SERVICE DELIVERY MODEL 2025

"A centre of innovative asset management, quality infrastructure development and investment for growth and job creation".

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ABBREVIATIONS

AC	Audit Committee
AO	Accounting Officer
AR	Annual Report
CFO	Chief Financial Officer
DDM	District Development Model
DPWI	Department of Public Works and Infrastructure
EA	Executive Authority
EPWP	Expanded Public Works Programme
FDC	Free State Development Corporation
GNU	Government of National Unity
IDP	Integrated Development Plan
IDT	Independent Development Trust
ICT	Information Communication Technology
MTEF	Medium Term Expenditure Framework
MTSF	Medium Term Strategic Framework
NGO	Non-Governmental Organisation
NPO	Non-Profit Organisation
NYS	National Youth Skill
PEPUDA	Promotion of Equality and Prevention of Unfair Discrimination Act
PFMA	Public Finance Management Act of 1999 (Act 1 of 1999, as amended)
SDIP	Service Delivery Improvement Plan
SLA	Service Level Agreement
SMART	Specific, Measurable, Achievable, Relevant and Time-bound
SONA	State of the Nation address
SOP	Standard Operating Procedures
SOPA	State of the Province address
TR	Treasury Regulations
U-AMP	User Asset Management Plan
UNCRPD	United Nations Convention on Rights of Persons with Disabilities
WPRPD	White Paper on the Rights of Persons with Disabilities

1.Identification

Service Delivery Model	2025
Date Compiled	Jan 2025
Service Delivery Model Institution	Public Works and Infrastructure
Service Delivery Model version	V1 (Annually reviewed)

2.Purpose

The SDM describes how an institution will deliver on the services that were identified during the strategic planning process. This document is reviewed annually to assist and support management to determine the most suitable operating model to meet mandated, promised service delivery expectations. The Operations Management Framework of 2016 from DPSA guides the development of the Departmental SDM.

Based on the Strategic Plan which unpacks WHAT will be done. The SDM unpack HOW will it be done linking operations with strategy. It assists in obtaining buy-in from Senior Management who provide institutional leadership and also serves as a knowledge management tool for new appointees.

3.Background information for documentation

The following documents were consulted and this document is therefore aligned to it: NDP

- Draft MTDP (2024-2029)
- Departmental Five Year Strategic Plan (2025 - 2030)
- National and Provincial Priorities 2025 State of the Nation Address (SONA)
- National and Provincial Priorities 2025 State of the Province Address (SOPA)
- Organisational structure
- HR Plan
- EPRE (budget documentation)
- 2016 Operations Management Framework

4.Current Arrangements

In municipal spaces the Department delivers services through the following modes:

Planned delivery of socio-economic infrastructure throughout the province.
Integrated Development Plan (IDP) annual assessment support.
District Development Model (DDM) one plan development and implementation of One Plans in municipal spaces.
Office Accommodation to FS government departments
Payment of municipal services
Work opportunities created in provincial municipal spaces
SLA'S signed with service providers/stakeholders.

5. Mission

In partnership with our stakeholders we shall:

- Drive economic growth and job creation
- Coordinate infrastructure development, investment and construction
- Promote sustainable community development

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MANDATE

- Planning, design, construction and maintenance of social and economic infrastructure.
- Management of provincial government owned property and facilitation of rented property.
- Provision of Provincial Government office accommodation.
- Security Services for provincial interdepartmental buildings.
- Coordination, implementation and monitoring compliance of the Expanded Public Works Programme.

SERVICE BENEFICIARIES

- Suppliers
- Landlords
- Lessors
- Contractors
- Officials
- EPWP beneficiaries
- Client Departments
- Citizens

SERVICES

- Provision of social infrastructure
- Accommodation to client departments
- Payment of utilities to municipalities
- Cleaning and Security Services to departmental and interdepartmental buildings
- Skills training through EPWP non-infrastructure programmes

SERVICE DELIVERY METHOD

- Infrastructure delivery in communities
- Payments to municipalities
- Accommodation (government owned facilities/buildings or leased -in)
- Work opportunities by providing cleaning, skills training (tiling, brick laying,painting)
- Security Services in goverment buildings

APPROACH

Advantages

•Much needed infrastructure

•Temporary Work opportunities

•Government accommodation

•Clean and safe government accommodation

Disadvantages

- Leased in buildings not in good condition
- Poor workmenship
- Labour/community uprisings
- Cost containment measures
- Smaller budgets

PREFERRED DELIVERY

- Planned delivery (within budget and time)
- Paid up/Clean municipal accounts for viability
- Maintain transformation target at 70%
- Planned work opportunity target achieved
- Exit strategy for sustainable work force.
- Zero fraud and theft

6. National and Provincial Priorities

In line with the following three strategic priorities of our 7th administration Government of National Unity (GNU), this Department will in the next five years (2025 - 2030) dedicate actions to advance them.

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

We will continue to play a role in economic development and job creation in the Free State Province thereby addressing the triple challenges of poverty, unemployment and inequality.
When addressing the need for income relief from underprivileged communities made by the Expanded Public Works Programme (EPWP), the Department will include youth, women and people with disabilities.

The burden of unemployment, poverty and inequality continue to afflict the province and at 37.9% it remains a concern.

EPWP since its inception's focus is to create jobs, skill and develop unemployed Free Staters.
This Department being provincial coordinator of this programme, has over the past years successfully achieved its Expanded Public Works Programme (EPWP) targets through implementation of various initiatives which are carefully planned and implemented through normal budgeting processes. In responding to skilling and creating work opportunities for vulnerable citizens, the department as provincial coordinator for Expanded Public Works Programme (EPWP), coordinates reporting on the work opportunities created by the 27 public bodies in the province for the 2025 financial year. Ongoing discussions and interventions will ensure that all 32 public bodies 23 municipalities and 9 provincial departments) will be able to report.

The DPWI Minister, in 2024, reminded at the Expanded Public Works Programme (EPWP) Phase 5 Indaba that this phase will not just be about combating unemployment but must be about rewriting the story of our youth from one of despair to one of hope, from stagnation to growth and from dependency to self-reliance.
Priority projects in road maintenance, energy, waste, recycling and cleaning government buildings should not just be sectors of employment, but arenas of innovation, skills development and environmental stewardship.

The Expanded Public Works Programme (EPWP) Phase 5 was launched both nationally as well as provincially.

EPWP responds to two of our countries triple challenges namely unemployment and poverty and also responds directly to **Strategic Priority 1 - Inclusive growth and job creation.**

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The President in his Opening of Parliament Address stated, "We will support the growth of rural enterprises and invest in public infrastructure in underserviced areas and we must work to engender a culture of maintenance of public infrastructure and dedicate resources and establish systems to ensure this".

This Department as the biggest landlord in the province provides relevant accommodation to clients as per their needs communicated through compulsory annual UAMPS. Regular updates on the Immovable Asset Register ensures credible, reliable asset data for the owners of these assets, the people of our province. It will also assist us in making informed decisions regarding asset lifecycle management, acquisition, maintenance, repurposing or disposing.

Another key aspect is that the department's responsibility to ensure that occupied buildings are Occupational Health and Safety standard compliant.

Maintenance projects are informed by previously conducted condition assessments. The growing maintenance backlog and insufficient year-on-year maintenance allocation makes it difficult for the Department to maintain buildings as required.

To mitigate further deterioration of buildings which leads to closure thereof by the Department of Labour due to non-compliance with health and safety standards, more buildings need to be maintained by this Department. Currently, client departments are allocated a maintenance budget of less than R15m to do maintenance. The Department needs to reclaim its full mandate in this regard.

Condition assessments were conducted on 92 buildings since 2020. To date, 31 maintenance projects have been completed from this list. Future maintenance projects over the five-year period will also be informed by this list depending on budget allocation from Provincial Treasury.

From condition assessments conducted, the current state of the department's capital assets are set out in the table below:

Condition of Facility	Number of Facilities	Percentage
Good	151	9.7%
Fair	1319	84.7%
Bad	86	5.4%
Total	***1556**	**100 %**
NB!!! Please note that Vacant land and Human Settlements properties are excluded!!		

Recent Property Roadshows were concluded by the Executive Authority (EA) across all five districts to repurpose dilapidated and unused properties.
The objective of this exercise was to engage with communities, Non Profit Organisations, Non-Governmental Organisations (NPO's/NGOs,) the private sector, and other government stakeholders in the generation of ideas to find solutions for the optimal use of unused assets located in various parts of the province. The aim of the roadshows was to share information with community members on unoccupied public properties where they can make proposals for optimal utilisation in order to uplift their businesses and empower themselves. Information was shared by stakeholders including the National Department

of Public Works and Infrastructure (NDPWI), the Free State Development Corporation (FDC), and the Independent Development Trust (IDT).

We must be in a position to track all assets to prevent loss or theft and maintain compliance with financial reporting standards.

As an infrastructure department we realise that infrastructure development is essential for economic growth and a higher employment rate. It also promotes inclusive growth by providing citizens with the means to improve their own lives and boost their incomes.
The department's limited maintenance budget hinders it to attend to all needed maintenance requirements.

Maintenance work and new infrastructure projects are creators of job opportunities and therefore the Department, through maintenance of office accommodation for both our staff and client Departments, continues to create jobs. Keeping the above in mind and in line with the Departmental mandate, we continue to play a role in economic development and job creation in the Free State Province thereby addressing the triple challenges of poverty, unemployment and inequality.

The NDP also guides government institutions to strengthen youth service programmes and introduce new, community-based programmes to offer young people life-skills training, entrepreneurship training and opportunities to participate in community development programmes as a way of addressing the high unemployment rate. Therefore the EPWP phase 5 provincial launch kicked off with signing of contracts with artisans that will be taught much needed skills that the province needs.

The Department has over the past years successfully achieved its EPWP targets through implementation of various initiatives which are carefully planned and implemented through normal budgeting processes. The Department coordinates this Programme in the province. For the 2023/2025 financial year, 41 716 work opportunities were created by the 32 public bodies who are also in control of the respective project/initiative budgets. For the 2024 financial year, 30 115 work opportunities will be targeted through our public bodies.

7. Internal Assessment

Quarterly measurement of progress are done and discussed with Executive Management and principals.

Our internal Research Unit conducts annual user satisfaction surveys to determine satisfaction levels of service recipients. These studies are informed by either audit findings, service complaints or requests from programmes to improve on their services.
A number of key studies have been completed and recommendations implemented.
Two studies and two evaluations are planned for 2025.

8.External Assessment

For the past year, our Department has been actively involved and contributing our resources during the Social Compact Imbizos that were to date held in all districts. Political leadership actively listened and engaged with communities in order to integrate community inputs into planning and execution of government programmes and projects.

