



# MPUMALANGA PROVINCIAL DEPARTMENT

## Department of Public Works, Roads and Transport

### SERVICE DELIVERY MODEL: 2025 - 2030

---

Issue:..... 1.0

Responsible Section: ..... Transformation and Diversity Management

---

## TABLE OF CONTENTS

1.	Introduction .....	4
2.	Towards a New Approach.....	4
3.	Mandate of the Department .....	6
4.	Strategic Outcomes of the Department.....	8
5.	Institutional Arrangement.....	8
6.	Key Services of the Department .....	9
7.	Detailed Service Delivery Model .....	10
8.	Sign Off .....	16

## ABBREVIATIONS

DoT	:	Department of Transport
DPWI	:	Department of Public Works Infrastructure
DPWRT	:	Department of Public Works, Roads and Transport
EPWP	:	Expanded Public Works Programme
HOD	:	Head of Department
ICT	:	Information and Communication Technology
IDMS	:	Infrastructure Delivery Management System
IRMA	:	Integrated Rural Mobility Access
MEC	:	Member of Executive
MTDP	:	Medium Term Development Plan
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
PFMA	:	Public Finance Management Act
SETA	:	Sector Education and Training Authority
SDM	:	Service Delivery Model
SEDP	:	Social Enterprise Development Programme
SOP	:	Standard Operating Procedures
SANRAL	:	South African National Roads Agency Limited
WYPWD	:	Women, Youth and Persons with Disabilities

## 1. INTRODUCTION

Over three decades of democracy, South Africa has implemented several policies to improve service delivery, particularly for the previously disadvantaged communities. Despite these efforts, significant challenges remain in effectively implementing these policies. As we reflect on three decades of freedom it is crucial to understand the reasons behind the implementation gap for future progress. The current challenges include capacity constraints, insufficient funding, the enduring legacy of apartheid, corruption and eroded public trust. The Covid-19 pandemic has further exacerbated some of these issues, impacting both the economy and service delivery.

This presents a chance for renewed focus on service delivery initiatives like the Batho Pele "People First" approach, which emphasizes public servant commitment to serving beneficiaries and improving access to essential services. This approach is grounded in the principles of participatory governance, which emphasizes citizen involvement in decision-making processes related to public services. Another significant development is the cluster approach, which brings together public and private sectors, non-governmental organisations, civil society, politicians and citizens. This multidisciplinary strategy aims to tackle both the root causes and the visible issues related to inadequate service provision.

The Department of Public Works, Roads and Transport plays a significant role in delivering essential public services like education, healthcare, transport and social welfare amongst others. Its work encompasses the construction and maintenance of social and economic infrastructure, which directly impacts service delivery and creates employment opportunities. In pursuit of these goals, a comprehensive strategy incorporating capacity building, strategic partnerships, technological integration, robust community engagement and diligent performance monitoring is essential. This approach will ensure that service delivery is sustainable, inclusive, and impactful.

This Service Delivery Model (SDM) serves as a blueprint of how the Department will fulfill its mandated responsibilities and guide its operations. It also clarifies roles and responsibilities, making it easier to track performance and hold individuals accountable for service delivery. Furthermore, it introduces new approaches on improving how the organisation will deliver services to citizens. The goal is to make services more accessible, efficient and affordable while responsive to citizens' needs. It must be noted that the SDM is not fixed but rather a dynamic framework that will be regularly reviewed and improved to ensure it effectively achieves the organisation's plans during the next five years.

## 2. TOWARDS A NEW APPROACH

The Department is dedicated to providing efficient and effective services to all citizens by implementing a Service Delivery Model (SDM) that focuses on optimal resource allocation, citizen needs and alignment with strategic goals. This model involves streamlining processes, setting performance standards, utilising technology and prioritising citizen needs to improve the Department's ability to fulfil its mandate. More importantly, it incorporates mechanisms for regular assessment and feedback thus helping the Department to improve service delivery, including its processes, technology and workforce. This new approach to service delivery emphasises the following key principles:

### **Customer-Focus**

The Batho Pele principles provide a framework for implementing a customer-focus approach within the South African public service. These principles emphasise understanding and meeting the needs of those who interact with public organisations. By prioritising the needs and expectations of citizens, Batho Pele aims to transform the way public services are provided, making them more accessible, efficient and responsive. The Department has undertaken changes to its organisational structure, processes and culture to embody the Batho Pele principles. The goal is to motivate and encourage officials to consistently improve the quality and effectiveness of service delivery.

### **Efficiency and Effectiveness**

The Department needs to improve the efficiency of infrastructure projects, focusing on project planning, procurement, implementation and monitoring. To achieve this, a robust project management approach has been adopted to streamline service delivery processes, particularly for complex projects or initiatives. The Infrastructure Delivery Management System (IDMS) provides a structured approach to planning, budgeting, procurement, construction and maintenance of infrastructure. It is a crucial component of the Department's Service Delivery Model (SDM) ensuring alignment with the Mpumalanga Infrastructure Master Plan (2060) and promoting efficiency, effectiveness and value for money.

### **Innovation and Technology**

The Department is embracing digital technologies to make its processes more efficient and strengthen service delivery. Also, it is pursuing the free flow of information to promote open government, foster accountability, transparency and citizen engagement in governance. To support this, the Provincial Treasury has introduced Business Process Automation (BPA) to enhance operational efficiency, reduce human error, standardise processes and allow employees to focus on strategic tasks. On the other hand, the Department is employing mechanised pothole patching vehicles and intends to automate project management and scholar transport monitoring as part of its technology integration efforts.

### **Capacity Building and Skills Development**

The Department needs a capable workforce equipped with the necessary skills and knowledge to effectively implement its Strategic Plan 2025 – 2030. As such, it has embarked on an ambitious recruitment drive which signals a move towards insourcing, where specific functions previously outsourced will be brought in-house. It will also invest in skills development programmes that align with its strategic goals and ensure the workforce has the necessary skills to perform effectively. These will include training staff on how to use digital platforms for citizen engagement and data analysis. The primary goal is to build internal capacity and reduce reliance on external service providers

### **Collaboration and Partnerships**

The Department's work relies heavily on inputs from various stakeholders, making collaboration and partnerships essential for successful execution of its mandate. This collaborative and partnership-based approach leverages diverse expertise and perspectives to achieve optimal results. The District Development Model (DDM) creates a platform for collaboration and coordination where all levels of government, along the private sector, communities, and other relevant entities can work together to solve socio-economic challenges. Strengthening collaborations and partnerships is vital for improving public service delivery, making it both efficient and sustainable.

