Support Programme for Accelerated Infrastructure Development

PROGRAMME OVERVIEW

January 2008
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### Abbreviations & Acronyms

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<thead>
<tr>
<th>Abbreviation</th>
<th>Full Form</th>
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<tbody>
<tr>
<td>ANC</td>
<td>African National Congress</td>
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<tr>
<td>AsgiSA</td>
<td>Accelerated and Shared Growth Initiative South Africa</td>
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<td>CSID</td>
<td>Corporate Strategy and Industrial Development</td>
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<td>DBSA</td>
<td>Development Bank of Southern Africa</td>
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<tr>
<td>DoE</td>
<td>Department of Education</td>
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<td>DoT</td>
<td>Department of Transport</td>
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<td>DPE</td>
<td>Department of Public Works</td>
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<td>DPLG</td>
<td>Department of Provincial &amp; Local Government</td>
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<td>DPW</td>
<td>Department of Public Works</td>
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<td>GDP</td>
<td>Gross Domestic Product</td>
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<tr>
<td>IDP</td>
<td>Integrated Development Plan</td>
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<td>IISS</td>
<td>Infrastructure Inputs Sector Strategy</td>
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<td>M&amp;E</td>
<td>Monitoring &amp; Evaluation</td>
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<td>MFMA</td>
<td>Municipal Finance Management Act</td>
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<td>MIS</td>
<td>Management Information System</td>
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<td>MOU</td>
<td>Memorandum of Understanding</td>
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<td>MPES</td>
<td>Municipal Project Expediting System</td>
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<td>MTEF</td>
<td>Medium Term Expenditure Framework</td>
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<tr>
<td>MUN</td>
<td>Municipality</td>
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<td>NT</td>
<td>National Treasury</td>
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<td>PBBWG</td>
<td>President's Big Business Working Group</td>
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<td>PFMA</td>
<td>Public Finance Management Act</td>
</tr>
<tr>
<td>PPC</td>
<td>Project Preparation Consultant</td>
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<td>PPF</td>
<td>Project Preparation Fund</td>
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<td>PPP</td>
<td>Public Private Partnership</td>
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<tr>
<td>SCM</td>
<td>Supply Chain Management (National Treasury)</td>
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<td>SCP</td>
<td>Stakeholder Communications Programme</td>
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<tr>
<td>SME</td>
<td>Small Medium Enterprises</td>
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<td>SOE</td>
<td>State Owned Enterprise</td>
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<tr>
<td>SPAID</td>
<td>Support Programme for Accelerated Infrastructure Delivery</td>
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<tr>
<td>STAF</td>
<td>Technical Assignment Programme</td>
</tr>
<tr>
<td>StatsSA</td>
<td>Statistics South Africa</td>
</tr>
<tr>
<td>TAU</td>
<td>Technical Assistance Unit (National Treasury)</td>
</tr>
<tr>
<td>WITS</td>
<td>University of the Witwatersrand</td>
</tr>
</tbody>
</table>
1 Introduction

1.1 Background

In February 2006 President Thabo Mbeki announced a three year R 320 billion (now estimated at R 410 billion) public sector infrastructure investment programme. This investment focuses on key infrastructure in the transport, energy and communication sectors, as well as addressing municipal service backlogs. The programme forms a key component of the Accelerated and Shared Growth initiative for South Africa (AsgiSA).

The President’s Big Business Working Group in 2005 agreed that cooperation between the public and private sectors is essential to achieve the intentions of AsgiSA. Accordingly the Business Trust was requested to establish a joint Task Team to identify creative ways in which the public and private sectors could cooperate to support the implementation of the infrastructure development targets set by AsgiSA amounting to some R410 billion over three years.

Following an agreement with the Presidency to proceed with the project the Business Trust Board on the 10th of March 2006 approved the establishment of a Support Programme for Accelerated Infrastructure Development (SPAIM).

1.2 Context

AsgiSA originated in response to a commitment made by the ANC in its 2004 election manifesto to halve unemployment and poverty by 2014. Accomplishing this depends on achieving 6% growth per year by 2010. Following discussions between the ANC, its allies, and a range of domestic and international stakeholders, government developed a focused set of initiatives to accelerate shared growth. One of these initiatives was accelerating the implementation of the R410bn of public expenditure over a three year period on the following basis:

- 50% of the expenditure is planned through national, provincial and local government.
- 40% of the expenditure is planned through State Owned Enterprises (SOE’s)
- 5% is to be spent through public private partnerships, and
- 5% through development finance institutions.

