



public works
roads & transport
MPUMALANGA PROVINCE

DEPARTMENT OF PUBLIC WORKS, ROADS AND TRANSPORT

Strategic Plan: 2025 – 2030

Date of Tabling: 10 June 2025

EXECUTIVE AUTHORITY STATEMENT

This Strategic Planning, being the first for the 7th Administration marks a critical juncture in the Department's trajectory. It is the **final medium-term plan leading up to the 2030** deadline for the National Development Plan (NDP). In recognition of this, efforts were made to align the document with the Medium Term Development Plan (MTDP): 2024 – 2029. Notwithstanding the ideological differences between the coalition partners at national level, the MTDP incorporates strategic priorities that are drawn from the Government of National Unity (GNU)'s Statement of Intent. It is against this background that the ANC-led government in Mpumalanga has embraced these priorities, namely:

- Drive inclusive economic growth and job creation.
- Reduce poverty and tackle the high cost of living.
- Build a capable, ethical, and developmental State

Mpumalanga continues to experience a weak and slow economic growth which saw less than 1% growth per annum in 2022, 2023 & 2024 (forecast). On the other hand, the province is experiencing rapid population growth, having one of the fastest average annual increases nationwide. As such, this plan is focused on **aligning service delivery outputs with the demographic realities of the province**. Future population growth projections have been taken into account in anticipation of increased demand for services. This strategic approach will enable the Department to allocate adequate resources, enhance infrastructure development, foster collaborative partnerships and ensure sustainable service delivery.

Public infrastructure investment can play a leading role in driving economic growth and job creation. Over the Medium-Term Strategic Framework (MTEF): 2019 – 2024, Mpumalanga's spending on public construction was 1.8% of the provincial Growth Domestic Product (GDP) per annum which is far less than the planned 3% per annum. In the main, this was focused on sectors like transport, energy, water, sanitation and digital infrastructure. To achieve a target of **10% of provincial GDP in public-sector infrastructure investment by 2030**, public sector investment would need to grow significantly in the next five years.

Bridging the infrastructure investment gap requires developing innovative approaches to leverage private-sector finance, making the necessary regulatory changes and improving infrastructure planning across government to build a pipeline of projects. The recent withdrawal of the United States from South Africa's Just Energy Transition (JET) partnership is a significant setback for the country's energy security. This current moment in geopolitics has ripple effects that is being felt across politics, economics, society and the environment. Now more than ever, intergovernmental collaborations with the G20 and BRICS countries are important to fulfil our global and regional commitments.

As at the end of the 4th quarter of 2024. In the fourth quarter of 2024, South Africa's unemployment rate fell to 31.9%, marking a decrease from the previous quarter's 32.1%. In Mpumalanga, the unemployment rate decreased by almost three percentage points, from 37.4% in Q2 2024 to 34.7% in Q4 2024. The Department's efforts to address unemployment (amongst the youth, women and people with disabilities) include increasing participation in Public Employment Programmes, increasing vocational and skills-based training and leveraging on Public Procurement. The goal is to **reduce unemployment to around 25% by 2030**.

Job creation is a crucial tool for poverty reduction as it provides individuals with income and opportunities to improve their standard of living. It is against this understanding that the Department is committed in providing gainful employment to women, youth and people with disabilities so that this can foster positive social impact. Therefore, it is essential to identify skills, deliver training and ensuring quality outcomes from the Department's capacity building programmes. Strategic partnerships with Sector Education and Training Authorities (SETAs) will be integral to address critical skill gaps and shortages for the economy.

To tackle the high cost of living, the Department is focused on **providing affordable public transport and scholar transport services**. By now it is common knowledge that households in the province spend a large proportion of their income on transport. This is even worse for users in displaced urban settlements and isolated deep rural locations. Consequently, government has adopted pro poor transport policies that include subsidy schemes for commuters and learners. Other targeted interventions include the development of rail as the backbone of transport and prioritisation of various modes of transport in the Integrated Public Transport Plans (IPTNS) of municipalities.

The province needs a capable, career-oriented and **professional public service** to support achievement of its MTDP priorities. Professionalising public administration is one of the building blocks towards a capable State. The aim is to institutionalise a merit-based system to attract highly skilled professionals who know what they are doing. In the context of the Department, it should be able to patch potholes, fix a blown roof and effectively manage its own infrastructure projects. More importantly, the district offices and costs centres will be adequately capacitated because they are at a coal-face of service delivery. In doing so, this will reduce dependency or over-reliance on consultants.

There are several options to build capacity of the State and amongst them is through a **Graduate Recruitment Scheme**. The Department offers numerous opportunities to young graduates to gain valuable work experience and professional registration through its internship and candidacy programmes. Additionally, it has a learnership programme that enables learners to gain theoretical and practical skills in the workplace. Central to these programmes is the use of the workplace as an active learning environment and implementation of effective talent management strategies. This is also in line with the National Skills Development Strategy and its desire to improve the State's ability to deliver services.

Corruption has the potential to divert resources away from the above-mentioned priorities hence it can compromise the Department's ability to fulfil its mandate. So, the eradication of corruption is an important milestone in the pursuit to build an ethical and accountable State. To this regard, government has launched various **anti-corruption measures** which include the following amongst others: updating of internal controls, staff rotation in jobs that are vulnerable to corruption, declaration of interests by staff and launch of anti-corruption hotlines. Importantly, citizens are encouraged to speak up and hold politicians, public servants and the Department accountable.

I endorse this Strategic Plan as the roadmap to inform the Department's actions for 2025 – 2030.



T.S. Thomo

Executive Authority: Public Works, Roads and Transport

ACCOUNTING OFFICER STATEMENT

An integrated transport system and infrastructure are crucial for fostering economic growth, job creation, improving accessibility and enhancing the quality of life for all. It is for this reason that the Department has retained its vision to provide “**an integrated transport system and infrastructure that promotes socio-economic development**”. To achieve this, it has developed a strategic plan, envisioning Mpumalanga as a hub for infrastructure development, aiming to transform the province into a construction site. Such infrastructure investment will lead to significant improvements in living conditions, poverty alleviation, addressing inequalities and promoting social inclusion.

The Department has made significant progress in pursuance of this vision over the **MTSF: 2019 – 2024**. This period was focused on seven key priorities and related interventions to achieve the Strategic Plan 2020 – 2025. It served as a roadmap for the 6th administration of government, outlining interventions and programmes to achieve the identified priorities. The outbreak of the Covid-19 pandemic in March 2020 amplified existing structural economic problems especially unemployment, poverty, and inequality. In response to the pandemic, government had to reprioritise its plans and budgets which affected Departmental baselines and some MTSF targets.

During the MTDP, continued investment in public infrastructure is crucial for supporting the province's socio-economic development objectives. This will have a ripple effect, boosting aggregate demand, reviving industries like construction and creating jobs. The detailed lists of infrastructure projects are included in the Annual Performance Plans (B5 Tables) of the Department and its Client Departments. In addition, the public works sector has adopted a **Property Optimisation Strategy** which is focused on disposal, leasing and development of government immovable assets. Provincially, redundant state-owned houses will be disposed in an effort to reduce the burden on maintenance costs.

Public finance alone is not sufficient to meet the capital investment required for the mass rollout of the Mpumalanga Infrastructure Masterplan (MIMP). To unlock this potential, government is implementing improved infrastructure planning, infrastructure procurement and the associated value chain. Over and above this, the Department is pursuing **alternative funding models** like the Budget Infrastructure Facility (BFI), Public Private Partnerships (PPPs) and blended finance to address the infrastructure funding gap. Effective project management is crucial for the province to address infrastructure needs, ensuring projects are completed on time, within budget and meet quality standards.

To achieve the MTDP priorities, the Department needs critical interventions that are focused on improving financial prudence, addressing corruption and strengthening accountability. Effective procurement is crucial for identifying and mitigating supply chain risks, preventing financial losses and ensuring compliance with laws and regulations. Information and Communication Technologies (ICTs) offer significant opportunities to enhance efficiency and cost-effectiveness in various areas, including supply chains, project management and financial management. Therefore, the main task for the next five years is **to build internal capacity** that will facilitate implementation of this strategic plan.



MC Morolo

Head: Public Works, Roads and Transport

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 TS Thomo, 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 over the period: 2025-2030.

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Deputy Director General: Corporate Strategy

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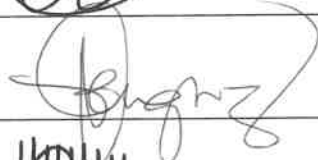
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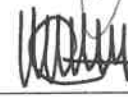
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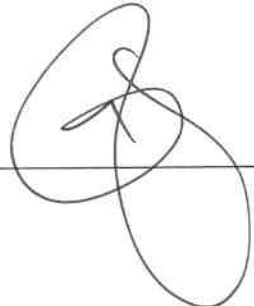
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Hon. TS Thomo
Executive Authority

Signature: 

AGSA	:	Auditor General South Africa
BAS	:	Basic Accounting System
BEE	:	Black Economic Empowerment
BBEE	:	Broad Black Economic Empowerment
CAMP	:	Custodian Asset Management Plan
CFO	:	Chief Financial Officer
COGHSTA	:	Cooperative Governance Human Settlement and Traditional Affairs
COE	:	Compensation of Employees
CSD	:	Central System Database
DARDLEA	:	Department of Agriculture, Rural Development, Land & Environmental Affairs
DCSSL	:	Department of Community Safety, Security and Liaison
DDM	:	District Development Model
DEDT	:	Department of Economic Development and Tourism
DMRE	:	Department of Mineral Resource and Energy
DoE	:	Department of Education
DoT	:	Department of Transport
DPWI	:	Department of Public Works Infrastructure
DPWRT	:	Department of Public Works, Roads and Transport
EPWP	:	Expanded Public Works Programme
EXCO	:	Executive Council

GCCN	:	Government Common Core Networks
GDP	:	Gross Domestic Product
GIAMA	:	Government Immovable Asset Management Act
GNU	:	Government of National Unity
ICT	:	Information and Communication Technology
IDMS	:	Infrastructure Delivery Management System
IRMA	:	Integrated Rural Mobility Access
JET	:	Just Energy Transition
MEGDP	:	Mpumalanga Economic Growth and Development Path
MERRP	:	Mpumalanga Economic Reconstruction Recovery plan
MIFPM	:	Mpumalanga International Fresh Produce Market
MIMP	:	Mpumalanga Infrastructure Master Plan
MPG	:	Mpumalanga Provincial Government
MPA	:	Mpumalanga Tourism and Parks Agency
MTDP	:	Medium Term Development Plan
MTSF	:	Medium Term Strategic Framework
NDP	:	National Development Plan
NYS	:	National Youth Service
OMF	:	Operations Management Framework
PAIA	:	Protection of Access to Information Act
PAJA	:	Promotion of Administrative Justice Act
PEP	:	Public Employment Programmes