Incomplete infrastructure projects were visited during the Imbizos and the main concern from community members' was the utilisation of local labour.

Cleaning and greening teams were dispatched to dumping sites where community gardens were established in order to sustain the community members.

A Disability Forum was formed in line with the Bill of Rights, Chapter 2 of the Constitution to drive disabled officials needs in the Department.

The objectives of the proposal formation of a Disability Forum within the Department of Public Works and Infrastructure are to:

- Create a platform where disability related best practices and empowerment of employees with disabilities can be deliberated on.
- Mainstream disability inclusion in all departmental priority areas, such as among others, creation of departmental policies, frameworks, programmes and activities.
- Ensure that the department adheres to existing goals outlined in legislative and policy instruments on disability inclusions such as for example but not limited to the Employment Equity, Act 55 of 1998, as amended by Act 47 of 2013; Job Access Implementation Guidelines and Plan on the recruitment, employment and retention of persons with disabilities; Technical Assistance Guide on the Employment of People with Disabilities; Policy on Reasonable Accommodation and Assistive Devices for Employees with Disabilities in the Public Service; (WPRPD) White Paper on the Rights of Persons with Disabilities; UNCRPD (United Nations Convention on Rights of Persons with Disabilities).

- Work, support and assist with the facilitation of disability awareness, advocacy and training initiatives.
- Advice and provide solutions to the department on challenges experienced by employees with disabilities.
- Provide platform for employees with disabilities to voice their work related issues.
- Provide guidance and advice on the budget allocation for disability related issues, e.g. assistive devices.
- Ensure that special Programmes initiatives are being mainstreamed into the core function of the department.

The department liaised with the Department of Social Development to assess reasonable accommodation for officials with disabilities. From this assessment, individual needs can be determined for colleagues to be assisted with assistive devices they need in order to execute their work adequately.

Statistics in the Department currently reveals that from the 46 disabled officials, 34 are in the Programme 2, core line function "Public Works and Infrastructure "in the Department. This amounts to 73%.

The MEC also met with youth employed by the Department in order to hear their views on development, career pathing, complaints etc.

9. 2025/2026 Key Risks and Mitigation

In order to ensure compliance to principles of good governance, effective implementation of risk management regulations, frameworks and processes are implemented and monitored on a quarterly basis.

This information is presented to the Risk and Ethics Management Committee meeting chaired by an independent chairperson, the Quarterly Performance Review meeting and as well at the Audit Committee meeting. The above are attended by both Senior and Middle Management.

Below a graph of identified strategic risks as per the Strategic Risk Register in terms of their rating.

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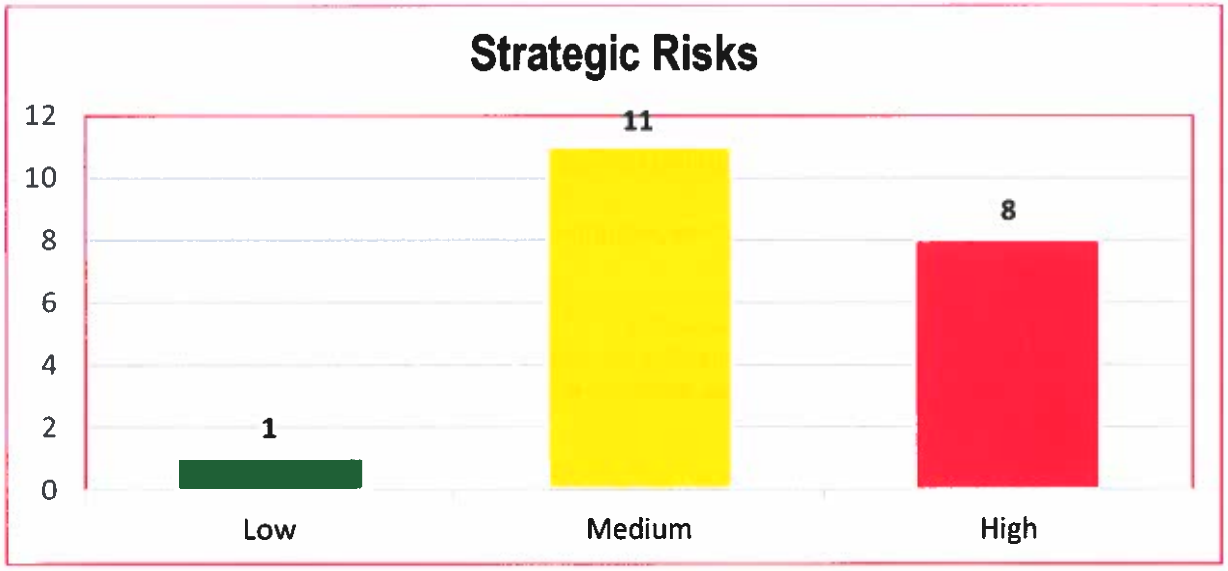

High Residual rating	Medium Residual rating	Low Residual Rating
• Unwanted expenditures • Litigation against the department. • Direct attacks on the departmental networks either internally or externally causing security breach. • Slow progress on construction sites. • Inefficient management of expiring leases. • Late payment of municipal accounts. • Failure of security systems. • Injuries, diseases and possible loss of lives.	• Failure to pay undisputed invoices within 30 days for goods and services after receipt of invoices. • Incidents of fraud & corruption. • Inability of operations to continue after disasters. • Ineffective resource allocation of ICT resources and poor network connectivity. • Inability to achieve planned revenue targets. • Late appointment of service providers/contractors and delays by the appointed contractor. • Delayed completion of maintenance projects. • Delayed completion of building projects for allocation of facilities. • EPWP project disruptions by disgruntled members of the community. • Failure to appoint a training provider on time. • Poor Reporting by public bodies.	Possible lack of funds for the project and change in the procurement methodology of the project.

10. Audit Committee

All Public sector entities are funded by public funds to be used for a specific mandate; therefore the management of finance is critical in the public sector.
In the public sector, the finance function is critical as an assurance provider to the Audit Committee on the effectiveness of financial reporting, as well as its link to service delivery as displayed in performance information.

The Department has a well-functioning audit committee (AC) as an independent governance structure whose function is to provide an oversight role on the system of internal control, risk management, and governance. Governance entails how an organisation is managed, which includes culture, policies and strategies and the way it deals with stakeholders such as the audit committee (AC). Audit Committee meetings are held quarterly whereby Programme performance, Legal and Compliance aspects and Information Communication Technology (ICT) Governance are presented and discussed. Service Delivery challenges such as progress on municipal debt payments, revenue enhancement and expired leases are discussed at this committee meeting.

11. Our Mandate

(Core service/functions of the Department)

- Planning, design, construction and maintenance of social and economic infrastructure.
- Management of provincial government owned property and facilitation of rented property.
- Provision of Provincial Government office accommodation.
- Security Services for provincial interdepartmental buildings.
- Coordination, implementation and monitoring compliance of the Expanded Public Works Programme.

12 Line Service Standards

Line Service	Service Offered	Service Standards
Internal Services		
Human Resources Management	**Ethical workforce.**	Submission of financial disclosures by designated employees within 30 days as prescribed in the financial disclosure framework.
Legal Services	**Provision of legal services to ensure compliance to legislation and policies.**	Requests responded to within 7 working days upon receipt of relevant documents.
Financial Management	**Payment of Subsistence & Travel allowance.**	Pay Subsistence & Travel Claims to employees within 14 working days of receiving legitimate claims.
Information Communication Technology	**Information Communication Technology & support service.**	Honour requests and ensure submission to DITC within 30 days of receipt.
		Number of standard ICT calls resolved within 24 hours of logging calls.
		Supply ICT goods to Users within 5 days after supplier delivery.
Operational Property & Housekeeping	**Housekeeping in terms of cleaning and gardening services implemented for 61 properties receiving facility management services.**	Gardening and cleaning services in accordance with the Norms & Standards to sixty one (61) Provincial government and privately-owned buildings.

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Line Service	Service Offered	Service Standards
External Services		
Information Communication Technology	**Media engagement services & enquiries.**	Media enquiries responded to within 48 hours.
Immovable Asset Management	**Provision of office accommodation.**	The Department targets 70% for transformation of the property industry for previously disadvantaged individuals by 2025.
	Parking for government officials.	Parking will be allocated within three working days upon receiving an application, depending on the availability of space.
Works Design, Construction and Maintenance.	**Construction & Maintenance.**	96% of projects (new, rehabilitation and refurbishment) completed within agreed contract period.
Supply Chain Management	**Supplier Payments.**	Suppliers paid within 30 days after receipt of an undisputed invoice.
	Procurement for Infrastructure Goods and Services.	Bids awarded within 120 days after the advert closes, unless validity extension is approved.
Supply Chain Management	**Disposal of movable assets.**	Annual disposal of assets. (depends on the condition of assets e.g. redundant, obsolete and irreparable assets)
Security Services	**Provision of physical security to provincial government owned buildings.**	Provide physical security every day for 24 hours to strategic multi-tenanted government buildings and Public Works & Infrastructure occupied buildings in the Province.
		Access into government buildings within 3-7 minutes. (Registration of visitors on the electronic system)
	Access to parking area.	Access for vehicles is done in accordance with Control of Access to Public Premises and Vehicles Act 53 of 1985 and will be given within 3 minutes inclusive of searching.

13 Guiding legislation

13.1 Constitution

The Constitution of the Republic of South Africa No. 108 of 1996 as supreme law of the country under Section 195 outlines specific values and principles that should govern public administration within the South African society. Its applicability to the Department is listed below:

Constitutional Mandate	Applicability to the Department.
A high standard of professional ethics must be promoted and maintained.	The Department fosters professionalism and ethical behaviour.
Efficient, economic and effective use of resources must be promoted.	Departmental Programmes are aligned to the relevant National Treasury Budget Structures. Measures are in place to use resources efficiently e.g. sharing of pool copier machines, transport and accommodation thresholds are communicated to officials.
Public administration must be development-oriented.	The Department coordinate and implements empowerment projects such EPWP Community Development initiatives, Innovation and Empowerment through National Youth Service Programme. Transformation is high on the Departments list to empower and develop women, youth and people with disabilities.
Services must be provided impartially, fairly, equitably and without bias.	Promotion of Equality and Prevention of Unfair Discrimination Act (PEPUDA), 2000 guides operations and implementation in the department. Impartial service delivery practices are promoted through regular planned Batho Pele Change Management Engagement Programme information sessions.
People's needs must be responded to, and the public must be encouraged to participate in policy-making.	The Department subscribes to the toll-free Presidential Hotline where the voice of the public gets paid attention. The promotion of the Public Works and Infrastructure brand is done throughout. Marketing & Publicity on Departmental activities is done through social media coverage on the departmental social media platforms and through articles in local newspapers. A departmental communication strategy is in place to facilitate active public participation.
Public administration must be accountable.	The Department produce its annual reports (AR) and reports to oversight institutions. Performance on line function/core mandate gets audited annually by the Auditor General of South Africa which is a Chapter 9 institution. Asset Management is done monthly in departmental offices. Policies and procedures are in place to guide departmental operations according to its mandate.
Transparency must be fostered by providing the public with timely, accessible and accurate information.	Transparency is promoted by providing the public with information through annual reports which is available on its website as well as in libraries across the province. The Department takes part in open days where there are stalls to showcase its mandate to communities.
Good human-resources management and career-development practices to maximise human potential, must be cultivated.	The Departmental Human Resource Plan is in place to manage human resource processes. The Department also complies with the provisions of the Skills Development Act by developing officials through skills training and bursaries.
Public administration must be broadly representative of the South African people, with employment and personnel management practices based on ability, objectivity, fairness and the need to redress the imbalances of the past to achieve broad representation.	Employment equity targets are implemented as planned in the Strategic Plan. Diversity management measures are in place. Gender mainstreaming are implemented.

