



**FREE STATE PROVINCIAL
GOVERNMENT**

**PUBLIC WORKS, ROADS
AND TRANSPORT**

**FIVE - YEAR
GENERIC STRATEGIC PLAN
2005/06 - 2009/2010**

“A prosperous Free State through facilitation of
infrastructure”

INTRODUCTION

This part of the Generic Strategic Plan seeks to synchronise strategic planning with the electoral cycle.

The *document* is divided into three parts, as follows:

Part A:

Provides a strategic overview of the department that is the:

- vision,
- mission,
- values, as well as
- overall strategic goals and strategic objectives the department aims to achieve over the next five-years.

The focus in developing strategic goals and strategic objectives in this plan has been aligned to the four Balance Score Card perspectives to serve as a framework for strategic measurement and management system. These are:

- service delivery/customer,
- management/internal processes,
- financial management and
- training and learning.

Part B:

This section gives more detailed planning information on the individual programmes and sub-programmes and specifies measurable objectives and the estimated budget.

The service delivery goals and objectives drive the programme structure, as well as inform the set of measurable objectives and performance targets.

Part C:

Presents the background information on which the department based its strategic planning.

The background information and analysis focuses on:

- analysing the current service delivery environment that is, the *external environment* in terms of the Political/legislation, Economic, Social and Technological environment and
- analysing organisational (*internal environment* with regard to the strengths and weaknesses) information and institutional challenges.

FOREWORD

The Tenth Anniversary of our Freedom is indeed a cause for celebration. The displacement of the apartheid political order by a democratic system has become an established fact of South African society. We are celebrating the achievements we have been made in laying the foundation for better life for all. There is no going back!

As we celebrate, we are equally reflecting on the challenges that continue to confront us into the second decade of freedom. The poverty, unemployment and underdevelopment that continue to characterise the living conditions of our people have to be drastically reduced in the next 10 years.

The overwhelming renewal of the electoral mandate was a clear message from our people that we must confidently surge ahead with socio-economic transformation through a *People's Contract to Create Work and Fight Poverty*.

The dictums of the ANC's 2004 elections manifesto and *Vision 2014* will therefore serve as benchmarks against which we can and must measure our progress.

President Thabo Mbeki has already made commitments which constitute the Programme of Action of Government. The Premier of the Free State province, Ms Beatrice Marshoff, then sketched-out priorities for the province.

This Strategic Plan of our Department, the Department of Public Works, Roads and Transport, will therefore give an outline of our plan for the next five years inspired by Government policy trajectory and priorities.

We will use the six programmes contained in this Strategic Plan to improve service delivery, develop infrastructure, improve the public transport and ensure safety on our roads.

Our single greatest task is to halve poverty and unemployment by 2014. As a Department, our foremost programme for job creation and poverty reduction shall be the Expanded Public Works Programme.

Mr. Seiso Mohai

MEC for Public Works, Roads and Transport

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PART A:

STRATEGIC OVERVIEW

1 Overview of Strategic Plan

The strategic plan 2005/2006 – 2009/2010 has been aligned towards both the National and Provincial priorities and consequently, the departmental strategic goals and strategic objectives have been revised as such. The strategic goals were then, organised according to the four Balance Score Card perspectives namely, customer, financial management, internal processes and training and learning to ensure that internal processes are improved and personnel acquire the necessary competencies to satisfy customer needs and/or expectation as well as breaking –even in terms of the vote budget.

In line with the President's State of the Nation Address, the department will focus on implementation of the Expanded Public Works Programme to enhance job creation of local labour as well as providing training on the job to ensure that project beneficiaries acquire life skills which will enable them to be employable in the future.

Over the next five years, the department intends concentrating on the following priorities:

- Coordination, implementation and monitoring of the Expanded Public Works Programme in the province,
- Preventative maintenance on buildings and roads,
- Implementation of the Road to Safety Strategy,
- Transformation of Maluti Bus Service,
- Facilitation of the Taxi-Recapitalization,
- Dealing with the Resolution 7 personnel and
- Upgrading Traffic Testing Stations to the K53 requirements.

In order to realise the strategic objectives set out in this plan, the department will focus on innovative initiatives and attaining legislative compliance in systems, structures and procedures. This venture would be achieved through working in partnerships with all the relevant stakeholders.

Adv. Makhosini Msibi

Accounting Officer: Free State Department of Public Works, Roads and Transport.

2 VISION

A prosperous and equitable Free State Province through safe and efficient transport and infrastructure systems.

3 MISSION

To ensure the provision, promotion and sound management of assets, transportation and infrastructure systems, which are safe, affordable, reliable, accessible and sustainable.

4 VALUES

The strategy of the Free State Department of Public Works, Roads and Transport is shaped by the following values:

- Commitment
- Batho Pele
- Interdependence
- Integrity and Fairness
- Transparency
- Honesty
- Respect

5 SECTORAL SITUATION ANALYSIS

In this section, broad information on the service delivery and institutional environment of the department is given.

5.1 Summary of service delivery environment and challenges

The analysis in this section focuses on the external environmental issues that are likely to impact on the demand for the department's services; and/or impact on its ability to deliver services:

- Losing of skilled staff to private sector and other client departments.
- Rapidly changing external environment.
- Policy Directives that demand increase on implementation.
- Fraud, burglaries, robberies and theft.
- Shrinking budget – for example, Road maintenance backlog of R5,2 billion
- No optimal functioning of learning (institutional) structures, i.e. SETA's

5.2 Summary of organisational environment and challenges

The analysis hereunder focuses on the internal environment factors that are impacting on the department's performance:

Programme 1: Administration

Financial, Procurement and Revenue Management Sub-programme

- General accounting expertise;
- Lack of performance measurement tools;
- High staff turnover (revenue offices specifically);
- Encourage a value system around commitment, Batho Pele, independence, integrity, fairness, transparency and mutual respect.
- Adherence to statutory deadlines.

Human Resource Management Sub-programme

- Decentralisation of functions to district offices;
- Recruitment and retention of scarce skills (Equity)
- Succession Planning
- Co-ordination of transfer and re-skilling of employees affected by Resolution 7/2002
- Full implementation of Learnerships

Organisational Development and Knowledge Management Sub-programme

- Impact of HIV/AIDS
- Lack of performance culture (PDMS)
- Customising IT to meet departmental needs as well as recruiting and retaining experienced IT personnel
- Foster a collaborative culture, development of leaders, and drive knowledge management (role of change agent)
- Improve internal and external communication (bench-marking on pockets of excellence)

Programme 2: Public Works

- Consolidation of office space.
- Absence of integrated Property Management Information system.
- Capacity constraints regarding specialised skills in property management and development.
- Constraints regarding accountability displayed by clients' vis-à-vis the utilization of property.
- Capacity constraints regarding economic analysis, technical design and project management vis-à-vis expanded public works programme projects.
- Delivery of projects on time, within the budget and with the required quality in all the cases
- The development of the following:
 - integrated property asset register
 - infrastructure development plan
 - accommodation policy and
 - property disposal and acquisition policy

Programme 3: Roads Infrastructure

- Protection of Road Infrastructure.
- Ageing workforce
- Skills flight

Programme 4: Public Transport

- Land Use Distortions;
- High Transport User Costs;
- Functional Apportionment Uncertainties
- Questionable Sustainability of Transport Initiatives
- Insufficient Regulation of Public Transport
- Lack of Formal Structures in the Industry
- Unacceptable Quality of Service
- Insufficient Service Coverage
- Transformation of Maluti Bus Service.
- Taxi-Recapitalization.

Programme 5: Traffic Management

- Appropriate equipment
- Insufficient number of traffic officers
- Road to Safety Strategy.

Programme 6: Community Based Programme

- Implementation of Expanded Public Works Programme
- Lack of staff (technical and support staff)
- Lack of sustainability.
- Professional expertise in relation to economic analysis, technical design and project management

Road Building Equipment and Government Garage

- Rightsizing the fleet according to the changing client requirements
- Restructuring of the Government Garage Motorised Transport.
- Maximizing of recoverable revenue.
- Creation of a sustainable environment for the development of SMME's and HDI's

6 LEGISLATIVE AND OTHER MANDATES

The following legislative and policy directives guide the functions of the Department of Public Works, Roads and Transport:

- Public Finance Management Act, 1999 (Act No. 1 of 1999) as amended by Act 29 of 1999 and Treasury Regulations.
The Public Finance Management Act is seeking to synchronise planning, budgeting, monitoring and reporting.
- Public Service Regulations 2001 (as amended)
Emphasises that the department's strategic plan should include core objectives based on Constitutional and other legislative mandates, functional mandates as well as the Service Delivery Improvement Programme.
- Division of Revenue Act, Act No. 7 of 2003
The Act stipulates the reporting and requirements for the Grant and other budgets.
- Black Economic Empowerment Act, Act 53 Of 2003
This Act is aimed at facilitating broad-based black economic empowerment by enabling meaningful participation of the black people in the economy.
- The Expropriation Act, 1975 (Act No. 63 of 1975)
This Act determines the expropriation process, as well as the calculation, determination and payment of compensation for any and all immovable properties acquired.

- The Mineral Act, 1991 (Act No. 50 of 1991)
This Act deals with the prospecting, mining and disposal of minerals, as well as the opening, rehabilitation and closure of quarries.
- The National Veld and Forest Fire Act 1998
The Veld Fire Act deals with the management of veld fires and assigns certain responsibilities to adjacent land owners.
- Advertising on roads and the Ribbons Development Act (Act No. 1 of 1940)
Deals with the advertisement and development adjacent to the roads network
- The National Land Transport Transition Act, 2000 (Act 22 of 2000)
The Act deals with the following related functions:
 - Planning and the integration of transport;
 - The regulation of public transport and
 - The institutional relationship.
- Free State on the Move Policy Document
This policy document serves as guiding document with regard to the restructuring of the Department of Public Works, Roads and Transport.
- The National Road Traffic Act, 1996 (Act No. 93 of 1996)
This act deals mainly with the regulation of traffic.
- Local Government Demarcation Act, 1998 (Act No. 27 of 1998)
This Act guides the department in the selection of the main centres to develop regional head offices.
- Local Government Municipal Structures Act, 1998 (Act No. 117 of 1998)
Differentiate between the activities that should be performed by Municipality and the Province
 - Occupational Health and Safety Act, 1993 (Act 85 of 1983)
The Act deals with safety measures in the work place.
 - Control of Access to Public Premises and Vehicles Act, 1985 (Act 53 of 1985)
The provision of this act covers access control of vehicles, visitors and public officials to government premises.
 - The Roads Ordinance (Ordinance No. 4 of 1968)
The Roads Ordinance deals with the overarching management and implementation of roads related projects.
 - Free State Land Administration Act, 1998, (Act No. 1 of 1998)
The act regulates the acquisition and disposal of state assets and also determines the appropriate delegations for officials to deal with property transactions.
 - White Paper: Public Works Towards the 21st Century, 1997.
This White Paper reflects the Department of Public Works' (DPW's) intention to establish a durable strategy that demonstrates how South Africa's broader socio-Economic objectives will be met in part through expanded investments in public works and dynamic changes in the DPW's approach to public works programmes, property investments, property and facilities management and project management.

- White Paper: Creating an Enabling Environment for Reconstruction, Growth and Development in the Construction Industry, 1999.
This White Paper sets out Government's vision for an enabling strategy aimed at enhanced delivery, greater stability, improved industry performance, value for money and the growth of the emerging sector. It is premised on increasing public-sector demand and identifies the need for improved public-sector capacity to manage the delivery process.
- Policy Document on the Statutory Regulation of the Built Environment Professionals, 1999.
The purpose of this policy is to ensure that professionals' functions are performed only by persons with the necessary competence.

Legislation under which the Trading Entity (Government Garage and Road Building Equipment) was established:

Treasury Regulation 19/2002: Trading Entities.

Functions of each trading entity:

Government Garage: The Provisioning of motor transport to the Provincial and National Governments

Road Building Equipment: The provisioning of Road Building Equipment to Provincial Government and Local Governments.

Accountability arrangements established between the Accounting Officer and the Management of the trading entity:

A formal Policy Reporting Framework was compiled in which an accounting manager is appointed as Head of the trading entity.

7 BROAD POLICIES, PRIORITIES AND STRATEGIC GOALS

The following reflects the departmental strategic goals after analysis of various legislation and based upon the MEC's focused areas.

- 7.1. An enabling infrastructure environment provided for social and economic development.
- 7.2. Core functions and policies implemented.
- 7.3. A secure and safe environment provided.
- 7.4. Government expenditure utilised to alleviate poverty and unemployment.
- 7.5. Implementation, coordination and monitoring of the Expanded Public Works Programme in the province.
- 7.6. Corporative Governance promoted
- 7.7. Internal processes improved
- 7.8. Competent and productive workforce created.

**TABLE 1: ALIGNMENT BETWEEN VISION 2014, FREE STATE DEVELOPMENT PLAN (FSDP)
PRIORITIES AND THE DEPARTMENTAL GOALS**

Vision 2014	FSDP Priorities	#	FSDP Strategies	PWRT Strategic Goals
Economic Transformation	Enhancing Economic Development and Job Creation	E2	To promote the creation and expansion of SMME's	Government expenditure utilised to alleviate poverty and create employment.
		E3	Enhancing livelihoods security and self-reliance	
		E8	To develop and expand the transport and distribution industry	Implementation, coordination and monitoring of the Provincial Expanded Public Works Programme.
Infrastructure Development and Communications	Providing and Facilitating Sustainable Infrastructure	I1	Overcoming the backlogs in infrastructure	An enabling infrastructure environment provided for social and economic development.
		I2	Use of labour-intensive and community-based construction and maintenance where possible	
		I3	Improve and create innovative ways of construction, increase the promotion spent on maintenance and outsourcing of construction and maintenance	Core functions and policies implemented.
		I4	Ensuring that infrastructure is integrated, accessible and linked with a basket of services	
Social Transformation	Investing in the Development of People	P1	To enhance people's skills and self-reliance	Internal processes improved. Competent and productive workforce created.
		P3	To provide special programmes for the survival, development, care and protection of the vulnerable	
		P4	To prevent the spread of HIV/AIDS and infectious diseases and provide support and care to those infected and affected	
Peace and Stability	1 Ensuring a Safe and Secure Environment	S4	Protect people on government premises and property of government	A secure and safe environment provided.
		S6	Ensure effective and efficient traffic policing and road incident management in the Province	
The State and Governance	Good/Co-operative Governance with Sustainable Use of Resources and the Environment	G1	Ensure the implementation and monitoring of the FSDP by all departments.	Corporative Governance promoted.
		G2	Ensure effective communication with stakeholders and clients.	
		G3	Implement an effective Performance Management System (including appraisal by clients)	
		G4	Implement effective mechanisms and processes to build capacity and manage inter and intra governmental relations	
		G5	Improved and co-coordinated revenue collection measures and mechanisms	
		G6	Ensure integrated development planning	

¹ #: Represent strategies under each FSDP priority area.

TABLE 2: DEPARTMENTAL STRATEGIC GOALS AND STRATEGIC OBJECTIVES LINKED TO THE BALANCE SCORE CARD (BCS) PERSPECTIVE

Balance Score Card Perspective	Strategic Goals	Strategic Objectives	Responsibility Matrix per Chief Directorate		
			Administration	Roads and Transport	Public Works
Service Delivery/Customer	1. An enabling infrastructure environment provided for social and economic development.	1.1. Ensure the preservation of the road network.	S	A	S
		1.2. Restructure road-building equipment for effective service delivery.	S	A	S
		1.3. Provide sustainable integrated public-transport	S	A	S
		1.4. Promote non motorised transport in rural areas	S	A	S
		1.5. Improve social infrastructure to rural communities.	S	A	A
		1.6. Build, upgrade and maintain Provincial Building Portfolio.	S	S	A
	2. Core functions and policies implemented.	2.1. Rent additional government properties	S	S	A
		2.2. Investigate alternative service delivery models for non-core activities.	A	S	S
		2.3. Promote urban renewal.	S	S	A
		2.4. Facilitate the integration of modes by local municipalities	S	A	S
	3. A secure and safe environment provided.	3.1. Develop and implement information security and physical security in line with the MISS principles.	S	S	A
		3.2. Assess the department's security threat vulnerability and put in place appropriate security systems.	S	S	A
		3.3. Develop and monitor the implementation of the Health and Safety Environment (SHE) plan.	A	A	A
		3.4. Ensure a safe and secure transport environment.	S	A	S
		3.5. Ensure effective and efficient traffic policing and road incident management	S	A	S
	4. Government expenditure utilised to alleviate poverty and create employment.	4.1. Utilize government property optimally.	S	S	A
		4.2. Identify and earmark vacant property with entrepreneurial potential.	S	S	A
		4.3. Promote broad-based Black Economic Empowerment	A	A	A
		4.4. Ensure utilization of local labour with job creation.	S	A	A
		4.5. Facilitate empowerment of HDI contractors and suppliers.	A	A	A
		4.6. Ensure implementation of labour intensive construction on all construction projects.	S	A	A

²⁴"A" indicates that the Chief Directorate is accountable for the achievement of the strategic objective

"S" indicates that the chief Directorate provides support towards achievement of the strategic objective

NB. Accountability role is allocated to all the Chief Directorate with regard to the "Transversal Issues"

Balance Score Card Perspective	Strategic Goals	Strategic Objectives	Responsibility Matrix per Chief Directorate		
			Administration	Roads and Transport	Public Works
Service Delivery/Customer	5. Implementation, coordination and monitoring of the Expanded Public Works Programme in the province.	5.1. Provide employment opportunities to local unemployed people using labour intensive-construction methods.	S	A	A
		5.2. Ensure that all beneficiaries receive life-skills and labour-market information training during their period of employment	S	A	A
		5.3. Create sustainable employment opportunities or learnerships by facilitating micro business opportunity associated with the community assets.	A	A	A
		5.4. Implement emerging contractor development programme.	S	A	A
Financial Management	6. Corporative Governance promoted	6.1. Ensure efficient and effective financial management in line with the PFMA.	A	A	A
		6.2. Improve and increase revenue collection from existing revenue sources.	A	A	A
		6.3. Provide service delivery in an efficient and cost-effective manner	A	A	A
Management/Internal Processes	7. Internal processes improved.	7.1. Install and maintain effective emergency communication network.	S	S	A
		7.2. Create a conducive working environment (accommodation) for departmental personnel.	S	S	A
		7.3. Lower cycle time	A	A	A
		7.4. Improve and maintain existing systems.	A	A	A
		7.5. Implement and monitor special programmes for the development, care and protection of the vulnerable groups (women, disabled, youth, children and those affected with HIV/AIDS).	A	S	S
		7.6. Improve internal and external communication and build the image of the department.	A	A	A
Training and Learning	8. Competent and productive workforce created.	8.1. Train and develop departmental personnel according to the departmental needs.	A	S	S
		8.2. Attract and retain a highly skilled, diverse workforce capable of delivering quality service	A	A	A
		8.3. Create a workplace that fosters teamwork, integrity and professionalism	A	A	A
		8.4. Achieve high degrees of innovation, efficiency, effectiveness and quality through the utilisation of Information Technology.	A	A	A

8 INFORMATION SYSTEMS TO MONITOR PROGRESS

8.1. Revenue and Debtor Management

The Department of Public Works, Roads and Transport, as the largest contributor to own provincial revenue, manage a material amount of debtors not recorded on the cash basis. The debtors consist of rental debt, National Traffic Information System (NATIS) debt and traffic fines debt.