PFMA	:	Public Finance Management Act
PICC	:	Provincial Infrastructure Coordinating Committee
PMTE	:	Property Management Trading Entity
PRMG	:	Provincial Road Maintenance Grant
PVPA	:	Property Valuers Profession Act
RAMS	:	Road Asset Management System
RTFMS	:	Real Time Management System
SGB	:	School Governing Body
SANDF	:	South African National Defence Force
SANRAL	:	South African National Roads Agency Limited
SERO	:	Socio-Economic Review and Outlook
SITA	:	State Information Technology Agency
SGDs	:	Sustainable Development Goals
SMME	:	Small Medium and Micro Enterprise
SPLUMA	:	Spatial Planning and Land Use Management Act
STI	:	Science Technology and Innovation
TID	:	Technical Indicator Description
WPTPS	:	White Paper on Transformation of the Public Service
YPP	:	Young Professional Programme

TABLE OF CONTENTS

PART A: OUR MANDATE

1.	Constitutional Mandate.....	10
2.	Legislative and Policy Mandates.....	10
3.	Institutional Policies and Strategies over the Five-Year Planning Period.....	14
4.	Relevant Court Rulings.....	17

PART B: OUR STRATEGIC FOCUS

1.	Vision	20
2.	Mission	20
3.	Values	20
4.	Situational Analysis	21
5.	External Environment Analysis.....	21
6.	Internal Environment Analysis	28

PART C MEASURING OUR PERFORMANCE

1.	Institutional Performance Information.....	31
2.	Explanation of Planned Performance over the Five Year planning Period.....	34
3.	Key Risks and Mitigations.....	36
4.	Public Entities.....	37

PART D: TECHNICAL INDICATOR DESCRIPTION (TID)

Technical Indicator Descriptions.....	38
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ANNEXURES THE STRATEGIC PLAN

A	District Development Model	48
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PART A: OUR MANDATE

1. Constitutional mandate

The Department of Public Works, Roads and Transport was established during the 2009/10 financial year and is responsible for the functions set out in schedules 4 and 5 of the Constitution read with other applicable legislation enacted from time to time.

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 his Constitutional prerogative, the Premier established 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 (EPWP). **The minister of DPWI’s vision is to turn South Africa into a construction site. This should be supported by infrastructure led economic growth that will ignite job creation throughout South Africa.**

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. **The ministry of Transport aims to stabilise the transport system in our country and make the Department fit to fulfil its policy-making and regulatory role.**

2. LEGISLATIVE AND POLICY MANDATES

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

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.

Economic Regulation of Transport Act, (Act no 6 of 2024)

Consolidates the economic regulations of transport within a single framework

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 the 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;

Land Survey Act, 1997 (Act 8 of 1997)

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

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.

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.

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 aspects of the administration and enforcement of other environmental management laws; and to provide for matter connected therewith.

National Land Transport Amendment Act, (Act 23 of 2023)

The Act aims to update the National land transport system initiated by the national land transport Act, 2009 (Act No. 9 of 2009). The Act is expected to address challenges raised in implementing the original statute, which put the 2007 Public Strategy and Action Plan into practice.

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.

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.

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.

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.

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.

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 management.

Public Procurement Act (Act 28 of 2024)

Regulates public procurement, to prescribe a framework within which preferential procurement must be implemented, and to provide for matters connected therewith.

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.

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.

Road Safety Act, 1972 (Act 9 of 1972)

Promotes and regulates road safety.

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.

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.

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.

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.

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

MEDIUM TERM DEVELOPMENT PLAN: 2024 - 2029

Key focus areas to facilitate the achievement of MTDP Priorities

1. DRIVE INCLUSIVE ECONOMIC GROWTH AND JOB CREATION	2. REDUCE POVERTY AND TACKLE THE HIGH COST OF LIVING	3. BUILD A CAPABLE, ETHICAL AND DEVELOPMENTAL STATE
<ul style="list-style-type: none"> ▪ Innovative funding ▪ Repurposing of existing infrastructure ▪ Agriculture feeder roads ▪ Tourism roads ▪ Coal haulage roads ▪ Green building agenda ▪ Public Employment Programmes ▪ Social Enterprise Development Programme (SEDP) 	<ul style="list-style-type: none"> ▪ Social infrastructure ▪ Public transport subsidisation ▪ Scholar transport services ▪ Integrated Rural Mobility & Accessibility ▪ Welisizwe rural bridges programme ▪ Disposal of state-owned houses ▪ Release of state land ▪ Skills development 	<ul style="list-style-type: none"> ▪ Professionalising the public service ▪ Digital transformation ▪ Research and innovation ▪ Graduate recruitment scheme ▪ Protecting social infrastructure ▪ Payment of rates and taxes ▪ Fighting corruption ▪ Operation clean audit

POLICIES / STRATEGIES	PURPOSE
National Development Plan (NDP 2030)	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.
MTDP: 2024 -2029	The MTDP outlines the country's strategic priorities of the 7 th administration and provides a medium-term roadmap for developing five-year institutional plans. It also serves as the implementation framework for the NDP 2030.
Government of National Unity (GNU) Statement of Intent	The Government of National Unity (GNU) which consist of ten political parties agreed on a statement of intent. The statement outlines ten foundational principles which governs how the political parties will co-exist to run the government of the day. The underpinning glue for the principles is the respect for the South African constitution.
Agenda 2063	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.
United Nations Sustainable Development Goals (SDGs)	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.
National Infrastructure Plan	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.
Mpumalanga Vision 2030	It provides a Provincial expression of the key priorities, objectives and targets enumerated in the NDP and expressed within the manifesto.
Mpumalanga's Economic Growth and Development Path (MEGDP)	The MEGDP illustrates the current economic landscape of Mpumalanga with a view to future economic growth and development.
Spatial Development Frameworks (SDFs)	The purpose of SDFs is to optimise, integrate and coordinate strategic interventions in national spaces to achieve spatial development and transformation.
Mpumalanga Infrastructure Master Plan (MIMP)	MIMP serves as guide for Government departments, agencies and private sector infrastructure providers in planning, providing, managing and maintaining infrastructure
District Development Model (DDM)	DDM provides a streamlined and well-co-ordinated approach between Government departments and municipalities when responding to a multitude of development needs of communities.

POLICIES / STRATEGIES	PURPOSE
Just Transition Framework for South Africa	Is a planning tool for achieving a just transition in South Africa, setting out the actions that the government and its social partners will take to achieve a just transition on climate change.
National Infrastructure Plan 2050	The plan focuses on creating the foundation for achieving the national development plan vision of inclusive growth.
Green Transport Strategy	The strategy focuses on strides to reduce Greenhouse Gas Emissions (GHG) emissions. Its emphasis is on minimising the adverse impact of transport on the environment, while addressing current and future transport demands. This is underpinned by sustainable development principles. The strategy promotes green mobility to ensure that the transport sector supports the achievement of green economic growth targets and the protection of the environment.
Taxi Recapitalisation Strategy	It aims to regularise and professionalise the taxi industry. Key to the strategy is improvement safety and incorporating the industry in transport planning processes.
Property Optimisation Strategy	It is a strategy that seeks to repurpose and reposition the Property Management Trading Entity (MPTE) as a viable and efficient vehicle to deliver a comprehensive value creation through the state immovable asset portfolio.
National Youth Policy	It is a cross-sectoral policy affecting positive youth development outcomes amongst youth people of local, provincial and international level in South Africa.
South African Disability Policy Framework	It focuses on increased and equal opportunities for people with disabilities.
Departmental Disaster Management Plan	It outlines the process of preventing danger or threats. Further, it provides the mitigation plan or reduction of risk of any disaster.
Science Technology and Innovation (STI) Decadal Plan 2032	The intension of the plan is to optimise synergies among STI intensive and government departments through joint programming and co-funding for STI priorities.
National Framework Towards the Professionalisation of the Public Sector	The professionalization of the public sector is geared towards changing individual's attitudes, behaviour, and performance towards serving the public. The framework's emphasis is on the need to hold Public Servants accountable for irregularities, to do away with a culture of impunity in the mismanagement and misappropriation of state resources.
Operations Management Framework	Operations Management Framework (OMF) provides structure and guidance to all managers in executing their responsibilities. By providing managers with an OMF, it is possible to provide the right services, experiences and outcomes, and subsequently a more satisfied service beneficiary.
National Skills Development Strategy	It is a policy framework that guides and coordinate skills development efforts to align with the country's evolving economic and social needs. The strategy aims to transform the racial and gender inequalities in the labour force, align skills development with the needs of the South African economy, and increase investment in training, improve its quality, and establish national standards.

4. RELEVANT COURT RULINGS

In Jacobs v MEC for Public Works and Roads (2218/2019) [2024] ZANWHC 73 (Judgment delivered on 12 March 2024.

The plaintiff instituted action for R8,6m against the defendant for damages arising from injuries he sustained in a motor vehicle accident which occurred on 27 April 2018 on a Provincial road when the car he was driving hit a pothole that was on the road, lost control and collided with a tree on the side of the road. The plaintiff alleged in his Particulars of Claim that the accident was a result of the defendant's negligence because it failed in its legal duty to maintain the road, keep it in a state of good repair and upkeep and ensure the safety of all road users. As a result of the accident, the plaintiff suffered inter alia, various fractures, contusion of the lungs, soft tissue injuries and injuries to his lungs.

The defendant had pleaded that should the court find that it had been negligent in not maintaining the road, the court should find that there was contributory negligence on the part of the plaintiff in that he had failed to keep a proper lookout. The court said that the defendant should have foreseen the possibility of the lack of maintenance of the road causing an accident and causing harm to road users. The defendant had a duty to take reasonable steps to guard against such occurrences and the defendant failed to take such steps. Having heard all the evidence, the court ruled that the defendant was the sole cause of the accident and awarded the plaintiff 100% of his damages as may be proven or agreed.