### **Accountability and Transparency:**

The public is demanding more transparency, accountability and integrity from government and calling for greater inclusion in bureaucratic decision-making. While this may indicate a lack of public trust, it may also reflect a failure on the part of government to demonstrate what results it has achieved. Establishing clear accountability mechanisms and ensuring transparency in service delivery processes will change public perception. This SDM focuses on building and maintaining citizen trust by actively using feedback mechanisms to identify and address areas for improvement in service delivery. Moreover, it aligns with the National Development Plan's vision of a Capable, Ethical, and Developmental State.

### **3. MANDATE OF THE DEPARTMENT**

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.

### **4. STRATEGIC OUTCOMES OF THE DEPARTMENT**

#### **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 (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.

### **5. INSTITUTIONAL ARRANGEMENT**

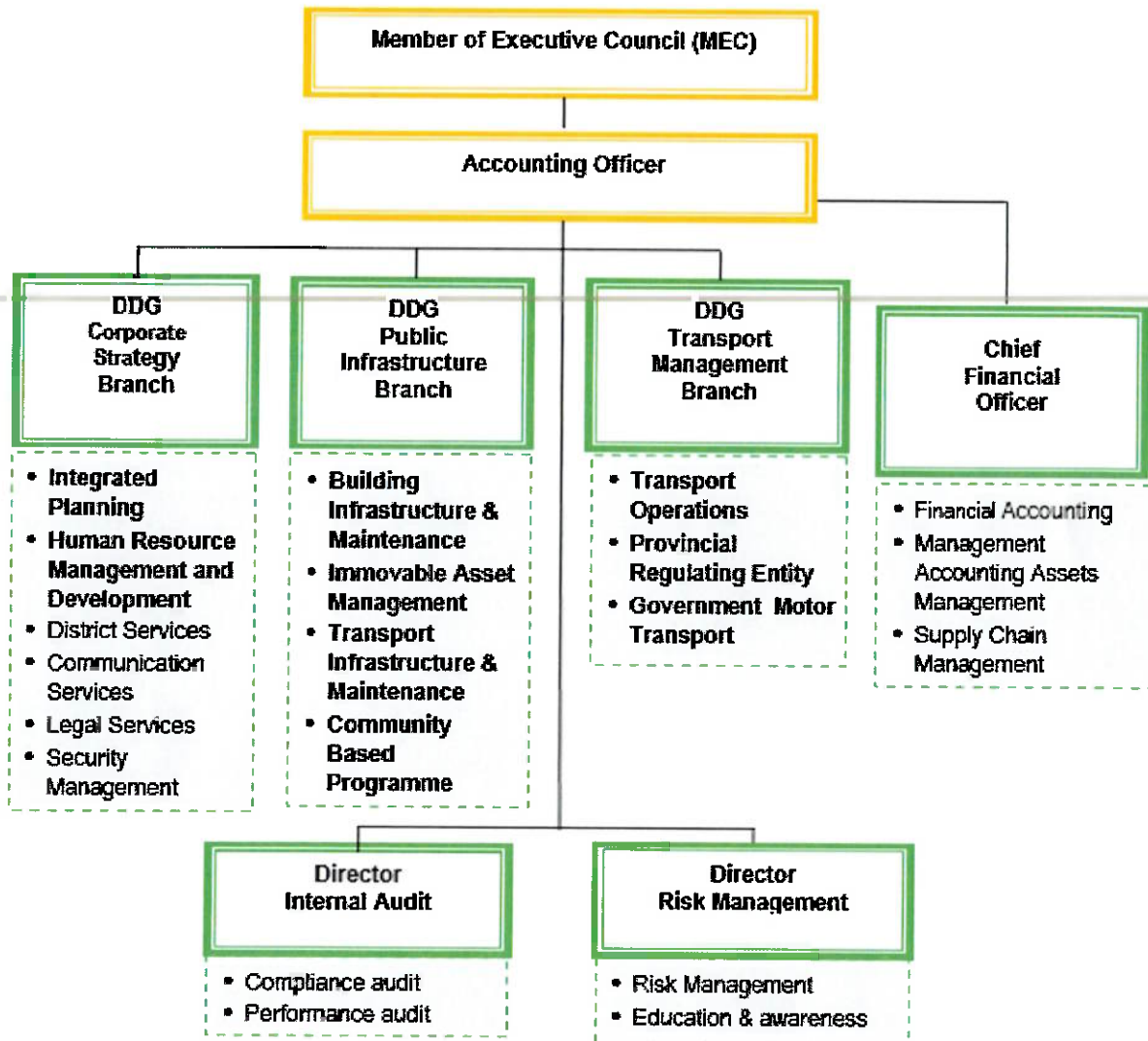
The Department of Public Works, Roads and Transport (DPWRT) delivers its services through **three branches**, namely: Corporate Strategy, Public Infrastructure and Transport Management. The Corporate Strategy Branch deals with the overall strategic direction of the Department, including policy formulation, planning and resource allocation. The Public Infrastructure Branch is responsible for the planning, construction and maintenance of economic and social infrastructure, such as roads, bridges, and other government-owned facilities. The Transport Management Branch oversees public transport, manages scholar transport and implements regulations to ensure safe operations.

The overarching branches are subdivided into **five Programmes**, including Administration, Public Works Infrastructure, Transport Infrastructure, Transport Operations, and Community Based Programmes (also known as Expanded Public Works). The organisational structure of Programmes within the Department is as follows: Programme 1 (Administration) is under Corporate Strategy, Programme 2 (Public Works Infrastructure), Programme 3 (Transport Infrastructure) and Programme 5 (Community Based Programmes) fall under Public Infrastructure, and Programme 4 (Transport Operations) is managed under Transport Management. This is in line with the generic structure from the Department of Public Service & Administration (DPSA) and Budget and Programme Structure from National Treasury.