8.1.1. *Rental debt*

An off-the-shelf accounting package (Pastel) was purchased and has been successfully implemented within the department. All known buildings and structures are recorded on this system. The financial function is completely integrated with the departmental accounting function, for example a monthly reconciliation between FMS and Pastel. Outstanding issues mainly concern administrative function for instance, valuation of properties, updating of contracts etc.

8.1.2. *NATIS debt*

The NATIS is administered on a national level. Changes requested by provincial departments are evaluated on a national level and implemented nationally. Although this leads to a delay in response time, it has the advantage of a co-ordinated approach.

For the 2002/03-year a debtor's module was developed. Age analysis of debtors' outstanding and detailed individual debtor reports can now be generated. The department will utilise this information to increase its focus on the collection of outstanding debt.

To assist in this regard, changes to NATIS were effected from the 1st April 2003. These changes include application controls to prevent issuing of a new licence if any amounts are outstanding.

8.1.3. *Traffic fines*

The Traffic Court has been established on the 6th July 2004 in collaboration with the Mangaung Municipality specifically to manage traffic offences in the Free state.

8.1.4. *Leasehold and rental database*

A leasehold and rental database was compiled and various reports can be generated from it. The system will for example, indicate at the end of every month all the defaulting tenants which will then be handed over for debt collection 30 days later. The system also reconciles the rentals on an ongoing basis and allows the Department to meet landlords' claims with the very latest information available.

8.2. Quarterly evaluation

The department of Public Works, Roads and Transport has adopted a quarterly evaluation approach as required by the PFMA. Programme managers are evaluated in terms of the business plan developed from the strategic objectives of the department as defined by the Executive Authority.

8.3. LOGIS

National Treasury prescribed LOGIS as the procurement system. LOGIS is used for procurement and provisioning. All policies and procedures are built into LOGIS to act as a pro-active mechanism.

8.4. Asset Management

Preparation for the recording of assets on the accounting system is hampered by use of a cash-based accounting system namely, the Financial Management System. Uncertainty regarding the ownership of buildings and the slow national process in assigning ownership the ownership to provinces is seen as a barrier to effective accrual accounting implementation.

8.5. PROMAN

Both roads and works Infrastructure uses the PROMAN, a project management system to assist with project planning and budgeting as well as to fastrack progress with implementation of the projects.

8.6. Supply Chain Management

This system is being introduced to transform the department's procurement and provisioning practices, implement a systematic approach for the appointment of consultants, create common understanding and interpretation of the preferential procurement policy as well as to promote consistent application of best practices throughout the department's supply chain.

8.7. Basic Accounting system

The Department introduced the Basic Accounting System (BAS) to replace the Financial Management System (FMS) from the 1st April 2004. The BAS is an online system and its advantages include: minimisation of incorrect allocation of transactions, curb over expenditure because of the budget blocking function which forces programme managers to do more accurate projections. The implementation of BAS will help the Department to timely eliminate errors and minimize audit queries as well as implement measures to enhance control.

9 DESCRIPTION OF STRATEGIC PLANNING PROCESS

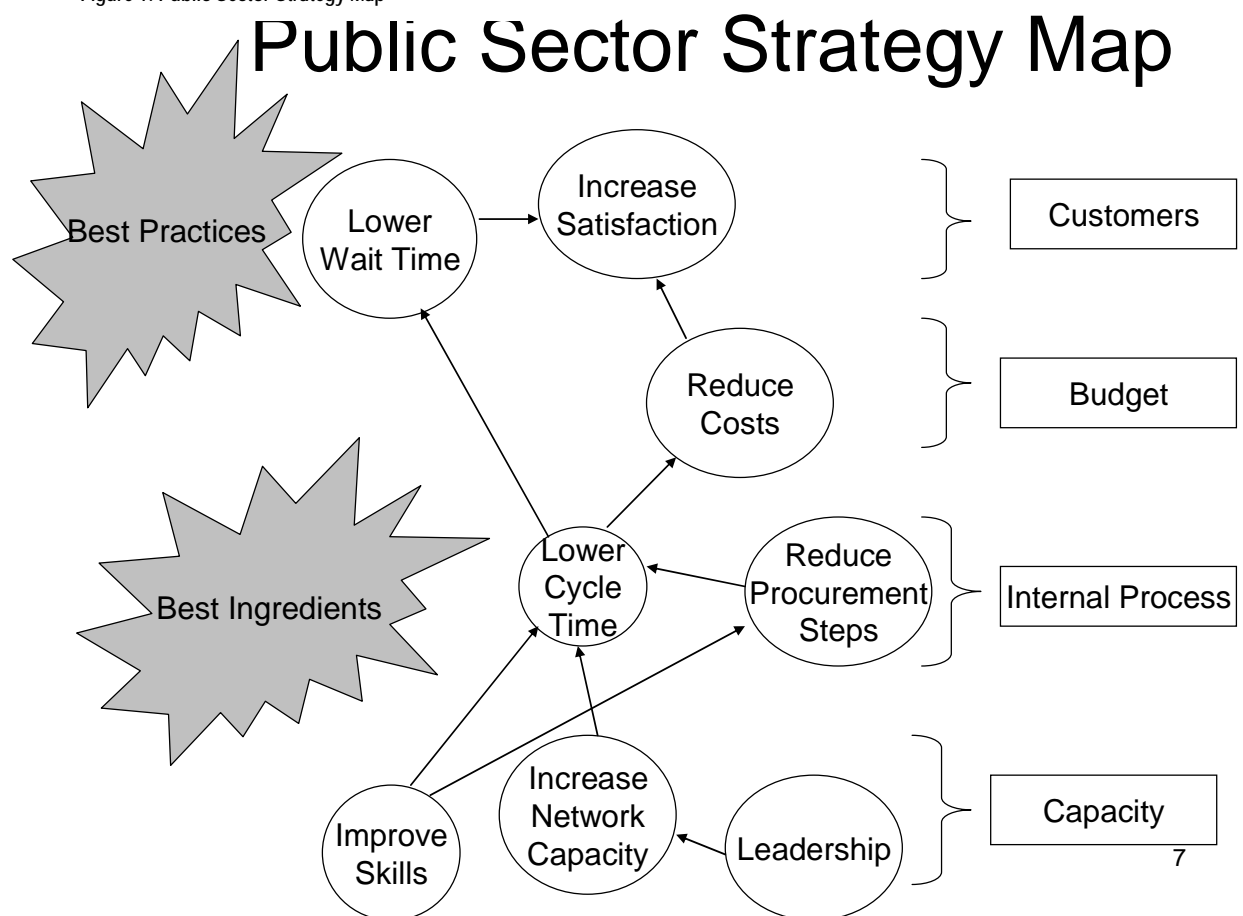
The Generic Strategic Plan 2005/2006 – 2009/2010 has been developed after scanning the Department for its relevance to the external environment namely, the Political/Legislation, Economic, Social, and Technological environment as well as the internal environment's strengths and weaknesses. The Customer Satisfaction Survey Report, which focused on both the internal and external customers, was also used to inform decision-making during the planning process and thus, ensure that customer expectations are incorporated in the departmental strategic plan.

Each Chief Directorate held its own mini-workshops to engage officials from Administration Officer Level up to Senior Management level in the planning process. The purpose of these mini- planning sessions was to

ensure the involvement of the frontline managers in the strategic planning sessions so that they are informed of the direction the department is taking and therefore, participate with the know-how with regard to strategy implementation.

A two-day workshop was held to review the issues raised with the SWOT analysis. The Strategic Goals and Strategic Objectives were revised to ensure alignment with both National and Provincial Priorities as well as to the Balance Score Card (BSC) perspectives. The BSC principles namely, financial, internal processes, learning and growth and customer perspectives has been included in the strategic plans to ensure that the strategic objective are implemented by competent officials and the internal process are geared towards lowering projects cycle times to ensure customer satisfaction while braking-even in terms of the budget.

Figure 1: Public Sector Strategy Map



A Strategy Map in the figure above illustrates the department's strategy in relation to the Balance Score Card Perspective and the processes and systems necessary to implement the strategy. In order to be more innovative and creative, the department will incorporate these ingredients to exceed customer expectations.

The draft plan was cascaded down by individual Senior Managers to reorientate employees and other stakeholders regarding the new direction the department is taking during September and mid November. A one-day workshop followed by a series of planning meetings was held on the 24 November 2004 to refine and finalise the input with the Middle and Senior Managers. The MEC took the lead in directing and participating in all the planning sessions as well as inviting some experts from outside the department to guide the planning process.

10 BUDGET PROGRAMME STRUCTURE

The activities of the Department of Public Works, Roads and Transport are organised in the following six programmes:

Programme	Sub-programme
1. Administration	Office of the MEC Management Corporate Support Programme Support Office
2. Public Works (This programme is only applicable to the capital budget of the Department of education as it will be allocated to public works.)	Programme Support Office Health Education Agriculture Housing Local Government Social Development Other Infrastructure Property Management Security Administration
3. Road Infrastructure	Programme Support Office Planning Design Construction Maintenance Financial Assistance
4. Public Transport	Programme Support Office Planning Infrastructure Empowerment and Institutional Management Operator Safety and Compliance Regulation and Control
5. Traffic Management	Programme Support Office Safety Engineering Traffic Law Enforcement Road Safety Education Transport Administration and Licensing Overload Control
6. Community Based Programmes	<ul style="list-style-type: none"> - Programme Support - Training Programmes - Empowerment Impact Assessment - Poverty Eradication - Emerging Contractor Development - Expanded Public Works Programme (EPWP) (EPWP is a cross cutting issue and will thus, be incorporated among the selected infrastructure, social, economic and environmental projects)).

PART B

PROGRAMME AND SUB-PROGRAMME PLANS

11 PROGRAMME 2: PUBLIC WORKS

This programme is responsible to provide accommodation for all provincial departments, manage the provincial property portfolio for the optimum benefit of all those concerned and to render professional and technical services to departments in respect of buildings and related infrastructure.

11.1 Situation Analysis

- Client Departments depend on this programme to assist with the planning of construction projects as well as the execution thereof. Advice is solicited from the Department when major renovation or maintenance projects are required. This programme also attends to the *leasehold and rental portfolios* and advises and assists client Departments on the acquisition of rental accommodation.
- It is not uncommon for construction projects to run behind scheduled construction programmes in the emerging contractor sector. When this happens client Departments are not serviced expediently, this generates dissatisfaction.
- This programme arranges rental accommodation for client Departments. Lack of accountability from client departments often cause either over or under utilization of rented space. Clients generally tend to take inadequate care of fixed property assets under their direct control.
- *Key challenges includes:*
 - The delivery of construction projects within the specified time, within the budget and with the required quality in all cases,
 - Constantly review construction specifications and contracts to increase the labour content thereof.
 - Development of an integrated property asset register, infrastructure development plan, accommodation policies and plans and property disposal and acquisition policies.

11.2 Policies, priorities and strategic objectives

Resources in this programme will be focused on the following strategic objectives:

Strategic objectives for programme 2

BALANCE SCORE CARD PERSPECTIVE	STRATEGIC GOALS	STRATEGIC OBJECTIVES	EFFICIENCY MEASURES
Service Delivery/ Customer	An enabling infrastructure environment provided for social and economic development	Improve social infrastructure to rural/urban communities.	Project completion time in line with Service Level Agreement.
			100% Quality
			Number of jobs Created (Local Job Creation)
			Number of learnerships Development
			Number of SMME's trained
		Build, upgrade and maintain Provincial Government Buildings	Number of projects per client department
			Building – Preventative maintenance every 5 years
			Building, Maintenance Management Plan
	A secure and safe environment provided.	Develop and monitor the implementation of the Health and Safety Environment (SHE) plan.	100% Implementation of Occupational Health and Safety Act on projects and buildings.
	Government expenditure utilised to alleviate poverty and create employment.	Promote broad-based Black Economic Empowerment.	90% of projects allocated to BEE companies.
Management/Organisation	Internal processes improved.	Create a conducive working environment (accommodation) for departmental personnel	Consolidate personnel offices in one building December 2007.
			Consultative process/Open communication
			Open Office System by March 2006

11.3 Analysis of constraints and measures planned to overcome them

Constraints exist that causes slow implementation/under expenditure of clients' capital budgets. The main issues here can be summarized as follows:

- The *procurement cycle* for capital works tend to be too long in certain instances and to achieve an improvement in capital expenditure this cycle will have to be reviewed.
- The environment in which *client Departments operate is dynamic* and can change at short notice and this often causes changes in their initial plans/targets, which delays the construction process. This situation impacts negatively on job creation and SMME development when planned projects are withdrawn on short notice. Improved ability from the side of client Departments to plan their infrastructure needs will alleviate this and will also contribute to the implementation of the integrated sustainable rural development strategy.
- The *payment cycle often exceeds the time stipulated in the construction contract* and this Department does not have control over it. Currently, emerging contractors do not have the financial capacity to prevent cash flow problems even if payments are effected on time.
- Client Departments sometimes submit their capital expenditure requests late in the financial year. As a result, planning and procurement cycle become difficult to manage as projects can't be completed within the planned financial year.
- Constraints exist causing *insufficient accommodation provision*. The main issues here can be summarized as follows:
 - *The mentioned dynamic environment in which clients operate often dictate that they should take up accommodation at specific locations but in can also dictate that accommodation is no longer needed even before the contract period has expired. This leads to accommodation either being utilized when it is not properly procured or procured accommodation may be left vacant.*
 - *Urban renewal is supported by means of accommodation planning for client Departments but the slow start of the implementation of the regional offices delays the implementation of this in the remainder of the regional capitals.*
 - *The Province's property portfolio is spread amongst various client Departments whose core function does not include custodianship of government property. This leads to a lack of responsibility and the portfolio is not taken care of well enough. The Department envisages establishing a coordinating forum across client Departments to improve integration and co-ordination in property decision-making. Redundant properties need to be identified and disposed of. Personnel shortage impedes implementation process.*
 - *It is at times difficult to make informed decisions regarding property acquisitions and disposals due to the absence of an integrated management information system. Introduction of such a system will improve levels of data on property. A single, accurate asset registers needs to be compiled and tested for comprehensiveness and validity. Resource constraints currently prevent this.*
- *The constraints below results in shortcomings in the execution of poverty alleviation programmes:*
 - *Poverty alleviation budgets were relatively small in this Department in the recent past and this impacted negatively on the poverty alleviation programmes. Directives in the implementation guidelines for the Expanded Public works Programme however avails funds for these projects by means of conditionalities attached to infrastructure conditional grants.*
 - *A relative shortage of correctly skilled staff constrains service delivery in this component and will have to be addressed in the new structure in order to achieve the needed service delivery improvement.*
- *Risks posed to service delivery if the above not properly addressed:*
 - Allocated and planned capital expenditure will not occur as planned for in Departmental budgets.
 - The planned poverty relieve in terms of job creation will be delayed.
 - Development of the emerging contractor sector will be constrained.
 - Capital expenditure will remain sluggish until and unless client Departments' capacity to plan their infrastructure requirements increases.

11.4 Description of planned quality improvement measures

The following measures are planned in order to improve service quality:

- **Skills and development training**
The construction CETA is engaged to assist with *skills and development training of contractors and personnel on site*. The department will monitor all projects to ensure the implementation of satisfactory training.

- **Elimination of the fragmentation of the Province's property portfolio**
The Department envisages *establishing a coordinating forum across client Departments* to improve integration and co-ordination in property decision-making. Redundant properties need to be identified and disposed of. Personnel shortage impedes implementation process.

- **Improvement and introduction of an Integrated Management Information System.**
This system will improve *levels of data on property*. A single, *accurate asset register should* be compiled and tested for comprehensiveness and validity. Resource constraints currently prevent this.

- **Introduction of Service Level Agreements.**
The introduction of service level agreements will be *extended to all client Departments* to ensure accountability by client departments. Lack of accountability from stakeholders often leads to situations where reciprocal actions often jeopardize successful contract completion. To contribute to resolving this matter *works inspectors will be deployed to the district offices* where they will be dedicated to district projects only.

