

**GAUTENG DEPARTMENT OF INFRASTRUCTURE  
DEVELOPMENT | 2022/23 BUDGET VOTE SPEECH |  
TABLED BY ACTING MEC JACOB MAMABOLO AT THE  
GAUTENG PROVINCIAL LEGISLATURE ON 20 MAY 2022**

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Honourable Speaker and Deputy Speaker  
Honourable Premier and Members of the Executive Council  
Chief Whip of the Majority Party  
Leaders of Political Parties represented in the Legislature  
Honourable Members  
MMCs and Councillors  
Senior Officials of the Department led by the HOD  
Distinguished Guests  
Ladies and Gentlemen

During this Workers Month, I take this moment to salute the heroic resistance and the tireless struggle of the working-class, the Proletariat, for massifying the liberation struggle of the people of our country.

The worker's mass struggles from the 1920s led by the Industrial and Commercial Workers Union (ICU), the bitter struggles of mineworkers in the 1940's, the militant resistance of SACTU in the 1950's, and the momentous defiance of Cosatu against apartheid machinery in the workplace and society shall not be erased in our memories.

What started as a struggle against the violation of worker's basic rights on the factory floor became a struggle for the total emancipation of our people. By taking their struggle back to their communities, workers, turned our mass democratic struggle into a force which finally defeated the apartheid regime.

Through militant mass protest actions and consistent running battles with authorities in our townships, on the factory shopfloors, mines, farms and other sectors - workers displayed relentless and unmatched bravery.

They survived systematic detentions and mass arrests, dismissals, banning orders, harassment and brutal repression under the state of emergency. They yearned for a future where everyone shares in the prosperity of our land. They yearned for a fair and just economic and political dispensation for all. The struggle waged by the workers of yesteryear continues to this day.

Therefore, as we celebrate Workers Month, we are reflecting on the past but also focused on the future. We say their struggle was not in vain as many of their descendants are now benefiting from the social infrastructure that we are building. Their descendants will become the new knowledge workers of the future. We are preparing them today through our massive investment in social infrastructure which we are currently setting up in our communities.

Much of the social infrastructure that we continue to build in our townships, informal settlements and new post-apartheid settlements will play a critical role in molding the worker of the future.

By investing where our communities live, DID ensures that our new generation of workers benefit from every child-care centres we build, including smart schools, clinics and hospitals, libraries as well as community centres. In the short-to-medium term households will benefit from jobs but the long-term benefits are immeasurable.

Every success story starts where people gather and share knowledge and information. The smart schools that we are building in our communities are not just brick- and-mortar. They are centres of knowledge and education. Out of these structures we are building a knowledge society, the working masses of the future.

Our clinics and hospitals are not buildings for the sick but health centres of hope - giving many of our community's longevity and improved living condition. The child-care centres we are constructing in far removed townships have made early childhood education the norm in our province.

Our libraries are injecting hope in the lives of many unemployed youth, job seekers, students, young and adult workers, and many who are still thirsty for knowledge.

We are pleased to see these benefits. However, most importantly, communities are participating in building these infrastructure and emerging black firms are continuing to progress through various enterprise development efforts. Furthermore, we also ensure the participation of the youth, women, military veterans and other marginalized groups in many of our projects.

Madam Speaker, as much as our services to communities bring joy to the hearts of many, we have come to realize that the journey is not easy. When construction trucks land in any community, we begin a long process filled with expectations, but also fraught with many challenges.

We have come to realise that there are no easy victories. But we remain resolute because we know the outcomes far outweigh the immediate hardships. What we are doing today is for the benefit of our future generation. It is for that reason that we deliver modern architectural economic assets which are environmentally resilient and able to stand the test of time. Infrastructure which is also driving an agenda for job creation, economic empowerment and spatial transformation.

In all these, the new Growing Gauteng Together (GGT 2030) vision and the National Development Plan (NDP) is our masterplan. Our journey to convert Infrastructure development initiatives to restore the past injustices and achieve economic and social transformation. This is more important as we re-imagine a new post COVID economic revitalisation of the Gauteng economy and the future.

Infrastructure development is a source of hope and realisation of the aspirations of millions of citizens in the province affected by spatial planning and exclusion.