Table 1 below sets out the MTEF Public Sector Infrastructure Investment for a five year period from 2005 to 2010. As shown in the Table, it is evident that infrastructure investment by the Public Sector is significant (6,2% of Gross Domestic Product (GDP) in 2007) and is expected to increase to 6,6% of GDP in 2009.

**Table 1: MTEF Public Sector Infrastructure Investment**

<table>
<thead>
<tr>
<th>R million</th>
<th>2005/06</th>
<th>2006/07</th>
<th>2007/08</th>
<th>2008/09</th>
<th>2009/10</th>
<th>MTEF Total</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>National departments</td>
<td>5,178</td>
<td>5,636</td>
<td>6,386</td>
<td>7,075</td>
<td>8,189</td>
<td>21,650</td>
<td>5%</td>
</tr>
<tr>
<td>Provincial departments</td>
<td>22,741</td>
<td>27,414</td>
<td>34,554</td>
<td>40,340</td>
<td>42,910</td>
<td>117,804</td>
<td>29%</td>
</tr>
<tr>
<td>Municipalities</td>
<td>21,084</td>
<td>22,238</td>
<td>25,537</td>
<td>30,870</td>
<td>32,637</td>
<td>89,044</td>
<td>22%</td>
</tr>
<tr>
<td>Public-Private Partnerships (PPPs)</td>
<td>728</td>
<td>3,368</td>
<td>3,366</td>
<td>4,849</td>
<td>3,947</td>
<td>12,162</td>
<td>3%</td>
</tr>
<tr>
<td>Extra-budgetary public entities</td>
<td>3,875</td>
<td>4,378</td>
<td>5,257</td>
<td>5,565</td>
<td>6,340</td>
<td>17,162</td>
<td>4%</td>
</tr>
<tr>
<td>Non-financial public enterprises</td>
<td>26,424</td>
<td>38,322</td>
<td>44,681</td>
<td>50,324</td>
<td>56,929</td>
<td>151,934</td>
<td>37%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>80,030</strong></td>
<td><strong>101,356</strong></td>
<td><strong>119,781</strong></td>
<td><strong>139,023</strong></td>
<td><strong>150,952</strong></td>
<td><strong>409,756</strong></td>
<td><strong>100%</strong></td>
</tr>
<tr>
<td>Percentage of GDP</td>
<td>5.1%</td>
<td>5.8%</td>
<td>6.2%</td>
<td>6.6%</td>
<td>6.5%</td>
<td>6.4%</td>
<td></td>
</tr>
<tr>
<td>GDP</td>
<td>1,562,785</td>
<td>1,745,795</td>
<td>1,928,295</td>
<td>2,119,871</td>
<td>2,330,459</td>
<td>6,378,625</td>
<td></td>
</tr>
</tbody>
</table>

On the basis of the data it is evident that Non-financial Public enterprises, i.e. SOE’s (37% overall), Provincial Departments (29%) and Municipalities (22%) are the entities that are responsible for the majority of the investment. While there is a definite trend of year on year increases in the total amount of investment in infrastructure, the proportional share between public bodies appears to remain constant. This is of particular importance because the ability to manage such spend varies significantly between the different categories.

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2 SPAID Inception Phase

2.1 Approach

The Inception Phase, undertaken during 2007, focused on investigating agreed challenge areas and scoping the work to be undertaken by SPAID.

The Inception Phase focused on four initial areas of investigation each comprising a Sub-Programme as follows:

Figure 1: Initial SPAID Sub-Programmes

These areas were identified through an investigation undertaken into public sector infrastructure expenditure and the infrastructure sector more broadly.

The overall methodology applied is shown in the figure below and included establishing the programme, commissioning research in respect of each sub-programme, scoping the work to be undertaken and developing the business plan.