In L.J.D.T and Others v MEC for the Department of Police, Roads and Transport, Free State Province (4312/2021) [2024] ZAFSHC 40 Judgment delivered on 12 February 2024

The plaintiffs instituted action for payment for damages arising from an accident in which the plaintiff's daughter was injured and the plaintiff's vehicle was written off. The accident happened on 1 April 2021 and the second plaintiff was driving with her minor daughter. The plaintiff testified that on the day of the accident and the days preceding that, it was raining heavily. The road was wet and she was involved in an accident and her minor daughter sustained injuries and was transported to hospital. On the date of the accident, she kept the speed of the vehicle below the requisite speed limit as it was raining heavily. Whilst driving she drove through something and lost control of the vehicle.

In rebuttal of the claim, the defendant presented the evidence of the sergeant who had attended to the accident scene on the date of the accident. However, during cross examination, he conceded to making some errors in his report. The court concluded that there was a pothole on the date in question and therefore held the view that the defendant had failed in its duty of care by not repairing the pothole, and, or placing warning signs warning road users of the hazard. The defendant should have foreseen that by failing to do this, it was reasonably possible that a road user, such as the plaintiffs, would suffer injury. The defendant was ordered to pay 100% of the plaintiffs proven or agreed damages.

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 R1million 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.

Afribusiness NPC v Minister of Finance

The Supreme Court of Appeal (SCA) declared that the Preferential Procurement Regulations, 2017 were inconsistent with the Preferential Procurement Policy Framework Act 5 of 2000 (PPPFA or the Act), and ruled that the regulations were invalid. The court exercised its powers in terms of section 172(1)(b)(ii) of the Constitution of the Republic of South Africa, 1996 and suspended the order of invalidity for a period of 12 months to allow the Minister to correct the defects. On 4 November 2022, the Minister of Finance gazetted new Preferential Procurement Regulations (2022 Regulations) under the Preferential Procurement Policy Framework Act, 2000 (PPPFA) which aligned the regulations to the February 2022 Constitutional Court judgement.

OUR STRATEGIC FOCUS

VISION

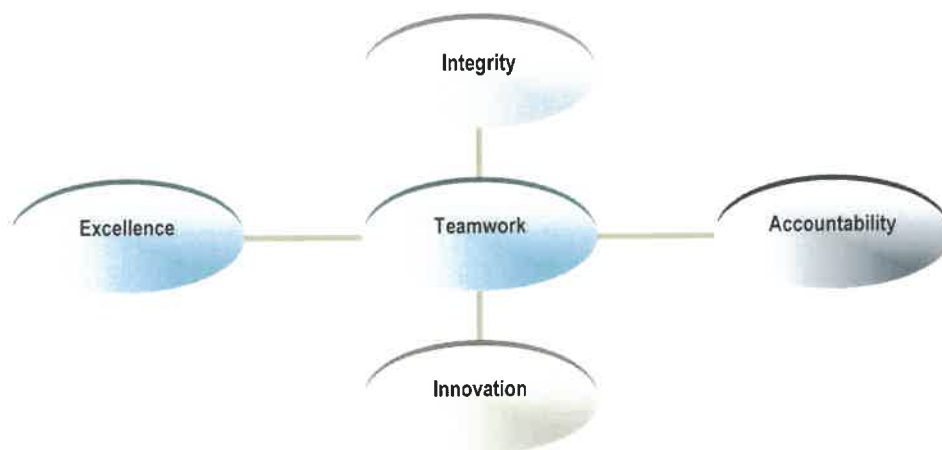
An integrated transport system and infrastructure that promotes socio-economic development and environmental sustainability

MISSION

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

VALUES

The below-mentioned values are essential to achieving our vision of providing an integrated transport system and infrastructure that promotes socio-economic development:



5. SITUATIONAL ANALYSIS

In 2012, South Africa adopted the National Development Plan (NDP) – a plan that was widely consulted (on) and endorsed by many including various political parties and private sector. While the NDP was adopted in 2012, the journey towards the ideals expressed in the NDP started in 1994 and to a great extent crystallised in 1996 through the Constitution. The implementation of the NDP is supported by the Medium-Term Development Plan (MTDP) which reflects the country's strategic priorities for the period 2024 – 2029. The NDP remains a compass for the 7th Administration and Government of National Unity (GNU) hence the Department has aligned its policies, programmes and project with this broad plan.

The Department's situation analysis was conducted by examining its internal strengths and weaknesses, as well as external opportunities and threats, using a SWOT framework. Lists of these were sourced from all Programmes during their engagements with the Strategic Planning Unit. A number of managers and employees from the Department were involved thus enabling more insight about their work and how it affects the whole organisation. These were presented at the broad strategic planning session where participants were asked to choose the ones which they felt were most representative of the internal and

external factors that can affect the Department's capacity to execute its mandate. Below are the consolidated factors:

<p>STRENGTHS</p> <ul style="list-style-type: none"> • Implementing agent of the provincial infrastructure agenda • Skilled technical, professional and administrative staff • Custodian of government immovable assets - updated asset register • Scientific infrastructure planning tools (RAMS, MMS, BMS, etc.) • Fleet management system 	<p>WEAKNESSES</p> <ul style="list-style-type: none"> • High staff turnover • Ageing property, plant and equipment • Grant funding dominance • Over-reliance on consultants • Infrastructure maintenance backlogs • Disruptive labour disputes • Non-compliance to laws and regulations
<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> • Inclusive economic growth through public procurement • Massive infrastructure rollout to facilitate job creation of jobs • Alternative funding options for public infrastructure • Strategic partnerships with SETAs • Leveraging on the green economy • Property optimisation initiatives 	<p>THREATS</p> <ul style="list-style-type: none"> • Energy crisis • Cyber attacks • Climate change • Economic downturn • Construction mafias • Geopolitical conflicts • Economic downturn • Fraud and corruption

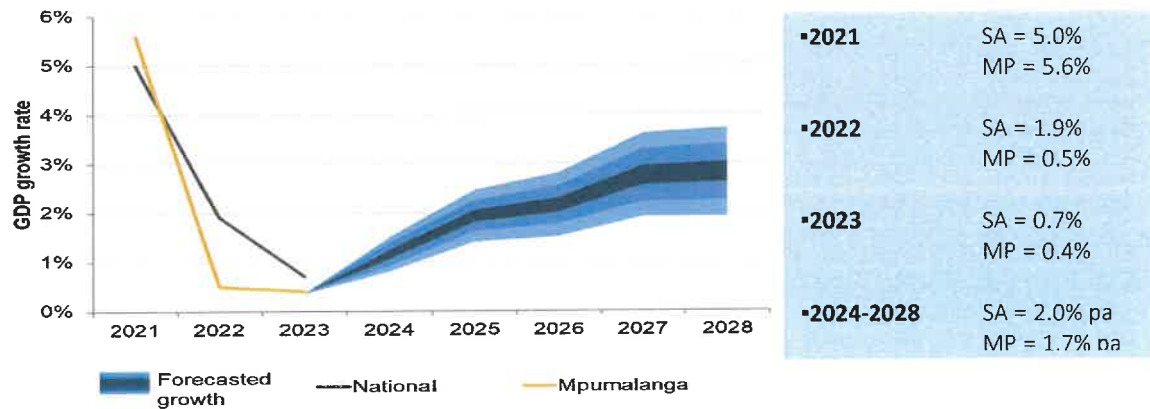
Evidence-based analysis of priorities relating to women, youth and people with disabilities, where appropriate

According to Census 2022, women represents 52% of Mpumalanga's total population (5,1 million) and 64% of this is below the age of 35%. While significant progress has been made to promote the rights people with disabilities, they continue to be subjected to structural inequalities. Inclusive growth demands affirmation of women, youth and people with disability in the economy. It is against this understanding that the Department has remained committed to the institutionalisation and mainstreaming of women, youth and persons with disabilities in its planning. Financial resources will be made available towards programmes and interventions that will ensure economic and social empowerment of these groups.

5.1. External Environment Analysis

Inclusive Economic Growth

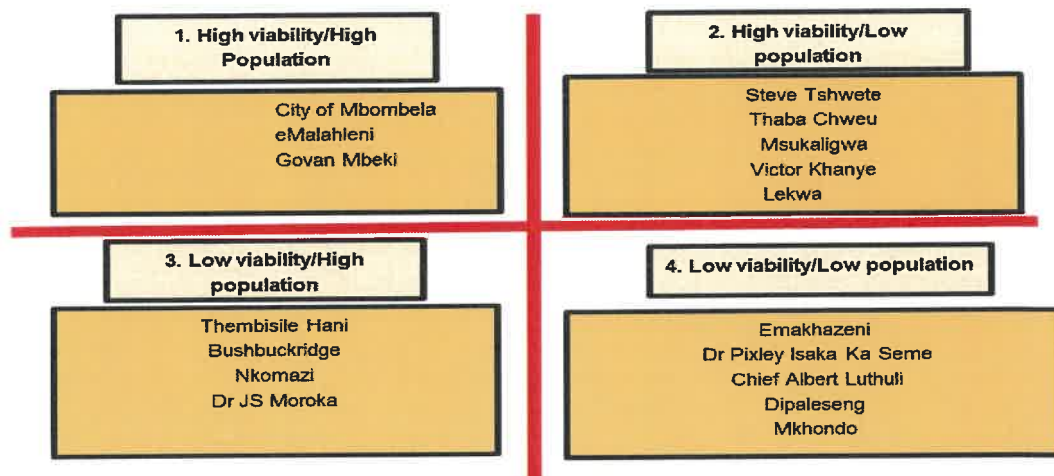
Inclusive growth has been and continues to be a major focus of government in the 7th Administration. For the next five years, one of the GNU's priorities is to achieve more rapid and inclusive economic growth so that it can create jobs, reduce poverty and build a more just and equal society. However, Mpumalanga's growth rate projections for 2024-2028 is 1.7% per annum but the province needs at least 3% economic growth per annum to create decent employment and sustainable development. The Departmental will use public procurement to achieve diversity, equity and inclusion. This is aligned to the national agenda to support broad-based empowerment and transformation of the built industry.



