



national treasury

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TO:

**ACCOUNTING OFFICER OF NATIONAL BASIC EDUCATION
PROVINCIAL HEADS OF DEPARTMENTS: EDUCATION
NATIONAL AND PROVINCIAL CHIEF FINANCIAL OFFICERS
PROVINCIAL HUMAN RESOURCES UNITS: EDUCATION**

**DIVISION OF REVENUE ACT CIRCULAR: UTILISATION OF FUNDS IN THE
DIVISION OF REVENUE ACT (DoRA) FOR THE APPOINTMENT OF PERSONNEL IN
THE PHYSICAL RESOURCES MANAGEMENT UNITS OF THE PROVINCIAL
DEPARTMENTS OF EDUCATION**

COMPLIANCE WITH SECTION 13 (2) (a) OF THE 2021 DIVISION OF REVENUE ACT

1. PURPOSE

- 1.1 The purpose of this circular is to provide guidance on the usage of the funding which is provided for in DoRA for the capacitation of the Provincial Department of Education.

2. CONTEXT

- 2.1 The circular provides the conditions attached to the utilisation of funding in the Division of Revenue Act [DoRA] for the following:
- 2.1.1 Recruitment and appointment of personnel as public servants in the Physical Resources Management Units of the Provincial Departments of Education [PEDs] through the utilisation of DoRA funding.
- 2.1.2 The payment of recruitment costs and purchase of movable assets to be used by the public servants appointed in the Physical Resources Management Units of the PEDs. This is only applicable to personnel where compensation is funded through the utilisation of DoRA funding within the guidelines and financial limits stated in the circular.
- 2.1.3 The circular provides the institutional arrangements for reporting and monitoring on the capacitation processes. These arrangements are jointly managed by the National Treasury [NT] and the National Department of Basic Education [DBE] through the Joint DoRA Human Resources [HR] Oversight Committee for the Education Sector.

- 2.1.4 No deviations will be allowed from the circular by PEDs without the prior written approval of the Joint DoRA HR Oversight Committee. The circular elaborates on the risks attached to non-compliance by PEDs and implications on infrastructure service delivery.
- 2.1.5 The circular is applicable as from 1 April 2021. Any revisions made to the circular will be issued by NT

TERMINOLOGY, STAKEHOLDERS AND LEGISLATION

3. KEY TERMINOLOGY

Table 1 provides definitions for the key terminology used in the circular.

TABLE 1: Content Meaning of Key Terminology

TERM	CONTENT MEANING
Capacitation	The ability of the Infrastructure Development and Technical Services Units of PEDs to perform Infrastructure Delivery Management System [IDMS] tasks and produce IDMS outputs, to define and solve problems and make informed decisions as required in terms of the IDMS. Capacitation focuses on organisational and individual levels.
Circular	The circular issued every year by NT to govern the use of funds in DoRA for the capacitation of the infrastructure Units in the PEDs.
Code of Remuneration	Referred to as the CORE in the Public Service Regulations. It regulates remuneration of public servants.
Competence	Refers to a mix of qualifications, professional registration, years of experience, skills, knowledge and attributes to produce a task to a defined standard. The competencies that an employee needs in order to carry out a job.
Function	Logical grouping of actions or activities planned and undertaken in pursuance of Infrastructure Delivery Management System [IDMS] objectives. A function can also be defined as high-level activities that are mandated in terms of the key objectives of an organisational unit.
Functional Structure	A structure where similar or related functional activities are grouped together, without posts, to form components to deliver on particular services.
Joint DoRA HR Oversight Committee for the Education Sector	A committee established by NT and DBE. Chaired by NT. Main role is to monitor progress with implementation of capacitation in the Infrastructure Units of PEDs, review and take decisions on HR submissions by PEDs and provide support with implementation.
Job	The basic duties, tasks, functions, competency requirements and responsibilities according to which one or more posts of the same grade are established.
Job Description	A description of the key responsibilities activities and competence requirements for each job title or occupation. The IDMS Job Descriptions are available on the website of NT.
Job Evaluation	The system that the Public Service uses to determine the salary levels of a Job based on the Equate Job Evaluation System. It is a systematic, fair and consistent means of measuring the relative value/weight of jobs in the departments. Job evaluation measures jobs, not the jobholders or their performance. It also does not measure job loading [volume of work] or determine the job price. Job evaluation is the responsibility of the relevant PED. There are cases where the National Department of Public Services and Administration [DPSA] has issued generic job evaluation results which all

TERM	CONTENT MEANING
	provincial government departments must then implement. These cases are specifically identified in the circular.
Job Title	The title of each post funded in DoRA. In some cases, the job title is similar to an occupation. The standard job titles applicable in the public service are used.
Knowledge	A theoretical and practical understanding of a subject matter.
Occupation	A set of jobs whose main tasks and duties are categorised by a high degree of similarity or skill specialisation.
Organisational Structure	The grouping of identified functions and tasks to be performed by specific organisational units based on organisation design principles. The organisational architecture as depicted on an organogram or position chart. An organisational structure can only be approved by the Executive Authority of the PEDs. A generic functional structure was approved in the Education Sector for the PEDs in terms of IDMS functions to be performed. The organisational structure must include purposes and functions per unit and posts including posts additional to the establishment as approved by the Executive Authority.
Post	A post/job for which financial provision exist in DoRA and the post exists on the approved establishment of the Department as referred to the Public Service Regulations, 2016.
Post Provisioning	The rational allocation of posts created for a post level or occupational class to drive the core mandate of PEDs for performance of IDMS functions.
Salary Scale	A set of salary levels from minimum to a maximum with specific amounts denoted at the beginning and end of the salary ranges or notches within salary ranges.
Years of Experience	Years that a person has worked after he/she has obtained his/her qualification and/or professional registration.

