator Title	Outcome of the regulatory audit by Auditor General South Africa (AGSA)
Definition	Audit opinion on the Annual Financial Statements of the Department
Source of Data	Report of the Audit General South Africa
Method of Calculation / Assessment	Audit opinion
Assumptions	MTEF budgets used in pursuance of planned outcomes
Disaggregation of Beneficiaries (where applicable)	Public or taxpayers
Spatial Transformation (where applicable)	Not applicable
Reporting Cycle	Annually
Desired Performance	Clean audit
Indicator Responsibility	CFO and Programme Managers

**OUTCOME 2: An efficient, competitive and responsive economic infrastructure network**

2.1 Indicator Title	Percentage of road network in very good condition.
Definition	Improvement of portion of the provincial road to very good condition
Source of Data	Road Asset Management System (RAMS).
Method of Calculation / Assessment	Visual condition assessment
Assumptions	MTEF budgets optimised and functional RAMS
Disaggregation of Beneficiaries (where applicable)	All road users across the Province
Spatial Transformation (where applicable)	Improved access and mobility across the Province
Reporting Cycle	Annually
Desired Performance	Percentage of road network in very good condition improved to 15%
Indicator Responsibility	Director: Transport Planning

<b>2.2 Indicator Title</b>	<b>Percentage of road network in good condition.</b>
Definition	Improvement of portion of the provincial road to good condition
Source of Data	Road Asset Management System (RAMS)
Method of Calculation / Assessment	Visual condition assessment.
Assumptions	MTEF budgets optimised and functional RAMS
Disaggregation of Beneficiaries (where applicable)	All road users across the Province
Spatial Transformation (where applicable)	Improved access and mobility across the Province
Reporting Cycle	Annually
Desired Performance	Percentage of road network in good condition maintained at 25%
Indicator Responsibility	Director: Transport Planning

<b>2.3 Indicator Title</b>	<b>Percentage of road network in fair condition.</b>
Definition	Improvement of portion of the provincial road to fair condition
Source of Data	Road Asset Management System (RAMS)
Method of Calculation / Assessment	Visual condition assessment.
Assumptions	MTEF budgets optimised and functional RAMS
Disaggregation of Beneficiaries (where applicable)	All road users across the Province
Spatial Transformation (where applicable)	Improved access and mobility across the Province
Reporting Cycle	Annually
Desired Performance	Percentage of road network in fair condition improved to 32%
Indicator Responsibility	Director: Transport Planning

2.4 Indicator Title	Percentage of road network in poor condition.
Definition	Improvement of portion of the provincial road from poor condition
Source of Data	Road Asset Management System (RAMS)
Method of Calculation / Assessment	Visual condition assessment
Assumptions	MTEF budgets optimised and functional RAMS
Disaggregation of Beneficiaries (where applicable)	All road users across the Province
Spatial Transformation (where applicable)	Improved access and mobility across the Province
Reporting Cycle	Annually
Desired Performance	Percentage of road network in poor condition reduced to 24%
Indicator Responsibility	Director: Transport Planning

2.5 Indicator Title	Percentage of road network in very poor condition.
Definition	Improvement of portion of the provincial road from very poor condition
Source of Data	Road Asset Management System (RAMS)
Method of Calculation / Assessment	Visual condition assessment
Assumptions	MTEF budgets optimised and functional RAMS
Disaggregation of Beneficiaries (where applicable)	All road users across the Province
Spatial Transformation (where applicable)	Improved access and mobility across the Province
Reporting Cycle	Annually
Desired Performance	Percentage of road network in very poor condition maintained at 4%
Indicator Responsibility	Director: Transport Planning