Financial management governance and regulatory framework

- The Public Finance Management Act, 1999 (Act No.1 of 1999).
- Public Service Act of 1994.

Treasury Regulations

Provincial Treasury Instructions are those Instructions issued by a Provincial Treasury in terms of the Public Finance Management Act of 1999 (PFMA) for and in respect of provincial institutions of a province.

The Accounting Officer (AO) and Chief Financial Officer (CFO) are responsible for establishing of a system of internal control and processes for the effective and efficient risk assessments in their institution. The following Treasury Regulations 2016 (TR) must be complied with in the execution of this Instructions / Policies and Standard Operating Procedures (SOPs).

Para 54 - Planning Processes
Para 55 - Approval of Plans by Executive Authorities and tabling in Legislatures
Para 56 - Strategic Plans
Para 57 - Annual Performance Plans

Public Service Regulations

Paragraph 36: **Service Delivery**

> ***Operations management framework — an executive authority shall establish and maintain an operations management framework which shall include — an approved service delivery model inclusive of:***
>
> (a) A list of all core mandated services provided by the department;
> (b) Mapped business processes for all services;
> (c) Standard operating procedures for all services;
> (d) Service standards for all services;
> (e) A Service Delivery Charter referred to in regulation **37**; and
> (f) A Service Delivery Improvement Plan referred to in regulation **38**.

The service delivery facility contemplated in sub regulation (2) shall include— the head office, provincial, regional and local offices of a department and any service delivery point where public services are offered.

14. Political

After the elections in May 2024, the new GNU was formed. A new Premier was appointed and the Executive Authority assumed duty in July of 2024.

The Premier in the 2025 State of the Province Address, informed officials that it will not be business as usual as the whole province must work towards changing the landscape of the Free State for the better. She further reminded all that the Freedom Charter of 70 years ago is commemorated and that the freedom enjoyed today was never free.

She further highlighted that as part of EPWP Phase 5, the province committed to create thirty thousand, one hundred and fifteen (30 115) employment opportunities in the 2025/2026 financial year only.

The above are linked to the following governmental guidelines:

National Development Plan (NDP): Vision 2030

Goal: Eliminate poverty and reduce inequality by 2030.

Key aspects for the Department:

- Infrastructure as a driver for inclusive economic growth.
- Role in enhancing service delivery through infrastructure improvements.
- Contributing to employment generation, particularly through the Expanded Public Works Programme (EPWP).

Medium-Term Development Plan (2024-2029)

In line with the MTDP the department responds to the Indlulamithi Scenarios 2035 of "Isibujwa" (fragmented growth), "Gwara" (inequality-driven decline), and "Nayi le Walk" (inclusive, thriving economy).

Our Department's role is to steer development towards the "Nayi le Walk" scenario by focusing on inclusive, sustainable infrastructure that supports national unity and economic growth.

This Department has a key role in supporting economic recovery through infrastructure development, optimising public assets, and expanding employment opportunities. The Department must also address structural weaknesses, improve interdepartmental collaboration and establish clear accountability mechanisms.

Based on the Public Works sector mandate, the Minister pronounced the following four priority focus areas in line with the three main Strategic priorities of government namely:

- Priority 1: Public Assets for Public Good
- Priority 2: Infrastructure-Led Growth
- Priority 3: Expanded Public Works Programme (EPWP)
- Priority 4: Build a new culture based on excellence and transparency

The main aim will be to transform public assets into national assets, use infrastructure to drive growth, and make EPWP a tool for sustainable job creation.

15. Departmental Strategy

The Department will contribute to a prosperous Free State through facilitation of sustainable infrastructure through empowerment and improved service delivery for sustainable livelihoods.

15.1 Mission

In partnership with our stakeholders we shall:

- Drive economic growth and job creation
- Coordinate infrastructure development, investment and construction
- Promote sustainable community development

15.2 Vision

A centre of innovative asset management, quality infrastructure development and investment for growth and job creation.

15.3 Values

Listed below is the citizen oriented approach that will guide the conduct of the institution in carrying out its mission of delivering government services in line with the Batho Pele principles and measures to professionalise the public service.

Core Values	Description
Commitment	Deliver quality services within available resources.
People-Centred	Putting "People First" will be our priority aimed at improving service delivery to citizens.
Teamwork	We will collaborate as a team and together assist with the realisation of government priorities.
Responsiveness	All tasks will be attended to timeously and diligently.
Fairness	The Department will implement its strategy as planned and serve the citizens without bias and prejudice.
Transparency	We will provide the citizens with reliable information about decisions and performance of the department.
Ethical Conduct	The Department will be honest in implementing its priorities and act in accordance with the constitutional and DPSA directives.
Accountability	There will be consequences on failing to meet required outcomes.
Innovation	The Department will respond to technological and other developments in its internal and external environment.

16. List of services provided the Department of Public Works and Infrastructure

Programme 2	Key service(s)	Problem identification	Mitigation/Interventions	Service recipients Beneficiaries.
Public Works Infrastructure				
Works Design, Construction and Maintenance	Provision of government infrastructure.	Delayed completion of projects. (Due to reasons such as community interference and unrests (sometimes halting of projects and late payments by client departments), budget reprioritisations, scope creep, projects that started late and inclement weather conditions).	Improved screening of contractors focusing on timeous completion of past work/projects and financial viability. Community consultations and inclusion of work opportunities projects. Factoring longer periods for lag times due to heavier and more frequent rainfall in the Province. The training of Bid Committee Members.	Client Departments Citizens
	Maintenance of existing infrastructure	Increasing pressure to accelerate building infrastructure maintenance due to the deterioration of infrastructure.	Reclaiming the mandate of Public Works Align the Infrastructure Enhancement Allocation to building infrastructure maintenance.	
		Inadequate work for technical staff, Engineers and Technologists.[1]	Implement the departmental Service Delivery Model to ensure maximum utilisation of the officials.	
			Influence the structure to cater for these gaps and/or skills development interventions.	
Property Management	Payment of rates and taxes	Delays in completion of projects due to community unrests.	Implement social facilitation for the Departmental community engagements throughout the project cycle.	Municipalities for viability
	The payment of municipal services (water, electricity, etc.)	Shortfalls for payment of municipal debts.	• With regards to month-to-month leases, approval was granted prior to expenditure being incurred. • Re-negotiations strategy will be finalised in line with what was prepared by Provincial Treasury for the National Public Works Department. • Request additional funding from Provincial Treasury. • Disposal of non-strategic assets. • Implementation of shared water saving project. • Energy saving initiatives.	Municipalities for viability
	Provision of office accommodation	Deterioration of buildings and closure of buildings by the Department of Labour due to non-compliance to health and safety regulations.	Maintenance of buildings is done in line with condition assessment reports and the available budget to do such. An additional amount of R67 million is needed over period of three years for planned maintenance.	11 Provincial Clien Departments
	The provision of prestige accommodation to MPL members	[redacted]	[redacted]	MPL's
	Physical security	[redacted]	[redacted]	Multi Departments accommodated in one building
		[redacted]	[redacted]	Political Office Bearers
		[redacted]	[redacted]	Officials of Government
		[redacted]	[redacted]	Visitors for Services i Government Buildings

[1] **Due to the fact that maintenance projects below R15m are executed by Client Departments, there is not enough projects to be executed by the Department.**

Programme 3	Key service(s)	Problem identification	Mitigation/interventions	Service recipients Beneficiaries.
EPWP				
Community Development	Implement community development interventions for the Department of Public Works and Infrastructure to create EPWP work opportunities.	Delays in completion of projects due to community unrests.	Implement social facilitation for the Departmental community engagements throughout the project cycle.	Unemployed community members
Innovation and Empowerment	Implement beneficiary empowerment interventions (NYS, Skills training, Artisan Development and Enterprise Development)	Inadequate funding for training.	Source funding from external institutions such as National Skills Fund (NSF) and others.	Unskilled youth
Coordination and Compliance Monitoring	Facilitate reporting by public bodies on EPWP targets within the Province Slow decline of massification programme.	Under-reporting of infrastructure projects. Resuscitate and establish small scale implementation of massification projects, incorporating (NYS).	Invite EPWP to all site hand overs for presentation of reporting tools and how to submit data.	Other reporting bodies

(17) STANDARD OPERATING PROCEDURES 2025-2026

The purpose of Standard Operating Procedures is to foster a culture of responsibility and accountability in strategic planning and reporting in the Free State Department of Public Works and Infrastructure.

It serves to outline the responsibility of each employee in the policy (i.e.) procedures.