These Programmes have a footprint in the districts which are at the coalface of service delivery. District services are managed through four major offices in Ehlanzeni, Bohlabela, Nkangala and Gert Sibande. District offices are a key component of the Department's service delivery system, playing a crucial role in

ensuring that essential services are accessible and responsive to the needs of local communities. The above-mentioned **districts and their cost centres** further ensures that communities are involved in service delivery planning and implementation. Both are crucial in translating the ideals of participatory democracy into real-world outcomes.

Figure 1.



\*Programmes highlighted in bold are Chief Directorates.

## 6. KEY SERVICES OF THE DEPARTMENT

The Department of Public Works, Roads and Transport delivers its services through five Programmes namely: (1) Administration, (2) Public Infrastructure (3) Transport Infrastructure, (4) Transport Operations and (5) Community Based Programmes. Most of these services depend on several client departments, government agencies, non-governmental organizations, local communities and private sector contractors. As such, the Department’s plans include a number of performance targets that are based on specific actions and support from various stakeholders. These institutional dynamics provide an overview of the context and environment within which the Department operates to implement its services:

- **Administrative Services** – These services in the public service encompass a broad range of functions that support the efficient and effective functioning of government departments and agencies. These services include human resource management, financial administration, legal services, policy development, communication services and information technology support, all aimed at facilitating service delivery and achieving the Department's objectives.
- **Building Infrastructure** – The Department is responsible for planning, design, construction, maintenance of government-owned buildings on behalf of client departments. Critically, these departments need to submit their plans on time, honour their commitments and ensure that service providers are paid within 30 days from receipt of invoices. In return, the implementing agent must ensure that projects are implemented within established timeframes and allocated budgets.
- **Immovable Asset Management** - The Department is responsible for providing and managing accommodation, housing, land and infrastructure needs for all provincial departments. Notable, user departments are responsible to budget for maintenance works while the custodian advises and provide the necessary technical expertise. The IDMS provides a holistic approach to managing infrastructure assets throughout their lifecycle.
- **Transport Infrastructure** - The Department focuses on transport infrastructure, specifically the planning, construction, maintenance and management of provincial road network, including bridges and related structures. Its core responsibility is to provide a safe, efficient and well-maintained road system that contributes to Mpumalanga's economic development and social well-being. This includes ensuring the roads are in good condition and function optimally for all users.
- **Integrated Transport System** - The Department has broad responsibilities related to transportation, including planning, policy development, public transport, and scholar transport. This includes formulating legislation and policies, regulating the transport sector and overseeing the implementation of transport plans and programmes. Its main aim is to provide and maintain a safe, efficient and integrated transport system.
- **Job Creation** - The Department provides work opportunities and income support to the unemployed and low-income individuals through the Expanded Public Works Programme (EPWP). This programme involves participation of 30 public bodies who are collectively tasked with the creation of temporary work opportunities across various sectors, including infrastructure, environment & culture, social, and non-state sector.

## 7. DETAILED SERVICE DELIVERY MODEL

Below is the detailed Service Delivery Model listing the key services rendered by the Department:

GENERAL MANDATE	SPECIFIC MANDATE	STRATEGIC OUTCOMES	SERVICES	SERVICE STANDARDS AND INDICATORS	SERVICE BENEFICIARIES	CURRENT MODE/METHOD OF DELIVERY	ANALYSIS (RISK & CONSTRAINTS)	AGREED/ PROPOSED MODE OF DELIVERY
<b>PROGRAMME 1: ADMINISTRATION</b>								
<b>CORPORATE SERVICES: FINANCIAL MANAGEMENT</b>								
Public Finance Management Act (PFMA)	<ul style="list-style-type: none"> <li>Section 38(f): All invoices should be paid within 30 days of receipt.</li> <li>Section 8.2.3: Payment of invoices within the prescribed or agreed period</li> </ul>	Enhancing efficiency, accountability, and public trust in government	Payment of invoices within 30 days	Invoices paid within 30 days.	Internal: Departmental Programmes	<ul style="list-style-type: none"> <li>Services rendered at Head Office and District Offices.</li> <li>Service providers submit invoices to the relevant Programmes/ Finance before payment.</li> <li>Programmes/ Finance validate the invoice before payment.</li> <li>Payment effected within 30 days of receipt.</li> <li>Invoice Tracking System in place to monitor payment (Provincial Treasury)</li> </ul>	<ul style="list-style-type: none"> <li>Non-compliance with PFMA and Treasury Regulations.</li> <li>Possible over/under expenditure.</li> <li>Cashflow management by Programmes</li> <li>Bridge of contractual obligations</li> <li>Interest due to delayed payments</li> </ul>	<ul style="list-style-type: none"> <li>Services rendered at Head Office and District Offices.</li> <li>Service providers submit invoices to the relevant Programmes/ Finance before payment</li> <li>Payment effected within 30 days of receipt.</li> <li>Invoice Tracking System in place to monitor payment (Provincial Treasury)</li> </ul>
Treasury Regulations					External: Client departments	<ul style="list-style-type: none"> <li>Services rendered at Head Office.</li> <li>Service providers submit invoices to the Department</li> <li>Department validates the invoices before submission to clients.</li> <li>Client departments pay invoices within 30 days of receipt.</li> <li>Payments Committees in place to monitor payment of invoices.</li> </ul>	<ul style="list-style-type: none"> <li>Non-compliance with PFMA legislation.</li> <li>Cashflow management by suppliers</li> <li>Delays project completion.</li> </ul>	<ul style="list-style-type: none"> <li>Services rendered at Head Office.</li> <li>Service providers submit invoices to the Department</li> <li>Department validates the invoices before submission to clients.</li> <li>Client departments pay invoices within 30 days of receipt.</li> <li>Payments Committees in place to monitor payment of invoices. Project Infrastructure Management System (PIMS)</li> <li>Ring-fence budget for infrastructure</li> </ul>
Preferential Public Procurement Act, 2022 as repealed	All sections	Economic transformation and equitable inclusion of women, youth and persons with disabilities (WYPD) for a just society	Economic empowerment of designated groups	Value of contracts awarded to women, youth, PWD and military veterans expressed as a percentage of the total value of contracts awarded	External: Local municipalities	<ul style="list-style-type: none"> <li>Services rendered at Head Office and District Offices.</li> <li>Municipalities submit invoices for rates and taxes to the Department</li> <li>Department validates the invoices before payment.</li> <li>Payment effected within 30 days of receipt.</li> </ul>	<ul style="list-style-type: none"> <li>Arrear debts for rates and taxes.</li> <li>Disconnection of municipal services</li> <li>Interest due to non-payment.</li> </ul>	<ul style="list-style-type: none"> <li>Services rendered at Head Office and District Offices.</li> <li>Municipalities submit invoices for rates and taxes to the Department</li> <li>Department validates the invoices before payment.</li> <li>Payment effected within 30 days of receipt.</li> </ul>
Public Procurement Act, 2024					External: Designated groups	<ul style="list-style-type: none"> <li>Services rendered at Head Office and District Offices.</li> <li>Quotations/ bids requested from companies on the Central Supplier Database (CSD).</li> <li>Evaluation of quotations/ bids in line with the approved specifications.</li> <li>Quotations/ bids awarded to companies with the highest total score (price and preferential points).</li> </ul>	<ul style="list-style-type: none"> <li>Revised Procurement Regulations</li> <li>Non-compliance to economic empowerment legislation</li> <li>Slow economic transformation</li> <li>Social instability</li> </ul>	<ul style="list-style-type: none"> <li>Services rendered at Head Office and District Offices.</li> <li>Quotations/ bids requested from companies on the Central Supplier Database (CSD).</li> <li>Evaluation of quotations/ bids in line with the approved specifications.</li> <li>Quotations/ bids awarded to companies with the highest total score (price and preferential points).</li> <li>Separation of infrastructure procurement from goods and services.</li> </ul>
<b>CORPORATE SERVICES: HUMAN RESOURCE MANAGEMENT AND DEVELOPMENT</b>								
Employment Equity Act (EEA), Act 55 of 1998	EEA, Section 15: Outlines the requirements for affirmative action measures	Enhancing efficiency, accountability, and public trust in government	Transformation of the public service	Percentage of women at SMS level Percentage of persons with disabilities at SMS level Percentage of persons with disabilities employed	Internal: Officials	<ul style="list-style-type: none"> <li>Employment Equity Plan.</li> <li>Employment Equity profile.</li> <li>Training and development.</li> <li>Targeted recruitment of designated groups.</li> <li>Employment Equity Report.</li> </ul>	<ul style="list-style-type: none"> <li>Non-compliance with the Employment Equity Act.</li> <li>Under-representation in the workforce.</li> <li>Low staff morale.</li> <li>High staff turnover.</li> <li>Non-compliance with the Employment Equity Act</li> <li>Under-representation in the workforce.</li> <li>High unemployment.</li> </ul>	<ul style="list-style-type: none"> <li>Employment Equity Plan.</li> <li>Employment Equity profile.</li> <li>Training and development.</li> <li>Targeted recruitment of designated groups.</li> <li>Employment Equity Report.</li> </ul>

GENERAL MANDATE	SPECIFIC MANDATE	STRATEGIC OUTCOMES	SERVICES	SERVICE STANDARDS AND INDICATORS	SERVICE BENEFICIARIES	CURRENT MODE/ METHOD OF SERVICE DELIVERY	ANALYSIS RISK & CONSTRAINTS)	AGREED/ PROPOSED MODE OF DELIVERY
Occupational Health and Safety (OHS) Act, 85 of 1993	All sections of the OHS	Enhancing efficiency, accountability, and public trust in government	Save working environment	Compliance to OHS requirements	Internal: Officials  External: Labourers Project managers	<ul style="list-style-type: none"> <li>Services rendered at Head Office, district offices and cost centres.</li> <li>Inspections to ensure compliance to OHS</li> <li>First aid boxes and fire extinguishers in offices</li> <li>Evacuation plans</li> </ul>	<ul style="list-style-type: none"> <li>Increased cases of injury on duty.</li> <li>Sick and incapacity leave due to ill health.</li> <li>High stress levels.</li> <li>Labour disputes.</li> <li>Litigation against the State.</li> </ul>	<ul style="list-style-type: none"> <li>Services rendered at Head Office, district offices and cost centres.</li> <li>Inspections to ensure compliance to OHS</li> <li>First aid boxes and fire extinguishers in offices</li> <li>Evacuation plans</li> </ul>
Skills Development Act, 97 of 1998	<ul style="list-style-type: none"> <li>All sections of the Act.</li> <li>Directive on Developmental Programmes in the Public Service Circular No 1 of 2018</li> </ul>		Training and development	Number of beneficiaries trained	Internal: Officials  External: Citizens	<ul style="list-style-type: none"> <li>Services rendered on site.</li> <li>Inspections to ensure compliance to the Health and Safety Plan</li> <li>Provision of Personal Protective Equipment (PPE) on site</li> <li>Training on safety procedures</li> <li>Availability of mandatory safety files</li> </ul>	<ul style="list-style-type: none"> <li>Increased cases of injury on duty.</li> <li>High stress levels.</li> <li>Disruption of work on site.</li> <li>Labour disputes.</li> <li>Litigation against the State/ service providers.</li> </ul>	<ul style="list-style-type: none"> <li>Services rendered at Head Office and district offices.</li> <li>Personal Development Plans</li> <li>Workplace Skills Plan</li> <li>Leamership Programme</li> <li>Recognition of Prior Learning (RPL)</li> </ul>
						<ul style="list-style-type: none"> <li>SLAs and MOUs with institutions</li> <li>Work Integrated Learning (WIL)</li> </ul>	<ul style="list-style-type: none"> <li>Limited space for experiential training.</li> <li>Permanent positions not guaranteed after training.</li> <li>Payment disputes from building capacity programmes</li> </ul>	<ul style="list-style-type: none"> <li>SLAs and MOUs with institutions</li> <li>Work Integrated Learning (WIL)</li> <li>Link training with skills that are in demand by the job market</li> </ul>
					Provincial and National Departments	<ul style="list-style-type: none"> <li>SLAs, MOUs with other Departments</li> </ul>	<ul style="list-style-type: none"> <li>Limited space for experiential training.</li> <li>Permanent positions not guaranteed after training.</li> <li>Payment disputes from building capacity programmes</li> </ul>	<ul style="list-style-type: none"> <li>SLAs, MOUs with other Departments</li> </ul>
					External: Citizens	<ul style="list-style-type: none"> <li>Services rendered at Head Office.</li> <li>Pothole claims below R2 million dealt with internally and finalised within 30 days.</li> </ul>	<ul style="list-style-type: none"> <li>High litigation costs due to poor road condition</li> </ul>	<ul style="list-style-type: none"> <li>Services rendered at Head Office Pothole claims below R2 million dealt with internally and finalised within 30 days.</li> </ul>
					Internal: Programmes External: Citizens.	<ul style="list-style-type: none"> <li>Services rendered at Head Office.</li> <li>Programmes submit to HOD, gain approval from the MEC</li> <li>Legat Services to publish the notice.</li> </ul>	<ul style="list-style-type: none"> <li>Higher number of litigations</li> </ul>	<ul style="list-style-type: none"> <li>Services rendered at Head Office</li> <li>Programmes submit to HOD, gain approval from the MEC</li> <li>Legal Services to publish the notice</li> </ul>