4. KEY STAKEHOLDERS

- 4.1 Table 2 indicates the key stakeholders which should be consulted and communicated with during the recruitment and selection processes. A brief description is provided of the role of each stakeholder.

TABLE 2: Stakeholders and Roles

STAKEHOLDER	ROLE
Head of the Physical Resources Management Unit	<ul style="list-style-type: none"> Manager responsible to implement the capacitation process in compliance with DoRA requirements. Prepare the DoRA HR quarterly report in consultation with the Human Resources Management Unit.
Head of the Human Resources Management Unit	<ul style="list-style-type: none"> Manager responsible to prepare the recruitment policy of the department, drafting and placement of advertisements, manage selection and interview processes and finalise appointment submission and letters. Provide correct information in terms of employee details [e.g. PERSAL number, qualifications and professional registration].
Head of Organisation Design.	<ul style="list-style-type: none"> Manager responsible to design organisational structure, conduct job evaluation and manage creation of posts on PERSAL.
DBE	<ul style="list-style-type: none"> Determine DoRA conditions.

STAKEHOLDER	ROLE
	<ul style="list-style-type: none"> Fulfil monitoring and oversight role. Serve as member on selection and/or interview committees. Member of the Joint DoRA HR Oversight Committee.
Provincial Treasury [PT] – Chief Director or Director of the Provincial and Local Government Infrastructure Performance Unit	<ul style="list-style-type: none"> Fulfil monitoring and oversight role. Assess provincial HR DoRA quarterly reports Provincial treasuries must be included as observers on all selection and/or interview committees for the DoRA funded posts.
NT – Chief Director of the Provincial and Local Government Infrastructure Performance Unit	<ul style="list-style-type: none"> Chair the Joint DoRA HR Oversight Committee. Can provide specialised HR support to PEDs. Fulfil monitoring and oversight role.

5. KEY LEGISLATION AND DOCUMENTS

- 5.1 Table 3 provides an indication of relevant legislation and documents which should guide the capacitation process. Managers of PEDs are required to study the legislation and documents.

TABLE 3: Legislation and Documents

DOCUMENT	APPLICABILITY
Code of Remuneration	Code of Remuneration of the Public Service – link Job levels, salaries and years of experience. PEDs are not allowed to deviate and/or change any of these requirements.
Collective Bargaining Council Resolution for the Built Environment Occupational Specific Dispensation [OSD]	Determine qualifications, professional registration, years of experience, job titles and salaries for all built environment posts. Determine tasks to be performed. Determine grading of occupations. PEDs are not allowed to deviate and/or change any of these requirements.
Coordinated Job Evaluation Results	Job evaluation conducted by DPSA in consultation with national/provincial departments. In terms of IDMS posts there are three posts that have been job evaluated through a coordinated job evaluation process, namely: <ul style="list-style-type: none"> Chief Director IDMS Strategic and Technical Advisor. Chief Works Inspector. Works Inspector. All posts appearing on the approved structure of the Chief Directorate: Physical Resource Management were job evaluated and benchmarked against other Provinces
Departmental Policy on Recruitment, Selection and Appointments	Each PED will have a policy on the rules and procedures applicable to the recruitment, selection and appointment of personnel in the PED aligned to the Public Service Act and Public Service Regulations.
Departmental Policy on Resettlement Costs	Each PED will have a policy on the payment of resettlement costs.

DOCUMENT	APPLICABILITY
DoRA and DoRA HR Circular	Conditions on how funds for capacitation could be utilised
Guide on Transformation and Restructuring: Human Resources, DPSA, 2006	Restructuring, matching and placement.
HR Delegations	Each PED will have signed HR delegations aligned to the 2014 Directive on Delegations as amended.
IDMS Job Descriptions	The job descriptions were developed by PEDs and DBE in close consultation with DPSA and NT. The IDMS Job Descriptions are available on the website of NT.
Job Advertisements	Prescribed job advertisements that must be used by all PEDs for the DoRA funded posts. The advertisements are available on the website of NT.
Directive on changes to the organisational structures by Departments, 2016	Compliance with the Directive on changes to the organisational structures by Departments.
Provincial IDMS Protocols/Frameworks	Framework approved by the Provincial Executive Councils in each province to agree on how the IDMS will be implemented in the province.
Public Service Act, 1994 [as amended in 2007]	Governs the employment of public servants and allocate responsibilities in terms of organisational structures chapter II, appointments chapter IV and overpayment on remuneration chapter VIII of the of the Public Service Act, 1994 [as amended in 2007]
Public Service Regulations, 2016	Governs organisational structures chapter III, job evaluation chapter IV, advertisement of posts, selection and interview processes chapter IV in terms of regulations 65 to 67 read with regulation 85 of the Public Service Regulations, 2016.