The Department is committed to contributing in the provincial attainment of 100 000 jobs, and bringing local suppliers into the construction, maintenance and property management value chains. From the 100 000 jobs our target is to create 3 528 direct jobs and 90 107 indirect jobs over this political term. This includes a programmes to empower 50 emerging black firms, including women and youth.

It is our intention to do everything possible to deliver projects on time, within budget and of superior quality. It has therefore become a routine for my team and I to traverse all the projects sites, inspecting progress and resolving disputes. During these site inspections, it has become clear that a number of operational challenges such project stoppages, poor performance, community issues and many others continue to impact negatively on our work.

The Rust Ter Vaal Primary school in Vereeniging is an example of what continue to afflict us. The new project was conceptualised as a smart school and has the capacity to accommodate at least one-thousand learners on completion. This is a development that has brought a lot of relief within the community as the school will ease the pressure on the current school. The site was handed over to a contractor on the 21 September 2018 with completion expected on 20 February 2020. Almost four years later, we are still battling to complete the project due consistent poor performance by the contractor resulting in the contract being terminated.

Such unfortunate developments result in extremely hostile legal actions. The end results, again, has a huge impact on the delivery of services to the Client Departments as well as the community.

Madam Speaker, as we have indicated, there are no easy victories and we will continue to tackle these challenges head-on. We, therefore, welcome the announcement by Premier David Makhura to establish a war-room approach which will bring critical role players in one room to deal with the current challenges that we are faced with.

We also welcome the plan by President Cyril Ramaphosa to introduce a Special Purpose Vehicle to assist our sector to speed up delivery of school education infrastructure. Projects must be financially viable, meet and even exceed quality expectations and be delivered in the stipulated timeframe and projected cost.

Madam Speaker, one of the thorny issues around infrastructure project delivery in the province has been the cost of delivering projects. We want to address the perception that pricing for project delivery through DID is unreasonably over-priced.

This perception suggest that our pricing may be deliberately inflated or either a result of fraudulent and corrupt practices by officials and service providers. To address this concern and put to end all the speculations, the Department has begun a process to commission a comparative study for infrastructure pricing. The study will be conducted by credible and independent institutions to benchmark pricing on our construction and maintenance projects based on acceptable industry standards.

The findings will assist us and all our Client Departments to take appropriate decisions and corrective actions. We also want to satisfy ourselves by confirming the relevance of our pricing standards. This comparative study will be completed by the end of the year.

As we draw close to the end of the 6<sup>th</sup> Administration, we wish to report to the citizens of Gauteng that we have established an internal infrastructure war-room to troubleshoot the operational issues that has major effect on delivering planned infrastructure on time. The war room is convened weekly and supported critical business functions such as Supply Chain Management and Legal Services to ensure that all the transversal issues are fully resolved. Matters that are external to the department are immediately escalated to the provincial war-room for resolution.

Our road-map leading to 2024 will, therefore, ensure that all our planned projects are fully accounted for. Projects that are in progress with no outstanding matters will be fully delivered. Those in progress, with challenges, will be given our utmost attention and priority to remove all the stumbling blocks. An early warning system has been introduced to flag all the planned projects which we will not be able to deliver to ensure that the reasons for non-delivery are clearly analyzed and for long-term solutions to be explored.

Our team will work around the clock to resolve challenges related to the Kopanong ABT, outstanding legal tussles around the Anglo Anshanti hospital and any other outstanding matter affecting our project pipeline from now until the end of this political term.

The Department is allocated a budget of R 3,312 billion of which the total of R 2,668 billion is allocated to Public Works. A total of R 384,4 million is allocated to Administration and R 259,5 million will fund our Expanded Public Works Programme (EPWP).

The Department has seven cost drivers include rates and taxes, the compensation of employees, property leases, Infrastructure projects, EPWP, security services and soft services. The remaining budget is allocated to other operating costs which include provision of tools of trade, ICT systems, G-Cars and others.

An amount of R1,177 billion is allocated for payment of rates and taxes to the municipalities. For infrastructure rehabilitation and maintenance of public properties an amount of R 132,382 million has been budgeted for. A total of R402,530 million has been set aside for leases, R81 million for security services for our assets.

A total of R241.8 million is allocated towards poverty relief through our short-term employment EPWP programme carried out through the NYS programme for stipends, and training and skills development.