Infrastructure Development

The Covid-19 crisis significantly suppressed global economic activity and in 2020, the Mpumalanga economy contracted by 5.3% due to the pandemic related factors. In response, the Mpumalanga Provincial Government adopted the Mpumalanga Economic Reconstruction and Recovery Plan (MERRP) to address the negative impact on the provincial economy and the livelihoods of its citizens. The MERRP places massive infrastructure rollout at the centre of the recovery efforts because of its potential to deliver jobs and growth in the short- and medium-term. Therefore, the Department will continue to implement catalytic infrastructure projects as directed by the Mpumalanga Infrastructure Masterplan (MIMP):2060.

Strategic Areas of Development in Mpumalanga



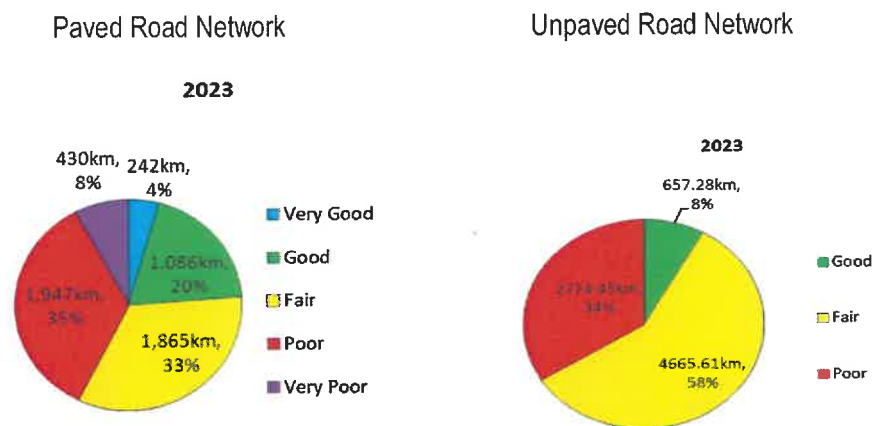
The infrastructure projects that are located within the identified strategic development areas in Mpumalanga are most likely to deliver the targeted economic growth and the much-needed jobs. In the main, these projects have taken into consideration government's long-term policy priorities, especially addressing spatial inequality, resilience of transport system and decarbonisation. There is general consensus that this will require capital investment from both the public and the private sector. However, private financing of infrastructure is not guaranteed due to the slow recovery of the global economy, poor governance and geo-political risks especially from the Russia/Ukraine and Middle East.

Mpumalanga currently spends about 5.8 percent of its Gross Domestic Product (GDP) on infrastructure, while the NDP targets a 10 percent GDP spend (National Treasury, 2020). The support of private sector is imperative in government's endeavour to unleash a massive infrastructure rollout programme that will turn South Africa into a construction site. To this regard, the following strategies are starting to gain traction and closing the funding gap: Adopt a Road Approach, blended finance through Infrastructure South Africa (ISA) and Public Private Partnerships. In addition, the use of nano-technology is being explored in order to reduce construction and maintenance costs.

Transport Infrastructure

The provincial road network consists of 13 868km which includes 5 498km of paved roads and 8 370km of unpaved roads that interconnects municipal areas, other provinces and neighbouring countries. The strategic importance of the provincial road network is mainly based on the following: (i) Mpumalanga generates 75% of the country's electricity hence the importance of the coal haulage network (ii) Transport infrastructure plays a critical role in promoting tourism growth by allowing tourists to access and enjoy Mpumalanga's vast tourist attractions and (iii) Mpumalanga is one of South Africa's important agricultural regions and plays a key role in its export profile and is also an important lifeline for food security.

Condition of Road Network



The majority (35%) of the paved road network is in poor condition and 33% in fair condition whilst 61% of gravel roads are in a fair condition. In response, the Department is implementing road maintenance programmes like Vala Zonke, Kubhunya Lutfuli and corrugated replacement to address maintenance backlogs. Also, the province is participating in the Welisizwe Rural Bridges Programme that promotes safe access to social amenities such as schools, clinics and places of work. The rollout of this programme has been problematic and thus affecting spending on the Provincial Road Maintenance Grant (PRMG). Discussions with the DPWI are ongoing in terms of revising the implementation model.

Mpumalanga is uniquely situated between four provinces and two countries i.e. eSwatini and Mozambique resulting in high traffic volumes. The surge of heavy trucks on the Maputo Corridor and Coal Belt (connects the coal mining areas near Witbank in Mpumalanga with the Richards Bay Port) places

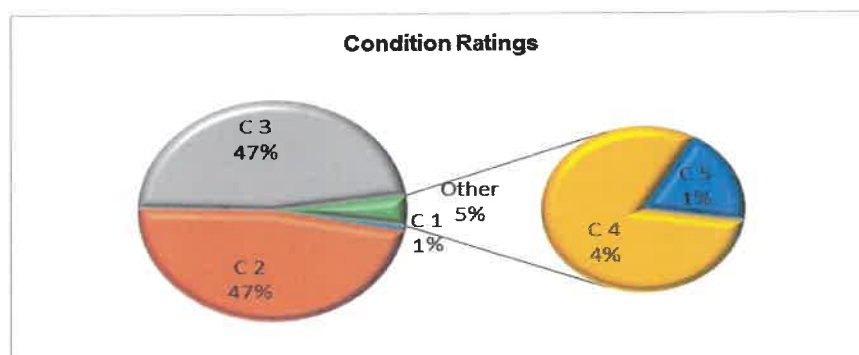
additional burden on the maintenance and rehabilitation demands of provincial roads. The presence of too many trucks on the road is also a danger to other road uses including the tourists that normally travel to the game reserves and other natural attractions in the province. Moving cargo transportation from road to rail will relieve the burden on the fiscus and improve road safety.

Optimisation of State Owned Properties

The Department's immovable asset portfolio consists of 5 346 facilities (some on unsurvey land) with an estimated required maintenance budget of R2.53 billion over a 5-year period. These assets include housing stock that is used to accommodate state officials. Maintenance; administration and rates and taxes of these houses have become a financial burden hence the proposal for their disposal. The Department further provides prestige accommodation to Members of the Provincial Legislature (MPL). Currently, accommodation is rented from private landlords but the construction of the Mpumalanga Parliamentary Village will save government costs in terms of private rentals.

Notable, the sector has taken a decisive action to optimise the utilisation of state properties for accommodation and office spaces for government departments. In line with this approach, the Department will be collaborating with Infrastructure South Africa (ISA) to develop project pipelines for the Refurbish, Operate, & Transfer Programme (ROTP) and Build, Operate & Transfer model. This model leverages private sector investment to revitalise the deteriorating condition of government properties, ensuring a sustainable and efficient solution for property management. This initiative also has a potential of addressing socioeconomic objectives such as job creation.

The pie chart below provides a breakdown of the condition rating of state accommodation as determined by User Department's - User Asset Management Plans (UAMPs) and Custodian Asset Management Plan (CAMP). The rating is utilized to give a brief indication of the physical condition of the asset (It should be noted that this is not a technical condition assessment but a user perception. According to the chart, the average condition of the buildings utilised by the province is at 47% for C3 (fair) and 47% for C2 (poor) status. This implies that there was a slight improvement in condition of buildings from C2 to C3. Below is the percentage of condition rating per category:



- **C1 (1%)** - these assets have failed; are not operational and are unfit for occupancy. Risk Index: Accommodation is unusable, immediate high risk to security, health and safety or property. Significant cost impact can be expected.
- **C2 (47%)** - these assets have deteriorated badly, with some structural problems. General appearance is poor with eroded protective coatings; elements are broken, services are interrupted; significant number of major defects exists. Risk Index: Many disruptions to service capability, some risk to health and safety or property. High cost implication.
- **C3 (47%)** - these assets are in average condition, deteriorated surfaces require attention; services are functional but require attention, backlog maintenance work exists. Risk Index: Frequent inconvenience to operations. Some risk to health and safety or property. Medium cost implications
- **C4 (4%)** - these assets exhibit superficial wear and tear, with minor defects and minor signs of deterioration to surface finishes.
- **C5 (1%)** – these assets have no apparent defects. Appearance is as new. Risk Index: No effect on service capability. No risk.

Climate Change

Climate change is global crisis that highlights the need for innovative solutions to ensure a sustainable environment. A fundamental shift towards sustainability is pivotal, encompassing how citizens and organisations consume energy, manage resources and interact with the environment. To address sustainability, the Department is implementing renewable energy projects in public buildings, exploring water efficiency and developing waste management solutions. Investing in resilient infrastructure and promoting electric vehicles are crucial for reducing emissions and minimising environmental impact. These solutions do not only mitigate environmental issues but also create numerous job opportunities.

Integrated Transport System

The apartheid system in South Africa created a lasting legacy of social segregation and distorted separation of people from their workplaces and social services. According to the National Household Travel Survey, taxis accounts for most public transport users with 83% of workers using taxis. More than sixteen per cent (16,6%) of workers using public transport use buses passenger while rail is almost non-existent in the province. Taxis, despite being a major mode of public transport, are excluded from government subsidies, unlike buses, trains and other public transport modes. Mpumalanga is reviewing its 6 bus contracts to enable taxis to benefit from the Provincial Transport Operations Grant (PTOG).

Apart from public transport, the Department has contracted 138 operators to transport approximately 75 000 learners to 336 schools on a daily basis. In addition, 206 government-owned buses are available to complement the number of scholar transport vehicles. On the other hand, Learners with special needs has increased from 1 004 to 1 566 in the 2023 academic year. The current scholar transport demands are not affordable when considering the budget baseline. Moreover, there has been operational inefficiencies in the provision of this service hence the Department has embarked on process to verify routes, rationalise schools and audit the impact of new schools including boarding schools.

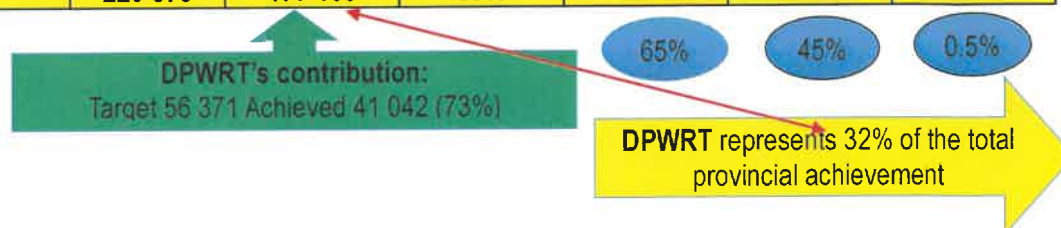
District	Current Learners	Distribution of Government-Owned Buses per District	Distribution of Contracted Vehicles per District
Bohlabela	4 247	12	2
Ehlanzeni	6 349	17	16
Gert Sibande	48 890	134	54
Nkangala	15 514	43	66
Total	75 000	206	138

The Department acknowledges the crucial impact of road safety on lives, economies, and societal well-being, and is committed to improving it through infrastructure, law enforcement and public awareness campaigns. Investing in safer road infrastructure, such as better road design, lighting and signage can significantly reduce accident. Transport Inspectorate plays a crucial role in ensuring that public transport operators comply with road safety laws through patrols and traffic checks. Public awareness is being created through campaigns to promote responsible driving behavior. These road safety efforts require collaboration involving government agencies, road users and various organizations.

