

the national infrastructure maintenance strategy support in meeting the challenges

"Cabinet has recognized the importance of infrastructure maintenance within government and the role that effective maintenance will play in support of ASGISA ..."

Thoko Didiza, Minister of Public Works



dr rodney milford

manager; construction industry performance
rodneym@cidb.org.za
(012) 482 7238



mr molefi kubuzie

director; valuation services
department of public works
molefi.kubuzie@dpw.gov.za
(012) 337 3175

cidb contact details

physical address: block n&r, sabs campus, dr lategan road, groenkloof, pretoria, south africa
telephone: +27 (0)12 482 7200 | fax: +27 (0)12 343 7153
website: www.cidb.org.za | e-mail: info@cidb.org.za



public works

Department:
Public Works
REPUBLIC OF SOUTH AFRICA



For more detail on the National Infrastructure Maintenance Strategy, see www.cidb.org.za or phone (012) 482 7200 for a printed copy of the full strategy document

Cabinet has recognized the importance of infrastructure maintenance within government and the role that effective maintenance will play in support of ASGISA.

To this end cabinet has approved the National Infrastructure Maintenance Strategy (NIMS) and the Department of Public Works has been tasked with leading the implementation of the programme to deliver on the strategy.

The effective implementation of the strategy requires significant coordination within government, in order to ensure that all the organs of state plan effectively for and implement maintenance of their strategic infrastructure. Successful implementation of NIMS will require that departments and organs of state to point appropriate champions from within their organizations and that these champions provide effective coordination and cooperation across government to facilitate this essential and important initiative of government.

Thoko Didiza, Minister of Public Works

Wastewater treatment works are of particular concern. Other sectors of concern include water treatment works, water and sewer reticulation, on-site sanitation, some provincial and municipal roads, and some provincial health and education facilities

"... looking after both old and new infrastructure is a challenge and an opportunity ..."

"... we have tended not to put maintenance high on the agenda ... not only are we putting it high on the agenda now ... we can launch it as an industry in its own right."

Deputy President Phumzile Mlambo-Ngcuka
November 2005

The National Infrastructure Maintenance Strategy (NIMS)

Infrastructure, viz public buildings, roads, water and sewerage systems, electricity and other services, supports quality of life and is the foundation of a healthy economy. The blueprint for a new South African Economy, the Accelerated and Shared Growth Initiative for South Africa (ASGISA), places maintenance high on the developmental agenda as a key to sustainable development and economic growth.

The stock of infrastructure that is owned by government and its agencies is already major and is increasing at a rapid rate. However the maintenance of this stock varies greatly from sector to sector, and, sometimes, also from institution to institution within a sector. Specific sectors have their own unique challenges.

Category A institutions: All or most of the following in place, with intention to improve where necessary:

- sound asset management plans for strategic infrastructure;
- adequate maintenance budgets;
- adequate capacities and skills; and
- leadership has a strong maintenance ethic.

Category B Institutions: Weaker or totally deficient in all the above elements than Category A, with no improvement

The Strategy

The National Infrastructure Maintenance Strategy (NIMS) is a co-ordinated programme of actions that is an essential part of government's vision of delivering infrastructure services to all. It was approved by Cabinet on 23 August 2006, and provides the proposed institutional arrangements for facilitating and managing the NIMS programme, key work components and task teams to address the actions set down within NIMS and a summary timetable for mobilizing the programme.

Four Thrusts

The four thrusts of the National Infrastructure Maintenance Strategy, implementation of which will lead to the achievement of the vision are:

- strengthening the regulatory framework governing planning and budgeting for infrastructure maintenance;
- assisting institutions with non-financial resources;
- developing the maintenance industry; and
- strengthening monitoring, evaluation and reporting, and feeding this into a process of continuous improvement.