6. UNDERLYING RATIONALE FOR PROVISION OF FUNDING IN DoRA

- 6.1 Each province has to develop and approve a provincial framework on how the IDMS will be implemented in their respective Provinces [approved by the Provincial Executive Committees]. The frameworks, inter alia, clarify the division of IDMS roles between different provincial departments. This process commenced in 2010.
- 6.2 However, the implementation of the Provincial IDMS Frameworks requires appropriate competence in each PED. The lack of appropriate competence increases reliance on the use of consultants [including consultants that can be appointed through support from National Treasury]. Certain IDMS functions should not be outsourced to consultants, for example planning for immovable assets, budgeting, approval of cost/scope variations, oversight over Implementing Agents, reporting, monitoring and evaluation.
- 6.3 It was therefore agreed that the competence in the Physical Resources Management Units of the PEDs must be matched to the IDMS roles, functions and tasks. The latter was included in job descriptions with specific job titles and competence requirements. It must be noted that the job descriptions were developed by PEDs in consultation with the HR units of all PEDs, managers of PEDs responsible for the Physical Resources Management Units, DBE, NT and the National Department of Public Services and Administration [DPSA].

- 6.4 PEDs cited a lack of funding as the main reason for not making progress with capacitation of their respective infrastructure units. PEDs were then allowed to use conditional grant funding [existing grant funding not additional funding] as provided in DoRA for the appointment of personnel as public servants. The overall objective is to improve the capability of the PEDs to manage its infrastructure portfolio through the development of internal institutional capacity. The funding is for the minimum number of posts to be created and filled in each Province. PEDs are expected to budget for posts above the minimum number of posts [if required] as funded in DoRA through equitable share. The amount that can be used through DoRA funding is based on the prescribed number of posts and job titles. Every year the amount will be updated based on salary increases. It should be noted that the amount is determined based on the average salary scale [minimum salary level plus maximum salary level of the salary range of each job title or occupation divided by two]. Obviously it will imply that PEDs will not use the full amount provided in DoRA.
- 6.5 PEDs must appoint the public servants on a permanent basis. PEDs are prohibited from extending/renewing the contract or advertising for the post Chief Director: IDMS Strategic and Technical Advisor. This post is no longer funded from the conditional grant any non-compliance will be recovered from the conditional grant.

PROCEDURES IN TERMS OF ORGANISATIONAL STRUCTURE AND POSTS

7. ORGANISATIONAL STRUCTURE AND POST ESTABLISHMENT

- 7.1 The organisational structure of the Physical Resources Management Unit should be based on the service delivery model of the PEDs, the key functions to be performed by PEDs and the purpose to be achieved with these functions. It is a requirement of the Public Service Regulations that each PED must have an approved organisational structure and post establishment informed by the strategic objectives and service delivery models of the Department. In terms of the Public Service Act (PSA) (1994), Executive Authorities (EAs) have all those powers and duties necessary regarding the internal organisation of the department concerned, including its organisational structure and establishment, the transfer of functions within that department, human resources planning, the creation and abolition of posts and provision for the employment of persons additional to the fixed establishment.
- 7.2 Regulation 25 (2) (a) of the Public Service Regulations (PSR), 2016, provides that: *“Directives issued in terms of section 3(3)(e) [PSA 3(2) as amended] of the Public Service Act, 1994, shall specify determinations on the organisational structure of the department subject to consultation with the MPSA and for purposes of such consultation, the information to be provided shall be set out in such Directive.”*

In terms of the Regulation 25 (2)(a) of the PSR, 2016, provides that an EA shall—determine the department’s organisational structure in terms of its core mandated and support functions—

- (i) in the case of a national department or national government component, after consultation with the Minister and National Treasury; and
- (ii) in the case of a provincial department or provincial government component, after consultation with the relevant Premier, the Minister and the relevant Provincial Treasury.

In line with the above provision, the EAs shall consult with the MPSA on all changes to the organisational structure affecting all units or posts from salary level 9 to level 16 (PSA posts

and equivalent grades in OSD posts) with regard to creation of units and posts and functional reorganisation within the key programmes.

Before creating a post for any newly defined job, or filling any vacancy, an EA shall confirm the need for the post to meet the department's objectives, and ensure that sufficient budgeted funds, including funds for the remaining period of the MTEF, are available for filling the post.