Public Employment Programmes

Public Employment Programmes (PEPs), like the Expanded Public Works Programme (EPWP) have a long history of being utilised to create work opportunities for vulnerable groups. At their core, these programmes aim to address the stubborn triple challenges of poverty, unemployment and inequality. During the MTSF: 2019-2024, the EPWP programme created 177 188 work opportunities through the 20 public bodies across the province. The main beneficiaries of this programme were women, youth and people with disabilities. Therefore, PEPs remain the backbone of creating employment because of their potential to improve the labour and income prospects of key segments of society.

EPWP PHASE IV PERFORMANCE (EPWP) 2019-2024						
Financial Year	MTSF Target	WO Achieved	% WO Achieved	WO: Women	WO: Youth	WO: PWD
2019/20	42 090	32 351	77%	22 157	14 841	102
2020/21	43 322	32 345	75%	21 113	14 340	199
2021/22	44 180	39 128	89%	24 338	16 970	219
2022/23	45 056	35 027	78%	22 661	15 576	198
2023/24	45 927	38 337	83%	24 653	17 148	232
Total	220 575	177 188	80%	114 922	78 875	950



EPWP PHASE V PROVINCIAL TARGETS: 2024 – 2029				
Financial Year	MTDP Target	WO: Women	WO: Youth	WO: PWD
2024/25	36 305	21 783	19 968	726
2025/26	37 280	22 368	20 504	746
2026/27	38 258	22 955	21 042	765
2027/28	39 233	23 540	21 578	785
2028/29	40 658	24 395	22 362	813
Total	191 733	115 040	105 454	3 835

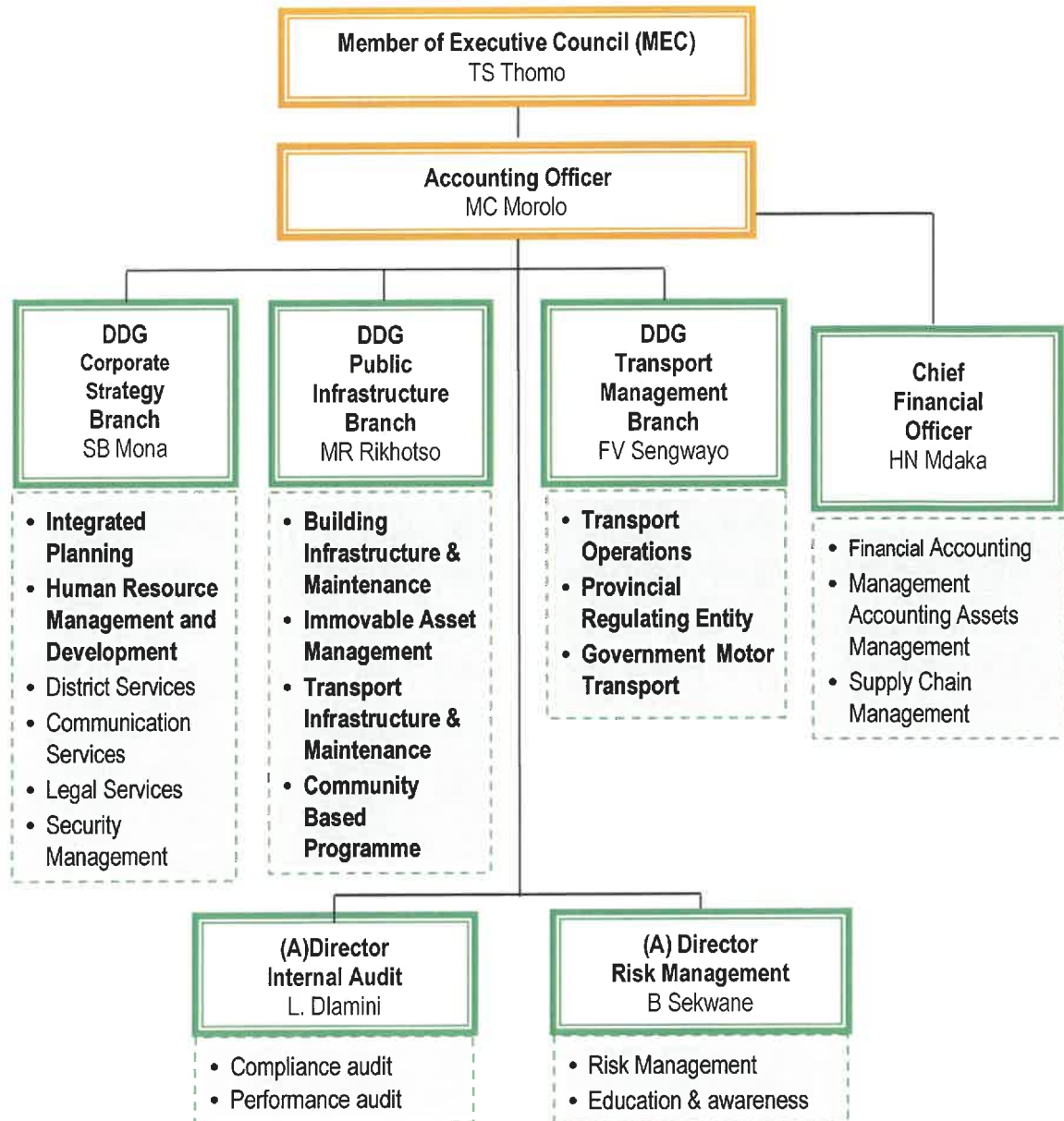
In trying to reach as many people as possible, the province has adopted a Job Massification Strategy to respond to the employment crisis. This strategy focuses on boosting employment by identifying sectors and programmes with high employment potential and then increasing their labour intensity. In general, there is far more scope for increasing labour intensity in maintenance than in construction. Training and mentorship programmes will be provided to emerging contractors so that they become future employment creators. Biasness will be given to programmes that specifically target youth unemployment, such as internship, learnership and artisan development.

Programme	Description of Opportunities
1. Siyatentela Programme	▪ routine road maintenance activities
2. Building Works Programme	▪ construction and maintenance of social infrastructure
3. Roads Works Programme	▪ construction and maintenance of roads infrastructure
4. Roads Contractor Development Programme	▪ training and mentorship of emerging contractors in roads related works
5. Sakh'bakhi Contractor Development Programme	▪ training and mentorship of women emerging contractors' in building related works
6. Maintenance of Riverside Government Complex (RGC)	▪ facility maintenance which involves routine upkeep and the repairs of RGC
7. National Youth Service (NYS)	▪ work experience for young people through maintenance of state-owned buildings
8. Scholar Transport Services	▪ driving learner transport training programmes
9. Internship Programme	▪ practical work experience for graduates in various disciplines
10. Learnership Programme	▪ increase vocational training
11. Young Professional Programme (YPP)	▪ skills development to prepare technical graduates for professional registration
12. Artisans Development Programme	▪ resuscitation of mechanical workshops for Government Motor Transport (GMT)

5.2. Internal Environment Analysis

Service Delivery Model

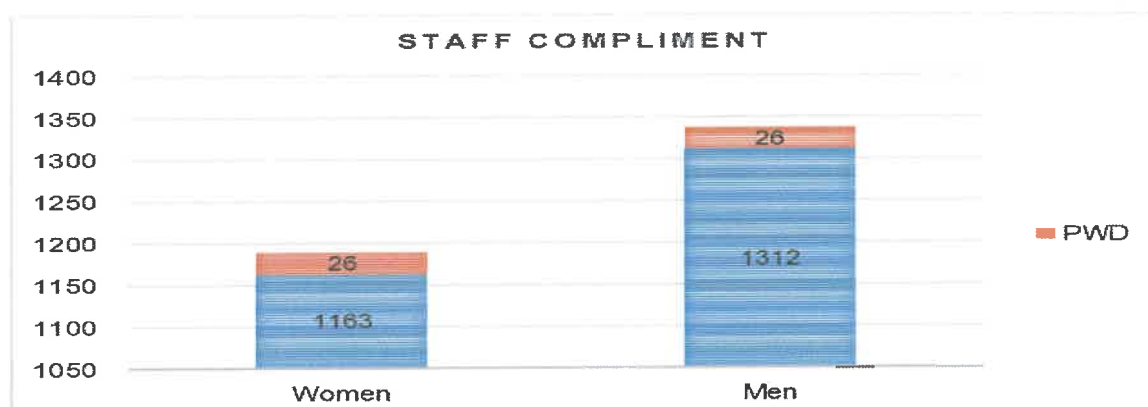
The Department of Public Works, Roads and Transport (DPWRT) delivers its services through three branches, namely: Corporate Strategy, Transport Management and Public Infrastructure. The core functions of each directorate that make up these branches are outlined below. District Services are managed through three major district centres of Ehlanzeni, Bohlabela, Nkangala and Gert Sibande. These districts and their cost centres manage a range of capital works, minor works, repairs and maintenance projects. A review of the organisational design process will be completed during the first quarter of 2025/26 in order to build internal capacity to optimally deliver on the DPWRT's mandate.



*Programmes highlighted in bold are Chief Directorates.

Transformation of the Workplace

As at 31 March 2025, the Department had 2 527 employees who were tasked with ensuring execution of its mandate(s). This group comprises of professionals, technical personnel and practitioners from various disciplines who collectively are the backbone of the institution. The total workforce includes 37.8% women in Senior Management Service (SMS) positions, falling short of the equity target of 50%. The representation of persons with disabilities was at 2.14% which was above the desired 2%. Employment equity plans have been created, including affirmative action and leadership development that is targeted to women's empowerment.