11.5 Building Maintenance Budget

Works Infrastructure

New construction (buildings and infrastructure) R000

No.	Project name	Municipality	District	Type of structure	Budget				
					2005/06	2006/07	2007/08	2008/09	2009/10
1.	One Stop Centre	Mangaung	Motheo	New building	2 000 000	2 400 000	2 800 000	3 200 000	3 600 000
2.	One Stop Centre	Maluti A Phofung	Thabo Mofutsanyana	New building	2 000 000	2 400 000	2 800 000	3 200 000	3 600 000
3	One Stop Centre	Mantsopa	Xhariep	New building	2 000 000	2 400 000	2 800 000	3 200 000	3 600 000
4	One Stop Centre	Matjhabeng	Lejweleputswa	New building	2 000 000	2 400 000	2 800 000	3 200 000	3 600 000
5	One Stop Centre	Metsimaholo	Northern FS	New building	2 000 000	2 400 000	2 800 000	3 200 000	3 600 000
6	Hamilton New Office Accommodation	Mangaung	Motheo	New building	3 000 000	3 000 000	3 000 000	3 000 000	3 000 000
Total new constructions (buildings and infrastructure)					13 000 00	15 000 000	17 000 000	19 000 000	21 000 000

Rehabilitation / upgrading

No.	Type of structure	Municipality	District	Number of Buildings	Budget				
					2005/06	2006/07	2007/08	2008/09	2009/10
1.	Free State Provincial Building	Mangaung	Motheo	Upgrading	2 000 000	2 500 000	3 000 000	3 500 000	4 000 000
2	Lebohang Building	Mangaung	Motheo	Upgrading	6 000 000	7 000 000	7 000 000	7 500 000	7 500 000
3	Kopano Hospital	Matjhabeng	Lejweleputswa	Upgrading	1 000 000	1 500 000	2 000 000	2 500 000	3 000 000
4	Testing Centres	Various	Various	Upgrading	7 000 000	8 400 000	9 000 000	10 000 000	10 000 000
5	Lifts Various Buildings	Various	Various	Upgrading	5 000 000	6 000 000	7 000 000	8 000 000	9 000 000
6	Safety Compliance Various Buildings	Various	Various	Upgrading	1 000 000	1 500 000	2 000 000	2 500 000	3 000 000
7	Official Residences	Various	Various	Upgrading	3 000 000	3 500 000	4 000 000	4 000 000	4 000 000
8	Registration Offices	Various	Various	Upgrading	3 000 000	3 600 000	4 000 000	5 000 000	6 000 000
Total Upgrading Existing (buildings and infrastructure)					28 000 000	34 000 000	38 000 000	43 000 000	46 500 000

Routine Maintenance (Day-to-Day)

No.	Project name	District	Type of structure	Budget				
				2005/06	2006/07	2007/08	2008/09	2009/10
1.	Routine Maintenance	Motheo	Maintenance	3 000 000	3 000 000	3 000 000	4 000 000	5 000 000
2.	Routine Maintenance	Thabo Mofutsanyana	Maintenance	1 000 000	1 000 000	1 000 000	1 500 000	2 000 000
3	Routine Maintenance	Xhariep	Maintenance					
4	Routine Maintenance	Lejweleputswa	Maintenance	2 000 000	2 000 000	2 000 000	2 500 000	3 000 000
5	Routine Maintenance	Northern FS	Maintenance					
6	Lifts Maintenance	Motheo	Maintenance	4 000 000	4 500 000	5 000 000	5 500 000	6 000 000
7	Lifts Maintenance	Thabo Mofutsanyana	Maintenance	500 000	600 000	700 000	800 000	900 000
8	Lifts Maintenance	Xhariep	Maintenance					
9	Lifts Maintenance	Lejweleputswa	Maintenance	600 000	700 000	800 000	900 000	1000 000
10	Lifts Maintenance	Northern FS						
Maintenance Existing buildings and infrastructure				11 100 000	11 800 000	12 500 000	15 200 000	17 900 00

11.6 Summary of the Infrastructure

Total Infrastructure (Estimates)

No		2005/06 R'000	2006/07 R'000	2007/08 R'000	2008/09 R'000	2009/10 R'000
1	New Construction / Acquisition	R13	R15	R17	R19	R21
2	Rehabilitation/Upgrading	R28	R34	R38	R43	R46,5
3	Maintenance	R11,1	R11,8	R12,5	R15,2	R17,9
4	Feasibility, Planning and Design					
5	Organization and Support					
Total Maintenance projects		R52 100 000	R60 800 000	R67 500 000	R77 200 000	R85 400 000

Education Infrastructure**New construction (buildings and infrastructure)**

No.	Project name	Municipality	District	Type of structure	Budget		
					2005/06	2006/07	2007/08
1	Unity Primary	Bloemfontein	Motheo	New school	3 660 000	-	--
2	Lourierpark Primary	Bloemfontein	Motheo	New school	1 700 000	-	-
3	JJ Khubeka Primary	Deneysville	Northern Free State	New school	1 000 000	-	-
4	Disaster Park Primary	Bluegumbosch	Thabo Mofutsanyana	New school	7 200 000	-	-
5	Tshepano III Primary	Fouriesburg	Thabo Mofutsanyana	New school	6 000 000	-	-
6	Tumisang Primary	Senekal	Thabo Mofutsanyana	New school	3 800 000	-	-
7	S.S. Paki Secondary	Vredefort	Northern Free State	New school	6 000 000	-	-
8	Marematlou Secondary	Virginia	Lejweleputswa	New school	10 000 000	-	-
9	Kgotso/Uxolo Secondary	Reitz	Thabo Mofutsanyana	New school Phase 1 Phase II	5 000 000	1 500 000 3 000 000	5 991 325
10	Hlaboloha Primary	Bothaville	Lejweleputswa	New school Phase I Phase II	5 500 000 2 890 000	12 111 935	-
11	Mokgwabong Primary	Welkom	Lejweleputswa	New school Phase I Phase II	4 500 000 4 306 917	10 776 000	-
12	JC Mocumi Secondary	Odendaalsrus	Lejweleputswa	New school Phase I Phase II	6 000 000 4 550 000	12 904 392	1 900 000
13	Kopanang/Hlanganane Primary	Warden	Thabo Mofutsanyana	New school	6 000 000	11 000 000	2 000 000
14	Iphateleng Secondary	Wesselsbron	Lejweleputswa	New school	7 600 000	8 900 000	
15	EE Monese Secondary	Senekal	Thabo Mofutsanyana	New school	-	9 000 000	8 700 000
16	Tsebong Olwazi Primary	Harrismith	Thabo Mofutsanyana	New school	-	9 000 000	9 000 000
Total new constructions (buildings and infrastructure)							

Rehabilitation / upgrading

No.	Type of structure	Municipality	District	Budget
				2005/06
1.	Emang Primary school	Thaba Nchu	Motheo	1 525 000
2	Polokehong 2 Primary school	Bloemfontein	Motheo	7 130 000
3	Rakanang / Botsime Inter	Thaba Nchu	Motheo	1 670 000
4	Thubisi Primary school	Thaba Nchu	Motheo	3 800 000
5	Qhubeka Primary school	Harrismith	Thabo Mofutsanyana	2 818 647

Health Infrastructure

New construction (buildings and infrastructure)

No.	Project name	Municipality	District	Type of structure	Budget		
					2005/06	2006/07	2007/08
1.	Boitumelo Hospital	Kroonstad	Northern FS	Roofs	150 000	0	0
2.	Dealesville CHC	Dealesville	Motheo	CHC	4 823 773	520 905	0
3	Elizabeth Ross Phase IIIB	Qwa-qwa	Thabo Mofutsanyana	Phase IIIB	316 621	0	0
4	Elizabeth Ross phase	Qwa-qwa	Thabo Mofutsanyana	Phase	9 000 000	8 500 000	20 000 000
5	Harrismith final phase	Harrismith	Thabo Mofutsanyana	Final phase	6 000 000	8 000 000	12 000 000
6	Heilbron Phase II	Heilbron	Northern FS	Phase II	0	0	0
7	Heilbron Final phase	Heilbron	Northern FS	Final phase	6 000 000	8 500 000	13 000 000
8	Itumeleng Upgrade	Jagersfontein	Xhariep	Upgrade	728 520	0	0
9	Jagersfontein Hospital	Jagersfontein	Xhariep		6 000 000	6 000 000	6 000 000
16	National Hospital Eye clinic	Bloemfontein	Motheo	Eye clinic	127 110	0	0
17	Odendaalsrus phase 1 Phase 1 (ARV)	Odendaalsrus	Lejweleputswa	Phase 1 (ARV)	30 000	0	0
18	Odendaalsrus Phase 2	Odendaalsrus	Lejweleputswa	Phase 2	7 000 000	4 640 627	0
24	Virginia phase 1	Virginia	Lejweleputswa	Phase 1	6 500 000	8 600 000	0

Rehabilitation / upgrading							
No.	Type of structure	Municipality	District	Budget			
				2005/06	2006/07	2007/08	2008/09
1.	Boitumelo Phase 1	Kroonstad	Northern FS	0	0	0	0
	Contract 1: Nurses residence			0	0	0	0
	Contract 2: Outpatients admissions			676 945	0	0	0
	Contract 3: Theatres, X rays etc			10 304 969	200 000	0	0
	Contract 4: Maternity			9 118 478	0	0	0
	Contract 5: Doctors residences			446 590	0	0	0
	Contract 6: water and sewer infra			80 000	0	0	0
	Contract 7: mechanical infra			30 000	0	0	0
	Contract 8: electrical infra			1 497 878	0	0	0
				0	0	0	0
2	Boitumelo Phase 2	Kroonstad	Northern FS	0	0	0	0
	Casualty, Labs, Physio etc			3 500 000	11 932 648	800 000	0
	Gynae, ssd, kitchen			2 000 000	15 582 224	3 000 000	0
	Medical and surgical wards			2 000 000	12 000 000	12 000 000	0
	Morgue			1 500 000	300 000	0	0
	Psychiatric			4 000 000	287 000	0	0
	Admin block			1 200 000	676 000	0	0
	Hall and lecture rooms			2 000 000	4 817 443	0	0
	Ablution			429 000	20 000	0	0
	Boiler house			500 00	20 000	0	0
	Engineering			2 700 000	150 000	0	0
	Site works			2 000 000	1 820 000	8 000 000	0
	Elect infrastructure			1 600 000	81 000	0	0
	Mechanical infrastructure			2 000 000	747 000	0	0
3	Pelonomi Hospital	Bloemfontein	Motheo	0	0	0	0
	Block B: Trauma			16 664	0	0	0
	New entrance			0	0	0	0
	Further phases			4 000 000	9 000 000	20 000 000	0
					0	0	0
4	Maternity			0	4 000 000	6 000 000	1 000 000
5	Further phases			0	0	3 000 000	20 000 000

Environmental Affairs**New construction (buildings and infrastructure)**

No.	Project name	Municipality	District	Type of structure	Budget		
					2005/06	2006/07	2007/08
1.	Sandveld	Hoopstad	Lejweleputswa	Abattoir Tarr entrance road 4km	1 500 000	1 000 000	1 000 000
2.	Koppies	Koppies	Northern FS	Entrance gate & rest camp	2 000 000	0	0
3	Gariep	Gariep dam	Xhariep	Office & entrance gate	3 000 000	5 000 000	2 000 000
4	Tussen die Riviere	Bethulie	Xhariep	Bridge	3 000 000	0	0
5	Caledon	Caledon	Motheo	Upgrade floating camps	500 000	500 000	0
6	Erfenis	Ventersdorp	Lejweleputswa	Bungalows	500 000	200 000	0
7	Willem Pretorius	Ventersdorp	Lejweleputswa	abattoir Water purification Westgate upgrade Staff accommodation Tarr road	1 300 000	2 000 000	1 500 000 1 500 000 2 000 000 2 000 000
8	Soetdoring	Bloemfontein	Motheo	Bush camp Upgrade train camp Ablution blocks	200 000		2 000 000 700 000
9	Philip Saunders	Bloemfontein	Motheo	Water system Tourism infrastr. Roads	50 000	500 000 2 000 000	
10	Rustfontein Dam	Bloemfontein	Motheo	Mellville upgrade		1 000 000	

11.7 SUB-PROGRAMME PROPERTY MANAGEMENT

11.7.1. Situation analysis

The sub-programme attends to the leasehold and rental portfolios of client Departments and advises and assists client Departments on the acquisition of rental accommodation. This component also arranges rental accommodation for client Departments. Lack of accountability by client departments often cause either over or under utilization of rented space. Over and above the rental problem, clients tend to take inadequate care of fixed property assets under their direct control.

11.7.2. Policies, priorities and strategic objectives.

The following **priorities** are identified for this sub-programme for the strategic period under review:

- Retention and further development of existing skilled and experienced staff. The recruitment of suitably qualified and experienced staff.
- Acceleration of transformation in the property industry.
- Compilation of an integrated fixed property asset information system as well as
- Revisit property disposal policy and a revisited accommodation policy.

Strategic goals and objectives

BALANCE SCORE CARD PERSPECTIVE	STRATEGIC GOALS	STRATEGIC OBJECTIVES	EFFICIENCY MEASURES
Service Delivery/Customer	Utilize government property optimally.	Rent additional office space government properties	Electronic asset register with the following:
			- Number of properties for the whole province
			- Number of vacant urban properties, unutilized rural properties and properties with buildings
			- Number of lease properties
			- Number of buildings owned as Department
			- Number of rented buildings.
		Promote urban renewal.	Building inspections 2 times per year
			100% utilisation of government property
			Reduce number of very poor property from 592 to 200 by March 2006.
			Policy and Procedure manual on:
		Restructure State asset	- State owned property
			- Renting and leasing
			Research whether to own or to rent government buildings.
			Integrated planning with municipalities and national departments.
			100 % relocation to CDB at Motheo by march 2005.
			100% relocation in to CBD at Sasolburg and Welkom by March 2006.
			Number of buildings rented from the BEE
			Number of State assets restructured.
			Policy on how to manage the restructuring of State Asset 100% implemented by March 2006.

11.7.3. Analysis of constraints and measures planned to overcome them

Constraints that cause insufficient accommodation provision are summarized as follows:

- The mentioned dynamic environment in which clients operate often dictate that they should take up accommodation at specific locations but it can also dictate that accommodation is no longer needed even before the contract period has expired. This leads to accommodation either being utilized which is not properly procured or procured accommodation may be left vacant.
- Urban renewal is supported by means of accommodation planning for client Departments but the slow start of the implementation of the regional offices delays the implementation of this in the remainder of the regional capitals.
- A relative shortage of correctly skilled staff constrains service delivery in this component and will have to be addressed in the new structure in order to achieve the needed service delivery improvement. These pose the following risks to delivery if not properly addressed:
 - Client Departments may take up more space than was officially procured in terms of the contract. This situation leads to unauthorized expenditure.
- Changing environmental factors may determine that clients no longer need space rented for them, in these instances they sometimes vacate space which is still under contractual obligation causing fruitless expenditure.
- A relative shortage of especially professional property evaluators constrains service delivery in this sub-programme. Before any property decisions can be made it is always necessary to know the market value thereof, this is the function of the professional property evaluator. Shortage of these professionals will be addressed in the new structure in order to achieve the needed service delivery improvement.

11.7.4. Description of planned quality improvement measures

The following measures are planned to improve service quality:

- **Elimination of the fragmentation of the Province's property portfolio**
The portfolio is spread amongst various client Departments whose core function does not include custodianship of government property. This leads to a lack of responsibility and the portfolio is not taken care of well enough. The Department envisages establishing a coordinating forum across client Departments to improve integration and co-ordination in property decision-making. Redundant properties need to be identified and disposed of.
- **Improvement and introduction of an integrated management information system.**
This system will improve levels of data on property. A single, accurate asset registers needs will be compiled and tested for comprehensiveness and validity.

Introduction of service level agreements will alleviate this problem.

The introduction of service level agreements will be extended to all client Departments to ensure accountability by client departments as well as this Department.

12 PROGRAMME 3: ROADS INFRASTRUCTURE

The Roads Infrastructure Programme consists of both the Road and Land Transport Planning and the Road Construction and Maintenance sub-programmes.

The extent of the Free State Major Road Network is summarised below:

FREE STATE major road network

SOURCE	NATIONAL ROADS (KM)	PAVED	GRAVEL	
			SECONDARY	TERTIARY
Pavement Management System, Draft Annual Report 2004		63616 km	22100 km	22 000km

The 7 222 km of paved roads includes 802 km of provincial roads which have been taken over by SANRAL in 2002 and which is thus excluded from the Free State Provincial road network:

National roads taken over by SANRAL

ROUTE	DESCRIPTION	PROVINCIAL NUMBER	LENGTH
N5	Winburg to Harrismith	P57/1, P57/2, P57/3, P57/4, P57/5	292 km
N6	Bloemfontein to Smithfield	P54/4, P58/2,	128 km
N8	Bloemfontein to Maseru	P5/1, P5/2, P48/1	137 km
R30/R34	Bloemfontein to Kroonstad	P55/1, P55/2, P1/1, P1/2, P3/1, P3/2, P4/1, P36/1	315km
TOTAL			802 km

Surfaced (paved) roads account for 90% of the total daily vehicle kilometres travelled and the remaining 10% vehicle kilometres are travelled on gravel roads as shown in below:

Average Daily Vehicle kilometres travelled on the Free State Road Network

VEHICLE TYPE	VEHICLE KILOMETRES		
	SURFACED	GRAVEL	TOTAL
Light vehicles	10 314 000 (77%)	1 160 000 (9%)	11 474 000 (86%)
Heavy vehicles	1 712 000 (13%)	134 000 (1%)	1 846 000 (14%)
Total	12 026 000 (90%)	1 294 000 (10%)	13 320 000 (100%)

(Source: Traffic Information System's Annual Report; 1996.)

From the table above, it is clear that the majority of vehicle kilometres (86%) are travelled by light vehicles and heavy vehicles travel the remaining 14% of the kilometres.

According to the Traffic Information System, the average daily traffic on the paved roads from 1993 to 1996 were as follows:

Historic Average Daily Traffic (ADT) on Paved Roads

ROAD CLASS	AVERAGE DAILY TRAFFIC				ANNUAL GROWTH (1995-1996)
	1993	1994	1995	1996	
T0 (N)			4130	4 347	5.3%
T1	3 048	3 123	3 441	3 494	1.5%
T2	1 209	1 212	1 206	1 224	1.5%
T3	713	831	789	940	19.2%
T4	749	502	505	577	14.3%

The provincial road network of the Free State is currently under scrutiny and consultants are at present developing a Strategic Road Network (SRN) for the Province. The finalisation of the SRN is expected early in 2005.

12.1. Sub Programme Roads and Land Transport Planning

The **Road and Land Transport Planning sub-programme** provides for the planning and design of the road and transport network, as well as the planning and execution of geometric and structural design of roads and bridges. The planning of roads and structures is conducted in a manner that militates against adverse environmental impact.

The function of the sub-programme is to promote accessibility and the safe, affordable movement of people, goods and services through the delivery and maintenance of transport infrastructure that is sustainable, integrated and environmentally sensitive, and which supports and facilitates social and economic growth through socially just, developmental and empowering processes.

12.1.1. Situation Analysis

The situation analysis has identified the lack of:

- Appropriate transport infrastructure which will support economic growth in the Free State;
- Adequate infrastructure in certain areas in order to provide the minimum level of mobility;
- An infrastructure network which can be maintained in a sustainable manner;
- Adequate information systems in order to manage the network in most effective and efficient manner;
- Appropriate legislation to regulate and protect the network;
- An appropriate institutional framework for enhanced service delivery and cooperative governance;
- Adequate human resources.

12.1.2. Policies, priorities and strategic objectives

The strategic goals and objectives guiding the sub-programme are as follow:

BALANCE SCORE CARD PERSPECTIVE	STRATEGIC GOALS	STRATEGIC OBJECTIVES	EFFICIENCY MEASURES
Service Delivery/ Customer	An enabling infrastructure environment provided for social and economic development	Ensure preservation of the road network	Condition of surfaced roads, poor and very poor reduced from current 56% to <51%.
			Number of gravel roads in poor and very poor condition reduced from current 60% to 55%
			Facilitate development and updating of a comprehensive transport plan, which will at least include the following: <ul style="list-style-type: none"> - Updating the PLTF; - Integrated Transport plans; - A Road Plan
		Improve social infrastructure to rural communities	No of access roads built

12.1.3. Analysis of constraints and measures planned to overcome them

In order to address the constraints, the following measures are recommended:

- Develop and maintain a Road Infrastructure Plan and strategies to implement the plan;
- Develop and maintain appropriate Transport Information Systems in accordance with the National Framework;
- Develop and implement appropriate legislation;
- An appropriate Institutional Framework that is aligned to the constitutional transformation in the Province;
- Develop recruitment- and retention strategies for scarce skills.

12.1.4. Description of planned quality improvement measures

In order to ensure that the department improve the quality of service delivery, the following will be initiated:

- Implementation of the institutional realignment as proposed by the Provincial Land Transport Framework (PLTF) once completed;
- Training of personnel as well as the implementation of Learnerships;
- A quality auditing system is being introduced.