- 7.3 The generic functional structure for infrastructure units in PEDs was developed under the leadership of the DBE in consultation with the National Department of Public Service and Administration [DPSA] and the PEDs. The focus was on the head office and the district structures. The generic functional structure was approved by all nine Provinces in March 2012 [Accounting Officers and Members of the Executive Councils – the submission and presentation was made by the DBE].
- 7.4 The generic functional structure list all the functions required to be performed by a provincial head office and district offices. The functions are grouped into organisational units based on organisation design [OD] principles of logic, nature of functions and service delivery challenges.
- 7.5 It should be noted that all Provinces are supposed to implement the IDMS. Thus all Provinces perform the same functions pertaining to the IDMS, develop the same type of plans/documents, fulfil the same oversight roles and fulfil the same reporting roles. PEDs also build the same type of infrastructure based on national norms and standards. The only unique differences are the geographical layout of provinces, the size of provinces and the size of the budgets.
- 7.6 Each PED is supposed to develop and approve its organisational structure and post establishment for physical resources management aligned to the generic functional structure but taking into consideration provincial specific challenges. The DoRA posts must be included on the approved structure. Departments can move posts between components in the physical resources unit if the functions have been moved – the OD design principle of 'posts follow functions' must be applied. The OD design principle of supervisory versus non-supervisory posts must be complied with. For example, a Supervisory post cannot be created if there are no personnel reporting to the Supervisory post. The department should ensure that each functional area has properly defined tasks, particularly with regard to the principle of equal pay for work of equal value, span of control, clear lines of reporting to avoid dual reporting and the need to ensure effective use of existing capacity, as well as the promotion of efficient and economic use of resources.
- 7.7 The departments must adhere to the following conditions for utilising DoRA funding for appointments:
- 7.7.1 Alignment of the organisational structure to the approved generic functional structure for education IDMS.
- 7.7.2 DoRA posts included in the post establishment as permanent posts.
- 7.7.3 Aligned organisational structure and post establishment approved by the relevant Provincial Member of the Executive Council. An approved organisational structure means that the structure has been signed by the Provincial Member of the Executive Council, also referred to as the Executive Authority. In terms of the Public Service Regulations, 2016 the Executive Authority is responsible to develop an effective internal organisation. In

terms of the Public Service Regulations, 2016 the Executive Authority is responsible to defines the posts required to perform the functions.

8. DoRA FUNDED POSTS

8.1 Table 4 below provides a summary of the posts funded in DoRA. Table 4 will be updated on an annual basis and issued by NT. The financial limit is as follows:

- 2012/2013 financial year – R 10 million.
- 2013/2014 financial year – R 16 million.
- 2014/2015 financial year – R 26 million.
- 2015/2016 financial year – R 36 million.
- 2016/2017 financial year – R 38 million.
- 2017/2018 financial year – R 42 million.
- 2018/2019 financial year – R 45 million.
- 2019/2020 financial year – R 47.5 million.
- 2020/2021 financial year – R 47.5 million.
- **2021/2022 financial year – R 47.5 million (inclusive of R4.3 million for recruitment and related costs).**

8.2 The following must be noted:

8.2.2 The average budgeted salary for Chief Built Environment Posts includes Grades A and B. All appointments must be on Grade A due to the fact that Grade B is a promotional post. This was taken into consideration in terms of the budgetary provision.

8.2.3 PEDs cannot use any savings to appoint other personnel. For example, if a PED decides not to have a Director Infrastructure Planning but only a Deputy Director, then the cost saving cannot be used to, for example, increase the number of Works Inspectors. Where a province is of the opinion that a meritorious case exists they may approach the HR DoRA Joint Oversight Committee for the education sector with a motivation for a deviation.

TABLE 4: Posts funded in DoRA

No	Job/Occupation Title	Number
1	Chief Director/Director: Physical Resources Management	1
Unit: Physical Resources Planning and Property Management		
3	Director/Deputy Director Physical Resources Planning	1
4	Architect	1
5	Quantity Surveyor	1
6	Chief Electrical or Chief Mechanical Engineer	1
7	Electrical Engineer	1
8	Mechanical Engineer	1
9	Chief Civil/Structural Engineer	1
10	Chief Town and Regional Planner	1
11	Town and Regional Planner	1
12	Chief Education Specialist	1
13	Deputy Chief Education Specialist [Districts or Head Office- each Province decide]	5
14	Deputy Director : Properties	1
15	Assistant Director : Properties	2
16	GIS Technician	1
Unit: Infrastructure Delivery Management		
17	Director/Deputy Director	1
18	Deputy Director Finance	1
19	Assistant Director Finance	1
20	Chief Engineer	1
21	Engineer or Deputy Director: Infrastructure Project/Programme Management	2

No	Job/Occupation Title	Number
22	Chief Architect	2
23	Architect	2
24	Chief Quantity Surveyor	2
25	Quantity Surveyor	2
26	Control Works Inspectors [Districts or Head Office – each Province decide]	5
27	Chief Works Inspectors [Districts]	5
28	Works Inspectors [Districts] [can increase to 36 based on conditions stated in paragraph 4.2.2.3]	18

8.2.4 *Infrastructure Delivery Programme Management Unit: Chief Architect, Chief Quantity Surveyor and Chief Engineer*

Funding is provided for five posts. However, PEDs can decide on the type of occupation to be created and appointed. For example, it can be five Chief Architect posts. However, the occupation created on the approved organisational structure and post numbers must be the same as the posts advertised. For example, the approved structure cannot reflect two Chief Architect posts, One Chief Engineer post and Two Chief Quantity Surveyor posts and then the department advertise five Chief Architects posts.