Figure 2: Methodology – Inception Phase

The methodology applied in respect of each sub-programme generally included:

- Engagements with various Government Departments and other stakeholders to secure support for SPAID.
- Setting up a Task Team comprising relevant stakeholders and decision makers.
- Agreeing on the research to be undertaken.
- Appointing a Service Provider to undertake the research.
- Agreeing on the findings and way forward.
- Scoping the specific initiatives to be undertaken with the relevant partner institution
- An overall Steering Committee was established to provide strategic input into and oversee the work undertaken.
2.2 Work undertaken

Table 2 below provides a summary of the work undertaken during the Inception Phase.

Table 2: Inception Phase: Work undertaken

<table>
<thead>
<tr>
<th>Item</th>
<th>Work completed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Steering Committee</td>
<td>• Established</td>
</tr>
<tr>
<td>Competitive Local Supply</td>
<td>• Working Group established</td>
</tr>
<tr>
<td></td>
<td>• Infrastructure Inputs Conference supported</td>
</tr>
<tr>
<td></td>
<td>• Research project with DoE initiated</td>
</tr>
<tr>
<td></td>
<td>• Discussions held and agreement reached with partner institution</td>
</tr>
<tr>
<td>Municipal &amp; Provincial Support</td>
<td>• Task Team established</td>
</tr>
<tr>
<td></td>
<td>• Technical experts appointed</td>
</tr>
<tr>
<td></td>
<td>• Research complete</td>
</tr>
<tr>
<td></td>
<td>• Way forward agreed</td>
</tr>
<tr>
<td></td>
<td>• Discussions held and agreement reached with partner institution</td>
</tr>
<tr>
<td>Public Private Partnerships</td>
<td>• International Expert appointed</td>
</tr>
<tr>
<td></td>
<td>• Workshop held</td>
</tr>
<tr>
<td></td>
<td>• Final report drafted</td>
</tr>
<tr>
<td></td>
<td>• Discussions held and agreement reached with partner institution</td>
</tr>
<tr>
<td>Capital Project Expediting</td>
<td>• Technical experts appointed</td>
</tr>
<tr>
<td></td>
<td>• Draft research complete</td>
</tr>
<tr>
<td></td>
<td>• Discussions held and agreement reached with partner institution</td>
</tr>
</tbody>
</table>

The Appendix provides a summary of the outputs from this Inception Phase.

3 Findings from the SPAID Inception Phase

3.1 Research Findings

Competitive Local Supply

The proposed increase in public sector investment will substantially expand the demand for infrastructure inputs including: construction materials, transport and capital equipment and skills. If the demand is not adequately anticipated, the result could be shortages, price spikes and delays in infrastructure. In addition the research found the following:

- Tender prices are escalating resulting from increasing infrastructure input costs and insufficiently detailed tender contracts, thus suggesting the need for broad economy of scale cost guidelines and standardised procurement processes.
- Construction companies are applying vertical integration methodologies to secure upstream infrastructure inputs, and to offset cyclical industry risks. This may need to be evaluated to ensure a competitive market environment for inputs.
- Construction companies are shifting their focus from residential construction to more lucrative infrastructure development tendered contracts, which could present significant challenges to housing developments.
- Environmental Impact Assessment requirements are resulting in backlogs and delays and are seen to be contributing to delayed supply-side capacity expansions and investments within the Cement and Clay Brick Industries.
- Downstream challenges including the shortage of metal fabricators and artisan skills present a greater concern than infrastructure materials supply, with the need to evaluate intensive supplier development and the phasing of large infrastructure projects.
- There are a number of initiatives underway that could require support including for example the Presidency’s Infrastructure Inputs Sector Strategy (IISS) work. In addition it was found that DPE’s Competitive Supplier Initiative appears to be well funded and supported and offers a potential model that could be extended beyond State Owned Enterprises.

In reviewing the exiting initiatives it was noted that while overlap exists, overall coordination and relationship building is missing. Accordingly it was felt that a key requirement is building improved trust relations between public and private sectors i.e. the main ‘gap’ is not just information, but also relationships.
The research found that there is a need for improved information on infrastructure inputs, to inform planning and execution. However it was felt by many stakeholders that the Infrastructure Investment Atlas as initially conceived would not be an appropriate mechanism.