18. Scope

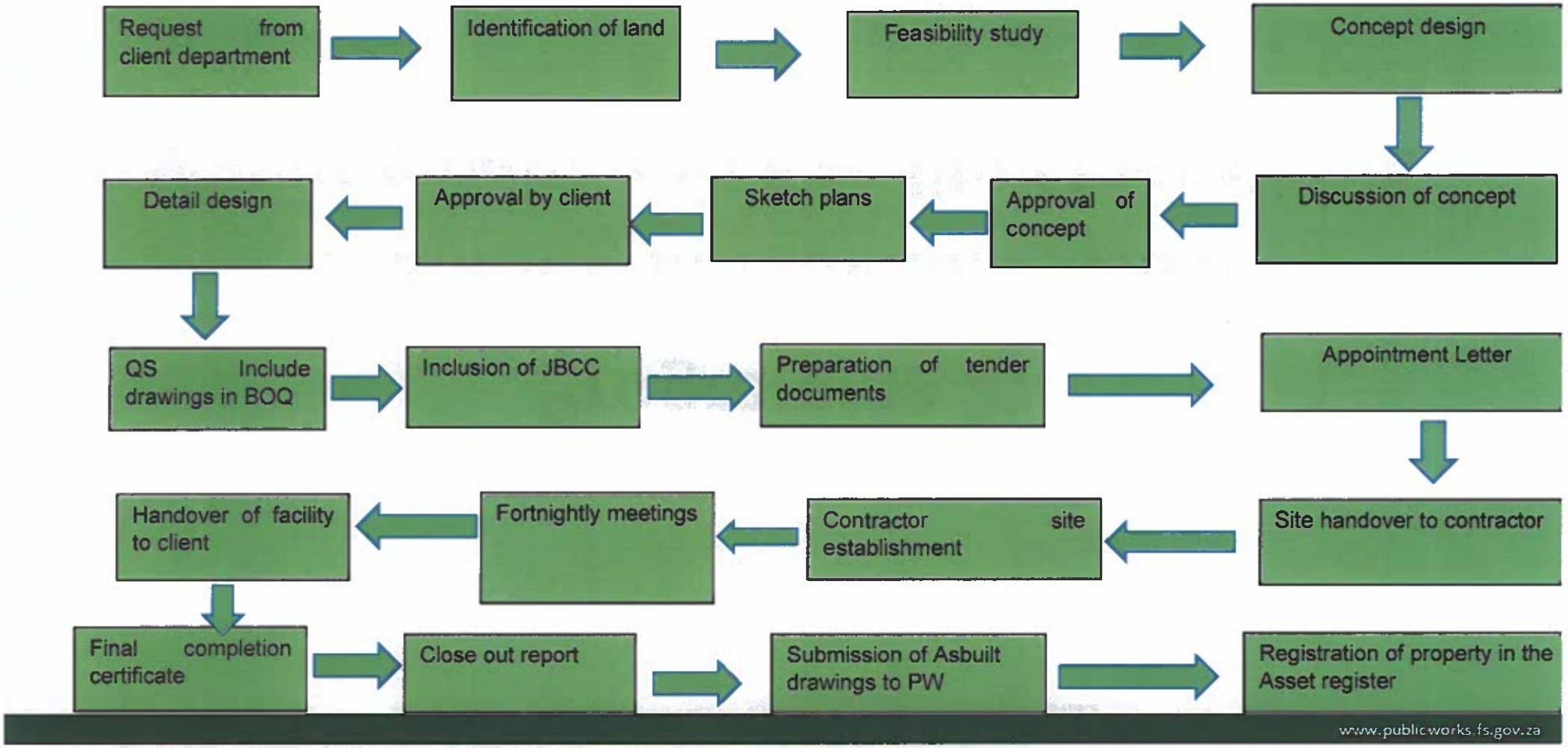
These Standard Operating Procedures are applicable to all relevant officials of the Free State Department of Public Works and Infrastructure.

Programme 2:

Public Works Infrastructure: Works Design, Construction and Maintenance

Value chain (projects process map) in relation to infrastructure project execution as well to detect challenges that result in client department's dissatisfaction due to non-completion of projects within budget and contract time. Consequently, the value chain aligned to the Infrastructure Management System was developed as indicated in the figure on the next page.

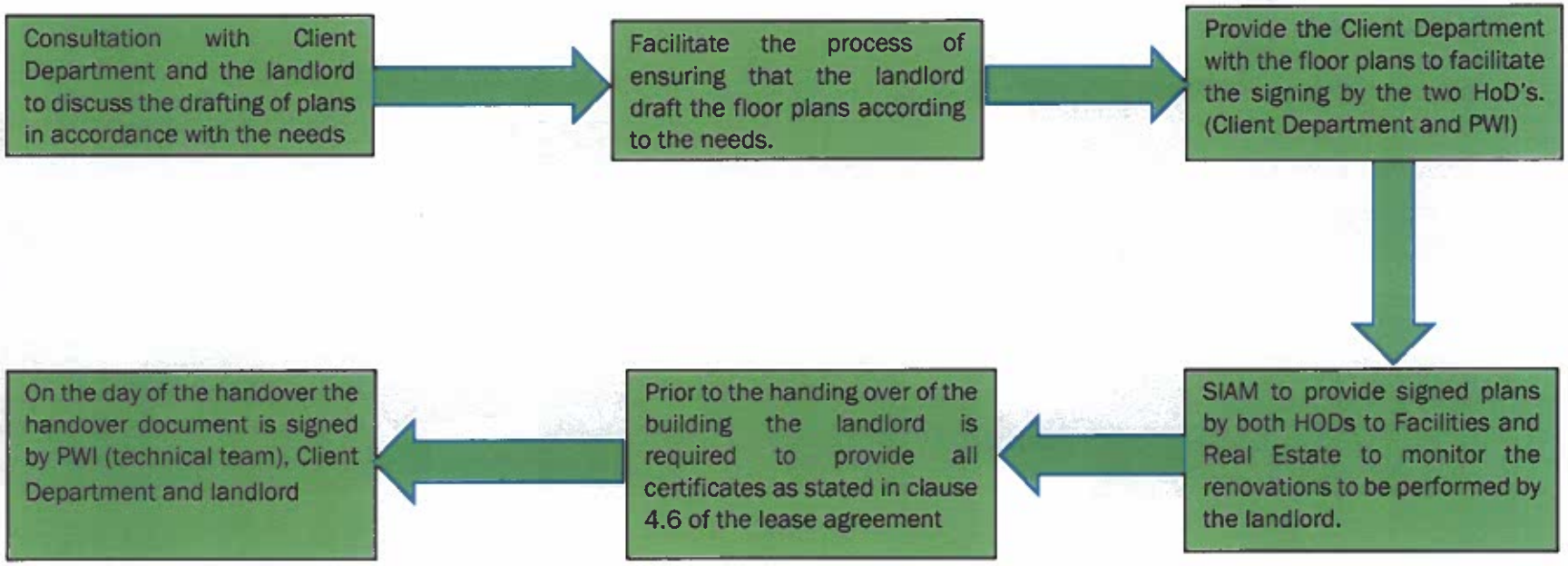
VALUE CHAIN ON INFRASTRUCTURE PROJECT IMPLEMENTATION



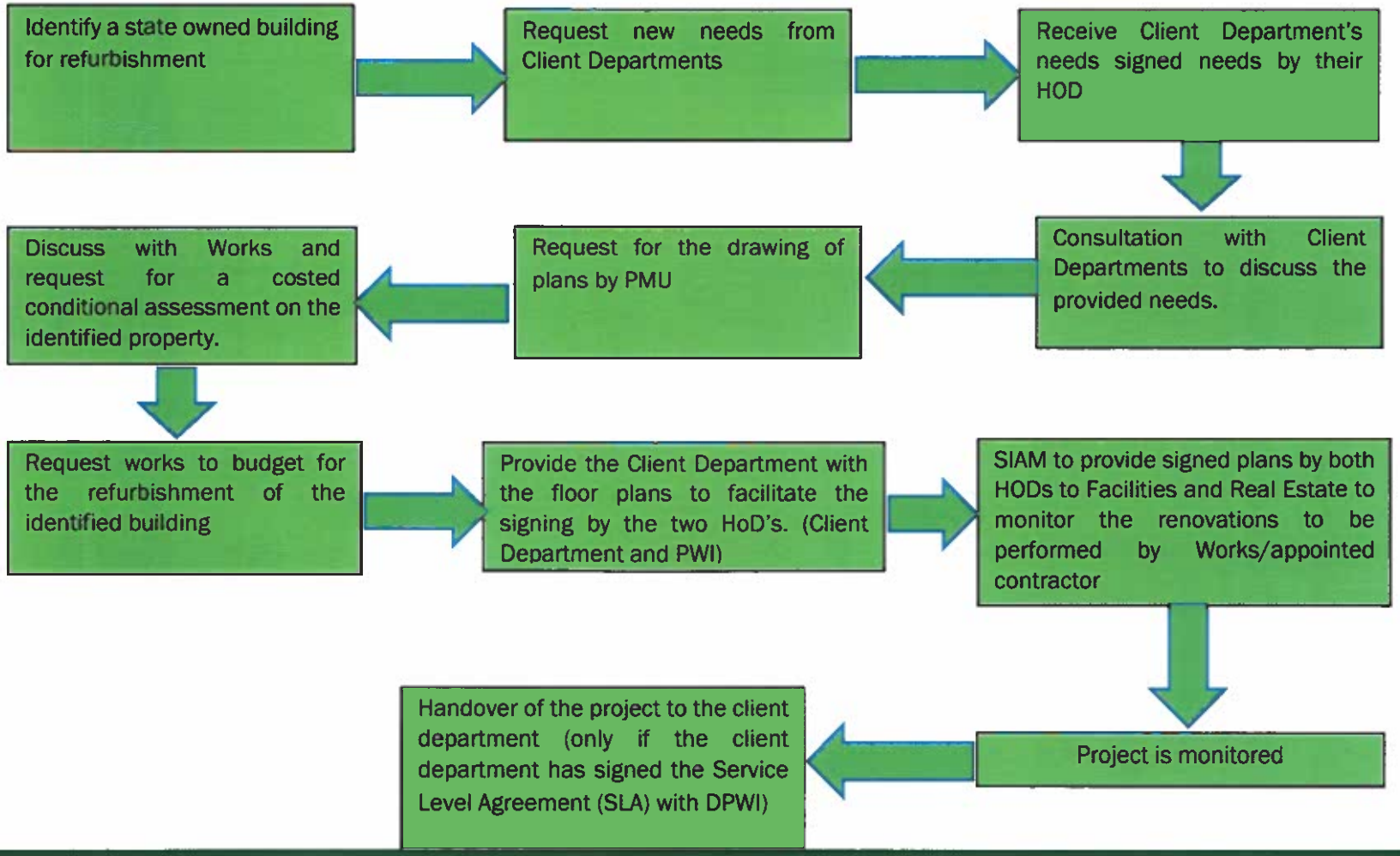
Programme 2:

Planning Immovable Asset Management and Facility Operations

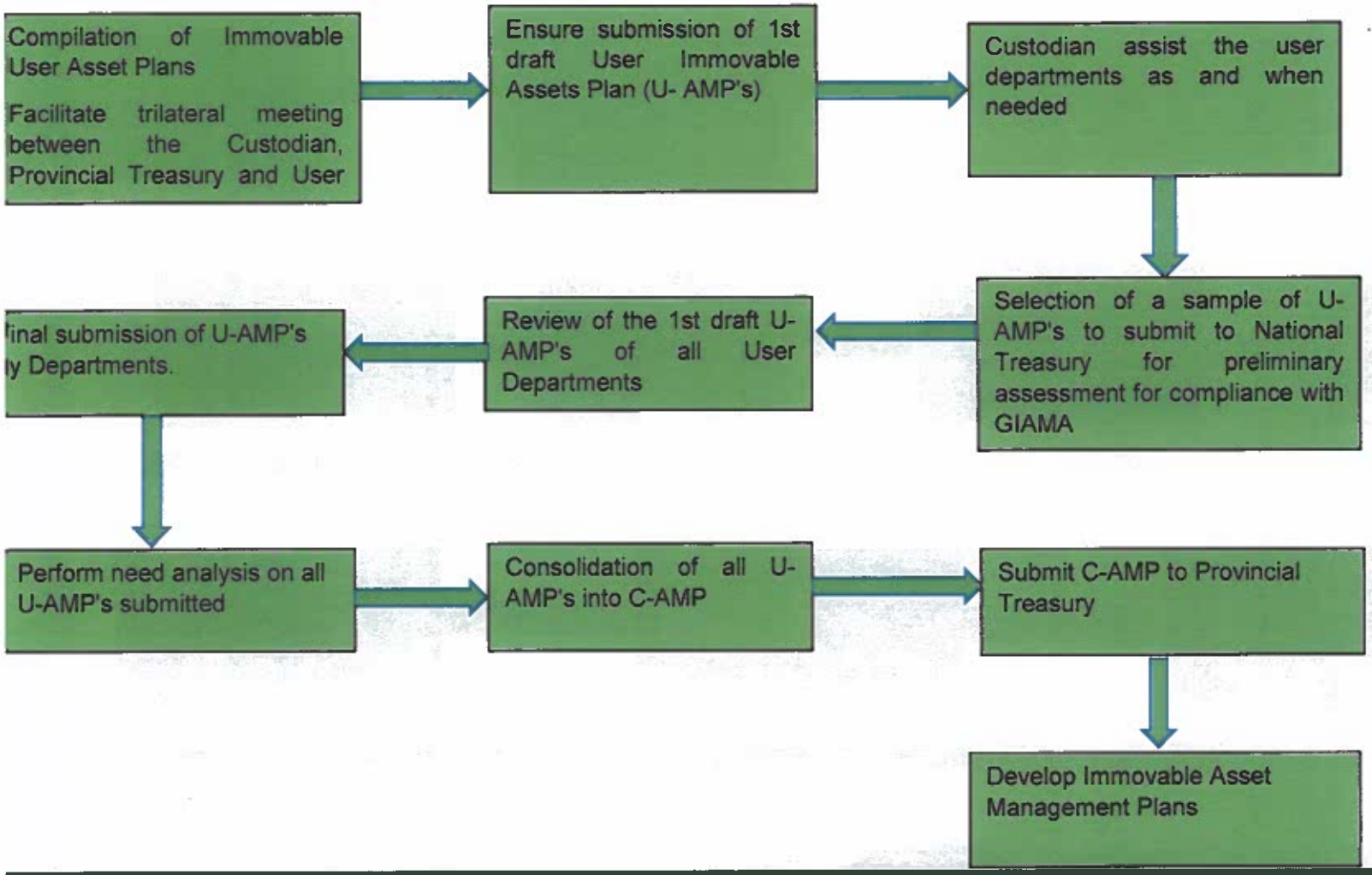
PROCESS FOR LEASED IN PROPERTIES



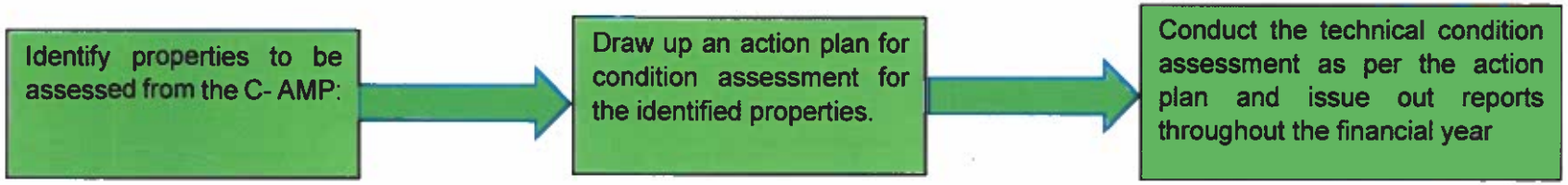
ACCOMODATION (STATE OWNED PROPERTIES) Facilities provided



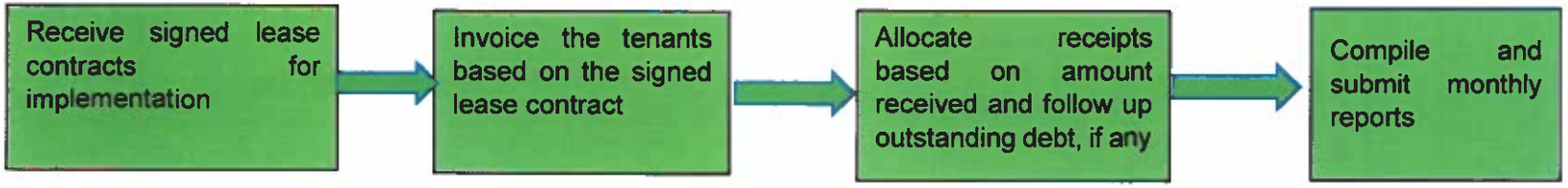
CAMP SUBMITTED TO THE RELEVANT TREASURY IN ACCORDANCE WITH GIAMA



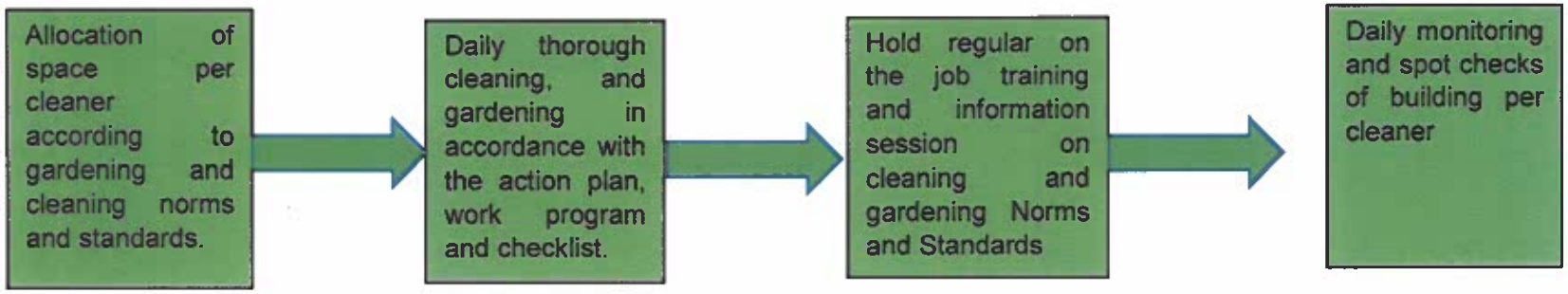
CONDITION ASSESSMENTS CONDUCTED ON STATE-OWNED BUILDINGS.



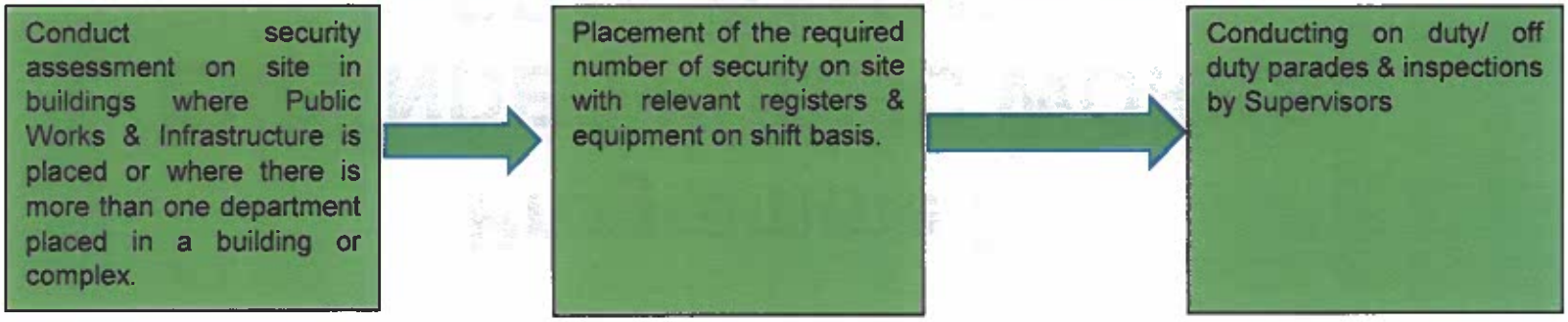
REVENUE COLLECTED.



PROPERTIES RECEIVING FACILITY MANAGEMENT SERVICES (CLEANING AND GARDENING SERVICES).



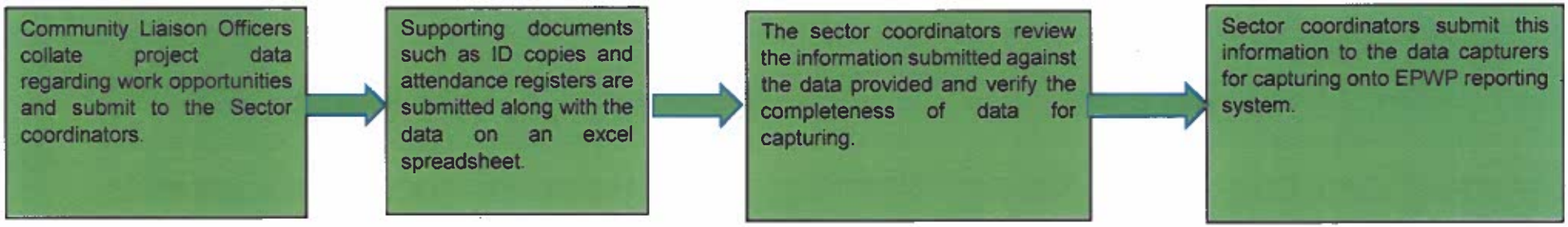
PROPERTIES RECEIVING FACILITIES MANAGEMENT SERVICES (PHYSICAL SECURITY).



Programme 3

EXPANDED PUBLIC WORKS PROGRAMME

WORK OPPORTUNITIES CREATED BY THE PROVINCIAL DEPARTMENT OF PUBLICS WORKS AND INFRASTRUCTURE.



