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sufficiently synchronised. This led to facilities that were commissioned, but not used for as long as 12 months due to staff shortages and a lack of equipment.

AUDIT RECOMMENDATIONS AND DEPARTMENTAL COMMENTS

3. RECOMMENDATIONS

3.1 *At a national government level, it is recommended that:*

3.1.1 A specific policy¹ that deals comprehensively with the infrastructure delivery process and guidelines should be implemented. The following should *inter alia* be addressed:

- a) Roles and responsibilities of the national department, provincial departments and implementing agents should be defined;
- b) The process and information to be used to facilitate the needs determination that should indicate, for example, how to interpret and validate statistical information and demographic trends;
- c) A formal prioritisation model to facilitate the ranking of needs to ensure that the most urgent needs are addressed first;
- d) Stakeholder interaction and consultation such as community organisations, governing bodies and local authorities;
- e) The independent approval of deviations from prescribed procurement processes should be clarified;
- f) Guidance on the evaluation of contract proposals especially with regard to the evaluation of the capacity of contractors to execute multiple contracts;
- g) Communication between departments and provinces of contracts awarded, and contractors and consultants not performing according to expectations; and
- h) Coordination between the different role players to ensure that projects can be commissioned and utilised at first handover.

3.1.2 National norms and standards for infrastructure should be developed and incorporated into standard and uniform designs to reduce professional fees.

¹ *During the course of the audit, the Department of Basic Education developed a policy that was published during 2010. Although the National Department of Health instituted numerous corrective actions, a specific policy has not been compiled.*

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