**Support to Municipalities and Provinces**
With respect to Municipal and Provincial challenges it was found that:
- Many Municipalities and Provinces have limited capacity to spend their infrastructure budgets
- There are many conditions applicable in respect of grants, which further reduces the ability to spend, where municipalities inadequately address these requirements.
- There is a lack of coordination and alignment of various funding instruments.
- Officials authority to procure and manage contracts is constrained
- Officials do not have the ability to procure long term technical skills.
- There are many support programmes for municipalities and (to a lesser extent) provinces, predominantly offered by the public sector. However these have diverse objectives, are uncoordinated and are mostly short term.
- No strategic approach has been adopted for the basis on which support is provided. There is little ability to deal with the trade off between, support to municipalities with the greatest backlog and those with the best capacity to deliver.

Overall the research confirmed the real capacity constraints of many municipalities to implement infrastructure projects and the lack of co-ordination between the many existing support programmes which seek to address these constraints.

**Public Private Partnerships**
There are very few PPP’s in the infrastructure sector particularly in respect of sectors controlled by Municipalities. The reasons for this include the following:
- Lack of resources including knowledge, skills, time and confidence.
- High transaction cost of PPP’s
- Conflicts and ambiguity in respect of laws affecting Municipal government.
- There are many of institutional barriers that prevent the use of PPP’s including the fact that extensive planning and analysis is required where applying a PPP, as opposed to public sector delivery which can be implemented with little formal analysis. In addition there are few institutional ‘champions’ able to develop and promote PPP solutions across sectors.
- The PPP Unit is limited in its ability to act as a PPP champion in the infrastructure sector because its resources are constrained, it is unable to participate in the development of sector plans and thus has to be reactive rather than proactive

Overall the research identified the need for a more logical sector specific approach to procurement in which PPPs are utilised wherever appropriate, as one among a number of procurement strategies.

**Capital Projects Expediting**
- Significant bureaucratic blockages exist. A number of typical challenges are experienced. The severity and scope depend on the sector, nature and size of the organisation and complexity of the project. Effective project planning is the most critical area.
- There is a significant and multifaceted regulatory burden. Both the capacity of the private and the public sectors appears to be stretched. While projects of all sizes are affected, it appears that municipalities are the most strained.
- Very large projects need less assistance than medium sized projects, which are undertaken predominantly by municipalities. Overall the research concluded that there is a need and basis for a capital expediting facility focused on bureaucratic blockages. International models favour a proactive approach that focuses on the proper planning and coordination of infrastructure delivery than the reactive approach initially identified.
3.2 Overall Conclusions
The following conclusions were drawn from the inception phase:

- The achievement of accelerated infrastructure development by the public sector will depend on its ability to procure finance, management, operating capacity and supply inputs from the private sector (to different degrees depending on the nature of the project);
- The most serious constraint on the implementation of the infrastructure programme will be at the municipal level where capacity is low resulting in poorly prepared projects which fail to secure the required funding or run into blockages and delays once implementation starts.
- While municipalities need support there is already a very extensive array of municipal support programmes. There is a need for more focus and more effective coordination rather than more programmes.
- There are opportunities to improve private participation in a number of areas of public infrastructure but procurement frameworks need to be rationalised, sector specific strategies developed and information on input supply needs to be systematically communicated.

3.3 Ongoing scope of SPAID
The steering committee recommended that the ongoing scope for SPAID be as follows:

- The establishment of a Project Preparation Fund to get capital projects at municipal level prepared for implementation in a manner that will accelerate the release of funding and reduce the delays that result from poorly prepared projects and limited capacity to initiate required processes.
- The provision of support to the Department of Provincial and Local Government to direct and focus the wide range of existing municipal capacity building and support programmes that have been established by developing a management information and project expediting system.
- The provision of strategic and technical assistance to support public sector partners to mobilize increased private sector contributions to meet the AsgiSA infrastructure targets, through short to medium-term strategic and technical interventions.
- The establishment of a communication programme to improve the flow of information between the government departments and private stakeholders involved in the development of the infrastructure programme.

The Business Trust accepted the recommendations and approved a R35m budget for the implementation of the programme which is described below.

4 The Support Programme 2008 - 2010
4.1 Strategic Framework

Goal
The goal of SPAID is: To provide focused support to mobilise an increased private sector contribution to meeting of AsgiSA infrastructure targets.