**CORPORATE SERVICES: LEGAL SERVICES**

Promotion of Access to Information Act (PAIA), Act No. 2 of 2000	Allows individuals to request information from public bodies to promote transparency and accountability	Enhancing efficiency, accountability, and public trust in government	Finalisation of claims relating to potholes	Claims against the state.	External: Citizens	<ul style="list-style-type: none"> <li>Services rendered at Head Office.</li> <li>Pothole claims below R2 million dealt with internally and finalised within 30 days.</li> </ul>	<ul style="list-style-type: none"> <li>High litigation costs due to poor road condition</li> </ul>	<ul style="list-style-type: none"> <li>Services rendered at Head Office Pothole claims below R2 million dealt with internally and finalised within 30 days.</li> </ul>
Promotion of Administrative Justice Act (PAJA), Act 3 of 2000	Ensures that administrative actions are lawful, reasonable, and procedurally fair.		Drafting and publication of legislation and legal notices	Publication of legislation and legal notices drafted.	Internal: Programmes External: Citizens.	<ul style="list-style-type: none"> <li>Services rendered at Head Office.</li> <li>Programmes submit to HOD, gain approval from the MEC</li> <li>Legat Services to publish the notice.</li> </ul>	<ul style="list-style-type: none"> <li>Higher number of litigations</li> </ul>	<ul style="list-style-type: none"> <li>Services rendered at Head Office</li> <li>Programmes submit to HOD, gain approval from the MEC</li> <li>Legal Services to publish the notice</li> </ul>

GENERAL MANDATE	SPECIFIC MANDATE	STRATEGIC OUTCOMES	SERVICES	SERVICE STANDARDS AND INDICATORS	SERVICE BENEFICIARIES	CURRENT MODE/ METHOD OF DELIVERY	ANALYSIS RISK & CONSTRAINTS	AGREED/ PROPOSED MODE OF DELIVERY
Promotion of Access to Information Act (PAIA), Act No. 2 of 2000	Allows individuals to request information from public bodies to promote transparency and accountability	Enhancing efficiency, accountability and public trust in government	Render communication services	Media statements issued	Internal: ▪ Officials.	<ul style="list-style-type: none"> <li>Services rendered at Head Office.</li> <li>Newsletters</li> <li>Departmental website</li> <li>Social media platforms</li> </ul>	<ul style="list-style-type: none"> <li>Negative publicity may bring the department into dispute.</li> <li>Staff communicating internally and externally without authority.</li> <li>Distortion of information.</li> <li>Non reply and / or delay in responding to media enquiry</li> </ul>	<ul style="list-style-type: none"> <li>The services are centralised at Head Office</li> <li>Newsletters</li> <li>Departmental website</li> <li>Social media platforms</li> <li>Intranet</li> </ul>
				▪ Services rendered at Head Office	<ul style="list-style-type: none"> <li>Newsletters</li> <li>Departmental website</li> <li>Social media platforms</li> <li>Media statements.</li> </ul>	<ul style="list-style-type: none"> <li>The services are centralised at Head Office</li> <li>Newsletters</li> <li>Departmental website</li> <li>Social media platforms</li> </ul>		
<b>PROGRAMME 2: BUILDING INFRASTRUCTURE AND MAINTENANCE</b>								
Infrastructure development Act, Act No.23 of 2014.	Section 5(1) (2) (3)a.  ▪ All sections.	Increased infrastructure investment, access and efficiency	Efficient and effective infrastructure delivery	<ul style="list-style-type: none"> <li>Number of capital projects completed within time</li> <li>Number of capital projects completed within budget</li> </ul>	External: ▪ Citizens	<ul style="list-style-type: none"> <li>Services rendered at Head Office and District Offices.</li> <li>Deliver social infrastructure projects.</li> <li>Social facilitation with local community before project commences.</li> <li>Project management.</li> </ul>	<ul style="list-style-type: none"> <li>Non-compliance contractual obligations.</li> <li>Poor performing contractors.</li> <li>Community unrests.</li> <li>Unavailability of material.</li> <li>Incllement weather.</li> <li>Delay in receipt of infrastructure plans from client departments</li> <li>Shortage of technical skills and expertise</li> </ul>	<ul style="list-style-type: none"> <li>Services rendered at Head Office and districts.</li> <li>Deliver social infrastructure projects.</li> <li>Social facilitation with local community before project commences.</li> <li>Project management.</li> </ul>
		National Building Regulations and Standards Act, 1977 (Act 103, of 1997)			<ul style="list-style-type: none"> <li>Number of capital projects completed within budget</li> </ul>	External: ▪ Client Departments	<ul style="list-style-type: none"> <li>Services rendered at Head Office and District Offices.</li> <li>Access to social amenities.</li> <li>Client departments submit Infrastructure Project Management Plans (IPMPs) to DPWRT.</li> <li>DPWRT compile Infrastructure Project Implementation Plans (PIPs)</li> <li>Appointment of service provider.</li> <li>Project management</li> <li>Issue Extension of Time (EoT) if valid reasons are provided for delays in project implementation</li> <li>Payment Committees.</li> <li>Project Operations Management Meetings (POMMs)</li> </ul>	<ul style="list-style-type: none"> <li>Services rendered at Head Office and districts.</li> <li>Access to social amenities.</li> <li>Client departments submit Infrastructure Project Management Plans (IPMPs) to DPWRT.</li> <li>DPWRT compile Infrastructure Project Implementation Plans (PIPs)</li> <li>Appointment of service provider.</li> <li>Project management.</li> <li>Issue Extension of Time (EoT) if valid reasons are provided for delays in project implementation</li> <li>Payment Committees.</li> <li>Project Operations Management Meetings (POMMs)</li> <li>Project Information Management System (PIMS)</li> </ul>
Government Immovable Asset Management Act (GIAMA), Act No 19 of 2007	▪ All sections.			Number of facilities provided.	External: ▪ User Departments	<ul style="list-style-type: none"> <li>Services rendered at Head Office.</li> <li>User departments submit User Asset Management Plans (UAMPs) to DPWRT on an annual basis.</li> <li>DPWRT advertise for office space</li> <li>DPWRT signs lease agreement with Lessor</li> <li>Lease Register for Office Accommodation.</li> </ul>	<ul style="list-style-type: none"> <li>Unavailability of suitable space</li> </ul>	<ul style="list-style-type: none"> <li>Services rendered at Head Office.</li> <li>User departments submit User Asset Management Plans (UAMPs) to DPWRT on an annual basis.</li> <li>DPWRT advertise for office space</li> <li>DPWRT signs lease agreement with Lessor</li> <li>Lease register for office accommodation.</li> <li>Property optimisation</li> </ul>