Let me now provide a snapshot of our six priorities:

### **Outcome 1: Optimised Public-Owned Fixed Property Portfolio:**

The Department ensures improved productivity of the government immovable asset portfolio by saving costs, revenue generation and serve as a catalyst for socio-economic development and commercialization.

We are now pleased to report that the provincial property optimization strategy has been finalized and will be submitted to Exco for approval before the end of the year.

The Department prioritizes the disposal of all non-core fixed property assets, releasing unused and available land for socio-economic and commercialization purposes, and undertaking land banking to promote investment and spatial transformation in various nodes and corridors.

To-date, the Department disposed 40 non-core residential immovable assets amounting to R39 million. We are planning to dispose another 30 immovable assets in the current financial year with an estimated revenue collection of R12 million. The process of appointing a new auctioneering service provider is at procurement stage.

For the current financial year, the Department plans to release six properties for socio-economic development or commercialization. The Department is also planning to verify 6 579 immovable assets and update the Immovable Asset Register in line with National Treasury requirements.

In terms of lease management the Department will conclude service level agreements with all landlords and define standards to which leased buildings are to be maintained. We are in the process of developing a procurement leasing strategy to address the shortage of office accommodation. We have also commenced with health and safety inspections 20 head office-based buildings to inform our annual maintenance plans.

We have established forums with Landlords for Head Office accommodation to address negative issues affecting User Departments. Other initiatives include the implementation of a three-year condition assessments plan and physical verifications of the provincial assets.

With regards to land parcels disposed to other government organs, an exchange agreement with 35 GPG land parcels has been referred for approval. A total number of 333 land parcels were also inspected for acquisition, disposal, and illegal occupation.

The Kopanong Precinct Project (KPP) is now reaching finality in terms of the planning phase. The Public Private Partnership (PPP) funding model will enable us to rehabilitate and maintain our 17 inner-city office buildings. This will take place over a concession period of 30 years. In addition, the partnership will include the construction of a new office building to replace the Bank of Lisbon Building that was demolished following a fire incident.

Later this year we are finalizing the appointment of the consortia to be responsible for the construction and operation of the buildings. In the next financial year, we will be ready to break ground.

The project is expected to have a positive impact to the provincial GDP adding 6.8 billion over the 4 years of the construction phase. A total of 1 237 direct jobs, per annum, will be created over the 30-year concession period resulting to an estimated 30 000 jobs. These properties will add R10 billion property value to our existing portfolio. The impact on government revenue is estimated in the order of R4.1 billion over the operational period.



## **Outcome 2: Efficient and Effective Delivery of Smart Infrastructure:**

On education infrastructure, the Department has current portfolio of 217 project at varied planning and construction stages in the current financial and outer years.

The overall target for education projects for the five-year period is 85, including new schools, schools for learners with special education needs, facility upgrades, classroom additions, school renovations and rehabilitations.

A total of 31 social infrastructure projects and four capital infrastructure projects were completed from the of 2019/2020 to the second quarter of 2021/2022 financial year.

The latter projects include Mapenane Secondary School and Filadelfia LSEN in the Development Corridor, Felicitas LSEN School in the Eastern Development Corridor, and the Thlokomelo Primary School in the Central Development Corridor.

Renovation works were concluded at seven facilities of the Department of Education namely Thlokomelo Primary School, Mapenane Secondary School, Filadelfia LSEN School, Felicitas LSEN School, Hoerskool Wonderfontein, Pitseng Primary School and Ditau Primary School.

On our Health infrastructure performance, seven new facilities totalling over R1,3 billion will be completed during the year. These include; the R52 million, Finetown Clinic, the R315 million, Randfontein CHC, the R137 million, Mandisa Shiceka CDC, the R119 million, Boikhutsong CDC, the R63 million, Kekana Stad Clinic, the R58 million, Sebokeng Zone 17 and the R588 million Johannesburg Forensic Pathology Laboratory.

Five infrastructure designs will be approved for tender initiation during this financial year. These include Khutsong South Clinic, Tembisa Bulk Store, Lehae Clinic, Dewagensdrift EMS and the Tshwane Rehabilitation Hospital Renovation.