Outcomes
The outcomes of SPAID are that:

- Private Sector support accelerates public sector delivery by mobilising private sector initiative, private sector systems and delivery approaches, and focused strategic support.
- Dialogue and understanding between senior public and private sector stakeholders in the infrastructure sector improves.

Overall approach
The overall approach to be adopted in implementing SPAID is as follows:

- SPAID is a support programme. Accordingly in implementing the specified initiatives it should not act as principal, but should provide support only. All activities must have a partner institution with authority and willingness to participate.
- Activities should be focused and prioritised so as to achieve maximum impact.
- The programme should be system driven with a focus on implementing and managing the delivery process.
- SPAID will have a strong focus on mobilising innovation and initiative.
4.2 Overview of the Programme
The Support Programme comprises four components as indicated in the figure below:

**Figure 3: SPAID Programme Components**

- **1. Project Preparation Fund (PPF)**
- **2. Municipal Project Expediting System (MPES)**
- **3. Technical Assignments Programme**
- **4. Stakeholder Communications Programme**

The proposed support initiatives to be undertaken through SPAID adopted key criteria so as to ensure that the support provided would be effective and be able to leverage significant impact. These support initiatives must:

- Mobilise private sector support towards the achievement of the AsgiSA infrastructure targets in a manner that will improve the level and quality of infrastructure spend.
- Be aligned to and leverage from existing strategies, initiatives and interventions.
- Ensure that the private sector adds real value.
- Have the willing participation of the partner institutions that should see the initiative as being an important component of their activities.

4.3 Project Preparation Fund (PPF)

**Objectives**
The objective of the Project Preparation Fund (PPF) is to mobilise private sector initiative and resources to undertake the preparation of projects so as to:

- Support the implementation of the Department of Provincial and Local Government’s (DPLG) Strategic Infrastructure Programme.
- Mobilise private sector resources and know-how to accelerate infrastructure delivery.
- Enable participating Municipalities to initiate and structure projects.

**Overview**
The PPF will involve piloting the establishment of a fund that will be utilised to support and “under-write” the preparation of infrastructure projects in targeted municipalities. The Fund will involve pre-funding of private sector technical consultants to undertake the required work to prepare projects to a point where the funding applications are approved and the necessary professional teams are procured for project implementation. The private sector service providers will be required to carry performance risk in the form of fees closely linked to specific deliverables and milestones. A final instalment of the fee will only be payable on successful completion of the project preparation. The specific role of the fund will be four-fold:

- to secure cooperation agreements with targeted municipalities to participate in the scheme;
- to assess and appoint panels of professionals to act as private sector technical service providers;
- to provide bridging finance for the project preparation work necessary to effectively get targeted projects to the stage where they are properly resourced, both in terms of budgets allocated and professional teams appointed; and
- to exercise oversight and quality control in respect of the project preparation process.
The primary focus of the PPF is project preparation, which comprises all activities required to secure funding for a project (including business plans and high-level design). The figure below illustrates the intended PPF scope of intervention in relation to a generic Municipal Infrastructure Grams Funded project.

Figure 4: PPF Scope of Intervention

In respect of the PPF the rationale is to ensure that private sector capacity is mobilised to effectively prepare projects’ for delivery at municipal level. The PPF addresses a number of key current problems in its activities:

- Mobilises scarce private sector capacity and initiative on a pro-active basis into targeted Municipalities to expedite infrastructure delivery.
- Provides a form of bridging finance for Municipalities (albeit that the PPF pays professionals directly) dealing with the fact that many Municipalities have limited operating budgets to prepare projects which limits their ability to obtain funding for projects in the first place.
- Reduces private sector professionals risk in that they will be appointed, overseen and paid by the PPF. This addresses a key inhibiting factor that many professionals face in local government work, namely the risk late or non-payment of fees.

The PPF approach guarantees technical oversight to ensure that quality project and business plans are prepared. Through an emphasis on scale (i.e. more effective packaging as well as programmatic approaches) and the linking of fees to milestones and ultimately the successful securing of funding, the PPF will ensure overall quality and project sustainability.

The PPF will recover the initial bridging finance for project preparation in respect of each project from the project funds successfully secured by the municipality. In this way it is intended that the fund will be able to roll-over with limited erosion of the capital base.