**OUTCOME 3: More decent jobs created and sustained, with youth, women and persons with disabilities prioritised**

<b>3.1 Indicator Title</b>	<b>Number of EPWP work opportunities created by the Province</b>
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	Audited reports from DPWI/ EPWP reporting system
Method of Calculation / Assessment	Counting the number of work opportunities created and reported by public bodies in the Province against the set target
Assumptions	No errors from DPWI's validation process
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> <li>• Target for youth = 121 316</li> <li>• Target for women = 132 345</li> <li>• Target for people with disabilities = 4 412</li> </ul>
Spatial Transformation (where applicable)	Not applicable
Reporting Cycle	Quarterly
Desired Performance	220 575 Work opportunities created
Indicator Responsibility	Director : Coordination and Monitoring

<b>3.2 Indicator Title</b>	<b>Number of youths employed (18-35).</b>
Definition	Coordination, monitoring and evaluation of work opportunities created through the use of labour intensive methods
Source of Data	Audited reports from DPWI/ EPWP reporting system
Method of Calculation / Assessment	Counting the number of work opportunities created and reported by public bodies in the province against the set target
Assumptions	No errors from DPWI's validation process
Disaggregation of Beneficiaries (where applicable)	Target for youth = 121 316
Spatial Transformation (where applicable)	Not applicable

Reporting Cycle	Quarterly
Desired Performance	121 316 Young people employed
Indicator Responsibility	Director : Coordination and Monitoring

3.3 Indicator Title	Number of women employed.
Definition	Coordination, monitoring and evaluation of work opportunities created through the use of labour intensive methods
Source of Data	Audited reports from DPWI/ EPWP reporting system
Method of Calculation / Assessment	Counting the number of work opportunities created and reported by public bodies in the province against the set target
Assumptions	No errors from DPWI's validation process
Disaggregation of Beneficiaries (Where applicable)	Target for women = 132 345
Spatial Transformation (where applicable)	Not applicable
Reporting Cycle	Quarterly
Desired Performance	132 345 Women employed
Indicator Responsibility	Director : Coordination and Monitoring

3.4 Indicator Title	Number of persons with disabilities employed.
Definition	Coordination, monitoring and evaluation of work opportunities created through the use of labour intensive methods
Source of Data	Audited reports from DPWI/ EPWP reporting system
Method of Calculation / Assessment	Counting the number of work opportunities created and reported by public bodies in the province against the set target
Assumptions	No errors from DPWI's validation process
Disaggregation of Beneficiaries (where applicable)	Target for people with disabilities = 4 412
Spatial Transformation (where applicable)	Not applicable

Reporting Cycle	Quarterly
Desired Performance	4 412 Persons with disabilities employed
Indicator Responsibility	Director : Coordination and Monitoring

#### **OUTCOME 4. Increased economic participation, ownership and access to resources and opportunities by women, youth and persons with disabilities**

<b>4.1. Indicator Title</b>	<b>Value of contracts awarded to black people expressed as a percentage of the total value of contracts awarded.</b>
Definition	The rand value and percentage of contracts awarded to black people in relation to the total value of contracts awarded
Source of Data	Supply Chain Management (SCM) reports
Method of Calculation / Assessment	Rand value of contracts awarded to black people expressed as a percentage of the total value of bids awarded
Assumptions	Information on CSD and BBEEE certificates is reliable
Disaggregation of Beneficiaries (where applicable)	Target for black people = 80%
Spatial Transformation (where applicable)	Supply of local manufactured materials and minimum of 30% local subcontracting where applicable
Reporting Cycle	Annually
Desired Performance	80% of value of contracts awarded to black people
Indicator Responsibility	Director: Supply Chain Management

<b>4.2 Indicator Title</b>	<b>Value of contracts awarded to black women expressed as a percentage of the total value of contracts awarded.</b>
Definition	The rand value expressed as a percentage of contracts awarded to companies with black women shareholding in relation to the total value of contracts awarded
Source of Data	Supply Chain Management (SCM) reports
Method of Calculation / Assessment	Rand value of contracts awarded to black women expressed as a percentage of the total value of bids awarded
Assumptions	Information on CSD and BBEEE certificates is reliable