GENERAL MANDATE	SPECIFIC MANDATE	STRATEGIC OUTCOMES	SERVICES	SERVICE STANDARDS AND INDICATORS	SERVICE BENEFICIARIES	CURRENT MODE/ METHOD OF DELIVERY	ANALYSIS RISK & CONSTRAINTS	AGREED/ PROPOSED MODE OF DELIVERY
Infrastructure development act, Act 23 of 2014).	Section 5(1) (2) (3)a. Part 6 section 17.	Increased infrastructure investment, access and efficiency	Efficient and effective infrastructure delivery	<ul style="list-style-type: none"> <li>Number of capital transport infrastructure projects completed within time</li> <li>Number of capital transport projects completed within budget</li> </ul>	<p>External:</p> <ul style="list-style-type: none"> <li>Commuters</li> </ul>	<ul style="list-style-type: none"> <li>Services rendered at Head Office and District Offices.</li> <li>Access to social and economic amenities.</li> <li>Social facilitation during project implementation.</li> <li>Visual assessment of provincial roads (Road Asset Management System (RAMS))</li> </ul>	<ul style="list-style-type: none"> <li>Poor performing contractors.</li> <li>Unavailability of material.</li> <li>Change management</li> <li>Shortage of technical skills.</li> <li>Over reliance on consultants.</li> <li>Aging infrastructure</li> <li>Natural disasters</li> <li>Unavailability of plant and equipment</li> </ul>	<ul style="list-style-type: none"> <li>Services rendered at Head Office and District Offices.</li> <li>Access to social and economic amenities.</li> <li>Social facilitation during project implementation.</li> <li>Infrastructure Delivery Management System (IDMS).</li> <li>Visual assessment of provincial roads (Road Asset Management System (RAMS))</li> <li>Services rendered at Head Office and District Offices.</li> <li>Access to farms, tourism destinations, mines etc.</li> <li>Visual assessment of provincial roads (Road Asset Management System (RAMS))Project Information Management System (PIMS)</li> </ul>
			Rural mobility	Number of Rural Mobility and Access (IRMA) and Weisizwe bridges constructed	<p>External:</p> <ul style="list-style-type: none"> <li>Farmers</li> <li>Tourists</li> <li>Mining houses</li> <li>Power stations</li> <li>Estom</li> <li>Private partnerships</li> </ul>	<ul style="list-style-type: none"> <li>Services rendered at Head Office and District Offices.</li> <li>Access to farms, tourism destinations, mines etc.</li> <li>Visual assessment of provincial roads (Road Asset Management System (RAMS))</li> </ul>		<ul style="list-style-type: none"> <li>Services rendered at Head Office.</li> <li>Social facilitation with local community before project commences.</li> <li>Appoint service provider or term contractor</li> <li>Road Asset Management System (RAMS)</li> <li>Transfer projects to municipality after completion.</li> <li>Participate in the District Development Model (DDM).</li> </ul>
			Road maintenance through rehabilitation of surfaced roads	Square meters of surfaced roads rehabilitated	<p>External:</p> <ul style="list-style-type: none"> <li>Citizens</li> <li>Municipalities</li> </ul>	<ul style="list-style-type: none"> <li>Services rendered at Head Office and District Offices.</li> <li>Access to social and economic amenities.</li> <li>Social facilitation with local community before project commences.</li> <li>Visual condition assessment of provincial roads (Road Asset Management System (RAMS)).</li> </ul>		<ul style="list-style-type: none"> <li>Services rendered at Head Office and District Offices.</li> <li>Access to social and economic amenities.</li> <li>Social facilitation with local community before project commences.</li> <li>Visual condition assessment of provincial roads (Road Asset Management System (RAMS))Project Information Management System (PIMS)</li> </ul>
			Road maintenance through pothole patching	Square meters of surfaced roads patched	<p>External:</p> <ul style="list-style-type: none"> <li>Citizens</li> </ul>	<ul style="list-style-type: none"> <li>Services rendered at Head Office, District Offices and Cost Centres.</li> <li>Patching by road workers</li> <li>Special maintenance teams (districts) adhoc</li> <li>Mechanised pothole patching machine</li> <li>Term contractors</li> <li>Maintenance Management system (MMS)</li> <li>Maintenance One Plan (with Districts)</li> <li>Kubunya Lufull campaign</li> </ul>	<ul style="list-style-type: none"> <li>High litigation costs</li> <li>Safety of road-workers</li> <li>Availability of plant and equipment</li> <li>Reliance on term contractors</li> </ul>	<ul style="list-style-type: none"> <li>Services rendered at Head Office, District Offices and Cost Centres.</li> <li>Patching by road workers</li> <li>Special maintenance teams (districts) adhoc</li> <li>Mechanised pothole patching machine</li> <li>Term contractors</li> <li>Maintenance Management system (MMS)</li> <li>Maintenance One Plan (with Districts)</li> <li>Kubunya Lufull campaign</li> </ul>