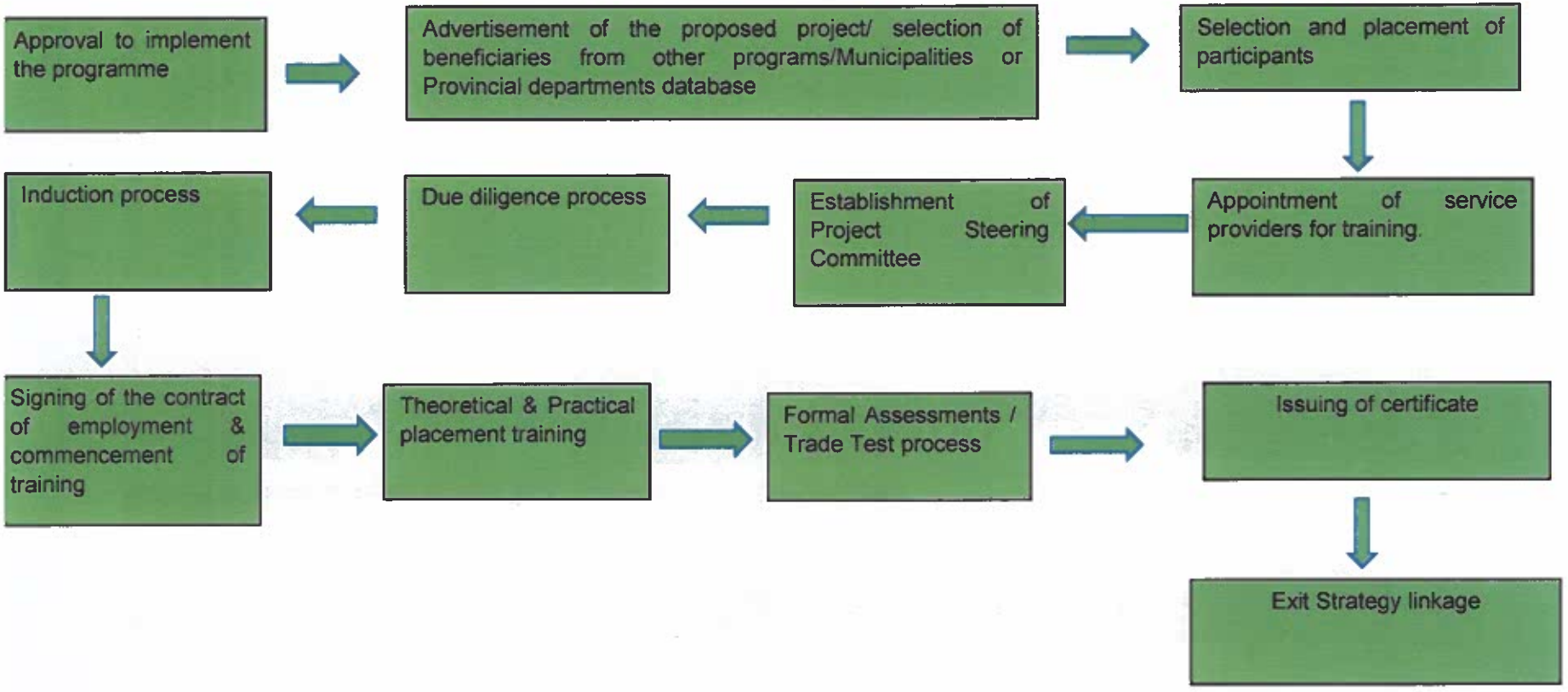
WORK OPPORTUNITIES CREATED BY THE PROVINCE.

Project Implementation Plans are collated from implementing departments and municipalities in various sectors i.e. Social Sector, Infrastructure Sector and the Environment and Culture Sector.

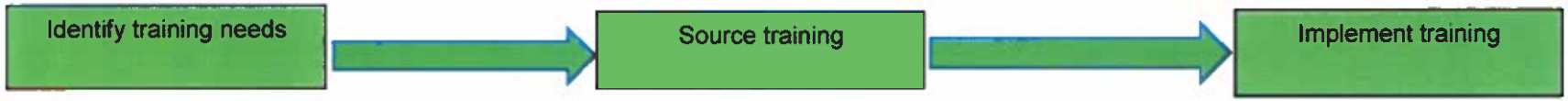
The targets for job creation at a provincial level are set by the National Department of Public Works. The information is then consolidated and reported against the set targets.

NUMBER OF BENEFICIARY EMPOWERMENT INTERVENTIONS.

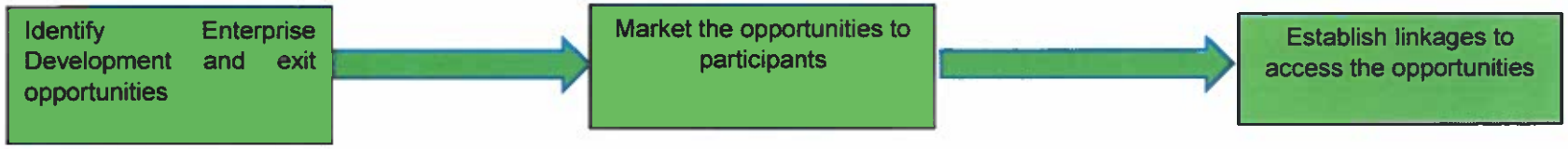
(NYS, Skills training, Artisan Development and Enterprise Development).



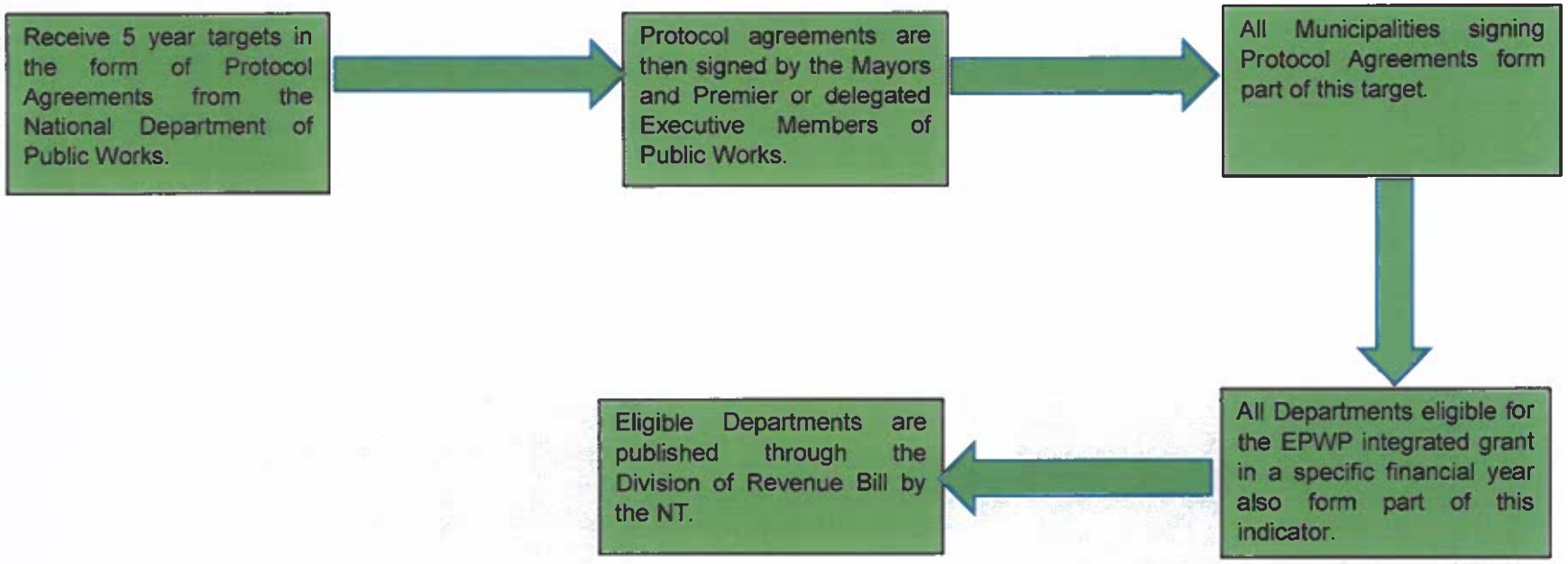
TRAINING INITIATIVES (CROSS-CUTTING FUNCTION).



ENTERPRISE DEVELOPMENT SUPPORT (CROSS-CUTTING FUNCTION)



PUBLIC BODIES REPORTING ON EPWP TARGETS WITHIN THE PROVINCE.



INTERVENTIONS IMPLEMENTED TO SUPPORT PUBLIC BODIES IN THE CREATION OF TARGETED NUMBER OF WORK OPPORTUNITIES IN THE PROVINCE.

Interventions implemented to supporting public bodies in the creation of work opportunities include:

Workshops and one-on-one engagements

The targets for job creation at a provincial level are set by the National Department of Public Works. The information is then consolidated and reported against the set targets.

19. Glossary

'Annual performance planning' means the process of identifying the performance indicators and targets that the institution will seek to achieve in the upcoming budget year

'Budget' means a quantitative expression of a plan for a defined period of time. It may include planned revenues, resource quantities, costs and expenses, assets, liabilities and cash flows. It expresses the Strategic Plans of a specific Project/Programme

'Compliance' means the meeting of obligations under laws, regulations, codes or departmental standards

Accounting Officer' means the accounting officer of a designated department

'Department' in relation to a public entity, means the department designated by legislation through which reports and returns of public entities must be submitted to the Executive Authority.

'Division of revenue grants' means allocations from the national government to provinces and local government as listed in the schedules to the annual Division of Revenue Act, including transfers in terms of that Act

'Financial year' means 01 April to 31 March

'Integrated Development Plan' means a plan for an area that gives an overall framework for development. It aims to co-ordinate the work of local and other spheres of government in a coherent plan to improve the quality of life for all people living in an area

'Medium Term Expenditure Framework' (MTEF) is the annual, rolling three-year expenditure planning. It sets out the medium-term expenditure priorities and hard budget constraints against which sector plans can be developed and refined. MTEF also contains outcome criteria for the purpose of performance monitoring. MTEF

together with the annual Budget Framework Paper provides the basis for annual budget planning

'Medium Term Strategic Framework' (MTSF) is a broad programme of government for the 5-year period. It sets out the overall strategy of government derived from the Constitution and the electoral mandate

'Operational Planning' means the process of linking outcomes and outputs to tactical deliverables. It describes the milestones, conditions for success and explains how, or what portion of, a strategic plan will be put into operation during a given period.