Renovations at Helen Joseph Nurse's residence and the R364 million refurbishment of Chris Hani Baragwanath Academic Hospital will be finalised.

Our Alternative Building Technology infrastructure projects which are housing Covid-beds such as Jubilee, Chis Hani, and Dr George Mkhari hospitals have been completed. Dr George Mkhari hospital is only awaiting a certificate of occupation. Kopanong hospital is the only facility that could not be completed due to poor contractor performance. The Department of Health has also taken a decision to repurpose the hospital as the number of beds in the facility are beyond the norms and standards of a district hospital.

The Charlotte Maxeke fire damage rectification project has been officially handed over the National Department of Health. DID is also in the process of handing over the maintenance of the facility to the provincial Department of Health.

On Anglo Ashanti hospital we are planning to finalise outstanding matters related to the donation of the facility to the provincial government or negotiate a long-term lease agreement to ensure value for money on our investment. We are also pleased to report that the Department has implemented all the recommendations of the Special Investigation Unit (SIU) with regards to its findings related to the upgrading of the facility.

We have initiated a programme to restore OHS compliance and improving facility ratings to above Level Three to bring them to a serviceable level, starting with 15 priority hospitals. This is set to reduce the maintenance backlog and improve the overall condition of the hospitals.

This OHS programme will be implemented in the five corridors of Gauteng with an estimate of R3 billion. In the 2019-2020 financial year, we began with the tender processes for OHS contractors. Two project sites were handed over to the contractors to begin work and nine other projects have been awarded.

In the 2019-2020 financial year, we also began a tender processes for the refurbishment of hospitals to ensure compliance with OHS.

Four projects sites were handed over to the contractors to begin with refurbishments and work will begin this financial year.

The OHS programme will contribute immensely to both job creation and skills development within the province. We have also aligned the OHS projects to the Expanded Public Works Programme to promote the creation of work opportunities.

This realignment will ensure compliance with the National Department of Public Works and Infrastructure's Empowerment Strategy, which requires that the appointed contractor recruits the EPWP beneficiaries, trains and keep SMME Development and Local Employment Records.

For this financial year 1 374 condition-based assessments will be concluded.

On smart infrastructure, the Department will be implementing seven construction projects in the health infrastructure portfolio with the aim to complete them during this financial year. Our target for this term is to deliver 23 projects, including clinics, hospitals, community health centres, and emergency medical facility, the Johannesburg Forensic and Pathology Unit and Laboratory, as well as refurbishments and renovations.

The STARS portfolio in which smart infrastructure will be implemented consists of thirty-six (36) projects that are set for completion over the MTEF period.

Our Social Development projects include Child & Youth Care Centre (CYCC) at Ga-Rankuwa in Tshwane as well as Integrated Social Facility (ISF) at Bekkersdal and a Shelter for the vulnerable in Ratanda. These facilities will help in addressing some of the social ills in the province. The shelter for the vulnerable will go a long way in assisting some of the victims of the GBV pandemic in our society.

Our Sports Arts Culture and Recreation projects include libraries that were completed in Boipatong, in Rus Ter Vaal, Sebokeng, Devon and Ga-Rankuwa. We have also successfully delivered the Women's Living Monument in Tshwane.

We have also delivered Public Transport Intermodal Facility (PTIF) in the Vaal to make travelling for our communities easier.

The demolition of the HM Pitje stadium has commenced as part of the process to address defects on the facility. Working with Department of Sports Arts Culture and Recreation and the City of Tshwane in pursued of a replacement facility long term. Engagements with community stakeholders to ensure smooth process and conclusion of the demolition are ongoing.

### **Outcome 3: Functional, reliable and compliant infrastructure:**

Madam Speaker, the changing climate conditions and associated weather patterns in our country present circumstances that adversely impacts the infrastructure due to emergence of destructive flooding and storms. This requires that we design smart, resilient and eco-friendly infrastructure that adequately responds to emerging challenges.

These projects are part of the Green Agenda programme aligned to the GGT 2030 Climate Change Response Plan of Action. Our Green Agenda Programme is informed by the Gauteng Energy Security Strategy and the Green Building Policy which seeks to ensure that renewables form part of the energy preservation and optimization objective.

The implementation of Green Agenda programme also seeks to influence the green economy and drive the shift towards green growth and the creation of green jobs.