Human Capital Development

The recruitment and retention of well skilled, competent and supportive staff is central to the achievement of the priorities in this Strategic Plan: 2025 - 2030. The principle of meritocracy will be implemented to ensure that the right people are hired for the right roles. At least 1% of the wage bill will be allocated annually to fund training and development initiatives, aiming to enhance public servants' skills and knowledge through various programmes. Clear performance expectations will be developed, employee performance evaluated and regular feedback provided to improve their productivity. This approach emphasises a developmental focus, aiming to build critical capabilities within the Department.

Financial Management

Financial Year	2020/21	2021/22	2022/23	2023/24	2024/25
Budget	4 627 010	4 886 395	4 932 851	5 566 200	5 799 624
Expenditure	4 583 223	4 794 341	4 926 973	5 465 825	5 590 972
					= estimates
Percentage	99.1%	98.1%	99.9%	98.2%	96.4%
					=estimates

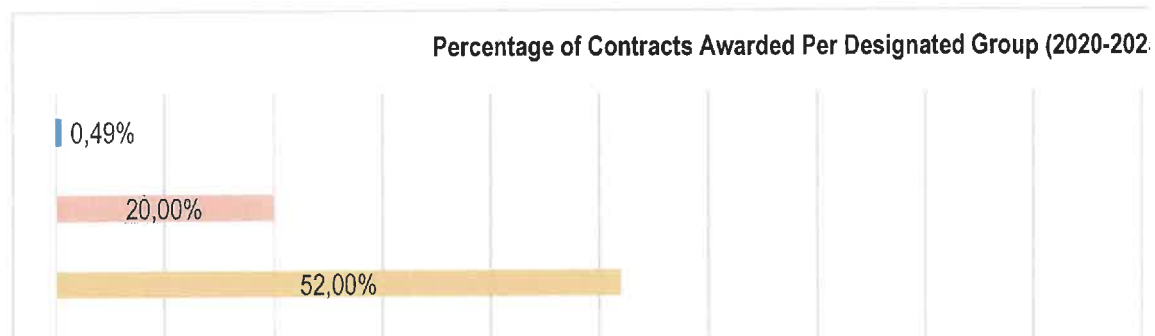
The table above shows a total budget allocation of R25.5 billion over the past 5 years and expenditure trends averaging above 98.3% annually. These funds were used to achieve the intended goals of Department's policies and programmes. Going forward, the country faces significant budgetary

constraints due to rising debt, weak economic growth and lower-than-expected tax revenue leading to anticipated budget cuts across government. Given this poor outlook, it is therefore incumbent upon the Department to find cost effective means for service delivery. Importantly, resources should be used in the most cost-effective manner, maximizing the value received for every rand spent.

Supply Chain Management

The Department's mandate includes procuring of goods and services on behalf of other provincial departments, particularly for accommodation and infrastructure needs. This must be done in a fair, equitable, transparent, competitive and cost-effective manner as outlined in the Constitution. An Infrastructure Procurement Unit is proposed to focus on procurement for client departments since it requires different skills sets. This proposal is in line with the Generic Structure for sector departments (Public Works) and the Standard for Infrastructure Procurement and Delivery Management (SIPDM). Both are crucial for ensuring that the institution's procurement system is able to deliver value for money.

Performance Indicator	2020/21 R'000	2021/22 R'000	2022/23 R'000	2023/24 R'000	2024/25 (Apr'24 - Feb'25)	Total Awarded 2020-2025 R'000
Total value of contracts awarded	1 581 373	3 302 132	1 700 184	2 635 460	2 190 469	11 409 618
Awarded to black people	1 570 350	3 015 544	1 700 184	2 635 460	2 180 938	11 102 476
Awarded to women	723 525	2 189 031	666 770	1 410 272	902 031	5 891 629
Awarded to youth	423 668	298 250	408 878	676 775	469 992	2 277 563
Awarded to persons with disabilities	7 476	9 779	7 643	8 218	22 403	55 519



Good Governance and Accountability

Financial Year	2019/20	2020/21	2021/22	2022/23	2023/24
Annual Financial Statements	Unqualified audit opinion with findings	Unqualified audit opinion with findings	Unqualified audit opinion with findings	Unqualified audit opinion with findings	Unqualified audit opinion with findings
Performance Information	Unqualified audit opinion	Clean audit opinion	Clean audit opinion	Unqualified audit opinion	Unqualified audit opinion

Information System Audit	Clean audit opinion	Clean audit opinion	Clean audit opinion	Clean audit opinion	Clean audit opinion
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The Department has consistently received unqualified audit opinions from the Auditor General for the past five financial years (2019-2024). Internal controls, including policies, standard operating procedures (SOPs) and frameworks were crucial for guiding everyday business practices, ensuring efficiency, compliance, and risk management. Also critical to this, was the annual development of audit action plans to address the root causes of audit findings. Over and above this, a number of internal accountability forums and committees were in place to ensure good governance and transparency. Such a robust governance regime is crucial for ensuring that public funds are used effectively and efficiently.

Digital Transformation

The Mpumalanga Provincial Government (MPG) has adopted an approach to manage the ICT function from the centre. As part of the Business Automation Project (BAP), the provincial finance department is in the process of automating business processes including electronic submission of certain documents (e.g. memos, travel and subsistence claims, etc.). This involves transitioning from paper-based processes to digital workflows, aiming to reduce costs, improve efficiency and promote environmental sustainability. Departmentally, this function is coordinated from the Knowledge Management Unit, which is tasked with the responsibility of moving the institution closer towards e-Government.

Fleet Management

The Department provides fleet management services to 3 777 vehicles from 12 provincial departments and 306 plant and equipment. For it to maintain service delivery standards, the procurement, utilisation and maintenance of government vehicles should be done in a cost effective manner. A Real Time Fleet Management System (RTFM) is implemented to monitor usage, track mileage and identify potential misuse. Maintenance, services and repairs of vehicles are done through transversal term contracts and Service Level Agreements (SLAs) with various Original Equipment Manufacturers (OEM). The resuscitation of regional workshops will be instrumental in the efforts to build capacity of the state.

PART C: MEASURING OUR PERFORMANCE

1. INSTITUTIONAL PERFORMANCE INFORMATION

Impact Statement 01	Rapid, Inclusive and Sustainable Economic Growth and Job Creation		
MTDP Priority 1	Drive Inclusive Economic Growth and Job Creation		
Outcome	Outcome Indicator	Baseline 2020-2025	Five- year Target 2025-2030
Economic transformation and equitable	Value of contracts awarded to black people expressed as a percentage of	97%	80%

inclusion of women, youth, persons with disabilities and military veterans for a just society	the total value of contracts awarded.		
	Value of contracts awarded to women expressed as a percentage of the total value of contracts awarded.	52%	60%
	Value of contracts awarded to youth expressed as a percentage of the total value of contracts awarded.	20%	30%
	Value of contracts awarded to persons with disabilities expressed as a percentage of the total value of contracts awarded.	0.5%	7%
	Value of contracts awarded to military veterans expressed as a percentage of the total value of contracts awarded.	0%	7%
Increased infrastructure investment, access and efficiency	Surfaced Road Network		
	Percentage of road network in very good condition	4%	20%
	Percentage of road network in good condition	20%	25%
	Percentage of road network in fair condition	33%	32%
	Percentage of road network in poor condition	35%	19%
	Percentage of road network in very poor condition	8%	4%
	Gravel Road Network		
	Percentage of road network in good condition	8%	10%
	Percentage of road network in fair condition	58%	58%
	Percentage of road network in poor condition	34%	32%
	State Owned Buildings		
	Percentage of assets unfit for occupancy (C1)	1%	0%
	Percentage of assets in a poor condition (C2)	47%	35%
	Percentage of assets in average condition (C3)	47%	55%
	Percentage of assets in good condition (C4)	4%	6%
	Percentage of assets in very good	1%	4%

	condition (C5)		
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Impact Statement 02	Achieve a Just Society and Improved Standard of Living		
MTDP Priority 2	Reduce Poverty and Tackle the High Cost of Living		
Outcome	Outcome Indicator	Baseline 2020-2025	Five- year Target 2025-2030
Increased employment and work opportunities	Number of EPWP work opportunities created	177 188	191 733
	Number of youth employed (18-35)	78 875	105 453
	Number of women employed	114 922	115 040
	Number of persons with disabilities employed	950	3 835

Impact Statement 03	Public value and trust; active citizenry and partnerships in society		
MTDP Priority 3	A Capable, Ethical and Developmental State		
Outcome	Outcome Indicator	Baseline 2020-2025	Five- year Target 2025-2030
Enhancing efficiency, accountability and public trust in government	Audit opinion on the regulatory audit by Auditor General South Africa (AGSA)	Unqualified	Clean Audit
	Audit on Annual Financial Statements (AFS)	Unqualified	Clean Audit
	Audit on Predetermined Objectives (AOPO)	Unqualified	Clean Audit
	Information System Audit (ISA)	Clean Audit	Clean Audit

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

Outcome 1: Economic transformation and equitable inclusion of women, youth, persons with disabilities and military veterans for a just society

The NDP emphasises inclusive growth plus job creation and procurement plays a crucial role in achieving these goals by promoting economic empowerment. In support of this transformational agenda, the Department will leverage on public procurement to support economic empowerment of black people, women, youth, people with disabilities and military veterans. The approach emphasises a renewed commitment from government to "buy local" and support a massive increase in local production. The Social Enterprise Development Programme (SEDP) will be resuscitated to create jobs, transform ownership patterns and boost local production within the manufacturing value chain.

The gender-responsive planning, budgeting, monitoring, evaluation and auditing framework seeks to ensure that government systems explicitly and consistently address women's empowerment and gender equality priorities. Several performance indicators have been included in this document to measure the value of departmental contracts awarded to designated groups. Preferential procurement legislation will be used as a strategic lever to facilitate participation of local businesses, SMMEs and businesses owned by historically disadvantaged groups in the mainstream economy. To raise awareness about economic empowerment opportunities for designated groups, campaigns will be conducted, focusing on the benefits of these opportunities and how to access them.

Outcome 2: Increased infrastructure investment, access and efficiency

Strategic infrastructure investments, aligned with spatial development planning, are crucial for efficient resource utilisation and enhanced access to opportunities, promoting economic growth and social inclusion. To this regard, the Mpumalanga Infrastructure Master Plan (MIMP): 2060 has been revised to support growth and inform the province's long-term infrastructure agenda. This spatial investment framework has prioritised improvement of roads infrastructure, building infrastructure and property management. These proposed actions will lead to both spatial changes and economic growth, aligning with the Medium-Term Development Plan's (MTDP).