11.1.5. Resourcing information

Estimated budget distribution to address the backlog and annual allocation 2005-09								
	Sub-Functional Area	Backlog*Rmillion	Period to address backlog*Rmillion	Allocation per year*Rmillion budget	Allocation/MTEF budget*Rmillion(2005-06)	Allocation/MTEF budget*Rmillion(2006-07)	Allocation/MTEF budget*Rmillion(2007-08)	Allocation/MTEF budget*Rmillion(2008-09)
Grant Total		5,676		2058.78	15%	17%	16%	18%
Routine Maintenance	Total	189	3	367.94				
	Pavement maintenance	150	4	127.50	78%	78%	86%	89%
	Shoulder maintenance	40.38	3	28.82	55%	55%	56%	59%
	Drainage maintenance	14.20	3	44.23	11%	17%	16%	17%
	Vegetation control	0		8.60	26%	26%	35%	37%
	Fence maintenance	14	4	16.32	31%	31%	37%	39%
	guard rails	3.07	2	6.34	33%	33%	66%	70%
	gravel road blading	60	5	44.86	77%	82%	91%	97%
	Edge break	5	2	25.54	0%	0%	0%	0%
	fog spray	20	3	25.57	0%	0%	0%	0%
	Road markings	0.50	1	3.88	52%	52%	77%	82%
	Road signs	8.29	1	15.88	13%	13%	19%	20%
	Structure maintenance	22.0	5	8.40	0%	0%	0%	0%
	Maintenance of tertiary roads	80	10	12.00	0%	0%	0%	0%
Rehabilitation of paved roads	Total	672	5	518.40	2%	5%	3%	4%
Reseal of paved roads	Total	2,865	5	706.50	3%	8%	7%	8%
Regravelling/rehabilitation of gravel roads	Total	630	10	228.00	9%	9%	9%	9%
Rehabilitation of bridges	Total	140	10	44.00	18%	50%	34%	34%
Upgrading of infrastructure	Total	700		70.00	31%	0%	0%	21%
Access roads	Total	140	5	38.00	97%	42%	0%	26%

- **Management capacity:**

Due to the lack of investment in infrastructure in the last few years, there is a potential that there may not be adequate capacity internally as well as externally if a huge investment is made now to address the backlog.

12.2. Sub programme Roads Construction and Maintenance

The **Road Construction and Maintenance sub-programme** is responsible for the construction and maintenance of the bridges, paved and unpaved roads through timeous preventative actions. The sub-programme is also responsible for the upgrading of critical safety related items within the road reserve. All activities are carried out in a manner that minimised adverse environmental impacts.

12.2.1. Situation Analysis

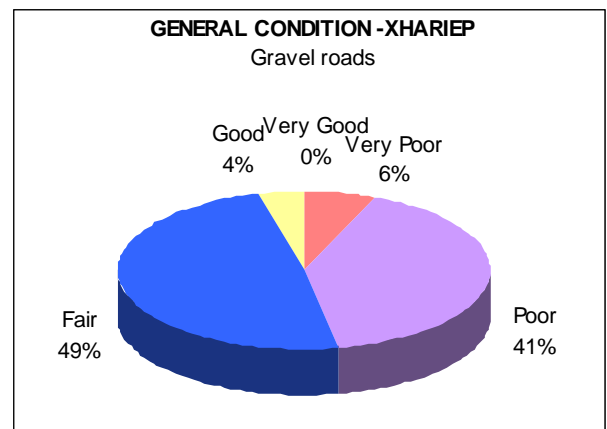
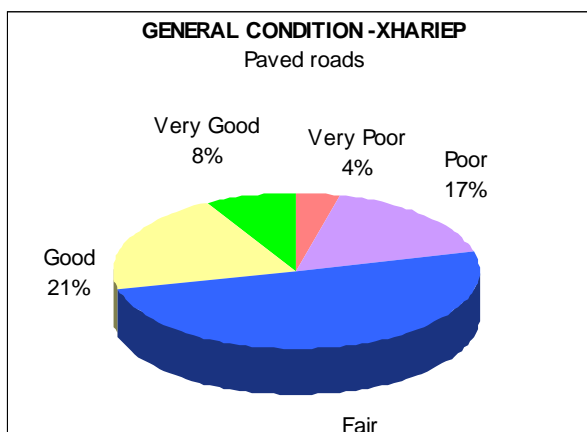
Since 2003 the administrative regions of the Free State has changed dramatically from six regions (Kroonstad, Winburg, Heilbron, Bethlehem, Bloemfontein-East and Bloemfontein-West) to five district councils (Lejweleputswa, Northern Free State, Thabo Mofutsanyana, Xhariep and Motheo). The borders of these new districts do not correspond with the old regions and the historical data of the condition of the road network in the regions can thus not be transferred directly to the new districts.

The old regions are incorporated into the new districts as follow:

- **Xhariep District:**

Consist of most of the old Bloemfontein-West region as well as the southern part of the old Bloemfontein-East region. The northern part of the Bloemfontein-East region is now incorporated into Lejweleputswa. The historical data of the Bloemfontein-West region will be used for the Xhariep region

Xhariep district has only low level paved roads and relatively few paved secondary roads. Most of the regions roads have relatively low traffic volumes but the network is widespread, requiring virtually the same maintenance effort as roads with higher volumes.

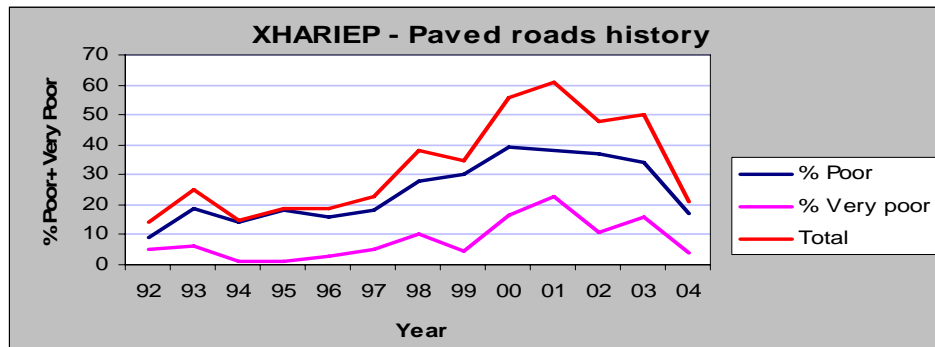


The percentage poor and very poor roads decreased from 61% in 2001 to 48% in 2002 but has increased slightly to 50% in 2003 but decreased again drastically to 21% in 2004. The decrease is mainly due to the new regional borders which seem most of the poorer roads being incorporated into Motheo and Lejweleputswa. The gravel roads have 47% in the poor or very poor condition which is better than the average of the Free State.

No rehabilitation projects have been undertaken in the region during the past few years but long sections of road were fog sprayed during the past few years.

The district is situated in the most arid part of the province.

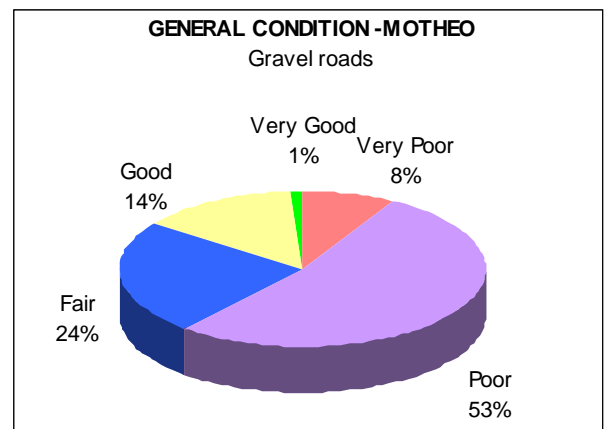
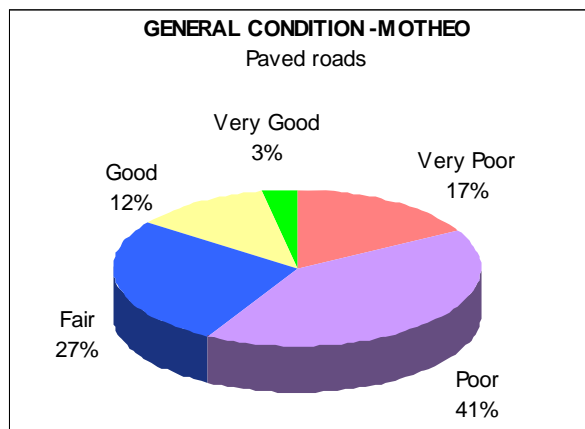
Like all the other regions, Xhariep also has a marked increase in the percentage of poor and very poor roads during the past few years but it seems as if the condition is improving. The extensive short term maintenance (patching, crack sealing, etc) has created the impression that the network has improved, but the network will deteriorate rapidly if long term resealing and rehabilitation actions are not initiated in this area soon.



▪ **Motheo District:**

Consist of mostly the Northern part of the Bloemfontein-East region (higher traffic volume roads) as well as the eastern part of the old Winburg region. The historical data of the Bloemfontein-East region will be used for the Motheo region.

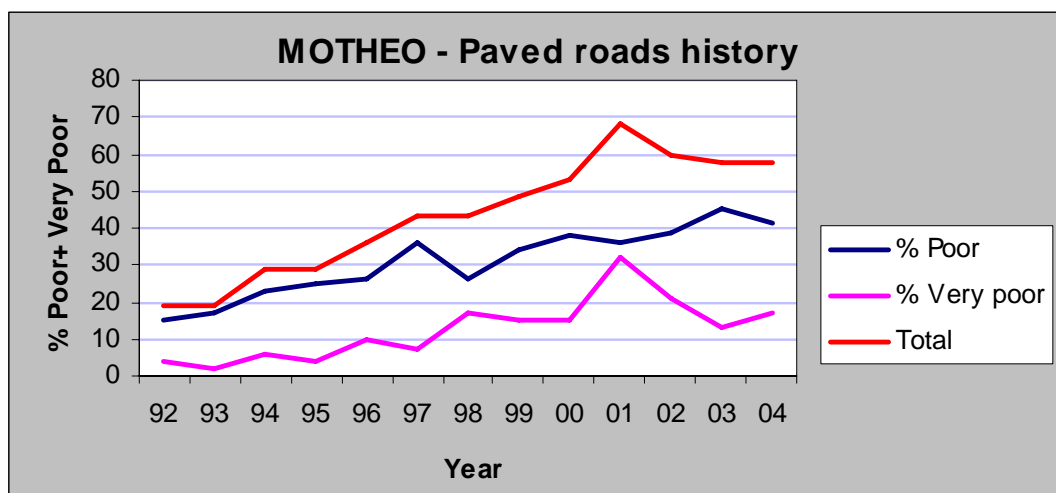
Motheo has a high number of roads in the Bloemfontein Metropolitan area with high traffic volumes.



The region has a considerable number of paved secondary roads, which require a higher maintenance effort.

The percentage poor and very poor roads have decreased slightly from 60% in 2002 to 58% in 2003 and stayed relatively constant at 58% in 2004. The region has 61% of its gravel roads in a poor or very poor condition which is more than the average of the Free State.

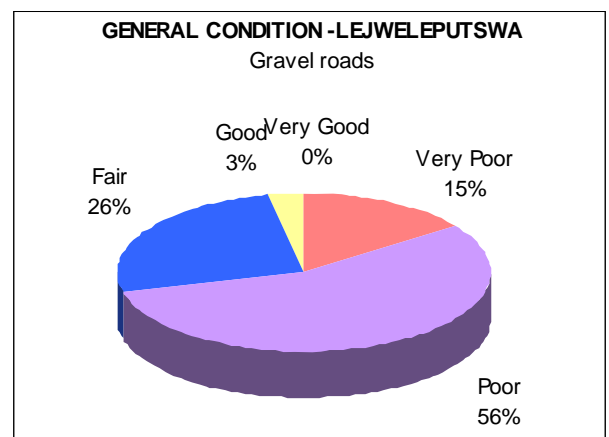
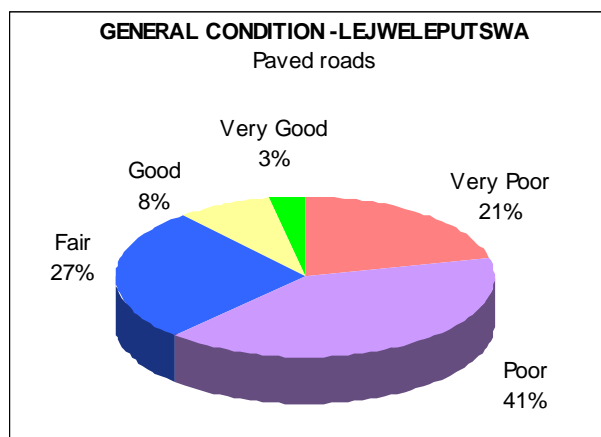
From the graph below it can be seen that the percentage of poor and very poor roads have increased dramatically the past number of years but are now staying relatively constant at a high 58%. The apparent improvement in the condition is due to the large number of roads taken over by the NRA in this region.



▪ **Lejweleputswa District:**

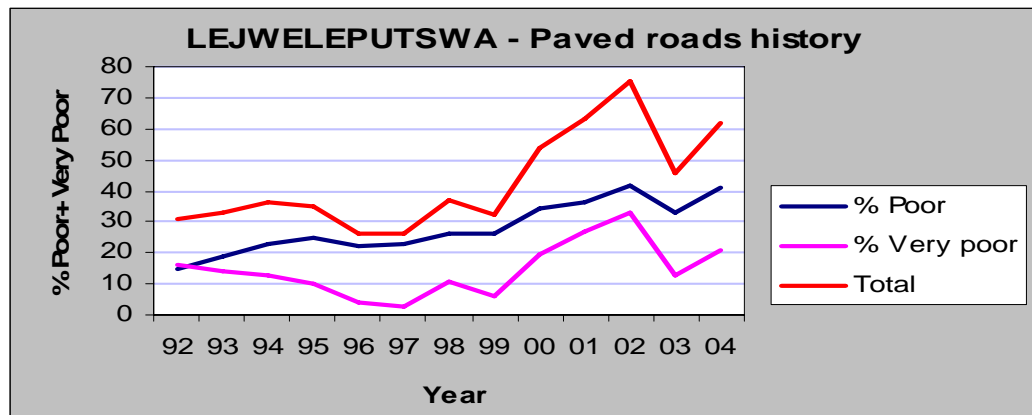
Consist mostly of the old Kroonstad region as well as the western part of the Heilbron and Winburg region and the Northern part of the Bloemfontein-West region. The historical data of the Kroonstad will be used for the Lejweleputswa region.

Lejweleputswa district has the greatest length of paved roads of all the regions (1848 km). The Goldfields with its high traffic volumes form part of this region. The region has a large number of paved secondary roads with relatively high traffic volumes, necessitating extensive maintenance to attain an acceptable level of service.



Taking into consideration the limitation in the compatibility of the old and new regions it can be seen that the percentage of poor and very poor paved roads in the region increased drastically from 46% in 2003 to 62% in 2004. The gravel roads have 71% roads in the poor to very poor condition with 15% in the very poor condition.

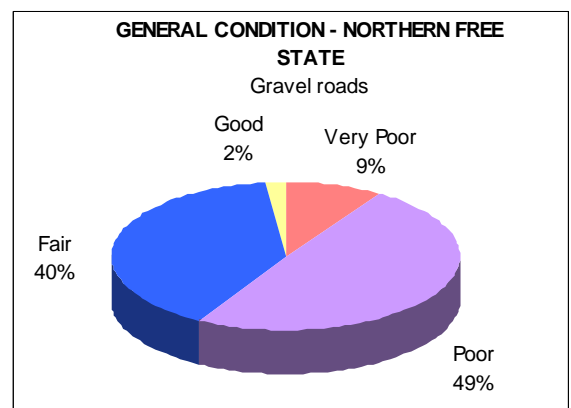
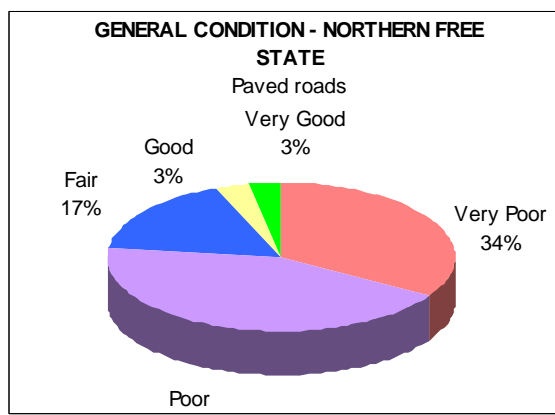
Most of the very poor sections of roads were repaired under contract on emergency delegations. Extensive fogsprays and slurries were also done. Only the worst sections were repaired while they are in fact an indication of the condition of the whole road. The marked increase in the percentage poor and very poor roads in 2002 can be due to the survey results that were not consistent with the rest of the province.



▪ **Northern Free State District:**

Consist of the Eastern part of the Kroonstad region and the western part of the Heilbron region. The historical data of the Heilbron will be used for the Northern Free State region.

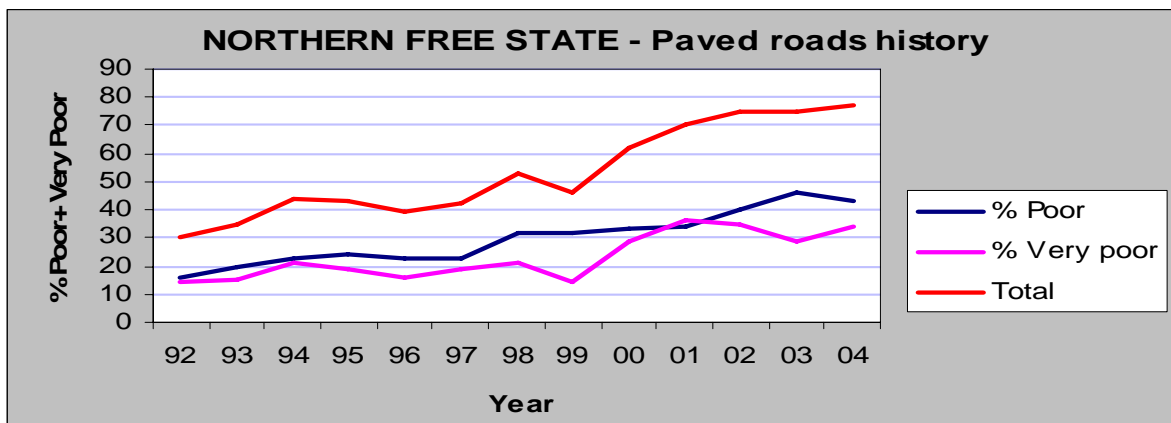
Northern district has proportionally more high level paved roads than the average for the province, resulting in higher maintenance costs due to the higher traffic volumes. Certain roads in the Sasolburg area accommodate the highest traffic volumes in the Free State. The Sasolburg area is an important industrial area with high traffic volumes and relatively higher percentage of heavy vehicles.



The percentage of poor and very poor roads stayed relatively constant at 77% in 2004. The reason for this is that a number of very poor and dangerous sections were repaired under contract and emergency delegations.

The region also spend an appreciable amount on preventive, gravel shoulder and drainage maintenance that will only have an effect in the longer term. Since a large portion of the budget was spend on the more dangerous and urgent sections (very poor), no funds were available to upgrade the poorer sections as can be seen from the graph below.