PROCEDURE IN TERMS OF RECRUITMENT, SELECTION AND APPOINTMENT PROCESSES

9. RECRUITMENT OF PERSONNEL

- 9.1 PEDs have departmental recruitment policies that should be followed for the advertisement of posts in the Physical Resources Management Units.
- 9.2 The following are specific requirements in terms of the DoRA funding:
 - 9.2.1 Departments must comply with the Public Service Act, 1994 [as amended in 2007], the Public Service Regulations, 2016 and any directive issued in terms of a collective bargaining agreement or other directives as issued by DPSA in terms of advertisement of the posts.
 - 9.2.2 Departments must comply with the conditions stated in this circular.
 - 9.2.3 Chapter IV [Sections 10 and 11] of the Public Service Act, 1994 [as amended in 2007] prescribes that recruitment processes must be open, transparent and based on the democratic values of the Constitution. This principle must be adhered to in terms of the advertisement process.
 - 9.2.4 Recruitment in the public service requires that the posts must have been advertised in the Media [Public Service Regulations, 2016]. All the Senior Manager Posts [SMS] must be advertised nationwide. Other posts [excluding built environment posts] must, as a minimum, be advertised within a provincial department but may also be advertised outside the Public Service. *All the Built Environment posts funded through DoRA must be advertised nationwide [outside the public service].*
 - 9.2.5 PEDs can obtain approval for head hunting from the relevant Accounting Officer and Member of the Executive Council but only after there is proof that the posts were advertised in the media and that the department was not able to attract the required competence.

- 9.2.6 DoRA funded posts can be filled without advertisement through a horizontal transfer but it must be done in line with Section 14 of the Public Service Act, 1994 [as amended in 2007]. The following is also applicable:
- The post incumbent to be transferred meets the IDMS competence requirements in terms of qualifications, years of experience and professional registration [where applicable].
- 9.2.7 The job titles or occupations being advertised must correspond with the job titles or occupations on the approved organisational structure [including the number of posts being advertised]. The standard IDMS job advertisements must be used by all PEDs [available on website of NT and DBE]. The only changes allowed are provincial specific information pertaining to the posts in terms of work place and number of posts.
- 9.2.8 Part IV section 65(c)(8) of the Public Service Regulations states that a funded vacant post shall be advertised within six months after becoming vacant and be filled within 12 months. It must be noted that for all the DoRA funded posts as per this circular the shortlisting and advertisement processes must be completed within six months.
- 9.2.9 DoRA funding is inclusive for advertisements placed in the media.
- 9.2.10 DoRA funding cannot be utilised to pay for recruitment agencies.
- 9.2.11 If a PED advertised a post, but no shortlisting or interviews have taken place within six months after the post was advertised, the costs for the advertisement will be recovered from the PED through a reduction in the next year's education infrastructure grant allocation. In such cases, PEDs will also not be allowed to utilise any future DoRA funding to re-advertise any such posts for which no progress was made with shortlisting and/or interviews within the prescribed timeframes.
- 9.2.12 Funding cannot be used for the appointment of consultants.

10. SELECTION AND INTERVIEW PROCESSES

- 10.1 PEDs have departmental selection and interview policies that should be followed for the appointment of personnel in the Physical Resources Management Unit.
- 10.2 The following are specific requirements in terms of the DoRA funding:
- 10.2.1 Departments must comply with the Public Service Act, 2 [as amended in 2007], the Public Service Regulations, 2016 and any directive issued in terms of a collective bargaining agreement or other directives as issued by the DPSA in terms of selection and interview processes.
- 10.2.2 A selection committee must be appointed comprising of at least three Public Servants of which the chairperson must be one level higher than the post for which shortlisting is conducted. *In the case of built environment posts one of the members on the selection committee must have a Degree in Built Environment.*
- 10.2.3 PEDs are encouraged to include DBE on the selection committees. Provincial treasuries cannot serve as members on selection committees but should be included as observers.
- 10.2.4 The selection criteria must as a minimum include the following:
- Qualification as per the advertisement.

- Professional registration as per the advertisement [if applicable].
- Years of experience as per the advertisement.
- Valid driver's licence.

- 10.2.5 All applicants that comply with the selection criteria must be shortlisted.
- 10.2.6 There must be written minutes that record the decisions taken during the shortlisting process.
- 10.2.7 Shortlisting must be completed within three months after the closure of the advertisement of the post.
- 10.2.8 Any costs related to the shortlisting process cannot be funded from DoRA.
- 10.2.9 An interview committee must be appointed comprising of at least three public servants of which the chairperson must be one level higher than the post for which shortlisting is conducted. *In the case of built environment posts one of the members on the interview committee must have a degree in built environment.*
- 10.2.10 PEDs are encouraged to include DBE on the Interview Committees. Provincial treasuries cannot serve as members on interview committees but should be included as observers.
- 10.2.11 Interview questions must relate to the approved IDMS job description for a particular post.
- 10.2.12 There must be written minutes that reflect the rating and decisions taken during the interview process.
- 10.2.13 Costs for interview venues and payment of travel costs of persons being interviewed for the DoRA funded posts can be funded from DoRA.
- 10.2.14 Costs pertaining to travel and accommodation arrangements of interview committee members for the DoRA funded posts cannot be funded from DoRA.