Disaggregation of Beneficiaries (where applicable)	Target for black women = 40%
Spatial Transformation (where applicable)	Supply of local manufactured materials and minimum of 30% local subcontracting where applicable
Reporting Cycle	Annually
Desired Performance	40% of value of contracts awarded to black women
Indicator Responsibility	Director: Supply Chain Management

<b>4.3 Indicator Title</b>	<b>Value of contracts awarded to black people who are youth expressed as a percentage of the total value of contracts awarded.</b>
Definition	The rand value expressed as a percentage of contracts awarded to companies with black youth shareholding in relation to the total value of contracts awarded
Source of Data	Supply Chain Management (SCM) reports
Method of Calculation / Assessment	Rand value of contracts awarded to black youth expressed as a percentage of the total value of bids awarded
Assumptions	Information on CSD and BBEEE certificates is reliable
Disaggregation of Beneficiaries (where applicable)	Target for black youth = 30%
Spatial Transformation (where applicable)	Supply of local manufactured materials and minimum of 30% local subcontracting where applicable
Reporting Cycle	Annually
Desired Performance	30% of value of contracts awarded to black youth
Indicator Responsibility	Director: Supply Chain Management

<b>4.4 Indicator Title</b>	<b>Value of contracts awarded military veterans expressed as a percentage of the total value of contracts awarded.</b>
Definition	The rand value expressed as a percentage of contracts awarded to companies with military veterans' shareholding in relation to the total value of contracts awarded
Source of Data	Supply Chain Management (SCM) reports
Method of Calculation / Assessment	Rand value of contracts awarded to military veterans expressed as a percentage of the total value of bids awarded
Assumptions	Information on CSD and BBEEE certificates is reliable
Disaggregation of Beneficiaries (where applicable)	Target for military veterans = 2%
Spatial Transformation (where applicable)	Supply of local manufactured materials and minimum of 30% local subcontracting where applicable
Reporting Cycle	Annually
Desired Performance	2% of value of contract awarded to military veterans
Indicator Responsibility	Director: Supply Chain Management

<b>4.5 Indicator Title</b>	<b>Value of contracts awarded to black people with disabilities expressed as a percentage of the total value of contracts awarded.</b>
Definition	The rand value expressed as a percentage of contracts awarded to companies with black people with disabilities shareholding in relation to the total value of contracts awarded
Source of Data	Supply Chain Management (SCM) reports
Method of Calculation / Assessment	Rand value of contracts awarded to black people with disabilities expressed as a percentage of the total value of bids awarded
Assumptions	Information on CSD and BBEEE certificates is reliable
Disaggregation of Beneficiaries (where applicable)	Target for black people with disabilities = 2%
Spatial Transformation (where applicable)	Supply of local manufactured materials and minimum of 30% local subcontracting where applicable
Reporting Cycle	Annually
Desired Performance	2% of value of contracts awarded to black people with disabilities
Indicator Responsibility	Director: Supply Chain Management

4.5 Indicator Title	Value of contracts awarded to black people with disabilities expressed as a percentage of the total value of contracts awarded.
Definition	The rand value expressed as a percentage of contracts awarded to companies with black people with disabilities shareholding in relation to the total value of contracts awarded
Source of Data	Supply Chain Management (SCM) reports
Method of Calculation / Assessment	Rand value of contracts awarded to black people with disabilities expressed as a percentage of the total value of bids awarded
Assumptions	Information on CSD and BBEEE certificates is reliable
Disaggregation of Beneficiaries (where applicable)	Target for black people with disabilities = 2%
Spatial Transformation (where applicable)	Supply of local manufactured materials and minimum of 30% local subcontracting where applicable
Reporting Cycle	Annually
Desired Performance	2% of value of contracts awarded to black people with disabilities
Indicator Responsibility	Director: Supply Chain Management



# ANNEXURES TO THE STRATEGIC PLAN



**ANNEXURE A: DISTRICT DEVELOPMENT MODEL (DDM)**

The DDM gives a summary of government programmes and projects to be delivered by the Department of Public Works, Roads and Transport during 2020 - 2025. This model is further synchronised with the Integrated Development Plans (IDPs) of municipalities in order to improve the coherence and impact of government service delivery. Noteworthy, it excludes building infrastructure projects whose budgets are allocated to the various departments. These projects can be found in the Infrastructure Project Management Plans (IPMPs), Infrastructure Project Implementation Plans (IPIPs), User Asset Management Plans (UAMPs), Strategic Plans and Annual Performance Plans of each client department.