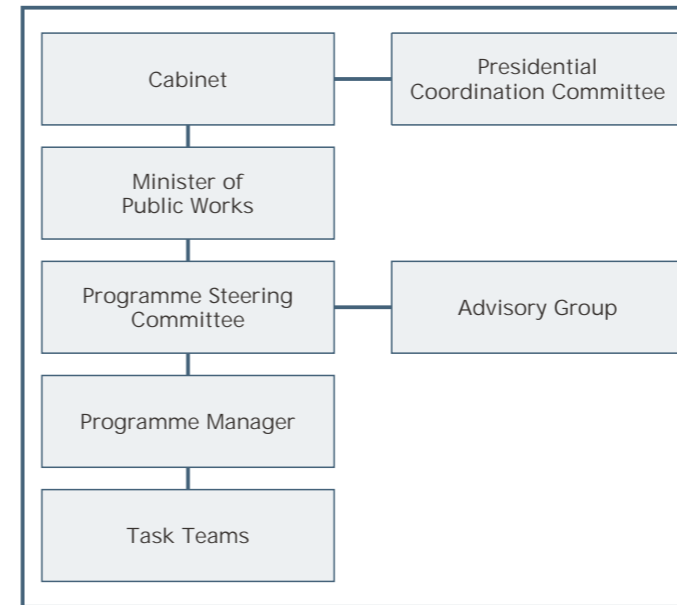
Key Implementation Feature

A key focus of the NIMS programme will be facilitation of appropriate intergovernmental coordination to achieve the above actions by all government entities dealing with infrastructure maintenance, including national and provincial government, municipalities and state owned enterprises, in order to institutionalize and implement the recommendations in NIMS.

The first initiatives will be aimed at identified aspects of the Strategic Infrastructure where a concerted effort will:

- have major impact on service delivery and service security;
- provide learning and training opportunities for wider application.

Oversight and Coordination



Political Oversight and Lead Department: The Minister of Public Works will provide political oversight within Cabinet, and the national Department of Public Works will perform the role of lead department. The Presidential Coordination Committee will provide political advisory services.

Programme Steering Committee: A broad based Programme Steering Committee will have oversight over the NIMS programme. The constituents of the Programme Steering Committee will include:

- Presidency;
- National Department of Public Works (Chair as Lead Department);
- National Treasury;
- Department of Provincial and Local Government;
- Department of Public Enterprises; and
- Department of Water Affairs and Forestry.

The Programme Steering Committee may be expanded over time to include other champions as the programme progresses.

Provincial Coordinating Forums: As the programme progresses it will also be necessary to forge provincial coordinating forums in order to roll out NIMS at a provincial and municipal level.

Advisory Group: In addition to the Programme Steering Committee, an advisory group will be constituted in order to provide specific inputs and insights to the Programme Steering Committee and task teams.

Programme Manager: The cidb will provide overall programme management for the NIMS and provide a fulltime Programme Manager to take responsibility for the programme.

Task Teams: A number of task teams will be established to focus on the implementation of the various actions within NIMS.

Task Team 1 - Strategic Planning and Regulatory Framework		
1	Review, strengthen and harmonise the strategic planning regulatory framework to include requirements for planning and budgeting for maintenance, especially of strategic infrastructure.	National Treasury, with DPLG and other national infrastructure departments.
2	Create links between the capital budget, the operating budget, and the infrastructure asset management plan of each institution. Create mechanisms to monitor the effectiveness of this linkage, and apply corrective action where necessary.	National Treasury, with treasuries of all levels.
3	Plan for increasing global allocations for maintenance at national and provincial level.	National Treasury, with treasuries of all levels.
4	Gazette regulations in terms of GIAMA, requiring adequate planning for maintenance.	DPW, in consultation with National Treasury and DPLG.
5	Incorporate in the regulatory framework requirements for (i) identifying key strategic infrastructure (ii) budgeting specifically for its adequate maintenance, and (iii) reporting performance.	National Treasury with DPLG, and national infrastructure departments.
6	Audit heritage sites in order to identify work to make them compliant with government policies and regulations, and engage with the South African Heritage Resources Agency (SAHRA) in this regard.	DPW, supported by Department of Arts and Culture.
Task Team 2 - Non-financial Resources		
7	Develop and promote guidelines, norms and standards for the maintenance of infrastructure - covering financial, technical and skills aspects.	cidb, with the sector departments and National Treasury.
8	Study the non-technical human resource capacity requirements for improving infrastructure maintenance, and identifying actions to address the identified skills shortages.	cidb, in consultation with relevant departments.
Task Team 3 - Developing the Maintenance Industry		
9	Identify the Category B institutions, and build targeted capacity within them, through the Infrastructure Delivery Improvement Programme (IDIP), Project Consolidate and other capacity-building programmes.	cidb, with sector departments e.g. DWAF and DPLG.
10	Build the construction industry maintenance sector by (i) Developing models, guidelines and procedures for procurement of maintenance services, (ii) Building capacity in the industry, through learnerships, mentorships and other forms of skills and contractor development programmes.	cidb with Construction SETA and government infrastructure departments at all three levels, also EPWP.
Task Team 4 - Monitoring and Evaluation		
11	Strengthen and implement monitoring and evaluation processes.	National Treasury with DPW.