GENERAL MANDATE	SPECIFIC MANDATE	STRATEGIC OUTCOMES	SERVICES	SERVICE STANDARDS AND INDICATORS	SERVICE BENEFICIARIES	CURRENT MODE/ METHOD OF DELIVERY	ANALYSIS (RISK & CONSTRAINTS)	AGREED/ PROPOSED MODE OF DELIVERY
National Land Transport Act, Act 5 of 2009.	All sections	Increased infrastructure investment, access and efficiency	Public transport services	Public transport provided to the community	<b>External:</b> ▪ Commuters	<ul style="list-style-type: none"> <li>Services rendered at Head Office and District Offices.</li> <li>Bus subsidy scheme.</li> </ul>	<ul style="list-style-type: none"> <li>Un-roadworthy public transport vehicles</li> <li>Community unrests.</li> </ul>	<ul style="list-style-type: none"> <li>Services rendered at Head Office and District Offices.</li> <li>Bus subsidy scheme.</li> </ul>
National Road Safety Act, Act 93 of 1996	All sections		Issuing operating licenses and permits	Number of scholar learners transported	<b>External:</b> ▪ Learners ▪ Department of Education.	<ul style="list-style-type: none"> <li>Services rendered at Head Office and District Offices.</li> <li>Purchase-Operate-Transfer (POT) of buses</li> <li>Contracts with public transport operators.</li> </ul>	<ul style="list-style-type: none"> <li>Growing need for scholar transport services</li> <li>Un-roadworthy scholar transport vehicles</li> </ul>	<ul style="list-style-type: none"> <li>Services rendered at Head Office and District Offices.</li> <li>Purchase-Operate-Transfer (POT) of buses</li> <li>Contracts with public transport operators.</li> <li>Database for scholar transport service providers.</li> <li>Real Time Tracking devices in vehicles</li> </ul>
			Transport safety, compliance, and enforcement of NLTA.	Number of licenses and permits issued.	<b>External:</b> ▪ Commuters ▪ Bus operators. ▪ Taxi Operators.	<ul style="list-style-type: none"> <li>Services rendered at Head Office and District Offices.</li> <li>Conduct hearings for applications received</li> <li>Issue licenses and permits to public transport operators</li> <li>Land Transport Permit System (LTPS)</li> <li>National Land Transport Information System (NLTIS)</li> </ul>	<ul style="list-style-type: none"> <li>Un-roadworthy public transport vehicles</li> <li>Taxi conflict</li> <li>Exposure to bribery</li> </ul>	<ul style="list-style-type: none"> <li>Services rendered at Head Office and District Offices.</li> <li>Conduct hearings for applications received on a monthly basis</li> <li>Issue licenses and permits to public transport operators</li> <li>Land Transport Permit System (LTPS)</li> <li>National Land Transport Information System (NLTIS)</li> </ul>
			Coordination of EPWP work opportunities across the Province.	Number of public transport inspections conducted	<b>External:</b> ▪ Public transport operators	<ul style="list-style-type: none"> <li>Services rendered at Head Office and District Offices.</li> <li>Conduct roadside checks to check operating licenses and roadworthiness of public transport</li> <li>Issue summonses for non-compliance</li> <li>Impoundment un-roadworthy vehicles</li> </ul>	<ul style="list-style-type: none"> <li>Possible violence/ attack on officers</li> <li>Accidents/hit and runs</li> <li>Exposure to bribery</li> <li>Exposure to communicable diseases</li> </ul>	<ul style="list-style-type: none"> <li>Services rendered at Head Office and District Offices.</li> <li>Conduct roadside checks for compliance to NLTA</li> <li>Issue summonses for non-compliance</li> <li>Impoundment of un-roadworthy vehicles</li> <li>Automated law enforcement devices to validate permits and licenses</li> <li>24 Hour Shift System</li> </ul>
			Creation of work opportunities through EPWP	Number of work opportunities coordinated (provincial)	<b>External:</b> ▪ Citizens ▪ Municipalities ▪ Provincial departments ▪ NPW/IDOT ▪ Stakeholders	<ul style="list-style-type: none"> <li>Services rendered at Head Office and District Offices.</li> <li>30 Public bodies reporting on work opportunities created</li> <li>Targeting of designated groups</li> <li>EPWP Reporting System</li> </ul>	<ul style="list-style-type: none"> <li>Non- or under-reporting projects/ programmes</li> <li>Non-compliance to EPWP requirements</li> <li>Insufficient Portfolio of Evidence.</li> </ul>	<ul style="list-style-type: none"> <li>Services rendered at Head Office and District Offices.</li> <li>30 Public bodies reporting on work opportunities created</li> <li>Targeting of designated groups</li> <li>EPWP Reporting System enhanced by adding information for validation of participants</li> <li>Job massification</li> </ul>
				Number of work opportunities created by DP-WRT	<b>External:</b> ▪ Citizens	<ul style="list-style-type: none"> <li>Services rendered at Head Office and District Offices.</li> <li>Creation of work opportunities under the transport and public works sectors</li> <li>Targeting of designated groups</li> <li>EPWP Reporting System</li> </ul>	<ul style="list-style-type: none"> <li>Non- or under-reporting projects/ programmes</li> <li>Non-compliance to EPWP requirements</li> <li>Insufficient Portfolio of Evidence.</li> </ul>	<ul style="list-style-type: none"> <li>Services rendered at Head Office and District Offices.</li> <li>Creation of work opportunities under the transport and public works sectors</li> <li>Targeting of designated groups</li> <li>EPWP Reporting System enhanced by adding information for validation of participants</li> <li>Job massification</li> </ul>