SPAID will pilot the PPF with the intention that it will become a sustainable dedicated entity that continues operations from the beginning of 2010 independently of the Business Trust. The pilot phase will focus on testing the methodology, identifying additional funding and establishing the dedicated entity.
4.4 Municipal Project Expediting System (MPES)

Objectives
The overall objectives of this Programme are to:

- Support the implementation of the DPLG’s Strategic Infrastructure Programme
- Assist DPLG to direct and maximise the benefit of the existing support programmes
- Monitor municipal project implementation – support 50% of municipal infrastructure spend
- Establish an effective MIS system by leveraging existing technical capacity and know-how to coordinate and improve existing systems

Overview
Currently there are some 14 public-sector municipal support programmes which aim specifically at strengthening and supporting the capacity of municipalities in respect of infrastructure investment.

At present these support programmes are not effectively co-ordinated or targeted according to a clear set of national priorities. DPLG is the appropriate authority to undertake such co-ordination and is in fact currently setting up a national task team to undertake this task.

It is intended that the Municipal Projects Expediting System (MPES) programme should support the DPLG in these coordination efforts.

Such support should focus on mobilising private sector logistical and expediting capacity and know-how to assist DPLG’s planned Task Team. Mainly such assistance will focus on sourcing and managing key programme level management information in respect of infrastructure projects in targeted municipalities and assisting in the production and use of focused management reports. In doing this care will be taken to build on rather than duplicate existing capacity. The targeted municipalities will comprise 30 municipalities (district and local) which together represent just over 50% of the planned municipal infrastructure investment.

There are currently at least four MIS systems within DPLG and National Treasury focussed (at least in part) on municipal infrastructure spend. These include the DPLG’s MIG MIS, the IDP Nerve Centre and the National Treasury’s MIG Expenditure and IGR databases. The dominant focus of these systems is financial expenditure tracking with more project specific tracking functionalities being added on an ongoing basis.

Given the fact that existing systems as well as responsibilities for information management exist, this programme will provide technical support and private sector expertise to the DPLG. More specifically the intention is to:

Provide technical support and know-how in respect of establishing and managing an effective municipal infrastructure investment programme MIS.

Provide technical support to the DPLG Task Team so as to improve their ability to expedite the delivery of infrastructure by monitoring, diagnosing blockages and deploying focussed resources (mainly in existing support programmes) to overcome these problems.

Key to this partnership with DPLG is the ability of SPAID to bring unique private sector capacity and know-how to the project. Additionally SPAID is able to provide critical project oversight and assistance in developing and maintaining the overall integrity of the MIS, on the basis of past experience in similar instances such as the National Department of Housing project tracking system in the 1990s and more recently tools and systems developed for the Expanded Public Works Programme. For the Business Trust the MPES programme offers a valuable opportunity to leverage existing investment in technology and intellectual property.
4.5 Technical Assignments Programme (TAP)

Objective
The objective of the Technical Assignment Programme is to support public sector partners to mobilize increased private sector contributions to the meeting of the AsgiSA infrastructure targets, through short to medium-term strategic and technical interventions.

Overview
The TAP will fund and manage strategic and technical assignments identified with key partner institutions. Assignments will only be undertaken if they meet the objective of the Fund i.e. to mobilise increased private sector contributions to the meeting of the AsgiSA infrastructure targets. The initial TAP assignments that have been identified to date are indicated in the table below.

Table 3: Initial TAP Projects

<table>
<thead>
<tr>
<th>Project</th>
<th>Output / Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>Infrastructure Sector information programme</td>
<td>• System for ongoing assembly &amp; assessment of strategic inputs associated with the public infrastructure investment programmes implemented.</td>
</tr>
</tbody>
</table>
| Facilitating private sector participation in the development of SOE competitive supply strategies | • DPE & SOE engagement with private sector associations / sector facilitated  
• Supplier Development plans understood and supported by private sector |
| Rationalizing infrastructure procurement frameworks | • Rationalized infrastructure procurement framework takes into account private sector issues and best practice. |
| Sector strategy for provincial education infrastructure delivery | • Infrastructure sector delivery strategy developed and implemented for a Provincial Department of Education  
• Procurement for schools delivery expedited |
| Sector strategy for provincial access roads | • Infrastructure sector delivery strategy developed and implemented for provincial access roads  
• Procurement Access road delivery expedited |
| PPP evidence base documentation | • PPP case studies and evidence base prepared and published  
• Public and private sector support findings |