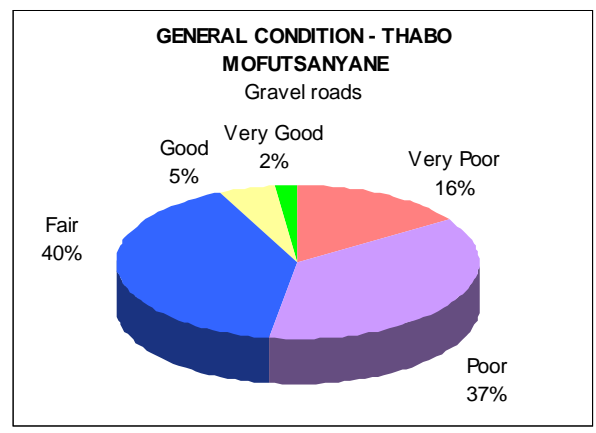
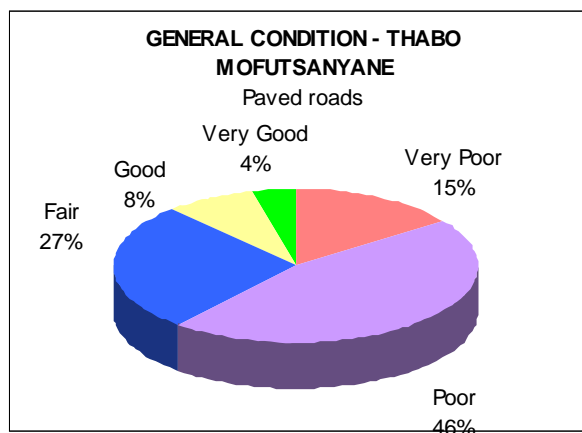
This region's roads are more and more being utilized by the heavy vehicles as alternative routes to avoid the weigh bridges which are located on the major routes.



▪ **Thabo Mofutsanyana District:**

Consist of mostly of the Bethlehem region and eastern part of the Winburg region. The historical data of the Bethlehem will be used for the Thabo Mofutsanyana district

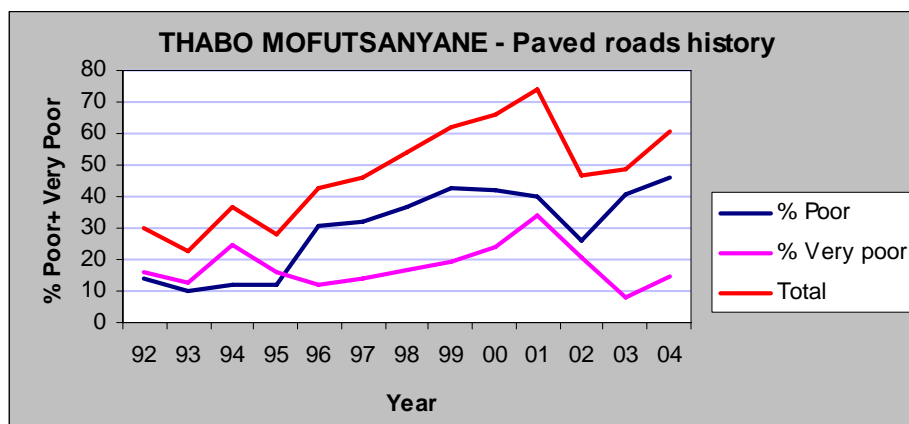
Thabo Mofutsanyana district is situated in an area with the highest rainfall in the Free State. Both the availability and quality of road construction materials are poorer than for the rest of the province. The major access roads to Qwa-Qwa pass through this district.



Alternative routes to the national route N3 also form part of this region's road network, which require more frequent maintenance. There is proportionally a very high percentage of high level and a small percentage of low level paved roads in the district.

Roads repaired and resealed in the late eighties are now beginning to deteriorate rapidly due to the short term, light type of rehabilitation work done at the time.

The percentage poor and very poor paved roads were 47% in 2002 increased slightly to 49% in 2003 but increased dramatically to 61% in 2004. The gravel roads show a high percentage of poor to very poor roads (53%) but this is mainly due to the low quality gravel material available in this area. This region's roads are more and more being utilized by the heavy vehicles as alternative routes to avoid the weigh bridges which are located on the major routes.



12.2.2. Policies, priorities and strategic objectives

BALANCE SCORE CARD PERSPECTIVE	STRATEGIC GOALS	STRATEGIC OBJECTIVES	EFFICIENCY MEASURES
Service Delivery/ Customer	An enabling infrastructure environment provided for social and economic development	Ensure preservation of the road network	Condition of surfaced roads, poor and very poor reduced from current 56% to <51%.
			Number of gravel roads in poor and very poor condition reduced from current 60% to 55%
		Improve social infrastructure to rural communities	No of access roads built
	Government expenditure utilised to alleviate poverty and unemployment	Promote broad-based Black Economic Empowerment.	Ensure that 80% of maintenance contracts are set aside for SMME's of which 60% will be targeted towards PDI companies. A contract participation goal of 8% labour and 12% SMME'S
		Ensure implementation of optimal labour intensive construction and design on all construction projects.	<u>All</u> contracts will have a labour intensive component and will support the principles of EPWP.
	Implementation, coordination and monitoring of the Expanded Public Works Programme in the province.	Provide employment opportunities to local unemployed people using labour intensive- construction methods.	Minimum of 10% of grant funds to be used on EPWP registered projects or part of a project.

12.2.3. Analysis of constraints and measure planned to overcome them

Road Infrastructure Constraints and Solutions

Possible constraints	Plan of Actions	Risks Analysis
Funding and sustainability	<ul style="list-style-type: none"> - An increase in fuel tax earmarked as a levy for road preservation and paid into a Road Fund. The fund should be administered by a new entity (Road Fund Administration) which would consider allocations on merit, taking into account both economic and social imperatives. - Increase licence fees; - A Road need study need to be initiated; - A vehicle overloading control strategy for heavy vehicles should be introduced - Investigate the feasibility of implementation of a performance based contract system vs a unit price system. 	<ul style="list-style-type: none"> - Increase in liability claims - Retardation in economic growth - Collapse of the road network
Human Capital	<ul style="list-style-type: none"> - Develop an action plan to retain scarce skill; - Build in-house capacity by appointing a project team consisting of officials and external resources. - Ensure that EPWP principles is implemented with regard to all projects 	<ul style="list-style-type: none"> - The risk of doing nothing is that the department will have to appoint consultants to replace officials. - Higher cost - Low accountability
Institutional arrangements	<ul style="list-style-type: none"> - Revisit the appropriate road network; - Align management and execution in order to optimise the utilisation of resources and promote efficiency. 	<ul style="list-style-type: none"> - The risk of doing nothing is the following; - Duplication of functions between the different spheres of government; - Resources are wasted on Infrastructure which does not contribute to social and economic objectives
Information systems and decision support	<ul style="list-style-type: none"> - Develop an integrated information management system 	<ul style="list-style-type: none"> - Duplication and fragmentation. - Lack of credible planning information

12.2.4. Description of planned quality improvement measures

In order to ensure that the department improve the quality of service delivery, the following will be initiated:

- Implementation of the institutional realignment as proposed by the Provincial Land Transport Framework (PLTF) once completed;
- Training of personnel as well as the implementation of Learnerships;
- Ensuring through the planning, design and construction of land Infrastructure, we support the principles of expanded public works programme.
- A quality auditing system is being introduced.

12.25. New Projects, Upgrades and Rehabilitation

(R'000)

	Sub-Functional Area	Municipality	Backlog R'million	Period to address backlog R'million	Total year R'million	Allocation MTEF budget R'million (2004-05)	Allocation MTEF budget R'million (2005-06)	Allocation MTEF budget R'million (2006-07)	Allocation MTEF budget R'million (2007-08)	Allocation MTEF budget R'million (2008-09)	Allocation MTEF budget R'million (2009-10)
Grant Total			5,676		2058.78	316.20	312.70	342.60	322.80	368.57	382.58
Overhead						28.20	26.80	27.70	29.60	31.38	33.26
	Planning					7.70	8.00	8.30	8.6	9	10
	Design					10.20	8.00	8.00	9	10	10
	Programme support					8.30	8.60	9.00	9.4	10	11
	PIP					2.00	2.20	2.40	2.6	3	3
Routine Maintenance	Total		189	3	367.94	165.70	168.70	173.40	193.20	202.19	214.32
	Pavement maintenance	Free State	150	4	127.50	90.00	100.00	100.00	110	114	121
	Shoulder maintenance	Free State	40.38	3	28.82	15.00	15.75	15.75	16	17	18
	Drainage maintenance	Free State	14.20	3	44.23	3.00	5.00	7.35	7	7	8
	Vegetation control	Free State	0		8.60	2.00	2.20	2.20	3	3	3
	Fence maintenance	Free State	14	4	16.32	3.00	5.00	5.00	6	6	7
	guard rails	Free State	3.07	2	6.34	2.00	2.10	2.10	4	4	5
	gravel road blading	Free State	60	5	44.86	33.00	34.65	37.00	41	43	46
	Edge break	Free State	5	2	25.54	9.00	0.00	0.00	0	0	0
	fog spray	Free State	20	3	25.57	3.00	0.00	0.00	0	0	0
	Road markings	Free State	0.50	1	3.88	2.00	2.00	2.00	3	3	3
	Road signs	Free State	8.29	1	15.88	2.00	2.00	2.00	3	3	3
	Structure maintenance	Free State	22.0	5	8.40	1.70				0	0
	Maintenance of tertiary roads	Free State	80	10	12.00	0.00	0.00	0.00	0	0	0
Rehabilitation of paved roads	Total		672	5	518.40	0.00	9.00	24.00	17.00	20.00	0.00
	Sasol-N1	Northern Free State					9.00	24.00	7		
	Sasol-Vereniging	Northern Free State									
	Deneysville-Vaaldam	Northern Free State							10	20	
Reseal of paved roads	Total		2,865	5	706.50	31.70	21.20	59.50	48.00	55.00	55
	Dealesville road	Motheo				15.70	0.70				
	Winburg region	Lejweleputswa				16.00					
	Bothaville-Odendalsrus	Lejweleputswa					8.00	24.00	4		
	N1-Parys	Northern Free State					5.50	11.50			
	Ficksburg-Fouriesburg	Thabo Mofutsanyane							20		
	Reitz-Petrus Steyn	Thabo Mofutsanyane					7.00	24.00	14		
	Harrismith-Oliviershoe	Thabo Mofutsanyane							10	14	
	Other										55
Regravelling/rehabilitation of gravel roads	Total		630	10	228.00	8.50	20.00	20.00	20.00	20.00	25.00
	Regravelling	Free State				8.50	20.00	20.00	20	20	25
Rehabilitation of bridges	Total		140	10	44.00	0.50	8.00	22.00	15.00	15.00	15.00
	Caledon	Motheo					8.00	22.00			
	Reconstruct bridge 972	Xhariep				0.50	0.00				
	Bridge repair-other	Xhariep					0.00	0.00	15	15	15
Upgrading of infrastructure	Total		700		70.00	26.50	22.00	0.00	0.00	15.00	20.00
	Vaalpark Interchange	Northern Free State	70	10	7.00	25.50	13.00				
	A54	Motheo	140	10	14.00	1.00	9.00				
	Springfontein-Bethulie	Xhariep								15	20
Access roads	Total		140	5	38.00	55.10	37.00	16.00	0.00	10.00	20.00
	Construct S647 to Oppermans	Xhariep				17.2	1				
	Construct access to Mehqeleng	Thabo Mofutsanyane				17.6					
	Construct access to Seloshesa	Motheo				10.3	12				
	Makwane road	Thabo Mofutsanyane				10.0	24.00	16.00			
	Bfn bypass	Motheo								10	20

13 PROGRAMME 4: PUBLIC TRANSPORT

This programme is aimed at developing, establishing and managing an efficient and effective transport system in the Free State in order to facilitate social and economic growth. The *main focus is on public transport*, but as all public transport modes have some form of non-motorised transport at both the origin and destination, specific attention is also given to these modes of transport.

12.1. Situation analysis

The majority of public transport passengers in the province are transported by minibus taxis, with services covering basically the entire province. An estimated 10000 to 12000 taxi operators currently operate with approximately 14000 permits or operating licences throughout the province.

Inter provincial taxi services consist of both short and long distance services, whilst intra-provincial long distance services are provided to and from most major destinations outside the province. Cross-border services, especially to Lesotho, also form an important part of operations in the province.

Where in the past extensive long and short distance bus services were provided, the province is currently mainly served by the following:

- **Long distance services** by luxury and semi-luxury coaches, i.e. Translux and Greyhound, operating on main routes between major centres, such as Johannesburg and Cape Town.
- **Operators from other provinces**, or national operators providing standard bus services through and to destinations in the Free State, i.e. Vaal Maseru Transport and Transtate Express.
- **Inter provincial services** consist mainly of services provided by Interstate Bus Lines (IBL) as part of a tendered bus contract in the Bloemfontein-Botshabelo-Thaba Nchu area, and Maluti Bus Service operating a negotiated contract in the Qwaqwa –Bethlehem-Harrismith. (Interstate also provides a number of long distance services to other destinations, including destinations outside the province).
- **A number of small bus operators** provide limited services, often as sub-contractors as part of the subsidised contracts of IBL. Specific services are also provided to for instance schools.

In general though, apart from the BBT and Qwaqwa-Bethlehem-Harrismith areas, bus services form a relatively small part of public transport services in the province.

Limited metered taxi services are provided in mostly the Bloemfontein and Sasolburg areas.

Notwithstanding the fact that scant attention is often given to **non-motorised transport** such as pedestrians and bicycles, walking and cycling still constitute a large proportion of all travelling.

Demand for services by the programme

The **actual situation** as far as transport in the province is concerned and the actions to be taken to ensure effective functioning of the transport system have a direct bearing on the functions of the programme. **Most of the activities of the programme are however prescribed by legislation.**

The requirements are contained in the:

- National Land Transport Transition Act (Act 22 of 2000),
- The Free State Interim Passenger Transport Act (Act 16 of 1998) and the
- New Free State Passenger Transport Bill, which is currently in draft format, but which will eventually replace the Interim Act.

As **most of the programme's functions are prescribed by legislation**, the programme has to comply with various requirements. Most of these activities have to be conducted on a day to day basis such as the functions of the office of the Operating Licensing Board, or the various functions of the Registrar. Where possible these functions are undertaken as dedicated projects to improve efficiency, such as the Permit Conversion Process.

The programme is involved in a number of planning projects such as a Rationalisation Plan and Operating Licence Strategy. Given the nature of the activities, the performance of the programme is mostly determined by whether legal requirements are complied with.

The key challenges facing the programme are as follows:

▪ **Land Use Distortions**

Existing land use patterns lead to sprawling, inefficient towns and cities that negatively affect accessibility and greatly increase the need to travel and distances travelled. There is therefore a need to effect land use planning in a way that will benefit the effectiveness of the transport system.

High Transport User Costs

To a large degree, as a result of the long travel distances, users of transport spend considerably more than the ideal of less than 10% of their disposable income on travel costs. Efforts must therefore be made to decrease the cost of transport for the user.

▪ **Functional Apportionment Uncertainties**

There is considerable uncertainty regarding the functional apportionment as far as public transport functions is concerned and coupled with a general lack of expertise regarding transport matters in the different spheres of government, transport planning often suffers. As a result, pressure is mostly placed on the provincial government to ensure proper transport planning and related matters in the province.

▪ **Insufficient Funding for Transport**

The level of funding for public transport is generally inadequate to provide acceptable levels of service and address all the requirements.

▪ **Questionable Sustainability of Transport Initiatives**

Some transport aspects require huge funding such as bus subsidies, whilst other initiatives seem to be only effective if well financed, but do not have the potential to generate sufficient funds (taxi co-ops?) or will not be sufficiently supported by the industry to be sustainable in the longer term (taxi offices?). Alternatives to these types of aspects need to be developed.

▪ **Insufficient Regulation of Public Transport**

Public transport in the province and in particular minibus taxi operations, are known for its unregulated methods of operations. This is mainly as a result of its informal beginnings in the early 70's. With the proliferation of minibus taxis as a result of a loophole in the Road Transportation Act of 1977, it was decided to deregulate the industry. It was subsequently found that complete deregulation was not the solution, and with especially the launch of the National Taxi Task Team, it was agreed that proper regulation by Government, backed up by strict law enforcement, is essential.

▪ **Lack of Formal Structures in the Industry**

Also as a result of the history of the minibus taxi industry, limited representative structures exist in the industry that can promote the interests of the industry and negotiate with other industries and government. The need for such structures was identified by the NTTT.

▪ **Unacceptable Quality of Service**

Without formal training, most transport operators are not able to provide safe, effective and efficient services that are focused on the needs of customers. Market conditions and a lack of business skills also threaten the sustainability of services. There is therefore a major need for training and economic assistance to ensure sustainable transport services.

▪ Insufficient Service Coverage

Due to restrictions such as low passenger volumes, it is not profitable for transport operators to undertake services in certain areas, with the result that not everyone in the province has ready access to transport. Special categories of passengers such as people with disabilities are also mostly not specifically catered for.

12.2. Policies, priorities and strategic objectives

The following strategic objectives are applicable:

BALANCE SCORE CARD PERSPECTIVE	STRATEGIC GOALS	STRATEGIC OBJECTIVES	EFFICIENCY MEASURES
Service Delivery/ Customer	An enabling infrastructure environment provided for social and economic development	Provide sustainable integrated public transport	Alignment 80% of Public Transport priorities with NLTTA 22/2000
		Promote non motorised transport in rural areas	Implementation of rural mobility strategy by Dec 2005
	Core functions and policies implemented	Facilitate the integration of modes by local municipalities	One inter-modal facility implemented
	A secure and safe environment provided.	Ensure a safe and secure transport environment	Establishment of Transport law enforcement inspectorate
	Government expenditure utilised to alleviate poverty and create employment	Promote broad based Black Economic Empowerment	90% of Contracts allocated to BEE companies

12.3. Analysis of constraints and measures planned to overcome them

A number of constraints might hamper implementation of identified policies and objective. These are:

Possible constraints	Plan of Actions	Risks Analysis
Insufficient Funding	<ul style="list-style-type: none"> - Give preference to the legally required functions - Pursue alternative funding sources 	<ul style="list-style-type: none"> - Insufficient funds to comply with legal requirements will lead to: - Total breakdown in systems - Return to deregulated chaotic industry - Loss of commitment of industry - Failure to ensure affordable transport - Insufficient funds to comply with non legally prescribed requirements will lead to: - Loss of planning momentum - Failure to address shortcomings in system
Lack of Human Capacity	<ul style="list-style-type: none"> - Develop a action plan to retain scarce resources; - Develop a model where specialised human resources are optimised and provide extended services 	<ul style="list-style-type: none"> - The risk of doing nothing is that the department will have to appoint consultants to replace officials
Ineffective institutional arrangements	<ul style="list-style-type: none"> - Investigate best service model - Prevent and eliminate duplication of authoritative structures - Ensure establishment of effective structures 	<ul style="list-style-type: none"> - The risk of doing nothing is the following: - Duplication of functions between the different spheres of government; - Establishment and maintaining of costly structures without the necessary ability - Scarce funds are wasted on ineffective structures
Loss of support by industry	<ul style="list-style-type: none"> - Ensure momentum with processes - Continued liaison - Proper service delivery on most essential processes 	<ul style="list-style-type: none"> - Breakdown in process - Return to deregulated chaotic industry - Ineffective service to transport users

12.4. Description of planned quality improvement measure

Quality will be improved through the following actions:

- Continuous audit of the training/skills development needs of staff
- Development and implementation of effective training programmes
- Appointment of specialised expertise to complement current staff component and assist with development of in-house expertise.
- Use of all available channels to obtain adequate funds.
- Development and implementation of in-house monitoring and report back system.