The Welisizwe Bridge Programme and Integrated Rural Mobility and Access (IRMA) projects (i.e. bus shelters, walkways, culverts, armco bridges etc.) are aimed at addressing the backlog of transport infrastructure in rural communities. In support of the Green Agenda, the Department has commenced with designs that incorporates alternative building technologies by incorporating construction material and products that are more durable and environmentally friendly. On the other hand, the procurement of renewable energy resources will be prioritised as part of the energy mix for state-owned facilities. Integrating these solutions will improve access, efficiency and reduce environmental impact.

Outcome 3: Increased employment and work opportunities

The challenges of unemployment, poverty and inequality need a comprehensive response to create work opportunities coupled with training. The Department is implementing several public employment

programmes to reduce the high unemployment rate with special focus on designated groups i.e. women, youth and people with disabilities. The Presidential Stimulus Programme and the Provincial Job Massification Strategy are part of the portfolio of government's interventions to create jobs and support livelihoods. Equally, the private sector has a critical role to play, both in terms of creating formal employment, as well as creating self-enterprise opportunities.

The Department is also working towards Public Service employment equity targets, aiming for 50% representation of women in Senior Management and 7% employment of Persons with Disabilities across all levels. The Employment Equity Act promotes equal opportunities and fair treatment in employment, with a focus on addressing historical disadvantages faced by designated groups (race, gender, disability) through affirmative action measures and sectoral targets. The Department's employment equity plan will outline strategies to promote equal opportunities, fair treatment, eliminate unfair discrimination and ensure equitable representation of designated groups in the workplace.

Outcome 4: Enhancing efficiency, accountability and public trust in government

The Department recognises the need to address inefficiencies within its operations and will implement various initiatives to improve service delivery. The organizational structure is currently under review to ensure it effectively supports the Strategic Plan for the period 2025-2030. Technology will be used as a key tool to improve service delivery through automation and streamlining of processes. Maximising resource use and ensuring value for money will also be crucial during this MTDP period. Improving efficiency across all areas is therefore crucial to ensure effective service delivery and enhancement of the quality of life for the citizens of Mpumalanga.

Each financial year, the provincial legislature appropriates funds to the Department to fulfil its constitutional responsibilities. These allocated public finances are expected to be managed in an efficient and accountable manner that maximises their ability to facilitate service delivery. National Treasury through legislation (i.e. PFMA) and directives provides a framework for public financial management. Annually, the Auditor General checks the spending of public money by looking at whether it has been used ideally and for the purposes intended. Therefore, accountability is crucial for strengthening citizen oversight of government and maintaining public trust.

3. KEY RISKS AND MITIGATIONS

Outcomes	Key Risks	Risk Mitigations
Enhancing efficiency, accountability, and public trust in government	Non-compliance to laws and regulations.	<ul style="list-style-type: none"> ▪Strengthening the monitoring and auditing to enforce compliance ▪Policy workshops and advocacy ▪Consequence management
	Failure to achieve all planned outcomes and outputs	<ul style="list-style-type: none"> ▪In-year monitoring to enable timeous corrective actions ▪Improve alignment between target setting and budgeting ▪Enhance project and contract management ▪Ensure validity, accuracy and completeness of portfolio of evidence
	Limited internal capacity on financial and performance reporting	<ul style="list-style-type: none"> ▪Training and development ▪Filling of critical posts ▪Leverage on technology to improve financial and performance reporting ▪Appointment of a quality assurer to review Annual Financial Statement (AFS)
	Fraud and corruption	<ul style="list-style-type: none"> ▪Disclosure of financial interests ▪Staff rotation ▪Promote active citizenry ▪Protection of whistle blowers ▪Collaboration with law enforcement agencies
	Cybersecurity breaches, data loss, system downtime and obsolescence	<ul style="list-style-type: none"> ▪Implement strong passwords, firewalls and intrusion detection systems ▪Regular information backups ▪Disaster recovery plan ▪Training and development ▪Detailed life cycle management programme

Outcomes	Key Risks	Risk Mitigations
Increased infrastructure investment, access and efficiency	Inadequate long-term infrastructure planning	<ul style="list-style-type: none"> ▪Promote Mpumalanga Infrastructure Master Plan (MIMP) as a guide for infrastructure development ▪Timeous submission of Infrastructure Project Management Plans (IPMPs) by client departments ▪Use of scientific tools to improve infrastructure planning e.g. UAMPs, IDMS, RAMS & MMS
	Limited infrastructure funding	<ul style="list-style-type: none"> ▪Public Private Partnerships ▪ Budget Facility Infrastructure (BFI) ▪Private sector funding e.g. mining houses, farmers etc. ▪Development Finance Institutions (DFI's) ▪Foreign direct investment ▪Donor funding
	Poor condition of public infrastructure	<ul style="list-style-type: none"> ▪Transfer of roads to SANRAL ▪Refurbish, Operate and Transfer/ Purchase, Operate and Transfer of state buildings ▪Disposal of redundant state houses ▪Introduction of user charges on state owned facilities ▪Use of alternative building material and Nano-Technology ▪Conditional assessment in line with GIAMA and Visual Condition Index (VCI) ▪Compliance to Occupational Health and Safety (OHS)
Increased employment and work opportunities	High unemployment	<ul style="list-style-type: none"> ▪Job massification through Public Employment Programmes (e.g. EPWP, NYS, etc.) ▪Presidential Stimulus Programme (PSP) ▪ Increase vocational training ▪Partnership with SETAs
Economic transformation and equitable inclusion of women, youth and persons with disabilities (WYPD) for a just society	Insufficient provision of projects for youth, women and persons with disabilities.	<ul style="list-style-type: none"> ▪Social Enterprise Development Programme ▪Leverage on public procurement ▪Emerging contractor development ▪Release of strategic land for economic growth ▪Rapid growth through green economy

4. PUBLIC ENTITIES

None.

5. TECHNICAL INDICATOR DESCRIPTIONS

1.1. Indicator Title	Value of contracts awarded to black people expressed as a percentage of the total value of contracts awarded.
Definition	The rand value expressed as a 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 local subcontracting where applicable
Desired Performance	80% of the value of contracts awarded to black people
Indicator Responsibility	Director: Supply Chain Management

1.2. Indicator Title	Value of contracts awarded to women 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 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 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 women = 60%
Spatial Transformation (where applicable)	Supply of local manufactured materials and local subcontracting where applicable
Desired Performance	60% of value of contracts awarded to women
Indicator Responsibility	Director: Supply Chain Management

1.3. Indicator Title	Value of contracts awarded to people who are youth expressed as a percentage of the total value of contracts
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	awarded.
Definition	The rand value expressed as a percentage of contracts awarded to companies with 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 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 youth = 30%
Spatial Transformation (where applicable)	Supply of local manufactured materials and local subcontracting where applicable
Desired Performance	30% of the value of contracts awarded to youth
Indicator Responsibility	Director: Supply Chain Management

1.4. Indicator Title	Value of contracts awarded to persons 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 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 persons 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 people with disabilities = 7%
Spatial Transformation (where applicable)	Supply of local manufactured materials and minimum of 30% local subcontracting where applicable
Desired Performance	7% of the value of contracts awarded to persons with disabilities
Indicator Responsibility	Director: Supply Chain Management

1.5. Indicator Title	Value of contracts awarded military veterans 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 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 = 7%
Spatial Transformation (where applicable)	Supply of local manufactured materials and local subcontracting where applicable
Desired Performance	7% of the value of contracts awarded to military veterans
Indicator Responsibility	Director: Supply Chain Management

SURFACED ROAD 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
Desired Performance	Percentage of road network in very good condition improved to 20%
Indicator Responsibility	Director: Transport Planning

2.2. Indicator Title	Percentage of road network in good condition.
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	Improved access and mobility across the Province

(where applicable)	
Desired Performance	Percentage of road network in good condition maintained at 25%
Indicator Responsibility	Director: Transport Planning

2.3. Indicator Title	Percentage of road network in fair condition.
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
Desired Performance	Percentage of road network in fair condition improved to 32%
Indicator Responsibility	Director: Transport Planning

2.4. Indicator Title	Percentage of the 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	MTDP 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
Desired Performance	Percentage of the road network in poor condition reduced to 19%
Indicator Responsibility	Director: Transport Planning

2.5. Indicator Title	Percentage of the 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
Desired Performance	Percentage of the road network in very poor condition at 4% or less
Indicator Responsibility	Director: Transport Planning

GRAVEL ROAD NETWORK

2.6. Indicator Title	Percentage of the road network in good condition.
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
Desired Performance	Percentage of road network in good condition increased to 10%
Indicator Responsibility	Director: Transport Planning

2.7. Indicator Title	Percentage of road network in fair condition.
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
Desired Performance	Percentage of road network in fair condition maintained 58%
Indicator Responsibility	Director: Transport Planning

2.8. Indicator Title	Percentage of the 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
Desired Performance	Percentage of the road network in poor condition reduced to 32%
Indicator Responsibility	Director: Transport Planning

3.1. Indicator Title	Percentage of assets unfit for occupancy
Definition	To determine the physical condition of the asset (buildings) expressed in rating C1 = very poor
Source of Data	User Asset Management Plan (UAMP)
Method of Calculation / Assessment	Simple count of the number of assets in very poor condition
Assumptions	Credible condition assessment report
Disaggregation of Beneficiaries (Where applicable)	Not Applicable
Spatial Transformation (where applicable)	Not applicable
Desired Performance	To improve the physical condition from the current status to have 0% of assets unfit for occupancy
Indicator Responsibility	Director: Property Planning

3.2. Indicator Title	Percentage of assets in a poor condition
Definition	To determine the physical condition of the asset (buildings) expressed in rating C2 = poor condition
Source of Data	User Asset Management Plan (UAMP)
Method of Calculation / Assessment	Simple count of the number of assets in poor condition

Assumptions	Credible condition assessment report
Disaggregation of Beneficiaries (Where applicable)	Not Applicable
Spatial Transformation (where applicable)	Not applicable
Desired Performance	To have 35% or less of assets in poor condition
Indicator Responsibility	Director: Property Planning