'Programme' is defined as a group of related projects. Grouping related projects into a program enables consolidated reporting to be performed for all projects within the programme, as well as enables the sharing of communication among project teams

'Specific, measurable, achievable, relevant and time-bound' (SMART) is a best practice framework for developing goals. The acronym is intended to help managers and other employees who are tasked with setting goals to clarify exactly what will be required for achieving success

'Stakeholders' means the individuals and organisations that are actively involved in the project, or whose interests may be positively or negatively affected as a result of project execution or project completion

'Strategic Planning' means a long-term, future oriented process of assessment, goal setting, and strategy building that maps an explicit path between the present and a vision of the future, that relies on careful consideration of an organisation's capabilities and environment, and leads to priority-based resource allocation and other decisions.

public works & infrastructure

Department of
Public Works & Infrastructure
FREE STATE PROVINCE

PUBLIC WORKS AND INFRASTRUCTURE

PROVINCIAL DEPARTMENT

2025 – 2030
SERVICE DELIVERY IMPROVEMENT PLAN
(ANNEXURE A)

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SERVICE DELIVERY IMPROVEMENT PLAN

2025 - 2030

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Editor	Mr. Matshedisho Monageng
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TO BE COMPLETED WITH FINAL DOCUMENT

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ACRONYMS AND ABBREVIATIONS

TO BE COMPLETED WITH FINAL DOCUMENT

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Official Sign Off

It is hereby certified that this Service Delivery Improvement Plan:

- Was developed by the management of the **Department of Public Works and Infrastructure** under the guidance of the **Executive Authority**: Honorable D. Mance
- Was prepared in line with the current Strategic Plan (**2025/2026 – 2029/2030**) and the Annual Performance Plan (**2025/2026**) of the Department of Public Works and Infrastructure.
- Is compiled with the latest available information from departmental business units based on relevant directives.

Coordinated by:

_____

I De Beer: Public Works and Infrastructure

Date:

Recommended by:

_____

Name of each Programme manager

Title of each Programme Manager & name of institution

Date:

_____

A Adams

Chief Financial Officer Public Works and Infrastructure

Date:

Approved by:

_____

DRAFT

Adv. T. Phahlo
Acting Head of Department
Public Works and Infrastructure
Date:

Authorised by:

_____

D Mance:
Executive Authority
Public Works and Infrastructure
Date:

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2025 - 2030 SERVICE DELIVERY IMPROVEMENT PLAN
PUBLIC WORKS AND INFRASTRUCTURE

PART 1: SUMMARY OF THE SDIP TEMPLATE (TO BE USED BY ALL DEPARTMENTS ACCORDING TO THE SDI DIRECTIVE):

PREREQUISITES

FIVE YEAR STRATEGIG PLAN 2025-2030 1

https://fsworks-my.sharepoint.com/:f:/g/personal/tlhaoleg_fsworks_gov_za/Et-ovWh0mPpJmfqV8Yw7nOgBDqi7YjSe-liHedVbQPbvCw?e=HGYHCB

2024-2025 service delivery model.pdf

A. Frontline/ Service Delivery departments:

The Department of Public Works and Infrastructure does not deliver a frontline service; however key services provided to either communities, officials or client departments were listed by Departmental executive and from their performance and availability of Departmental resources, two services were identified for improvement.

From the basket of services offered by the Department, those services that had the most challenges were identified through the following processes:

A request for a list of the departmental services was made to managers for them to provide lists of all the services they render. All the departmental services were listed and a working committee/task team consisting of the relevant stakeholders (Programme Managers, Finance, HR, etc.) rated these services in terms of their progress performance in the previous years and the rating was done in terms of Good, Fair, or Poor in order to be able to identify the focus area(s) for improvement.

Quarterly, Annual, Expenditure and AG reports were consulted to track the progress performance of the listed services. From these engagements, the two key service areas Maintenance of government buildings and Security Services were identified for improvement over a three-year period (01 July 2025 to 31 March 2027).

Minimum standards for Batho Pele were applied over a three year period based on the available resources

2. Oversight Departments:

SDI focus areas identified through synthesis of internal and external analysis of departmental service delivery

Services offered by the Department are listed below, they were rated according to performance and risk assessments.

Works and PMU

Service	Challenges
Infrastructure Delivery (Socio economic Infra inclusive of Maintenance)	Y
Payments of service providers by clients (contractors, consultants, suppliers)	Y
Condition assessment (do for clients SOC DEV old age homes)	N
Technical assistance to clients (emergencies wrt labour not material).	N

Property Management

Service	Challenges
Facilities provided	Y
Provision of parking space	Y
Cleanliness of Buildings	Y
Payment of Utilities services	Y
Security Services	Y
Payment of Rates and taxes	Y

EPWP

Service	Challenges
Recruitment of participants	Y
Payment of UIF	Y
Training (beneficiaries and artisans)	Y

Political interference hinders recruitment progress

2025 - 2030 SERVICE DELIVERY IMPROVEMENT PLAN
PUBLIC WORKS AND INFRASTRUCTURE

	SDIP CRITICAL (KEY) SERVICES									
B.	***Service delivery improvement interventions***									
OUTCOME	**KEY SERVICES**	**KEY PERFORMANCE INDICATORS (KPI)**	**DEPARTMENT SPECIFIC SET STANDARD**	**BASELINE: YEAR 0**	OVERALL SDIP CYCLE TARGET (Outline the desired target of 5 years which should be aimed towards column 4 based on the problem and process analysis conducted)					**PORTFOLIO OF EVIDENCE**
					2025	**2026**	**2027**	**2028**	**2029**	
MTDP outcome: **Increase infrastructure investment and job creation.** ***Departmental outcome:*** **Infrastructure projects delivered.**	**[2]Maintenance of provincial infrastructure.**	Number of UAMP requests analysed for office accommodation requests	Nine UAMPS analysed	Incorrect/insufficient accommodation requests	12	12	12	12	12	UAMPS
		Number of condition assessments conducted on state owned building within the current financial year	All planned condition assessments conducted	11 in 2024 done. Works officials do in-house assessments.	30	30	30	30	30	Condition Assessment Report
		Number of planned maintenance projects awarded.	Project plan between Works Maintenance, SCM and Finance to guide procurement.	Procurement Plan	1	1	1	1	1	Signed off procurement Plan
		Number of Planned Maintenance Projects completed.	Priority maintenance in terms of condition ratings	1	2	3	3	7	8	Completion Certificates
		Number of facilities provided.	Maintained facilities	6	4	5	4	2	2	Handover Report
		Number of utilisation inspections conducted within the current financial year	Planned inspections on all office accommodation (state-owned and leased – in)		8	8	8	8	8	Utilisation Report based on norms and standards

[2] Maintenance below R15m are done by Client Departments.

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

BATHO PELE PRINCIPLES	KEY PERFORMANCE INDICATORS (KPI) (Capture the agreed-upon indicators through sector/department specific consultations, guidelines and policies) – see example given	SET BATHO PELE STANDARDS (Agreed upon through sector/department specific consultations/guidelines/policies)	BASELINE: YEAR 0 (Reflect the current status of poor performing service indicators as reflected in a matrix of source documents)	OVERALL SDIP CYCLE TARGET (To be informed by the problem and process analysis)					PORTFOLIO OF EVIDENCE (Cross reference documents as a cross-cutting team with line managers owning the whole process)
	Capture indicators in this column	Set measurable performance standard/s with indicators that will lead to a realized acceptable improvement level/s	Capture the current level/ extent of the problem reflected in your problem identification matrix	Outline the desired target of 2 years/5 years which should be aimed towards column 3 based on the problem and process analysis conducted					Provide names of documents used to populate this template & relevant page numbers
				Year 1	Year 2	Year 3	Year 4	Year 5	
1) PROFESSIONAL STANDARDS - PUBLIC SERVANTS:	100% professional registration.	**Professional standards** **SACPCMP** Create an enabling environment for the promotion, growth and transformation of the Built Environment Management Professions through advocacy, research, and best practice **SACQSP** Quantity Surveyors are in essence financial consultants to clients. **ECSA** An effective regulator assuring engineering excellence. **SACAP** Inclusive and transparent architectural profession recognised as a global leader in the built environment. Architects are artists. They combine architectural history, science, and art within the built environment to produce designs that will not only meet the client's requirements but also enhance the environment. **OHSA** Compliance with Safety in the built environment.	Number of professionally registered officials in maintenance _____ Number of bodies where officials will be registered in a financial year.	5 2	7 2	7 3	8 3	10 3	Copies of certificates of professionally registered officials _____ 3

PREREQUISITES
A. Attachment/link to the analyzed Batho Pele standards based on complaints/ other performance measures ***AIM: Identify the status of the quality of services*** Condition assessments were conducted on 92 buildings since 2020. To date, 31 maintenance projects have been completed from this list. Future maintenance projects over the five-year period will also be informed by this list depending on budget allocation from Provincial Treasury. From 2020 to date we have assisted with the completion of over 100 projects (construction and maintenance) in the province There is not enough projects to be executed by the Department due to the fact that maintenance projects below R15m are executed by Client Departments; therefore the Department is on a drive to reclaim its mandate to be responsible for maintenance the provincial property portfolio. The Department plans to implement two maintenance projects
B. Attachment/link to the problem analysis conducted ***AIM: to identify the weaknesses on the quality of services provided with a department/ institution*** The mandate of the Department is as follow: • Public Works and Infrastructure, maintenance and construction as well as property management including the provision of office accommodation and security services, and the payment of municipal services and rentals; and • Coordination and monitoring of the implementation of Expanded Public Works Programmes. The aim of maintaining of facilities is to restore its original outlook and extend the lifespan of the buildings while enhancing the capacity for provision of state-owned office accommodation. This will contribute to provincial revenue base for better service delivery to our citizens. The total adjusted budget of R21.285 million has been allocated for scheduled maintenance and minor maintenance projects. A service provider was appointed on a three-year contract to service the lifts in three regions. Some of the budget is also intended to accommodate failures and maintenance requirements due to the ageing of the infrastructure and emergency maintenance in our buildings. The Department will receive an Infrastructure Enhancement Allocation (Equitable Share earmarked for Infrastructure) of R49.309 million. Inclusive in this allocation is R12 million earmarked for maintenance and R10 million for the restoration of the Free State House The Department undertakes condition assessments to inform the User Asset Management Plan (U-AMP) and general maintenance with a view of developing a comprehensive maintenance plan for the province in the current financial year. The Department will perform scheduled maintenance to the value of R13.984 million to various government facilities within the province in the financial year as the need arises.

Maintenance projects are informed by previously conducted condition assessments. The growing maintenance backlog and insufficient year-on-year maintenance allocation makes it difficult for the Department to maintain buildings as required. There is increasing pressure to accelerate building infrastructure maintenance due to the deterioration of infrastructure which results in the closing of buildings by the DoEL.