11. APPOINTMENTS

- 11.1 PEDs have appointment policies that should be followed for the appointment of personnel in the Physical Resources Management Units.
- 11.2 The following are specific requirements in terms of the DoRA funding:
- 11.2.1 Departments must comply with the Public Service Act, 1994 [as amended in 2007], the Public Service Regulations, 2001 [as amended in 2012] and any directive issued in terms of a collective bargaining agreement or other directives as issued by the DPSA in terms of remuneration scales, circulars pertaining to personal notches and appointment letters.
- 11.2.2 The recommended post incumbents must comply with the basic competence requirements i.e. qualifications, professional registration and years of experience. These requirements are indicated in the IDMS Job Descriptions that were approved by the respective national sector departments and the DPSA. It is also summarised in table 6 of the circular. It must be noted that the requirements are also in line with any prescribed requirements in terms of the Code of Remuneration [CORE] of the public service and the OSD dispensation for built environment posts. The public service regulations, specifically place the responsibility on the Accounting Officer to comply with adherence to collective agreements and the statutory obligations in terms of appointments and remuneration.

- 11.2.3 In terms of the built environment OSD, there cannot be differences in the Grades as these are prescribed through the Collective Bargaining Council Resolution. There are two levels, namely:
- Production Level: Grade A, B and C. The grade and salary level are determined based on years of experience post registration. To qualify for appointment, the post incumbent needs a minimum of three years' experience post qualification but the salary notch is determined based on years of experience post registration. The post incumbent must also have the required tertiary qualification and registration as a professional with the relevant built environment council.
 - Supervisory Level: Grade A. The salary level is determined based on expertise. To qualify for appointment, the post incumbent needs a minimum of six years' experience post qualification. The post incumbent must also have the required tertiary qualification and registration as a Professional with the relevant built environment council.
- 11.2.4 The qualifications must be validated against the minimum tertiary requirements which are clearly stated in Table 6. It should be noted that a B Tech is equivalent to a Degree. A Diploma is not equivalent to a Degree or a B Tech.
- 11.2.5 Professional registration is only applicable to the OSD posts. The registration must be validated on the relevant professional council. It is important to note the type of registration required for a specific post. The required professional registration is clearly stated for each post in table 6.
- 11.2.6 The relevant professional council for the Built Environment posts in terms of each type of occupation is summarised in Table 5.
- 11.2.7 Funding for capacitation of the Provincial Physical Resources Management Units as provided in DoRA will not be transferred by DBE to PEDs that fail to comply with the conditions and requirements as stated in this circular or any specific condition or requirement stated in DoRA, for example the submission of quarterly Human Resources [HR] DoRA Reports.
- 11.2.8 As from 1 April 2015, the amounts for any cases where PEDs deviated from the competence requirements stated in the circular will be recovered from the Province by DBE in terms of a reduction of the Education Grant funding for the next year. These cases have been and will continue to be reported to Provinces by NT and DBE in terms of the HR DoRA Quarterly Analysis Reports. If PEDs continue to use DoRA funding to pay the salaries of such cases, the right of a PED to use any DoRA funding for capacitation will be withdrawn by NT and DBE.
- 11.2.9 DoRA funding can be utilised to pay for performance bonuses of all personnel appointed through DoRA funding.
- 11.2.10 PEDs are not allowed to transfer the DoRA funds to any other government department and/or implementing agent to appoint personnel on their behalf. However, PEDs can allow DBE to use the funds for recruitment costs being incurred by DBE if such a request is submitted by a PED to DBE. [Letter of approval should be signed by the relevant Accounting Officer of a PED].

TABLE5: Professional Councils

Occupation	Council Name	Council Website Address
Chief Engineer: Professional Engineer Engineer: Professional Engineer	Engineering Council of South Africa [ECSA]	www.ecsa.co.za
Chief Architect: Professional Architect Architect: Professional Architect	South African Council for Architectural Profession [SACAP]	www.sacapsa.com
Chief Quantity Surveyor: Professional Quantity Surveyor Quantity Surveyor: Professional Quantity Surveyor	South African Council for the Quantity Surveying Profession [SACQSP]	www.sacqsp.org.za
GIS Technician: Professional GIS Technician	South African Geomatics Council [SAGC]	www.sagc.org.za
Chief Town Planner: Professional Town Planner Town Planner: Professional Town Planner	South African Council for Planners [SACPLAN]	www.sacplan.org.za

TABLE 6: Competence Requirements per Job Description

Job/Occupation Title	Minimum Tertiary Requirement	Professional Registration	Years of Experience
Chief Director/Director: Physical Resources Management	Degree in Built Environment or Post Graduate in Management	Not Applicable	8 – 10 Years' experience post qualification 5 Years' senior management experience
Unit: Physical Resources Planning			
Director/Deputy Director Physical Resources Planning	Director: Degree in Built Environment and/or Post Graduate in Management Deputy Director: Degree in Built Environment and/or Degree in Management. In both cases the Degree in Built Environment is the preferred qualification and must receive preference	Not Applicable	Director: 6 – 8 Years' experience post qualification 5 years' experience as middle manager Deputy Director: 3 – 5 Years' experience post qualification