Areas of Intervention	Project Description	District Municipality	Project Leader	Social Partners
<b>Education</b>	Mkhondo Boarding School	Gert Sibande	DPWRT	DOE
<b>Members' Accommodation</b>	Mpumalanga Parliamentary Village	Ehlanzeni	DPWRT	Mpumalanga Legislature
<b>Maintenance of state-owned facilities</b>	Renovation of Piet Retief Shared Office phase B	Gert Sibande	DPWRT	Gert Sibande Regional Office
	Repairs and Refurbishment of Pietkoornhof. Building Phase 2C	Nkangala	DPWRT	Nkangala Regional Office
	Replacement of old lifts at Riverside Government Complex	Ehlanzeni	DPWRT	Riverside Government Complex Buildings
	Refurbishment, Renovation and Repairs at Government Complex	Ehlanzeni	DPWRT	Riverside Government Complex Buildings
<b>Roads</b>	Upgrades from gravel to surfaced roads	Ehlanzeni Bohlabela Nkangala Gert Sibande	DPWRT	COGTA Local Municipalities
	Integrated Rural Mobility and Access (IRMA)	Ehlanzeni Bohlabela Nkangala Gert Sibande	DPWRT	COGTA DOT DOD Local Municipalities
	Municipal township and rural roads paved	Ehlanzeni Bohlabela Nkangala Gert Sibande	DPWRT	COGTA Local Municipalities

Areas of Intervention	Project Description	District Municipality	Project Leader	Social Partners
	Rehabilitation of coal haulage routes	Ehlanzeni Bohlabela Nkangala Gert Sibande	DPWRT	GOGTA DOT DMRE DCSSL Local Municipalities
	Rehabilitation of tourism routes	Ehlanzeni Bohlabela Nkangala Gert Sibande	DPWRT	DEDT MTPA DT GOGTA Local Municipalities
	Resealing of strategic and access road	Ehlanzeni Bohlabela Nkangala Gert Sibande	DPWRT	COGTA Local Municipalities
	Re-gravelling of strategic and access road	Ehlanzeni Bohlabela Nkangala Gert Sibande	DPWRT	COGTA Local Municipalities
	Pothole patching of strategic and access roads	Ehlanzeni Bohlabela Nkangala Gert Sibande	DPWRT	COGTA Local Municipalities
	Blading of strategic and rural roads	Ehlanzeni Bohlabela Nkangala Gert Sibande	DPWRT	GOGTA Local Municipalities
	Routine roads maintenance	Ehlanzeni Bohlabela Nkangala Gert Sibande	DPWRT	GOGTA Local Municipalities

Areas of Intervention	Project Description	District Municipality	Project Leader	Social Partners
<b>Transport Operations</b>	Public transport services	Ehlanzeni Bohlabela Nkangala Gert Sibande	DPWRT	Bus Associations Taxi Associations Meter Taxi Associations
	Scholar transport services	Ehlanzeni Bohlabela Nkangala Gert Sibande	DPWRT	DOE SGBs Scholar Transport Operators Independent Monitoring Firms
<b>Public Employment Programmes</b>	Expanded Public Works Programme	Ehlanzeni	DPWRT	Departments Municipalities Private Sector
	National Youth Service	Bohlabela Nkangala		
	Sakh'abakhi Emerging Contractor Development Programme	Gert Sibande		