3.3. Indicator Title	Percentage of assets in average condition
Definition	To determine the physical condition of the asset (buildings) expressed in rating C3 = average condition
Source of Data	User Asset Management Plan (UAMP)
Method of Calculation / Assessment	Simple count of the number of assets in average condition
Assumptions	Credible condition assessment report
Disaggregation of Beneficiaries (Where applicable)	Not Applicable
Spatial Transformation (where applicable)	Not applicable
Desired Performance	To have 55% of assets in average condition
Indicator Responsibility	Director: Property Planning

3.4. Indicator Title	Percentage of assets in good condition
Definition	To determine the physical condition of the asset (buildings) expressed in rating C4 = good condition
Source of Data	User Asset Management Plan (UAMP)
Method of Calculation / Assessment	Simple count of the number of assets in good condition
Assumptions	Credible condition assessment report
Disaggregation of Beneficiaries (Where applicable)	Not Applicable
Spatial Transformation (where applicable)	Not applicable

Desired Performance	To have 6% of assets in good condition
Indicator Responsibility	Director: Property Planning

3.5. Indicator Title	Percentage of assets in a very good condition
Definition	To determine the physical condition of the asset (buildings) expressed in rating C5 = very condition
Source of Data	User Asset Management Plan (UAMP)
Method of Calculation / Assessment	Simple count of the number of assets in poor condition
Assumptions	Credible condition assessment report
Disaggregation of Beneficiaries (Where applicable)	Not Applicable
Spatial Transformation (where applicable)	Not applicable
Desired Performance	To have 4% of assets in very good condition
Indicator Responsibility	Director: Property Planning

4.1 Indicator Title	Number of EPWP work opportunities created by the Province
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"> ▪ Target for youth = 105 453 ▪ Target for women = 115 039 ▪ Target for people with disabilities = 3 835
Spatial Transformation (where applicable)	Not applicable
Desired Performance	191 733 Work opportunities created
Indicator Responsibility	Director: Coordination and Monitoring

4.2. Indicator Title	Number of youth employed (18-35)
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 = 105 453
Spatial Transformation (where applicable)	Not applicable
Desired Performance	105 453 Young people employed
Indicator Responsibility	Director : Coordination and Monitoring

4.3. 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 = 115 039
Spatial Transformation (where applicable)	Not applicable
Desired Performance	115 039 Women employed
Indicator Responsibility	Director: Coordination and Monitoring

4.4. 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 persons with disabilities = 3 835
Spatial Transformation (where applicable)	Not applicable
Desired Performance	3 835 Persons with disabilities employed
Indicator Responsibility	Director : Coordination and Monitoring

5.1 Indicator Title	Audit opinion on the regulatory audit by Auditor General South Africa (AGSA)
Definition	Overall Audit opinion 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
Desired Performance	Clean audit
Indicator Responsibility	CFO and Programme Managers

5.2 Indicator Title	Audit on Annual Financial Statements (AFS)
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
Desired Performance	Clean audit
Indicator Responsibility	CFO and Programme Managers

5.3 Indicator Title	Audit on Predetermined Objectives (AOPO)
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Definition	Audit opinion on the Predetermined Objectives 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
Desired Performance	Clean audit
Indicator Responsibility	Programme Managers

5.4 Indicator Title	Information System Audit (ISA)
Definition	Audit opinion on the Annual Information Systems 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
Desired Performance	Clean audit
Indicator Responsibility	Programme Managers

ANNEXURES TO THE STRATEGIC PLAN

Annexure E: 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 the 2024-2029 MTDP period. 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 Name	Project Description	Budget Allocation R'000	Specific Location	Project Leader	Social Partners	Longitude (East/West/+x)	Latitude (North/South/-Y)
DISTRICT : EHLANZENI DISTRICT								
Building Infrastructure	Mpumalanga Parliamentary Village	Construction of Mpumalanga Parliamentary Village	97,344.00	Mbombela	DPWRT	n/a	27°11'13.4" S -	30°57'39.6"E
Roads	Reconstruction of Driekoppies Bridge	Reconstruction of Driekoppies Bridge	30,000.00	Driekoppies	DPWRT	n/a	31.537415	25.6837395,
	Upgrade: D2571 from R37 to P171/1 Lydenburg Bypass (6.7 km) - Phase 1	Upgrade: D2571 from R37 to P171/1 Lydenburg Bypass (6.7 km) - Phase 1	100,000.00	Lydenburg	DPWRT	Lydenburg Mining Houses	30.3620444	25.13628440,
	Upgrade: D2571 from R37 to P171/1 Lydenburg Bypass (6.7 km) - Phase 2	Upgrade: D2571 from R37 to P171/1 Lydenburg Bypass (6.7 km) - Phase 2	100,000.00	Lydenburg	DPWRT	Lydenburg Mining Houses	30.3620444	25.13628440,
	Rehabilitation: Road P33/4 between Hazyview and Sabie from km 26.0 to km 36 (Phase 2) (7.7 km)	Rehabilitation: Road P33/4 between Hazyview and Sabie from km 26.0 to km 36 (Phase 2) (7.7 km)	51,500.00	Panorama Route/ Hazyview and Sabie	Road construction	n/a	31.07658	25.03886,
	Rehabilitation: Road P33/4 between Hazyview and Sabie from km 36.0 to km 43.7 (Phase 1) (10 km)	Rehabilitation: Road P33/4 between Hazyview and Sabie from km 36.0 to km 43.7 (Phase 1) (10 km)	137,000.00	Panorama Route/ Hazyview and Sabie	Road construction	n/a	31.07658	25.03886,
	Rehabilitation (D2943) (Schoemansdal - Driekoppies -	Rehabilitation (D2943) (Schoemansdal - Driekoppies -	50,000.00	Schoemansdal - Driekoppies - Langloop -	Road construction	n/a	29.7669710	25.9308377,

Areas of intervention	Project Name	Project Description	Budget Allocation R'000	Specific Location	Project Leader	Social Partners	Longitude (East/West/ +x)	Latitude (North/South/ -Y)
	Langloop - Kamhluswa) Corridor - (11.5 km)	Langloop - Kamhluswa) Corridor - (11.5 km)		Kamhluswa) Corridor				
	Upgrade: Road D2952 from Masibekela (D2950) to Thambokhulo (9.5 km) Phase 3 (Part B)	Upgrade: Road D2952 from Masibekela (D2950) to Thambokhulo (9.5 km) Phase 3 (Part B)	50,400.00	Thambokhulo	Road construction	n/a	31.8149267	25.8557756,
	Rehabilitation: Road P171/1 from P81/1 (km 0.0) near Mashishing to D212 & D2630 towards Roossenekal / Sekhukune (Phase 1 and 2) (18.9 km)	Rehabilitation: Road P171/1 from P81/1 (km 0.0) near Mashishing to D212 & D2630 towards Roossenekal / Sekhukune (Phase 1 and 2) (18.9 km)	150,000.00	Mashishing towards Roossenekal / Sekhukune	Road construction	n/a	31.4134029	25.1267082,
	Rehabilitation: Sections of Road P8/1 (R36) between Mashishing and Bambi (Phase 3) (9 km)	Rehabilitation: Sections of Road P8/1 (R36) between Mashishing and Bambi (Phase 3) (9 km)	12,000.00	Mashishing and Bambi (Phase 3)	Road construction	n/a	30.3630160	25.5013613,
	Upgrading of Road D3954 and D3958 between Casteel and Zoeknag (9.0km)	Upgrading of Road D3954 and D3958 between Casteel and Zoeknag (9.0km)	88,000.00	Casteel and Zoeknag	Road construction	n/a	31.01849906	24.72592548,
	Cottadale to Manyeleti Road	Cottadale to Manyeleti Road	100,000.00	Cottadale to Manyeleti	Road Planning	n/a	n/a	n/a

Areas of intervention	Project Name	Project Description	Budget Allocation R'000	Specific Location	Project Leader	Social Partners	Longitude (East/West/+x)	Latitude (North/South/-Y)
	Upgrading of road D3940 (2.23km) from R40 and Road D3949 (10.14km) from Casteel to New Forest	Upgrading of road D3940 (2.23km) from R40 and Road D3949 (10.14km) from Casteel to New Forest	3,500.00	Casteel to New Forest	Road Planning	n/a	31.0877796	24.6065299,
DISTRICT : NKANGALA DISTRICT								
Roads	Upgrading: Upgrade of Road D20 between R555 and Olifant River Lodge (5km) - Phase 1	Upgrading: Upgrade of Road D20 between R555 and Olifant River Lodge (5km) - Phase 1	35,000.00	Middelburg	DPWRT	Olifant River Lodge	29.3858383	25.816694
	Construction of a Road over Rail Bridge in Emalahleni Road P100	Construction of a Road over Rail Bridge in Emalahleni Road P100	30,000.00	Emalahleni	DPWRT	n/a	29.21016388	25.8671278,
	Paving: Upgrade of road D2915 in Zithabiseng from Bundu to R25 (9 km) - Phase 3 (3 km)	Paving: Upgrade of road D2915 in Zithabiseng from Bundu to R25 (9 km) - Phase 3 (3 km)	Part of Municipal Paving Budget (40 000)	Zithabiseng from Bundu	Road construction	n/a	29.1012960	25.36542933,
DISTRICT : GERT SIBANDE DISTRICT								
Roads	Rehabilitation: P216/1 eMbalenhle to Secunda (km 0.0 to km 9.67) (9.67 km)	Rehabilitation: P216/1 eMbalenhle to Secunda (km 0.0 to km 9.67) (9.67 km)	150,000.00	eMbalenhle to Secunda	Road construction	n/a	28.6208079	24.9930169,
	Upgrade: Road D481 Ebhuhleni to Maanaar between	Upgrade: Road D481 Ebhuhleni to Maanaar	49,000.00	Bethal to Kriel	Road construction	n/a	30.957	26.09818

Areas of intervention	Project Name	Project Description	Budget Allocation R'000	Specific Location	Project Leader	Social Partners	Longitude (East/West/+x)	Latitude (North/South/-Y)
	Mooiplaas and Ekulindeni (7.2 km)	between Mooiplaas and Ekulindeni (7.2 km)						
	Rehabilitation of D526 From D395 Near Mkhondo To D518 Near Mahlathini Boarder Post (17.80KM)	Rehabilitation of D526 From D395 Near Mkhondo To D518 Near Mahlathini Boarder Post (17.80KM)	1.0	Mkhondo To Mahlathini	Road Planning	n/a	30.93097236	26.88910179,