During the last financial year, the Department deployed solutions which include the use of water harvesting via irrigation, optimisation and preservation and natural lighting in our buildings, deployment of energy efficient lights, upgrades and retrofits; deployment of solar geysers; and installation of insulation solutions in building walls, ceilings, and glazing.

We plan to install smart meters for both water and electricity and hosting an online platform to create credible energy consumption baseline data for each facility. This will benefit the Department through the ability to collect, store and report real-time energy consumption data.

Madam Speaker, we note with serious concern and disappointment, the emergence of concerted, blatant and brazen vandalism and theft that is well intended to destroy public infrastructure. Setlabotjha Primary School that was launched by the Premier in January this year is the latest school to be vandalized.

These selfish acts are intended to deprive communities access to services and we want to warn those involved that their criminal actions will be persecuted. We call upon the communities to help us to protect our infrastructure.

DID is an active member of two provincial security committees - the Prov-Joint and Illicit Business Forum Priority Committee - which deals with infrastructure crimes and we will do everything necessary to bring these criminals to book.

**Outcome 4: Increased Contribution of Infrastructure Spend to Socio-Economic Development:**

In the financial year 2021-2022 the Department continued in its overachievement towards Black owned and vulnerable groups such women, People with Disabilities, youth and military veterans.

In order to fast track our process to meet the targets of the 6<sup>th</sup> administration we will be finalising our Preferential Procurement Policy in order to advance B-BBEE objectives. This plan will assist us to increase procurement from township-based businesses in a number of our projects including the provision of maintenance on government buildings across the province. The development of the Emerging Contractor Database will also be a critical success factor contained in the plan.

Black Women Owned Enterprises. Although the target for People with Disabilities and Military Veterans has not been met there is a proportion of procurement that is channeled towards this group.

The engagements with communities that SCM is undertaking; is to educate the communities on compliance as it relates to the tender and quotation processes. This is an attempt to increase the number underperforming groups, such as township based, Military Veterans and People with Disabilities, to participate in the tender process or submit quotes.

Madam Speaker we have also identified the need to have a structured contractor development programme in place. It is for that reason that we have now finalized the Contractor Development Programme Policy, a bold initiative to empower emerging contractors and assist us to fast-track the provincial outcome of creating 50 industrialists in our sector.

The Contractor Development Programme is aimed at transforming the construction industry by developing a new pool of contracting capability and enhancing the capacity and capability of the existing contractors from Grades 1 to 6 within the General Building, Civil Engineering and Specialized Categories, in accordance with the Construction Industry requirements.

We hope to transform the ownership patterns and the development of the critical skills base of the construction sector by ensuring that a sustainable number of contractors are deliberately targeted for support and development.

To foster sustainable development of contractors we will identify a number of contractors that will undergo a thorough and structured training over a period of three years so that they can be able to compete with the best in the open market with limited or no support from the Department.

The Strategy will be reinforced by a number of legislative and policy mandates influencing the development of small and emerging enterprises. The success of the Strategy will be reflected in the number of Black contracting entities that will be able to participate at higher CIDB grading designations as prime contractors, improved performance and also successful implementation of infrastructure projects.

The Department is on the road to achieving 100% payment of service providers within 30 days. We are currently sitting above 95% on DID payments. All DID branch managers have signed our Standard Operating Procedures (SOPs) which binds them to paying invoices within the stipulated 30-Days.

We have also initiated the signing of the same Standard Operating Procedures (SOPs) with Client-Departments, in particular, the Department of Health as we have been experiencing challenges related to late payments.

**Outcome 5: Poverty Relief and Improved Employability of EPWP participants:**

The Expanded Public Works Programme continues to provide work opportunities and income support to poor and unemployed and marginalised workers. The three metros: City of Johannesburg, Tshwane and Ekurhuleni are expected to implement and report more work opportunities based on the magnitude of the Infrastructure budgets and other grants received.

The three Gauteng Metros carry more than 90% of the Municipal targets and need to improve their job creation performance and reporting to alleviate poverty and provide short term income support.

Our province has been allocated a five-year target of 500 000 work opportunities to be achieved by the end of the 2023/24 financial year. The reporting period is still underway however preliminary

reports indicate that the province will achieve around 70 688 work opportunities from Gauteng public bodies participating.