12.5. Sub-Programme Transport Operations / Regulation and Control

This sub-programme is aimed at regulating and controlling public transport and doing the proper transport planning.

12.5.1. Situation analysis

The approximately 10 000 to 12 000 taxi operators in the province must be regulated and controlled according to legislation. The subsidised bus contracts must also be monitored and managed. Transport planning also forms part of this sub programme.

The main elements of regulation and control are as follows:

- Legalisation of illegal operators
- Conversion of existing permits to route based operating licences
- Issuing of new operating licences based on proper transport planning, including operating licence strategies.
- Route numbering and vehicle identification
- Establishment of comprehensive information systems.
- Law enforcement

Apart from the legal requirements, the **key challenges** facing the programme are as follows:

- Duration of planning initiatives in province
- Lack of expertise
- Limited involvement of Planning Authorities
- Possibility of insufficient funding
- Non-applicability of certain planning requirements in the more rural provinces
- Cost of subsidised contracts
- Possible delay in issuing of operating licences due to various factors such as delays in the implementation of the nationally developed Operating Licence Administration System
- Conflict in the transport industry.

12.5.2. Policies, priorities and strategic objectives

Balance Score Card Perspective	Strategic Goals	Strategic Objectives	Efficiency Measures
Service Delivery/ Customer	1. An enabling infrastructure environment provided for social and economic development	1.3. Provide sustainable integrated public transport	Alignment 80% of Public Transport priorities with NLTTA 22/2000
	3. A secure and safe environment provided.	3.5. Ensure a safe and secure transport environment	Establishment of Transport law enforcement inspectorate
	4. Government expenditure utilised to alleviate poverty and create employment	4.4. Promote broad based Black Economic Empowerment	90% of Contracts allocated to BEE companies

12.5.3. New projects, upgrades

New Projects	2004/05 (estimate)	2005/06 (estimate)	2006/07 (estimate)
Conversion of all permits in the province to route based operating licences.	500,000	500,000	300,000
Issuing of distinguishing marks for all legal operators.	400,000	400,000	400,000
Monitoring of subsidised service contracts.	1,200,000	1,200,000	1,200,000
Implementation of second phase of Maluti Bus Tender	500,000	0	0
Design of subsidised bus tenders in Motheo	350,000	0	0
Design of subsidised bus tenders in: Thabo Mofutsanyana	0	580000	0
Develop a system to evaluate the effectiveness of transport law enforcement	150,000	150,000	0
Compilation of comprehensive provincial passenger transport legislation	300,000	0	0
Publication of regulations for sedan taxis (4+1's)		0	300000
Ensure transport planning according to legislation	3,000,000	3,000,000	3,000,000
Master plan for upgrading of public transport facilities.		350000	0
Rural mobility study	600,000	0	0
Non-motorised transport strategic plan	0	0	250000
Planning, design and implementation of non-motorised priorities	0	0	0
Extension of Bicycle Project	300,000	300,000	300,000
Compilation of a travel demand management strategy	0	0	300000
Compilation of alternative funding strategy	0	0	300000
Development of a public transport security strategy	0	0	300000
Development of a strategy for tourist transport	0	0	300000
Development of a strategy for public transport at border towns	0	0	0
Corridor planning	0	700,000	700,000
Investigate alternative subsidy policy	100000	200,000	0
Implementation of national systems such as the OLAS.	0	300,000	300,000
Development of additional information systems	7,400,000	7,680,000	7,950,000

12.6.Sub-Programme Operator Safety and Compliance

This sub-programme is aimed at formalising the public transport industry and ensuring that public transport operators are equipped as far as training is concerned to provide an effective and efficient service. The sub-programme also deals with any conflict that might arise.

12.6.1. Situation analysis

The approximately 10 000 to 12 000 taxi operators in the province must according to legislation all provisionally register, and after obtaining operating licences fully register with the Registrar. The status quo regarding registration is shown in the table below:

Registration Details

Description	Number	Note
Provisionally Registered Associations	92	
Provisionally Registered Members	8994	
Fully Registered Associations	0	(1)
Fully Registered Members	0	(1)
Non Members with Provisional Registration	0	(2)
Non Members with Full Registration	0	(2)
Applications waiting to be processed	0	

Notes:

- No member or association could as yet be registered as no operating licences could be issued due to the fact that the OLAS is not yet operational, as well as the fact that operators are not yet registered with SARS.
- Although provision is made for non-members in legislation this is discouraged in the Free State and it is believed that there is no real reason why there should be any non-members in the province.

Apart from the legal requirements, the **key challenges** facing the programme are as follows:

- Possible delay of registration of operators with SARS, which is a requirement for issuing of operating licences
- Possible delay in issuing of operating licences due to various factors such as delays in the implementation of the nationally developed Operating Licence Administration System
- There is always a potential for conflict that can affect functioning and constituting of associations
- Inter-provincial conflict with associations from other provinces.

12.6.2. Policies, priorities and strategic objectives

The following strategic objectives are applicable:

BALANCE SCORE CARD PERSPECTIVE	STRATEGIC GOALS	STRATEGIC OBJECTIVES	EFFICIENCY MEASURES
Service Delivery/ Customer	An enabling infrastructure environment provided for social and economic development	Provide sustainable integrated public transport	Alignment 80% of Public Transport priorities with NLTTA 22/2000
		Promote non motorised transport in rural areas	Implementation of rural mobility strategy by Dec 2005
	Core functions and policies implemented	Facilitate the integration of modes by local municipalities	One inter-modal facility implemented
	A secure and safe environment provided.	Ensure a safe and secure transport environment	Establishment of Transport law enforcement inspectorate
	Government expenditure utilised to alleviate poverty and create employment	Promote broad based Black Economic Empowerment	90% of Contracts allocated to BEE companies

12.6.3. Analysis of constraints and measures planned to overcome them

A number of constraints might hamper implementation of identified policies and objective. These are:

Possible constraints	Plan of Actions	Risks Analysis
Insufficient Funding	<ul style="list-style-type: none"> - Give preference to the legally required functions - Pursue alternative funding sources 	<ul style="list-style-type: none"> - Insufficient funds to comply with legal requirements will lead to: - Total breakdown in systems - Return to deregulated chaotic industry - Loss of commitment of industry - Failure to ensure affordable transport - Insufficient funds to comply with non legally prescribed requirements will lead to: - Loss of planning momentum - Failure to address shortcomings in system
Lack of Human Capacity	<ul style="list-style-type: none"> - Develop a action plan to retain scarce resources; - Develop a model where specialised human resources are optimised and provide extended services 	<ul style="list-style-type: none"> - The risk of doing nothing is that the department will have to appoint consultants to replace officials
Ineffective institutional arrangements	<ul style="list-style-type: none"> - Investigate best service model - Prevent and eliminate duplication of authoritative structures - Ensure establishment of effective structures 	<ul style="list-style-type: none"> - The risk of doing nothing is the following: - Duplication of functions between the different spheres of government; - Establishment and maintaining of costly structures without the necessary ability - Scarce funds are wasted on ineffective structures
Loss of support by industry	<ul style="list-style-type: none"> - Ensure momentum with processes - Continued liaison - Proper service delivery on most essential processes 	<ul style="list-style-type: none"> - Breakdown in process - Return to deregulated chaotic industry - Ineffective service to transport users

12.6.4. Description of planned quality improvement measure

Quality will be improved through the following actions:

- Audit of the training/skills development needs of staff
- Development and implementation of effective training programmes
- Appointment of specialised expertise to complement current staff component and assist with development of in-house expertise.
- Use of all available channels to obtain adequate funds.
- Development and implementation of in-house monitoring and report back system.

13. PROGRAMME 5: TRAFFIC MANAGEMENT

The aim of this programme is to establish and maintain a safe and efficient traffic system through traffic regulation. The Traffic Management Centre integrates and co-ordinates traffic management functions, among which overloading, speeding, roadworthiness and Road Traffic Quality System and others.

The Traffic Law Enforcement Strategy addresses the effective utilisation and management of existing infrastructure, effective control of major corridors, prosecution information management, installing and monitoring usage of Weigh-in-Motion equipment and co-ordination of law enforcement with local authorities and neighbouring provinces.

The programme is organised into the following sub-programmes:

- Programme support
- Traffic Law Enforcement
- Road Safety Education
- Overload Control

13.1. Situation analysis

During the 2003/04 financial year, the following was achieved as part of the Road to Safety Strategy:

- Forty-nine radio talks shows were held;
- Several road safety shows and community based road safety awareness campaigns were held; and
- 12, 988 motorists were prosecuted for traffic offences while 33 were arrested and charged for drunken driving.
- A total of 9,014 motorists were prosecuted for speed related offences
- For the 2002/03 financial year, nearly 38 000 vehicles were weighed of which 12, 681 freight operators were prosecuted for overloading or other related traffic offences.

While there was a drastic increase of road fatalities nationally, there was a decline of 12% in the Free State. In order to ensure the infrastructure is protected against overloading, a dedicated team was established to oversee freight management. This however is insufficient as it is merely concentrated in the Kroonstad area.

Other statistics are as follows:

Traffic Management Statistics

Number of traffic officers	286
Number of subsidised vehicles	230
Number of Government vehicles	101
Vacant posts	259
Required staff to perform	1300
Testing Centres not complying	58
Testing Centres complying	3
Testing stations not complying	9
Testing Stations complying	53

13.2.Policies, priorities and strategic objectives

BALANCE SCORE CARD PERSPECTIVE	STRATEGIC GOALS	STRATEGIC OBJECTIVES	EFFICIENCY MEASURES
Service Delivery/Customer	A secure and safe environment provided.	Ensure effective and efficient traffic policing and road incident management	Implementation of 60% of the Road to safety strategy
		Ensure a safe and secure transport environment	Implement N3 and N1 traffic management corridors by March 2007
			Establishment of Transport law enforcement inspectorate
Training and Learning	Competent and productive workforce created.	Train and develop departmental personnel according to the departmental needs.	Organisational Effectiveness Survey
		Attract and retain a highly skilled, diverse workforce capable of delivering quality service.	

13.3.Analysis of constraints and measures planned to overcome them

The following are key constraints:

Infrastructure:

- Lack of adequate number of weigh bridges in the province; (use of portable equipment)
- Lack of funds for the upgrading and maintenance of testing stations;(systematic upgrading)

Human Resources:

- The shortage of human resources in the fields' traffic officers, testing officers and road safety officers. Funding for extended hours overtime during long weekends Easter and Xmas festive seasons. (fill vacant posts over the five year period and budget for more funding)

Equipment

- Lack of fixed speed cameras (possible PPP)
- Alcohol meters (procure)
- Computers (procure and possible outsource)
- Roadblock equipment (possible Arrive Alive funding)
- Portable speed measuring equipment (AA funding)
- New replacement firearms (Status quo and needs analysis to be conducted)

- Portable weighbridge equipment (CD Road Construction to procure screeners)
- Bullet proof vest for officers (HOSA needs analysis)
- Penalties and fines
- Non-payment of fines (procure number plate recognition camera utilised at roadblocks)
- Lack of traffic management information systems (outsource)

13.4. Description of planned quality improvement measures

- Upgrading of testing centres/stations
- Implement Road to Safety and Arrive Alive strategies
- In-service and formal training programmes
- Law enforcement quality control system
- Possible outsourcing and PPP
- Implement a Traffic Management Information System
- Incident Management

13.5. Sub-programme Traffic Law Enforcement

13.5.1. Situation analysis

Promotion of Road Safety and protection of the road infrastructure through Law Enforcement, Driver and Vehicle Examination.

Most of the N-routes cannot be manned at all times due to the shortage of personnel and resources. Some of the Testing Stations and Centres are manned by officers from other towns. In most instances these officers are Traffic Officers who are supposed to be used for law-enforcement, thereby creating a vacuum.

The *main challenge* is the filling of vacant posts (Traffic Officers and Examiners) and availing resources.

13.5.2. Policies

- Arrive Alive
- Road to Safety Strategy 2001 – 2005

13.5.3. Analysis of constraints and measures planned to overcome them

- Appointment of Examiners for Driving Licenses and Vehicles
- Appointment of Traffic Officers.
- Increasing the budget to fill vacant posts and improve traffic visibility
- Securing funds to avail resources and systems

13.5.4. Description of planned quality improvement measures

- The N1 and N3 corridors for overloading control.
- The implementation of the Road to Safety Strategy 2001 - 2005

13.6. Sub-programme Road Safety Education

13.6.1. Situation analysis

Human factors are involved in 95% of road accidents and an improvement in road safety culture is vital to achieve a better road safety record. Currently a culture exists on the provincial roads and street network whereby poor pedestrians and driver attitude and a general disregard to road traffic rules and legislation and the well being of other road users contribute to a high risk of traffic environment. There is a great concern about death and injury on our roads, which need determination to enhance support for road safety programmes as well as innovative approach that will lower the road accident and death toll in the province. This kind of culture can only be brought about by a concerted approach on the part of all road traffic safety role players, private sector participation as well as continued involvement with the commitment to road safety programmes by the community at large.

Currently there are only thirteen Road Safety Officials who serve the whole Free State population.

Shortage of road safety officials and district administrative support function in the province make it difficult to render effective and efficient service.

In order to address road safety related problems, it is imperative to:

- initiative effective accidents decision support system,
- increase the number of road safety staff in order to reduce time spend on long distance travelled during road safety activities,
- place staff at strategic place within the province,
- increase the budget allocation to this sub-programmes and
- outsource certain road safety projects to community road safety structures through cooperative governance approach with the local district municipalities or district municipality as part of job creation.

The current road safety staff is unable to keep on-going interactions with road safety community based structures as expected from Road to Safety Strategy 2001 - 2005, this result in some of the established structures losing commitment in road safety related issue which affect them directly or indirectly.

13.6.2. Priorities

The current Road to Safety Strategy 2001 – 2005 indicated that voluntary compliance should be fostered through:

- road safety education,
- joint awareness campaigns with NATIONAL, PROVINCIAL, LOCAL, SANRAL and
- community commitment through road safety community based structure,
- media campaigns and participation of private sectors and sponsors.
- Reduction of accident by 5% per annum
- Attention in addressing road safety problems should focus on pedestrians as pedestrians constitute almost half of the all fatalities.
- Arrive Alive campaigns.

13.6.3. Analysis of constraints and measures planned to overcome them

Constraints

- Lack of man power
- Lack of enough funding.
- Travelling long distances before reaching the actual place of doing activities.
- Staff not placed strategically to meet the need of clients
- No district offices administrative support functions
- Lack of office equipments at district offices
- Lack of commitment from certain road safety community based structures due to lack of on-going interaction with staff which is attributed to lack of person power.

Measures Planned

- Increase of person power and increase interaction with other role players and commitment
- Purchasing of district office equipments
- Staff placed at strategic points
- Request for additional funds

13.6.4. Description of planned quality improvement measures

- Increase of person power
- Purchasing of district office equipments
- Staff placed at strategic points
- Request for additional funds
- Provide for district administrative support function at all five district

13.7. Sub-programme Overload control

13.7.1. Situation analysis

- Protection of road network infrastructure
- PPP – SANRAL – KROONSTAD – average of 5000 heavy vehicles per month
- Lack of resources and adequate infrastructure
- Revised axle and gross vehicle mass tolerances for the Province
- Identify a need for new weigh bridges at Trompsburg and Bloemfontein

13.7.2. Policies, priorities and strategic objectives

- National Road Traffic Act
- Protection of Road Network Infrastructure
- Reduce and control overloading of Road Freight in the Province

13.7.3. Analysis of constraints and measures planned to overcome them

- Insufficient weighbridges at strategic locations (Possible PPP)
- Insufficient staff (Budget and appoint adequate staff)
- Inadequate infrastructure (Outsourcing of function and PPP)

13.7.4. Description of planned quality improvement measures

- Increase roadworthy inspections on heavy freight vehicles and driver fitness
- Increase screening of heavy vehicles
- Law enforcement and speed control of heavy vehicles

Programme 5: Traffic Management Planned expenditure on Traffic related projects

New projects	2004/05 (estimate)	2005/06 (budget)	2006/07 (projection)	2007/08 (projection)	2008/09 (projection)	2009/10 (projection)
Programme 5: Traffic Management						
Traffic Management Information System	0	100 000	100 000	100 000	100 000	100 000
Arrive Alive	0	2 000 000	2 000 000	2 000 000	2 000 000	2 000 000
Upgrading/Rehabilitation						
Upgrading of driver testing stations	0	7 000 000	7 000 000	7 000 000	7 000 000	7 000 000

14. PROGRAMME 6: COMMUNITY BASED PROGRAMME

The Community Based Programme is a component of a Nationwide Expanded Public Works Programme, which aims to draw significant numbers of the unemployed into productive work, so that workers gain skills while they work and increase their capacity to earn an income.

14.1. Situational Analysis*Demand for services*

The Free State Province's unprecedented unemployment problem, high levels of poverty, lack of skills training and a very large backlog of useful community level assets requires the Free State Provincial Government, through the Department of Public Works Roads and Transport, to make dramatic contributions in the form of Expanded Public Works Programme. The EPWP is one of the Government's short to medium term programmes aimed at alleviating poverty and reducing unemployment. This will be achieved through the provision of work opportunities coupled with training.

The Provincial Community Based Public Works Programme has implemented hundreds of community based infrastructure projects in the past decade and has created job opportunities for the unemployed rural and urban poor. The projects implemented are in the following categories:

- Improved Access to Trade Opportunities – comprising of construction of Access Roads.
- Labour Saving – comprising of projects which result in reduced labour usage in communities such that the saved labour can be used for more productive activities e.g. crèches which facilitate childcare while mothers are working or are free to look for work opportunities.
- Social Cohesion – projects, which create social cohesion within, disadvantaged communities such as Multi-purpose Centres.
- Environmental Protection - comprising projects which result in protection of the environment such as erosion control.
- Special Projects which have a specific impact on the targeted geographic area or social groupings have also been identified and successfully implemented e.g. Clean and Green – establishment of One-Person-Contractors to provide clean ups in predominantly urban areas where no formalized refuse removal has existed.

Key Challenges

- Inadequate budget
- Lack of staff and technical (Professional) capacity
- Short-term nature of projects
- Insufficient skill development and upgrading through training
- Targeting women and the disabled
- Maintenance of completed projects
- Supply of materials
- Lack of reliable information and adequate monitoring mechanisms

14.2. Policies, Priorities and Strategic Objectives

Policies.