4.6 Stakeholder Communications Programme

Objectives
The objectives of the Stakeholder Communications Programme are to:

- Ensure effective and regular communication and information sharing between senior government and private sector stakeholders in the infrastructure sector
- Build improved relations between senior government and private sector stakeholders, and
- Establish a platform for joint engagement and planning

Overview
The programme aims to establish a SPAID “Plenary” made up of senior government and private sector stakeholders in the infrastructure sector. Members of the Plenary will receive regular briefings on SPAID and an annual conference will be held to discuss SPAID and other strategic infrastructure issues.

A communications programme to inform and engage members of the Plenary will be developed. This programme will include at least:

Regular briefing notes on the activities, progress and outcomes of SPAID.

Copies of the findings of assignments undertaken through the TAP, etc.

An Annual Conference: Plenary members will be invited to an annual conference to discuss key Infrastructure related strategic issues and to receive a progress report on SPAID. Guest speakers and interesting topics will be offered to encourage participation. In addition the conference will include sessions whereby Government Officials and private sector stakeholders have the opportunity to engage and share ideas on specific strategic issues.
5 Appendix

5.1 Presentations Prepared
The following key presentations (listed in date order) were produced during this period:

- i@Consulting & Mike Muller, Investigating the Need and Basis for a Capital Expediting Facility for the Infrastructure Sector of South Africa: Initial Findings (12 April 2007)
- Palmer Development Group, Technical Advice and Research to support Municipalities and Provinces to implement the AsgiSA Accelerated Infrastructure Development Programme: Progress Report (12 April 2007)
- Castalia Limited / Ukhamba Advisory Services, Key Challenges to Public Private Partnerships in South Africa: Summary of Interview Findings (03 May 2007)
- Castalia Limited / Ukhamba Advisory Services, Key Challenges to Public Private Partnerships in South Africa: Analysis of Critical Issues (03 May 2007)
- Castalia Limited / Ukhamba Advisory Services, Key Challenges to Public Private Partnerships in South Africa: Approaches and Options (03 May 2007)
- i@Consulting & Mike Muller, Investigating the Need and Basis for a Capital Expediting Facility for the Infrastructure Sector of South Africa: Findings & Initial Recommendations (14 May 2007)
- Palmer Development Group, Technical advice and search to support Municipalities and Provinces to implement the AsgiSA Accelerated Infrastructure Development Programme: Main Findings (14 May 2007)
- SPAID, Phase 1 Outcomes (22 May 2007)
- SPAID, Phase 1: Findings, Recommendations and Proposals (19 June 2007)
- SPAID, Proposals for Phase 2 (31 August 2007)
- SPAID, Project Preparation Fund Overview (17 September 2007)

5.2 Reports Prepared
The following reports (listed in date order) were produced during this period:

- Castalia Limited / Ukhamba Advisory Services, Key Challenges to Public Private Partnerships in South Africa: Summary of Interview Findings (April 2007)
- Castalia Limited / Ukhamba Advisory Services, Key Challenges to Public Private Partnerships in South Africa: Moving Towards Solutions (Workshop Report) (May 2007)
- Castalia Limited / Ukhamba Advisory Services, Key Challenges to Public Private Partnerships in South Africa: Finding a Way Forward, Final Report (June 2007)
- i@Consulting & Mike Muller, Investigating the Need and Basis for a Capital Projects Expediting Facility for the Infrastructure Sector of South Africa, Final Report (June 2007)
- Palmer Development Group, Technical Advice and Research to Support Municipalities and Provinces to Implement the AsgiSA Accelerated Infrastructure Development Programme: Main Findings, Final Report (Sept 2007)
- SPAID, AsgiSA Budget Analysis: National Provincial and Local Infrastructure Expenditure, Excel File (September 2007)
- SPAID, Initial Concept: Project Preparation Fund (September 2007)
- SPAID, Research Note: Schools Tender Case Study (September 2007)
- SPAID, Building a 21st Century South Africa: Researching the Infrastructure Inputs Sector Strategy for AsgiSA (September 2007)