I therefore wish to make a call to all EPWP Public bodies (Municipalities and Departments) participating in the EPWP programme, through implementing agents including contractors, to work harder to improve their reporting in order to be able to provide a clear picture of our performance.

Last year we trained 2174 participants in a range of different skills which include - ICT, a range of Artisan programmes and a National School of Government course called– Introduction into the Public Service. All the learners were awarded SETA accredited certificates after completing their training. DID will continue offering training once more this finance year as a conduit to providing NYS learners with improved job acquisition prospects.

Our target for this financial year is to create 100 299 work opportunities across the infrastructure, social and environment as well as the culture sectors.

As the lead of the infrastructure sector, DID plans to facilitate 21 283 EPWP work opportunities through GPG departments and another 33 376 through Gauteng municipalities under the Infrastructure Sector. The Department further aims to recruit 2 500 young people as part of the National Youth Service Programme to equip them with workplace experience. The participants will further receive training during the programme to make them more employable post EPWP programme.

The Department will also continue to implement a turnaround strategy by providing technical support to all Provincial Departments, Municipalities and EPWP stakeholders to improving the achievement of job creation targets. We also wish to announce that we will be hosting the EPWP Summit this year to secure a firm commitment from all our role players to realise our job creation targets and other critical programme milestones.



## **Outcome 6: Capable, Ethical and Developmental Organisation:**

We are standing together with the Executive Committee in all its efforts to root-out corruption within the Department. We are rebuilding and restoring trust between us and all our stakeholders, including the primary state institutions and client-departments that we are working with, our private-sector partners and the Gauteng residents.

We agree that fraud and corruption are unacceptable and strong action is needed to uproot them within DID. It is for this reason that we have declared that none amongst the perpetrators will be protected or spared.

The Department is determined to take appropriate actions based on the outcomes of the ongoing investigations into allegations of fraud and corruption by some of our senior officials. A total number 32 officials were identified for misconduct by the AG report and 31 cases have been finalized. The remaining case is currently at an advanced stage of our disciplinary procedure.

We are working closely with the Special Investigating Unit on all cases brought to our attention and we will implement their findings and recommendations. We have also implemented all the recommendations identified by the Public Service Commission in all the cases of irregularities for the past financial year. Consequence management is a key component of improving the culture of the organization and ensuring that there are no cases of unethical behaviour.

The Department is working tirelessly to continuously improve our audit outcomes by partnering with the Office of the Auditor-General. The Office of the A-G guides us every step of the way and the provincial Treasury is also working with us as we move towards achieving a clean audit.

I am pleased to report that on our Public Works programme we obtained a clean audit outcome. On the annual financial statements, we received an unqualified audit opinion with matters of emphasis during 2020/21 audit. In the interim the Department has implemented remedial controls to address internal control deficiencies identified by the Auditor-General.

We have developed an audit improvement plan to address matters of emphasis raised on the annual financial statement. To-date we have implemented 86% of the audit improvement plan. Outstanding issues will be addressed during the current financial year.

Our priority for the 2021/22 audit is to have an improved audit outcome with less matters of emphasis as we continue to build a capable, ethical and developmental organization.

Madam Speaker, our greatest asset in the delivery of social infrastructure remains our employees who are our boots on the ground. We have developed a capacitation plan to demonstrate our ability to deliver on our mandate.

To improve service delivery, the Department has developed a Service Delivery Model based on the approved strategy which necessitated the development of the proposed Organizational Structure. The final draft of the new Organizational Structure has been submitted to Provincial Treasury for budget confirmation.

When I joined the Department of Infrastructure Development we had a vacancy rate of 25%, and now it is currently just above 13%. Currently, 70% of the Department's capacity comprises engineering and related professionals and artisans. Only 30% is support staff.

The proposed organisational structure will bring us within the reach of the targeted 80/20 ratio. We have an approved recruitment plan to fill 200 positions by the end of the current financial year. All these efforts will bring us to within the acceptable 10% vacancy rate threshold.

Madam Speaker, I am happy to announce the appointment of our new Chief Financial Officer, Mogadi Nora Lion, a seasoned Financial Manager. With this appointment, we continue to fill our executive ranks with highly qualified, experienced professionals whilst simultaneously demonstrating our commitment to employment equity throughout the Department.