The following policies are applicable:

- Towards the 21st Century White Paper on Public Works
- President State of the Nation Address at opening of Parliament in February 2003
- Growth and Development Summit Agreement in June 2003
- Premier's State of the Province Address and the MEC Budget Speech.
- The Guidelines on the identification, planning design and construction of infrastructure under the EPWP.

Priorities

- Emerging Contractor Development Programme
- Job Creation and skill development
- Monitoring and evaluation
- Learnerships
- Exit Strategies for beneficiaries on EPWP projects.

Strategic Goals and Strategic Objectives

BALANCE SCORE CARD PERSPECTIVE	STRATEGIC GOALS	STRATEGIC OBJECTIVES	EFFICIENCY MEASURES
Service Delivery/ Customer	5. Implementation, coordination and monitoring of the Expanded Public Works Programme in the Province.	5.1. Provide employment opportunities to local unemployed people using labour intensive-construction methods.	- No. of job opportunities created
		5.2. Ensure that all beneficiaries receive life-skills and labour-market information training during their period of employment.	- No and type of life-skills and labour-market information training
		5.3. Create sustainable employment opportunities or learnerships by facilitating micro business opportunity associated with the community assets.	- No. of Learnerships
		5.4. Implement emerging contractor development programme.	- A database of trained contractors created for job opportunities. - Emerging contractors linked to major financial institutions (e.g. FDC) for financial assistance. - Monitor implementation of the EPWP guidelines. - Implement exit strategy toward the end of the contract.

14.3. Constraints

Factors that affect or prevent the Programme from successfully implementing its mandate are:

- The structure and skills in the EPWP unit are currently not adequate to effectively drive and manage the EPWP in all its facets. Personnel budget constraints in the department make it difficult for the unit to mobilize and recruit to cover all the needs.
- Professional expertise on EPWP in the Department is very weak. This is particularly so in relation to economic analysis, technical design and programme management. This constraint does impact on the realization of the maximum job creation potential of the programme.
- Lack of maintenance on completed community projects by the local municipalities.
- Lack of sustainability of the community based projects.
- Inadequate supply of materials on community based projects.

14.4. Planned Quality Improvement Measures

- The programme has taken steps to ensure that vacant posts are filled in order to properly capacitate and allow the programme to adequately carry out its mandate.
- Co-ordinate and facilitate the practical reorientation of all provincial government departments and local municipalities towards a labour-intensive and capacity-building approach to asset creation.
- The Directorate is committed to projects of sufficient duration to make a meaningful contribution to sustainable development of communities, as opposed to short-term projects of a relief nature. The directorate will engage various stakeholders to explore employment opportunities beyond the EPWP and also look at the sustainability of projects beyond the construction phase.
- Funding of projects will be contingent on the integration of an adequate training component into projects. Only South African Qualifications Authority accredited training will be provided in order to ensure that beneficiaries are employable.
- In implementing the EPWP, women, youth, disabled and other marginalized groups would be targeted. Projects will be monitored to ensure compliance.
- The directorate will work with other line departments, districts and local municipality to ensure that public sector funding is availed for preventative maintenance of the new and existing public infrastructure. Maintenance of public infrastructure will be used to further create job opportunities for the poor and marginalized.
- Strategies will be developed to indicate in which building materials can be made available in close proximity to communities, especially rural communities, so that small contractors will be in a position to carry out contracts. This will entail on site brick making, etc.
- The Department will utilize the framework which has been developed by the National Department of Public Works has developed through the Human Sciences Research Council to provide monthly progress reports.

14.5. Sub-Programme Training Programme

The Sub-programme will coordinate training aimed at equipping EPWP staff and the beneficiaries on the EPWP projects with skills training. Training beneficiaries on EPWP projects will enhance their ability to obtain an income after projects have been completed and will be implemented in terms of the Code for Good Practice for Special Public Works Programmes.

Training will comprise of two key elements namely:

- **Basic Life Skills Training**

Basic life skills training will be provided to all workers who are part of the programme. According to the Code of Good Practice for Special Programmes, workers are entitled to two days a month of training based on the duration of participation in the programme.

- **Technical Skills**

Workers on the programme will be assessed for Recognition of Prior Learning. This assessment will be aimed at identifying workers who have previously acquired some skills or completed any courses in the relevant maintenance and construction skills prior to participation in the programme.

This stage will be used as a selection process to identify workers, who will proceed to the second level of training, either through skills training or learnerships. The determining factor of the actual number of workers that will be going for skills training or learnerships will be the results of the selection process.

The department will also coordinate the 30 learnerships to be implemented in the province through the partnership of the National Department of Public Works and the Construction Education and Training Authority.

14.5.1. Situational Analysis

CBPWP projects are often unable to resolve the conflicting objectives of creating an essential asset quickly versus the need to adequately train workers on the project. The short duration of many public works projects does not lend themselves to training and capacity building. Training facilities and organisations are also insufficient in number, inaccessible to rural areas, and not sufficiently well known.

Funding of projects will be contingent on the integration of an adequate training component into the projects. The EPWP Unit will monitor all projects to ensure the implementation of satisfactory training. The training standards for the CBPWP will be developed in keeping with the South African Qualifications Authority in order to ensure that training offered is of such quality that the beneficiaries are employable. In conjunction with the Department of Labour and the Construction Education and Training Authority, the EPWP Unit will engage other stakeholders to explore various training options as well as employment opportunities beyond the EPWP, including possible career pathing in the construction industry.

14.6. Sub-Programme Empowerment Impact Assessment

The Sub-programme will be responsible for the following functions:

- To provide a quantitative and qualitative tool to evaluate the empowerment impact of specific projects.
- To evaluate and approve the design and construction process and
- To research and record the actual impact of the EPWP projects

14.6.1. Situational Analysis

Monitoring and evaluation procedures are an integral part of the programme at all stages of its development and implementation. It must include evaluation of projects after their completion, especially with regard to ongoing maintenance of the assets created.

One of the key challenges of the EPWP involves the development of a monitoring framework that will inform data collection, monitoring and evaluation processes. To this end the National Department has developed a monitoring framework that will apply to all the project implementing bodies in the four sectors of EPWP, namely:

- Infrastructure Sector
- Environmental Sector
- Economic Sector and
- Social Sector

Information obtained will be taken into account in awarding subsequent contracts and allocating further funds to Expanded Public Works Programme projects. The national framework will be utilized together with the Provincial Monitoring and Evaluation Framework developed by the Office of the Premier.

14.7. Sub-Programme Poverty Eradication

The sub-programme responsibility is to initiate and implement EPWP projects by utilizing own funding as well as through joint initiatives.

14.7.1. Situational Analysis

International experience has highlighted the ability of community-based public works programmes to provide jobs, alleviate poverty, build capacity and create community assets. Evaluations of the CBPWP over the past years have demonstrated that the CBPWP has:

- Played an important role in attacking poverty and stimulating community development.
- Upgraded the living standards and quality of life of the poorest segments of the population by providing basic community level infrastructure
- Stabilised and improved community livelihoods that are threatened by drought and other disasters
- Built capacity of local development organisations and local government structures to manage community development ventures
- Promoted partnerships between the public sector, the private sector and civil society in managing community development ventures.

Community Based Public Works Programme and projects that are labour intensive and aimed at alleviating poverty and creating employment opportunities now form part of the EPWP umbrella.

The EPWP covers all spheres of government and state owned enterprises and aims to draw significant numbers of the unemployed into productive work accompanied by training so that they increase their capacity to earn an income. The programme involves reorienting line function budgets and conditional grants so that government expenditure results in more work opportunities, particularly for unskilled labour.

14.8. Sub-Programme Emerging Contractor Development

The Sub-programme aims to provide sustainable contractor development and opportunities for access to construction related procurement contracts.

14.8.1. Situational Analysis

The Department of Public Works, Roads and Transport has in the past ten years awarded contracts to emerging contractors with varying degrees of success. A number of emerging contractors failed to complete work assigned to them by the department due to lack of financial and project management skills, lack of access to funding, hostile and harsh construction environment.

The department has, as a result of the abovementioned problems and the demand for emerging contractor development by the Expanded Public Works Programme, decided to introduce the Emerging Contractor Development Programme.

The ECDP will provide direct and comprehensive support to small-scale and emerging contractor enterprises. An important role of this programme is influencing construction industry transformation in a manner that purposely encourages the emergence of small and emerging enterprises to meet new capacity requirements. The need for such a programme is based on a recognition that measures instituted so far by the department do not address the full scope of problems encountered by these enterprises.

The Sub-programme will in partnership with the Training Sub-programme also be responsible for the coordination of learnerships to be funded by the National Department of Public Works in the province.

Key Challenges

- The challenge facing the programme is to establish and staff the sub-programme. The sub-programme has also to integrate the various databases managed by various programmes within the department.
- The new sub-programme is faced with the challenge of implementing the Emerging Contractor Development programme developed by the National Department of Public Works; contribute towards the attainment of provincial priorities of enhancing economic development and job creation and promoting the creation and expansion of SMMEs.

Summary of the demand for and performance of Community Based Programmes

Province	Number of unemployed people							Community based programmes		
	Disabled	Youth	Female	Male	Total	% of National total	No. of Projects last year	Number of person days employment created		
								Female	Male	Total
Total for Province	46	690,3	920,4	644,3	2301					
Total Percentage	2%	30%	40%	28%	100%					

Demand for and performance of Community Based Programmes by district

Region of Province	Number of unemployed people							Community based programmes		
	Disabled	Youth	Female	Male	Total	% of National total	No. of Projects last year	Number of person days employment created		
								Female	Male	Total
Motheo	6.7	99.9	133.2	93.2	333					
Xhariep	25.6	383.7	511.6	358.1	1279					
Lejweleputswa	10.4	155.7	207.6	145.3	519					
Northern Free State	0.5	7.5	10	7	25					
Thabo Mofutsanyana	2.9	43.5	58	40.6	145					
Total for Province		690.0	920.4	644.3	2301					

14.8.1.1. Reconciliation of budget with plan

Sub-programmes	Year -2 2002/03	Year – 1 2003/04	Base year 2004/05	Average annual change (%) ²	Year 1 2005/06	Year 2 2006/07	Year 3 2007/08	Average annual change (%) ³
Programme Support	1 255	1 912	4 760	279%	5,118	5,425	6,000	17%
Community Development	6 799	8 579						
Empowerment impact assessment								
Poverty Eradication Implementation			8 000		6,000	9,000	16,000	64%
Emerging Contractor Development								
Total programme	8 054	10 491	12 760	26 %	11,118	14,425	22,000	42%

14.9. Sub-Programme Expanded Public Works Programme (EPWP)

The legacy of the past has resulted in a situation where a large proportion of our population is unemployed and does not yet have the skills or opportunities to effectively earn a living. The EPWP is one of government's initiatives to try to bridge the gap between the growing economy and the large numbers of unskilled and unemployed people who have not yet enjoyed the benefits of economic development.

The EPWP involves creating temporary work opportunities for the unemployed, using public sector expenditure. It builds on existing best-practice government infrastructure and social programmes that are known to be successful, by either deepening their labour absorption or by extending them.

Given that most of the unemployed are unskilled, the emphasis is on relatively unskilled work opportunities. All of these work opportunities will be combined with training or education or skills development, with the aim of increasing the ability of people to earn an income once they leave the programme. Together with the SETA's, the Department of Labour (DOL) coordinates the training and skills development aspects of the programme.

14.9.1. Situation Analysis

As the main delivery arms of government, Provinces and Municipalities are the primary project implementing bodies for the EPWP.

The Department of Public Works, Roads and Transport through its EPWP Unit is responsible for overall coordination of the programme. The department also coordinates EPWP programmes in the infrastructure sector.

The EPWP Unit is currently expected to coordinate the implementation of EPWP in the province and at the same time implement community based projects. This seriously put a strain on the ability of the unit to coordinate the implementation of the provincial EPWP.

As part of the coordination the Unit is also assisting departmental programmes and other client departments with the identification EPWP projects and also assists with social facilitation.

14.9.2. Demand for Services

The Free State Province's unprecedented unemployment problem, high levels of poverty, lack of skills training and a very large backlog of useful community level assets requires the Free State Provincial Government, through the Department of Public Works Roads and Transport, to make dramatic contributions in the form of Expanded Public Works Programme.

The EPWP is one of the Government's short to medium term programmes aimed at alleviating poverty and reducing unemployment. This will be achieved through the **provision of work opportunities coupled with training.**

14.9.3. Appraisal of Existing Services

The Provincial Community Based Public Works Programme (EPWP Unit) has implemented hundreds of community based infrastructure projects in the past decade and has created job opportunities for the unemployed rural and urban poor. The projects implemented are in the following categories:

- **Improved Access to Trade Opportunities** – comprising of construction of Access Roads.
- **Labour Saving** – comprising of projects which result in reduced labour usage in communities such that the saved labour can be used for more productive activities e.g. crèches which facilitate childcare while mothers are working or are free to look for work opportunities.
- **Social Cohesion** – projects, which create social cohesion within, disadvantaged communities such as Multi-purpose Centres.
- **Environmental Protection** - comprising projects which result in protection of the environment such as erosion control.
- **Special Projects** which have a specific impact on the targeted geographic area or social groupings have also been identified and successfully implemented e.g. Clean and Green – establishment of One-Person-Contractors to provide clean ups in predominantly urban areas where no formalized refuse removal has existed.

14.9.4. The Role of the Department of Public Works, Roads and Transport as a lead department

- As the overall co-ordinating department, the Department of Public Works, Roads and Transport will have the following roles and responsibilities:
 - Overall monitoring
 - Progress reports to MEC, EXCO and National Cabinet
 - Promoting linkages between sectors (e.g. through learning networks)
 - Putting in place common monitoring, evaluation, exit strategy, and training frameworks, and supportive guidelines
 - Providing support by facilitating common programmes across sectors (e.g. access to credit for learner entrepreneurs)
 - Assisting other sectoral co-ordinating departments to develop sectoral plans.
- The Department Public Works, Roads and Transport will co-ordinate the infrastructure sector.

14.9.5. Roles of each Sector:

Infrastructure Sector

The sector focuses on increasing employment generated in government funded construction activities, which offer the use of labour intensive methods.

Social Sector

The sector focuses on expanding the Home Community Based Care and Early Childhood Development Programmes.

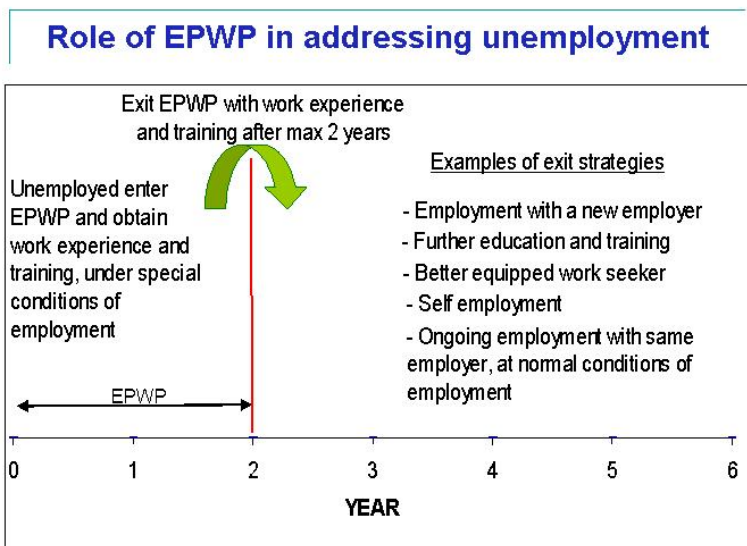
Environmental and Cultural Sector

The sector supports the creation of Sustainable Land Based Livelihoods, People and Parks, Working for Water Programmes.

Economic sector

The sector focuses on the development of SMMEs and Cooperatives.

14.9.6. Exit strategy



14.9.7. Measurable objectives, performance indicators and targets

Measurable Objective	Performance Measure or Indicator	Year – 2003/2004		Base year 2004/2005 (Estimate)		Year 2005/2006 (Target)	Year 2006/2007 (Target)	Year 2007/2008 (Target)
		(Target)	(Actual)	(Target)	(Actual)			
Input								
Provide employment opportunities to local unemployed people using labour intensive- construction methods	Number			2300		2248	2262	2062
Ensure that all beneficiaries receive life-skills and labour-market information training during their period of employment.	Number			2300		2248	2262	2062
Create sustainable employment opportunities or learnerships by facilitating micro business opportunity associated with the community assets.	Number				50	76	78	41
Implement emerging contractor development programme.	Percentage							
Process								
Number of training programmes	Number			17		17	17	17
Output								
Number of employment days created	Actual number			410,870		394,000	367,300	309,500
% of employment days going to Youth	Percentage			20		20	20	20
% of employment days going to Females	Percentage			60		60	60	60
Quality								
Average daily wage paid				R40		R45	R50	R55

15. Capital investment plan, maintenance and Asset Management

Works infrastructure

17.1. Capital Investment

(a) Projects completed:

District	Project Description	Amount
Xhariep	Petrusburg Ipetleng Combined School 24 classrooms plus hall	R 8,11m
	Garietdam Nature Reserve: New Chalets and Infrastructure	R 3,7m
	Jacobsdal: Combined School: New Laboratory	R 0,4m
Motho	Dewetsdorp: Katiso Primary School 24 classrooms	R 5,32m
	Bloemfontein: Rekgonne Primary School 10 classrooms:	R 2,36m
	Bloemfontein: Pacofs Roofs:	R 1,0m
	Bloemfontein: Pelonomi Hospital: New Chillers	R 2,5m
	Soetdoring: Infrastructure	R 0,65m
	Bloemfontein: Tempe Gates Entrance	R 0,7m
Thabo Mofutsanyana	Phuthaditjhaba: Makwane : Thabong Primary School 24 classrooms:	R7,82m
	Kestell: Nkarabeng Secondary School 20 classrooms	R11,5m
	Phuthaditjhaba: Hlajoane Secondary School Toilet block	R 1,05m
	Witsieshoek: Beacon Secondary School New laboratory:	R 1,0m
Northern Free State	Tweeling: Refengthabo Secondary School 17 classrooms	R 6,98m
	Viljoenskroon: Kgolagano Secondary School 24 classrooms:	R 7,57m

(b) Projects that are currently in progress:

Client Departments Projects

District	Project Description	Amount	Expected Completion Date
Xhariep	Jagersfontein: Upgrading Itumeleng Hospital	R 3,2m	31 May 2005
Motho	Pelononi Hospital: Block B Trauma:	R 3,0m	31 October 2004.
	Thaba Nchu: Tawana Primary School 15 classrooms	R 10,8m	30 June 2005.
	Bloemfontein: Tsoetso Secondary School New laboratory	R 1,9m	31 March 2005.
	Bloemfontein: Old Presidensie: General Renovations	R 2,0m	31 December 2004.
Lejweleputswa	Dealesville CHC:	R 9,4m	31 January 2005
Northern Free State	Vredefort: S.S. Paki Further Educational 30 classrooms	R 13,6m	31 March 2005.
	Kroonstad Boitumelo Hospital: Contract 1: Block M:	R 10,381m	³ 31 August 2004
	Kroonstad Boitumelo Hospital: Contract 2: Outpatients and Omissions	R 13,406m	1 January 2005
	Kroonstad Boitumelo Hospital: Contract 3: Block D	R 15,497m	1 December 2005
	Kroonstad Boitumelo Hospital: Contract 4: Block G	R 12,188m	8 February 2006.
	Kroonstad Boitumelo Hospital: Contract 5: Block N, O & P	R 10,661m	31 March 2006
	Kroonstad Boitumelo Hospital: Contract 6: Site Water and Sewerage	R 5,396m	30 November 2004
Thabo Mofutsanyana	Fouriesburg: Tshepano Primary School 24 classrooms	R 14,58m	31 July 2005
	Senekal: Tumisang Primary School 24 classrooms	R 9,86m:	31 May 2005.
	Phuthaditjhaba: Clubview Secondary School I.T. and Admin	R 0,65m	31 October 2004.
	Phuthaditjhaba: Bluegumbush Primary School 4 classrooms	R 1,65m	31 October 2004.