To mitigate further deterioration of buildings which leads to closure thereof by the Department of Labour due to non-compliance with health and safety standards, more buildings need to be maintained by this Department. Currently, client departments are allocated a maintenance budget of less than R15m to do maintenance.

C. Attachment/link to the identified interventions

AIM: identify quality of service delivery improvement interventions

SUMMARY OF THE BATHO PELE STANDARDS

D. Populate the table below

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

		Works maintenance is further regulated by municipal by-laws and all technical staff such as tradesman aids must regularly undergo trade tests.							
2) **WORKING ENVIRONMENT STANDARDS:**	Equipment provided as specified in official's job description	List of equipment identified per level Office norms and standards.	New	1	1	1	1	1	Audit report of technical personnel equipment
3) **ACCESS STANDARDS:**	Two fully accessible buildings according to OHSA guidelines.	Access standards for all citizens (inclusive of disabled and infirm visitors/officials)	2	2	2	2	2	2	Compliance report on two compliant buildings
		All visitors allowed equal access	OHSA report on accessibility						
4) **INFORMATION STANDARDS:**	Information standards published on the Service Charter. Maintenance projects advertised	Information on information standards published at entrances of the Department.	1	1	1	1	1	1	Screenshot of published Service Charter
5) **REDRESS STANDARDS:**	Acknowledge receipt of complaints within7 days of receipt.	Information on redress standards communicated on the Compliments and Complaints Strategy.	0	1	1	1	1	1	Approved Compliments and Complaints Strategy
6) **CONSULTATION STANDARDS:**	Stakeholder consultation Plan	MEC outreach programmes such as imbizos, roadshows etc.	5	7	7	8	9	9	Newsletters/Reports on outreach programmes provided
7) **OPENNESS & TRANSPARENCY STANDARDS:**	Maintenance advertisements and awards	Number of planned maintenance projects awarded.	Project plan between Works Maintenance, SCM	2	2	2	3	3	Screenshots of advertisement. Appointment letters

			and Finance to guide procurement. How can IDMS fit into this?						
	Departmental services published on the Service Charter.	Departmental services published on the Service Charter.	Departmental services published on the Service Charter.	1	1	1	1	1	Picture proof of published Service Charter
8) VALUE FOR MONEY	Increased well maintained projects	Ensure continuous improvement in the efficiency of the internal processes and systems Improved condition ratings of buildings	10	2	7	8	9	12	Completion certificates of maintenance projects.

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3. CHANGE MANAGEMENT PLAN				
IDENTIFIED STAKEHOLDER CONSULTATIONS:	**STAKEHOLDER's NAMES**	**STAKEHOLDER's INTERESTS**	**METRICS (WEIGHTING & RELEVANCE)**	**EXPECTED BENEFIT/S**
	Public Works officials	*Implementation of the Departmental mandate e.g. the provision of land and buildings as well as to contribute to the Provincial goal of job creation and poverty alleviation through the EPWP.*		
	Construction Industry Development Board (CIDB)	*Establishment of a national register of contractors and construction projects to systematically regulate, monitor and promote the performance of the industry for sustainable growth, delivery and empowerment; promote improved delivery management capacity and the uniform application of procurement.*		
	National and Provincial Treasury	*Ensures transparency, accountability and sound financial controls in the management of public finances.*		
	DPSA	*Guides development of Service Delivery Initiatives in provincial Departments.*		*Consistency in service delivery implementation on government*
	Contractors/ Service providers	*Service providers are contracted by the Department to deliver the infrastructure. Construction industry delivery capability for South Africa's social and economic growth.*		*Execution of maintenance projects*
	Client Departments	*The Department implements projects on their behalf and provide them with office accommodation.*		*More buildings in habitable state responding to the Minister of DPWI strategic sector priorities of "Public Assets for Public goof".*
COMMUNICATION MEASURES REQUIRED:	**IDENTIFIED COMMUNICATIONS MEASURES** **Facilitation from SDI side:**	**FREQUENCY** **Bi-weekly**	**MANNER OF COMMUNICATION** **Electronic, telephonic , virtual platform**	**OBJECTIVES** **To have a well communicated Service Delivery Improvement**

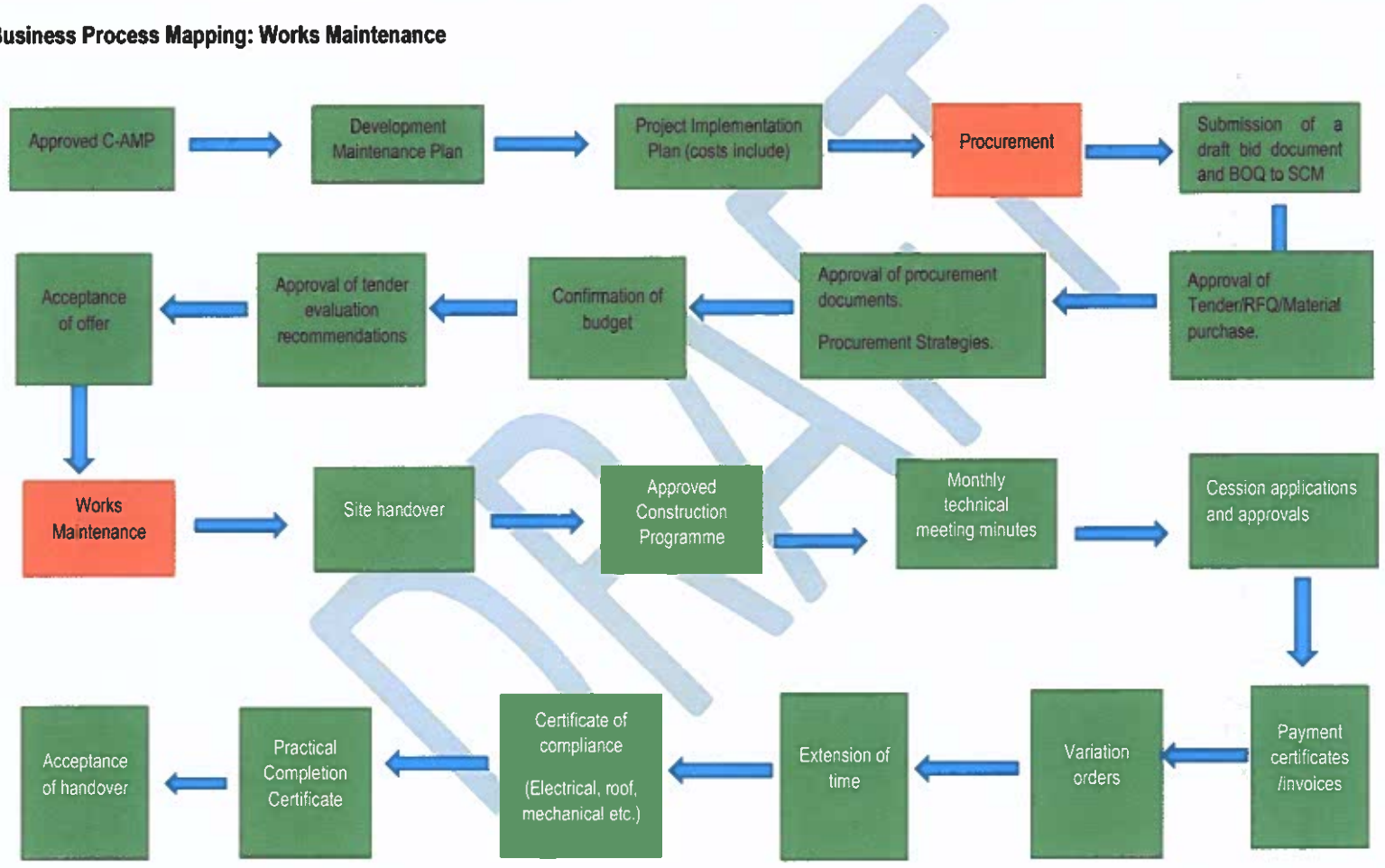
	Task team development **Consultations with responsible unit for development** Informing Departmental Managers and supervisors of the plan at Q1 and Q2 QPR meeting Informing supervisors/monitors and implementers. Final document on Departmental Website			**Plan (SDIP) to ensure implementation.**
INTERVENTIONS REQUIRED INTERNALLY:	**IDENTIFIED INTERNAL INTERVENTIONS** **Seek C-AMP commitment funding**	**SOLUTION REQUIREMENTS**	**REQUIRED RESOURCES**	**ACTION PLAN**
INTERVENTIONS REQUIRED EXTERNALLY:	**IDENTIFIED EXTERNAL INTERVENTIONS** **Monthly meetings with contractors.** **Site visits**	**SOLUTION REQUIREMENTS**	**RESOURCES REQUIRED** **Schedules meeting plan**	**ACTION PLAN**

4. MONITORING, REPORTING AND EVALUTION PLANS

MONITORING PLAN:	Site visits conducted by appointed task team and the Departmental M&E team.							
REPORTING PLAN:	Quarterly progress report presented at Departmental QPR meeting task Team members are part of this group)							
EVALUATION PLAN:	IMPACT ASSESSMENT MEASURES Mid-term as well as end term evaluation plan requested from Departmental Research unit. Customer satisfaction surveys in buildings maintained.							
	KEY PERFORMANCE INDICATORS (KPI)	**BASELINE: YEAR 0**	**OVERALL SDIP CYCLE TARGET**					**PORTFOLIO OF EVINDENCE**
			Year 1	Year 2	Year 3	Year 4	Year 5	
SATISFACTION MEASURES:	Customer satisfaction survey conducted	New	–	–	1	–	–	Signed Survey report
ECONOMY MEASURES:	**Spending of budget**	New	**100%**	**100%**	**100%**	**100%**	**100%**	**Expenditure report**
EFFICIENCY MEASURES:	**Completion of projects within time and budget.**	New	**100%**	**100%**	**100%**	**100%**	**100%**	**Extension of time when there are challenges**
EFFECTIVENESS MEASURES:	**Functional Public Assets**	New	**2**	**3**	**3**	**4**	**4**	**Functional maintained properties**

MAINTENANCE BUSINESS PROCESSES.

Business Process Mapping: Works Maintenance



SIGN OFF

Compiled by:.....

Director Strategic Planning and Service Delivery Improvement Date 03.06.2025

Me. I.G. De Beer

Recommended by:.....

Acting Chief Director Research Monitoring & Evaluation Date 10/06/2025

Me. J. Motsie

Approved by:..... Date 30/06/2025

Acting Accounting Officer of the Department of Public Works & Infrastructure

Mr. S. Mtolo

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