In addition to the EPWP intake of 2 500 National Youth Service beneficiaries will provide further work experience to 150 interns commencing on 1 July 2022 for a period of two years. We will also award 50 bursaries to deserving youth in technical fields to ensure a pipeline of future industry professionals.

In response to President Ramaphosa's call to reduce red tape to promote more agile service delivery, we are in a process to review the IDMS model to achieve optimal results.

The Department, will therefore, be conducting an independent study to assess the effectiveness of the IDMS operating model to determine possible gaps and solutions. Full implementation of the proposed solution will kick-off in the next financial year.

Furthermore, to support the effective implementation of IDMS, will now insist that all our projects meet the requirements of the Project Readiness Matrix (PRM). The matrix was developed to serve as the GP-IDMS stage-gate governance tool to enable Client Departments to prepare projects for various implementation phases.

As part of continuous improvement process, the Department has embarked on a journey of aligning its operations to the ISO 9001: 2015 Quality Management System with the objective of getting certified by 2024. This process will help us improve integration, efficiency and effectiveness of infrastructure delivery. To achieve the desired outcomes, we have conducted a quality audit to determine the organizational gaps and we are now implementing the recommendations.

We are also in the process of resuscitating our infrastructure technology systems such as the Archibus system to ensure the effective management of the provincial public assets through-out their life cycle.

The Department has ensured that all the current public assets are captured on Archibus, a move from manual to automated reporting. To ensure that Immovable Asset information on the system is accurate, relevant and reliable, the Department is finalizing data clean-up process by removing all vested Immovable Assets belonging to other custodians. This will ensure that the Asset Register information only reflect assets under DID custodianship.

The first phase of the process is to finalize the transfer of 1 582 assets which belongs to Department of Roads and Transport and then followed by transferring a total of 323 belonging to the Department of Human Settlements and 108 registered to the Gauteng Department of Education. This process is planned to be completed during this current financial year.

The Department will also be re-activating our Primavera system to ensure adequate monitoring of infrastructure delivery in real-time. We will also be able to track project performance in real-time and be able to address deficiencies against the planned milestones. We are planning to go-live with the implementation of Primavera System from July this year.

Our province is globally competitive and can attract both local and foreign investments. Government will need partnerships with the private sector to achieve our overall goals.

It is for this reason that we are excited about the upcoming Gauteng Infrastructure Investment Summit (GIIS) that is led by our Premier, the Honourable David Makhura. We are hoping for a positive response from that summit so that the financial injection can assist us in moving closer to the target of creating jobs, investment and valuable skills.

Madam Speaker, we are also prioritising illegal practices such as project stoppages and high-jacking of project sites. This trend has been afflicting both the public service and commercial projects and disempowers out communities from accessing critical government services.

This undesirable practice threatens the safety of site employees and in some cases, contractors are forced abandon projects as the situation becomes untenable. This is a serious and growing threat to the construction industry and we are working with authorities to stamp out these undesirable groups. We welcome the support by Premier Makhura when he recently commented: “We must stand together to fight bullies and criminals that enjoy stopping our projects...”

One major cause of project stoppages is the non-payment of sub-contractors by main contractors. This problem was always left to the parties involved to resolve privately. However, given the persistent nature of this challenge and the disruptive impact we have now decided to intervene through the development of the sub-contracting guidelines. Once adopted by Exco, the guidelines will help regularise the contractor-sub-contractor relationships and to bring stability in our project sites.

Madam Speaker, our people have survived the worst and are now hoping for the best from their government. We are ready to ensure that infrastructure delivery remains a critical vehicle to restore their dignity, grow our economy and create jobs.

We, therefore, commit to utilising the allocated budget to achieve this noble task and mission of this administration.

I wish to thank Premier Makhura and my colleagues in the Executive Council, for your unconditional support. My sincere gratitude also goes to the Chairperson of the Portfolio Committee, Mr. Mpho Modise and Honourable Members for providing oversight in pursuit of the fulfilment of this critical mandate.

I also extend my appreciation HoD, Mr Thulani Mdadane and officials of the Department and to you - our residents of Gauteng.

I Thank You

**Jacob Mamabolo**

ACTING MEC for Infrastructure Development and Property Management