Job/Occupation Title	Minimum Tertiary Requirement	Professional Registration	Years of Experience
Architect	Degree in Architecture	Registered as a Professional Architect with SACAP	3 Years' experience post qualification
Quantity Surveyor	Degree in Quantity Surveying	Registered as Professional Quantity Surveyor with SACQSP	3 Years' experience post qualification
Chief Electrical or Mechanical Engineer	Degree in Engineering	Registered as Professional Engineer with ECSA [Electrical Engineer or Mechanical Engineer]	6 Years' experience post qualification
Electrical Engineer	Degree in Engineering	Registered as Professional Engineer with ECSA [Electrical Engineer]	3 Years' experience post qualification
Mechanical Engineer	Degree in Engineering	Registered as Professional Engineer with ECSA [Mechanical Engineer]	3 Years' experience post qualification
Chief Civil/Structural Engineer	Degree in Engineering	Registered as Professional Engineer with ECSA [Civil/Structural]	6 Years' experience post qualification
Chief Town and Regional Planner	Degree in Town and Regional Planning	Registered as Built Environment Professional: Town and Regional Planner with SACPLAN	6 Years' experience post qualification
Town and Regional Planner	Degree in Town and Regional Planning	Registered as Built Environment Professional: Town and Regional Planner with SACPLAN	3 Years' experience post qualification
Chief Education Specialist	B Degree in Education	Registered as Teacher	6 Years' experience post qualification
Education Specialist [Districts]	B Degree in Education	Registered as Teacher	3 Years' experience post qualification

Job/Occupation Title	Minimum Tertiary Requirement	Professional Registration	Years of Experience
Deputy Director : Properties	Relevant B Degree	Not Applicable	5 Years' experience post qualification
GIS Technician	Diploma in GIS or equivalent qualification	Registered as GIS Professional Technician with SAGC	3 Years' experience post qualification
Assistant Director : Properties	Relevant Diploma	Not Applicable.	3 Years' experience post qualification
Unit: Infrastructure Delivery Programme Management			
Director/Deputy Director	Degree in Built Environment	Not Applicable	Director: 6 – 8 Years' experience post qualification 5 years' experience as middle manager Deputy Director: 5 Years' experience post qualification
Deputy Director Finance	Degree in Finance, Economics, Accounting or Commerce	Not Applicable	3 – 5 Years' experience post qualification
Assistant Director Finance	Diploma in Finance, Economics, Accounting or Commerce	Not Applicable	3 Years' experience post qualification
Chief Engineer	Degree in Engineering	Registered as Professional Engineer with ECSA [Civil/Structural]	6 Years' experience post qualification
Engineer	Degree in Engineering	Registered as Professional Engineer with ECSA [Civil/Structural]	3 Years' experience post qualification
Chief Architect	Degree in Architecture	Registered as Professional Architect with SACAP	6 Year's post qualification experience
Architect	Degree in Architecture	Registered as Professional Architect with SACAP	3 Year's post qualification experience
Chief Quantity Surveyor	Degree in Quantity Surveying	Registered as Professional Quantity Surveyor with SACQSP	6 Years' experience post qualification

Job/Occupation Title	Minimum Tertiary Requirement	Professional Registration	Years of Experience
Quantity Surveyor	Degree in Quantity Surveying	Registered as Professional Quantity Surveyor with SACQSP	3 Years' experience post qualification
Control Works Inspectors [Districts or Head Office]	Diploma in Building, Mechanical or Electrical or Equivalent or N3 with passed trade test or National Diploma in Engineering	Not Applicable	5 Years' experience post qualification experience
Chief Works Inspectors [Districts]	Diploma in Building, Mechanical or Electrical or Equivalent or N3 with passed trade test or National Diploma in Engineering	Not Applicable	3 Years' experience post qualification experience
Works Inspectors [Districts]	Diploma in Building, Mechanical or Electrical or Equivalent or N3 with passed trade test or National Diploma in Engineering	Not Applicable	1 Years' experience post qualification experience

12. INSTITUTIONAL ARRANGEMENTS

- 12.1 A Joint DoRA HR Oversight Committee has been established. The committee includes representatives for NT, DPSA and DBE with a minimum of two representatives per institution. The committee will be chaired jointly by NT and DBE. The committee fulfils the following roles:
- 12.1.2 Issue any directives in terms of the funding of the infrastructure posts in DoRA or related issues.
- 12.1.3 Review the quarterly HR DoRA reports submitted by PEDs as required in terms of DoRA [to be submitted within 22 days after the end of each quarter].
- 12.1.4 Monitor progress made by PEDs with capacitation of the infrastructure units through regular provincial visits and presentations to senior managers, Heads of Departments and Members of the Executive Councils.
- 12.1.5 Provide support to PEDs in implementing the capacitation programme.
- 12.1.6 Oversee the implementation of central recruitment processes, on request.

- 12.1.7 Design and implement a community of practice programme [mentorship programme] for built environment professionals in terms of knowledge and skills on how to deal with specific work and governance issues experienced by the professionals.
- 12.1.8 Review submissions and motivation as submitted by PEDs.