GENERAL MANDATE	SPECIFIC MANDATE	STRATEGIC OUTCOMES	SERVICES	SERVICE STANDARDS AND INDICATORS	SERVICE BENEFICIARIES	CURRENT MODE/ METHOD OF SERVICE DELIVERY	ANALYSIS (RISK & CONSTRAINTS)	AGREED/ PROPOSED MODE OF DELIVERY
Basic conditions of Employment Act, 1997  Division of Revenue Act (DORA)	Ministerial Determination 4: Expanded Public Works Programme (EPWP)	Increased employment and work opportunities	Empowerment programmes implemented	Number of National Youth Service (NYS) participants	External: ▪ Citizens	▪ Services rendered at Head Office and District Offices. ▪ Creation of work opportunities for youth development ▪ Training and skills development ▪ EPWP Reporting System	▪ Exit Strategy	▪ Services rendered at Head Office and districts. ▪ Creation of work opportunities for youth development ▪ Training and skills development ▪ EPWP Reporting System enhanced by adding information for validation of participants
	▪ All			Number of participants in the Siyalentele Road Maintenance Programme	External: ▪ Citizens	▪ Services rendered at Head Office and District Offices. ▪ Creation of work opportunities ▪ Training and skills development ▪ Emphasis on designated groups ▪ EPWP Reporting System	▪ Exit Strategy.	▪ Services rendered at Head Office and districts. ▪ Creation of work opportunities ▪ Training and skills development ▪ Emphasis on designated groups ▪ EPWP Reporting System enhanced by adding information for validation of participants
				Number of participants in the Contractor Development Programmes Sakhi'abakhi Emerging Contractor Development Programme and Roads Contractor Development Programme)	External: Citizens	▪ Services rendered at Head Office and District Offices. ▪ Creation of work opportunities ▪ Training and skills development ▪ Targeting of designated groups ▪ EPWP Reporting System	▪ Exit Strategy ▪ Accreditation	▪ Services rendered at Head Office and districts. ▪ Creation of work opportunities ▪ Training and skills development ▪ Targeting of designated groups ▪ EPWP Reporting System enhanced by adding information for validation of participants

GENERAL MANDATE	SPECIFIC MANDATE	STRATEGIC OUTCOMES	SERVICES	SERVICE STANDARDS AND INDICATORS	SERVICE BENEFICIARIES	CURRENT MODE/ METHOD OF SERVICE DELIVERY	ANALYSIS (RISK & CONSTRAINTS)	AGREED/ PROPOSED MODE OF DELIVERY
Basic conditions of Employment Act, 1997	Ministerial Determination 4: Expanded Public Works Programme (EPWP)	Increased employment and work opportunities	Empowerment programmes implemented	Number of National Youth Service (NYS) participants	External: ▪ Citizens	<ul style="list-style-type: none"> <li>Services rendered at Head Office and District Offices.</li> <li>Creation of work opportunities for youth development</li> <li>Training and skills development</li> <li>EPWP Reporting System</li> </ul>	<ul style="list-style-type: none"> <li>Exit Strategy</li> </ul>	<ul style="list-style-type: none"> <li>Services rendered at Head Office and districts.</li> <li>Creation of work opportunities for youth development</li> <li>Training and skills development</li> <li>EPWP Reporting System enhanced by adding information for validation of participants</li> </ul>
	=All			Number of participants in the Syalentele Road Maintenance Programme	External: ▪ Citizens	<ul style="list-style-type: none"> <li>Services rendered at Head Office and District Offices.</li> <li>Creation of work opportunities</li> <li>Training and skills development</li> <li>Emphasis on designated groups</li> <li>EPWP Reporting System</li> </ul>	<ul style="list-style-type: none"> <li>Exit Strategy.</li> </ul>	<ul style="list-style-type: none"> <li>Services rendered at Head Office and districts.</li> <li>Creation of work opportunities</li> <li>Training and skills development</li> <li>Emphasis on designated groups</li> <li>EPWP Reporting System enhanced by adding information for validation of participants</li> </ul>
Division of Revenue Act (DORA)				Number of participants in the Contractor Development Programmes (i.e. Sakhabakhi Emerging Contractor Development Programme and Roads Contractor Development Programme)	External: Citizens	<ul style="list-style-type: none"> <li>Services rendered at Head Office and District Offices.</li> <li>Creation of work opportunities</li> <li>Training and skills development</li> <li>Targeting of designated groups</li> <li>EPWP Reporting System</li> </ul>	<ul style="list-style-type: none"> <li>Exit Strategy</li> <li>Accreditation</li> </ul>	<ul style="list-style-type: none"> <li>Services rendered at Head Office and districts.</li> <li>Creation of work opportunities</li> <li>Training and skills development</li> <li>Targeting of designated groups</li> <li>EPWP Reporting System enhanced by adding information for validation of participants</li> </ul>

## OFFICIAL SIGN OFF

It is hereby certified that this Service Delivery Model:

- 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 current and proposed level of service delivery by the Department.


Ms C Barnard  
**(A) Chief Director: Integrated Planning**

Signature:  \_\_\_\_\_

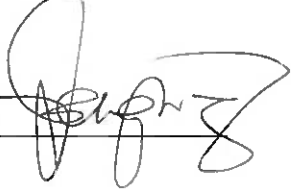
Mr SB Mona  
**Deputy Director General: Corporate Strategy**

Signature:  \_\_\_\_\_

Mr MR Rikhotso  
**Deputy Director General: Public Infrastructure**

Signature:  \_\_\_\_\_


Ms FV Sengwayo  
**Deputy Director General: Transport Management**

Signature:  \_\_\_\_\_

Ms HN Mdaka  
**Chief Financial Officer**

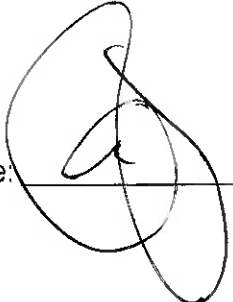
Signature: \_\_\_\_\_

Mr MC Morolo  
**Accounting Officer**

Signature:  \_\_\_\_\_

**Approved by:**

Hon. TS Thomo  
**Executive Authority**

Signature:  \_\_\_\_\_