13. RISKS

- 13.1 The successful implementation of the IDMS capacitation implies that a number of key high level assumptions are met. The possibility that some of these assumptions may not be realised gives rise to significant implementation risks. It is important that these risks be effectively managed and at an appropriate level.
- 13.2 Table 7 includes some of the key risks, consequences if these risks occur on service delivery and compliance and proposed mitigation strategies:

TABLE 7: Risks

Key risk and Consequences	Mitigation strategy
<p><u>Risk:</u></p> <p>PEDs not finalising and approving their organisational structures aligned to the generic functional structure.</p> <p><u>Consequence:</u></p> <ul style="list-style-type: none"> ▪ PEDs will not be able to deliver quality education services due to lack in the provision and maintenance of schools. ▪ PEDs will not be allowed to use any DoRA funds for posts. 	<ul style="list-style-type: none"> ▪ Regular review of progress made by PEDs by the Joint DoRA HR Oversight Committee. ▪ Progress reports to the Education HedCom Meeting. ▪ Progress reports to the Technical Committee on Finance. ▪ HR support to be provided to PEDs to finalise the submissions.
<p><u>Risk:</u></p> <p>Delayed/slow implementation of new structures by PEDs for example posts advertised but not filled.</p> <p><u>Consequence:</u></p> <ul style="list-style-type: none"> ▪ It will impact negatively on PEDs assessments for the allocation of the performance based incentive grants. ▪ PEDs will not be able to deliver quality education services due to lack in the provision and maintenance of schools. 	<ul style="list-style-type: none"> ▪ Develop and implement detailed HR implementation plan by each PED. Plan to be submitted to Joint DoRA HR Oversight Committee. ▪ Monitor dedicated effort and commitment by all stakeholders. ▪ Review on quarterly basis of the HR DoRA reports. ▪ Offer central recruitment processes if required.
<p><u>Risk:</u></p> <p>PEDs appoint personnel that do not comply with competence requirements.</p> <p><u>Consequence:</u></p> <ul style="list-style-type: none"> ▪ PEDs will not be able to deliver quality education services due to lack in the provision and maintenance of schools. ▪ Funding for posts will be withdrawn by NT and DBE. ▪ Transfers made will be recovered from the education grant. 	<ul style="list-style-type: none"> ▪ PEDs to consult the Joint DoRA HR Oversight Committee before appointments are made.

Key risk and Consequences	Mitigation strategy
<p><u>Risk:</u> Inability to recruit built environment professionals.</p> <p><u>Consequence:</u></p> <ul style="list-style-type: none"> PEDs will not be able to deliver quality education services due to lack in the provision and maintenance of schools. 	<ul style="list-style-type: none"> Central recruitment process.
<p><u>Risk:</u> Inability to retain built environment professionals due to work environments.</p> <p><u>Consequence:</u></p> <ul style="list-style-type: none"> PEDs will not be able to deliver quality education services due to lack in the provision and maintenance of schools. 	<ul style="list-style-type: none"> Implementation of Community of Practice [mentorship] by Joint DoRA HR Oversight Committee. Regular interaction with professionals. Facilitation of transfers within education sector where work environments are not conducive. IDMS induction course presented two months after appointments have been made. Leadership training to Senior Managers in the Infrastructure Units.
<p><u>Risk:</u> Resistance to “System change”</p> <p><u>Consequence:</u></p> <ul style="list-style-type: none"> PEDs will not be able to deliver quality education services due to lack in the provision and maintenance of schools. 	<ul style="list-style-type: none"> In this regard it is crucial that the entire process is understood, owned, overseen and driven by the Heads of the Physical Resources Management Units. These Heads need to understand the model and must be appropriately qualified in terms of the IDMS competence requirements. Heads of Departments and Members of the Executive Councils also need to understand and support the process. Regular meetings and presentation of the senior managers and political role players will be implemented by DBE. Transition plans to be developed by PEDs.

14. USE OF DoRA FUNDING FOR COSTS PERTAINING TO RECRUITMENT AND MOVABLE ASSETS

14.1 A maximum of 10% is included to the amount available in DoRA for the funding of the posts which can only be used for the following purposes:

14.1.1 Recruitment and Resettlement Costs

14.1.1.1 Payment of advertisements but in line with the conditions stated in this circular.

14.1.1.2 Payment of resettlement costs in line with provincial departmental resettlement

14.1.1.3 Payment of costs pertaining to a venue for interviews and/or travel costs of persons to be interviewed in line with the provincial departmental recruitment policy in line with the conditions stated in this circular.

14.1.2 Computers and Software Costs

14.1.2.1 The procurement of computers, software and printers are applicable to ALL the DoRA funded posts.

14.1.2.2 Only applicable to those post incumbents that possess the required tertiary qualifications and correct professional registration [if applicable] as stated in Table 6. A maximum of R 40 000 per post incumbent for computer, printer and software. The type of software being procured must relate to the key result areas in the Job Description.

14.1.3 DoRA funding cannot be used for the following expenses:

14.1.3.1 Offices [rental or refurbishment or renovations or upgrading]

14.1.3.2 Office furniture

14.1.3.3 Subsistence and travel of personnel

14.1.3.4 Cell phones and/or landline telephone costs

14.1.3.5 Internet cards or internet connections or airtime costs for computers

14.1.3.6 Vehicles

14.1.3.7 Or any other purpose not provided for in terms of the circular.

15. APPLICABILITY

This circular is applicable to all provincial departments of education. Non-compliance to specifications of this circular, with respect to appointments, will be referred to DPSA.

16. EFFECTIVE DATE

The procedures contained in this circular takes effect from 1 April 2021 and must be adhered to by all Accounting Officers.

17. CONTACT PERSON

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Approved:



MALIJENG NGQALENI
DEPUTY DIRECTOR-GENERAL: INTERGOVERNMENTAL RELATIONS
DATE: 20 May 2021