³ Kroonstad Boitumelo Hospital: Contract 1: Block M will be completed in January 2005 and Kroonstad Boitumelo Hospital: Contract 6: Site Water and Sewerage in March 2005 due to sewerage pipe bust and variation orders.

(c) Maintenance backlog

The general state of repair in Provincial Government Buildings decreased since the early nineties. It is currently estimated that 45% to 55% of all Provincial Government buildings are in a good state of repair. Given the estimated size of the building portfolio under direct control of this Department (R680 million) it means that an amount of R 200 million is needed to bring the buildings back to the state of repair that prevailed in the early nineties. In order to address the maintenance backlog over a period of 3 years the following budget scenario is required:

Capital Expenditure	Backlog in millions	Period to address backlog	Backlog needs per year	Normal need per year	Total need per year
Public Works, Roads and Transport buildings	R280m	3 Year Period	R93m	R34m	R127m
	R280m	10 Year Period	R28m	R34m	R62m

Number of Buildings in poor or very poor condition

Client Departments	Number of Buildings in poor or very poor condition	Expenditure required to prevent further deterioration	Expenditure required to bring buildings to good condition
Health	32	R180 m	R427 m
Education	838	R528 m	R1 232 m
etc	6	R12 m	R29 m
Total	239	R510 m	R1 190 m

Condition of State Owned Buildings

Client Departments	Condition of State Owned Buildings										Total
	(Number and Percentage)										
	Very Good		Good		Fair		Poor		Very Poor		
Health Department	57%	77	4,4%	6	9,6%	13	9,6%	6	19,4%	26	100%
Education Department	30%	629	15%	315	15%	315	20%	419	20%	419	100%
Social Development Department	70%	26	5%	2	10%	4	10,7%	10,3	14,5%	2	100%
Other clients combined	49,5%	476	9,9%	95	14,%	143	10%	96	15%	143	100%
Unutilised	0%	0	0%	0	30%	1	35%	2	35%	2	100%

(a) The following construction/maintenance projects are in progress

Public Works, Roads and Transport projects:

- Upgrading of testing stations
- Free State Provincial Government Building upgrading
- Lebohang upgrading
- Upgrading of lifts
- Safety compliance of compressors, boilers and fire equipment
- District office at furniture factory
- Old Presidensie
- Multi Purpose Community Centre (MPCC) Zastron
- MPCC Trompsburg

(b) The following projects will be carried forward from the previous financial year:

- Upgrading of Lebohang Building
- Upgrading of Free State Provincial Building
- Upgrading of testing centres
- Upgrading of lifts
- Upgrading of Hamilton offices

(c) The following new building projects are being planned

- One Stop Centres in each district
- Upgrade official Residences
- Upgrading Kopano Hospital

(d) Facilities down graded

- A proposal was made to sell off Medfontein Building

17.2. Maintenance

Works Infrastructure

(a) Major maintenance

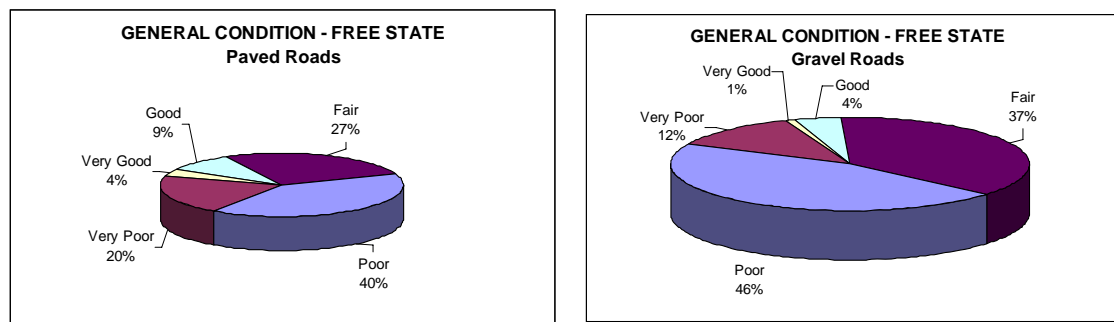
- None, only day to day maintenance was done.

Expenditure towards maintenance was insofar as day-to-day maintenance was concerned. Of the verimented R 3,414m an amount of R 1,496m was spent. As can be seen from attached maintenance backlog an expenditure of R 1,99m on maintenance is a drop in the ocean, especially if taken into account that the maintenance backlog grows at a rate of approximately 10% per annum.

Roads Infrastructure

(a) Road Maintenance

The average condition of the road network in the Free State is deteriorating rapidly and without drastic financial investment, it will be difficult to reverse this trend. The percentage of poor and very poor paved roads has increased dramatically since 1991 (when only 25% was in a poor or very poor condition), to 67% in 2001 but decreased slightly to 63% in 2002 and 57% in 2003, but increased again to 60% in 2004. The main reason for the previous decrease was the large number of poor and very poor roads taken over by SANRAL, with the extensive short-term maintenance that has been done at regional level.

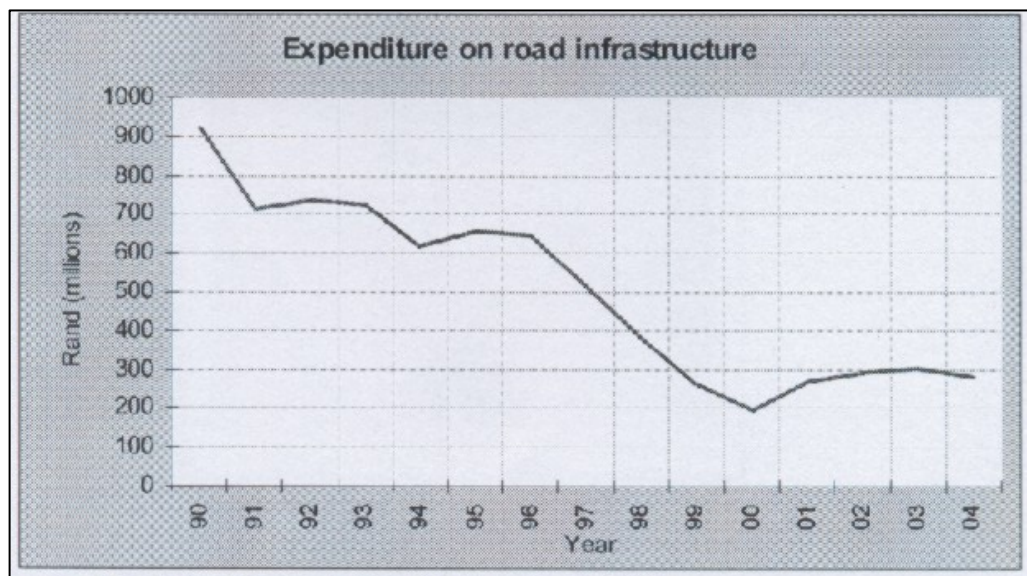


The overloading of heavy vehicles is causing an unacceptable amount of damage to the road pavements of the Free State. Controlling the overloading by means of law enforcement has not been effective due to the low fines compared to the benefits of overloading as well as the possible alternative roads utilised by the overloaded vehicles.

A survey of the provincial gravel road network that was done in December 2001 indicated that nearly 64% (16 640 km) of the gravel roads do not have adequate gravel or is in a poor to very poor condition. With regard to dirt (earth) roads, no maintenance work was done during the past 5 years. The ownership and thus maintenance responsibilities of the lower order rural gravel and earth road network is currently predominantly in the hands of the Provincial Government.

The reasons for this deterioration in the past are now being addressed as follows:

- The budget for road maintenance has not kept pace with inflation. In fact, it has decreased drastically since the early 90's to an all time low of R147 million in 1999/2000, as shown in Figure 2.11. This has barely been enough to pay salaries and to do effective maintenance. However the proposed budget for 2004, shows a marked increase over previous years and a number of rehabilitation contracts have been awarded.
- Based on its population, GDP, registered vehicles and fuel sales, in comparison with other provinces, this province's road network is relatively extensive (see Figure 2.12). The N5, N6, N8 and R30 have now been handed over to the South African National Roads Agency, decreasing the maintenance responsibility of the province.
- Illegally overloaded trucks have had a detrimental effect on the roads condition. To a certain extent, more effective control has been introduced. The new toll roads have transferred a large number of heavy vehicles from the national routes to the provincial routes, which are having a detrimental effect on the condition of these roads, which were not designed for the increase in E80 axles.
- The backlog in the resealing and rehabilitation of roads, have resulted in an old road network that requires far more maintenance than can be provided or afforded. The proposed new reseal strategy, which concentrates on roads that have heavy traffic but are still in a relatively good condition, can address the percentage poor and very poor roads in the future. This will obviously mean that certain parts of the network will deteriorate further, but that important parts of the network will improve.
- Overloading has become a major problem on some of the rural roads. The damage caused by trucks to the road networks are substantial, but the fees and licenses paid by truck owners are not proportional to the damage that they cause. The damage to pavements caused by a legally loaded truck can be 70 000 times than that of a car, and if overloaded by 10% this goes up to 100 000 times.



(b) Expenditure on Road Maintenance between 1975 and 2004

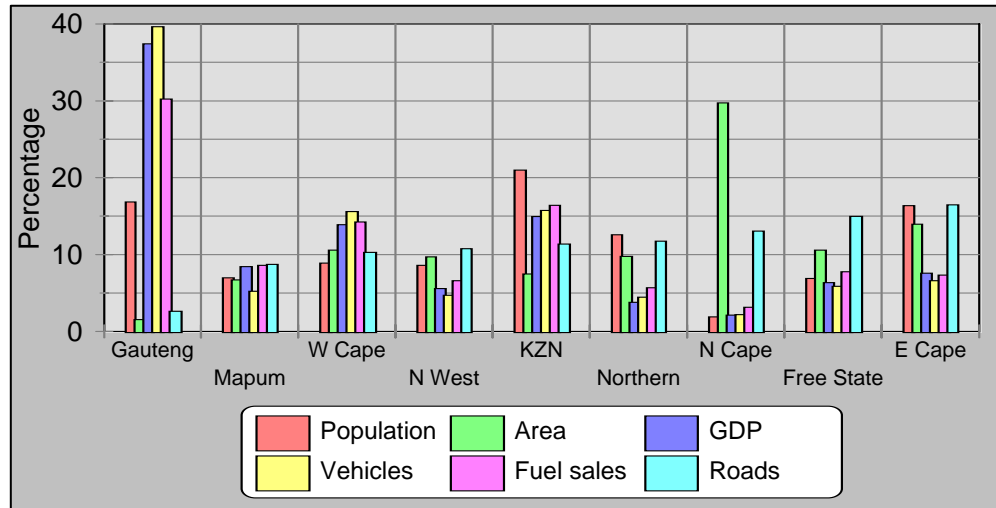


Figure 1.12: Size of road network relative to population, area, vehicles, GDP and fuel sales for different provinces (% of SA).

(c) Resealing Backlog

The backlog in resealing is in the order of 4 294km if it is assumed that resealing is needed only once every twelve years and that 8% of the network can have a seal older than 12 years. If ten (10) years are used as a realistic time to address the backlog, the backlog and annual need are shown in Table below.

RESEALING BACKLOG

MAINTENANCE ACTIVITY: RESEALING					
	Criteria		Backlog in 10 years	Annual cost	Total cost
Address backlog (76% seals are >12 years)	8% can be older than 12 years	4 294	303 km/year – 126 km done in rehab backlog	R700 000	R212.1 m
Normal annual reseal needed	Reseal every 12 years	525	-	R275 000	R144.375 m
TOTAL					R356.475m

(d) Rehabilitation Backlog

Accepting that 10% (national norm) of the network can be in a very poor condition at any time, the backlog of roads that require rebuilding/rehabilitation is 10%, (20% of the road network is currently in a very poor condition) which is in the order of 631km. Five (5) years are used as a realistic time to address the backlog. The backlog and annual need are shown in Table 2.13 below.

REHABILITATION BACKLOG

MAINTENANCE ACTIVITY: REHABILITATION					
Need	Acceptable Criteria	KM to rehab	Backlog addressed in 5 years	Unit cost R/km	Annual cost
Address backlog (20% are very poor)	10% can be very poor	631	126km/year	R1.5m	R189.0m
Normal annual rehab need	1 every 25 years	253	-	R1.5m	R379.5m
TOTAL					R568.5m

(e) Regravel Backlog

The backlog and annual need is shown in below:

REGRAVEL BACKLOG

MAINTENANCE ACTIVITY: REGRAVEL & REHABILITATE					
Need	Acceptable Criteria	KM to re-gravel	Backlog addressed in 10 years	Unit cost R/km	Annual cost
Address backlog (37% <50mm)	8% can be <50mm thick	6 380	638km/year	R90 000/km	R57.42m
Annual normal regravelling need	1 every 12 years	1 833	-	R90 000/km	R164.97m
Rehabilitation (rock buster)	10% of roads	2 200		R25 000/km	R55m
TOTAL					R277 m

The following maintenance projects are being undertaken by the Department during the 2004/2005 financial year:

PROJECTS	000
Productivity improvement pilot projects in the Eastern and Northern Free State	R2,000
Repair and reseal of dual carriage way between Bloemfontein and Dealesville	R18,000
Repair and reseal of sections of road around Winburg	R14,000
Regravelling of various roads around Bethlehem	R9,000
Construct access road to Oppermansgronde	R17,700
Repair of bridge 972 on Zastron-Rouxville road	R4,900
Construction of access road to Megheleng	R16,700
Construction of new interchange at Vaalpark Interchange-Sasolburg	R25,500
Construction of access road A54 from Pit Stop to Bloemfontein	R9,500
Replace road signs and road markings	R4,000
Construct access to Seloshesha	R10,300
Repair and reseal Bloemfontein Soutpan	R500

Regarding the maintenance of the road network system, the following priorities have been identified:

- 45% of the maintenance budget is to be spent to maintain main corridor tarred roads;
- 18% of the maintenance budget is to be used on the building of main corridor gravel roads;
- 5% of the maintenance budget is to be spent on replacing of road signs and road markings.
- 5% of the maintenance budget is to be spent on road reserve maintenance.

16. Co-ordination, co-operation and outsourcing plans

18.1. Conditional grants

The department was awarded national conditional grants in the form of Infrastructure Grant, and provincial grants, in the form of Provincial Conditional Grants. See Table 10 above for details. These grants are utilised for capital projects as well as for preventive maintenance projects. The maintenance projects budget is included in the normal maintenance budget.

18.2. Interdepartmental linkages

The Department oversees the construction, rehabilitation and some major maintenance work for other departments, including Education, Health, Agriculture and Social Development. After these client departments identified the needs and make funds available through their budgets this department enters into a service level agreement with the departments for each project. The funds to pay the contractors can be transferred to this department or payments can be done through the client department's procurement system.

18.3. Local government linkages

This department maintains provincial roads that pass through some towns. Regional Services Council levies are also paid to councils through the PERSAL system.

18.4. Public, private partnerships, outsourcing etc

This department does not have any PPP's running.

PART C: BACKGROUND INFORMATION

17. APPENDIX ONE: ANALYSIS OF SERVICE DELIVERY ENVIRONMENT

17.1. Policy changes and trends

From 2004/05 the department changed to the new Nationally Treasury uniform programme structure. The department will continue to use this financial structure for planning and reporting purposes with objective codes to report on.

Implementation of the regional structure will be done using the responsibility codes. This structure requires that management posts be filled, but the implementation arms will remain as it was.

Changes on the policy to provide security and having to political office bearers require that new houses be obtained in Motheo district.

Decrease in the total personnel numbers of the department will make it possible to limit personnel costs.

The implementation of Expanded Public Works Programmes will be done by each implementation programme overseen by Programme 6: PWP officials. All contracts will be planned and implemented using EPWP procedures such as optimal labour intensiveness and full utilization of training opportunities.

Payments for rental, services and rates and Taxes for client departments are still budgeted in this department. The transfer for this budget and functions to the user departments is still under negotiations.

Thus department will continue with internal collection of vehicle licences and registrations receipts but the use of Post Offices as collection agencies will continue.

Roads maintenance personnel will continue to use spare capacity to do maintenance work for SANRAL on National Road. The full costs of this will be retrieved from SANRAL. Transfer costs for completing the Resolution 7 process will be taken from the operational budgets over the next 3 years.

17.2. Environmental factors and emerging challenges

- Initiatives from client Departments to procure services from service providers other than this Department.
- Incapable service provider, consultants and contractors.
- Accumulating unauthorised expenditure decreases the available budget for future projects.
- Increase in legal claims due to poor road condition.
- CAPEX spending on roads transferred to National, resulting in Provincial backlog not being addressed.
- Overloading / Freight management

- Expanded Public Works Programme – Labour intensive projects takes longer and are thus not the best way to address a large backlog, possible increase in the rate per unit.
- Voted funds not sufficient to address running expenses, resulting in an ever-increasing backlog.
- Removal of trading entities as an option to provide services, resulting in the loss of the accumulated replacement fund available to purchase new vehicles.
- National taxi recapitalisation effort unsuccessful, leaving provincial transport hanging in the air.

17.2.1. Demographic profile of the province

Profile of the Free State Province: Census 2001 Statistics

Population Group

	Xhariep		Motheo		Lejweleputswa		Thabo Mofutsanyana		Northern Free State		TOTAL	
Persons	2001	1996	2001	1996	2001	1996	2001	1996	2001	1996	2001	1996
African	100940	88444	608116	532270	586646	599317	690840	636175	394532	367695	2381074	2223901
Coloured	21892	19332	35331	34418	13189	12901	3604	3628	9177	9214	83193	79493
Indian	55	68	1341	1318	536	448	1288	741	500	302	3720	2877
White	12361	13454	83475	107236	56642	87446	30206	37508	56107	70827	238791	316471
Total Population	135248	121753	728263	678709	657013	703425	725938	680586	460316	449920	2706778	2634393

Highest Education Levels Attained by Over 20 year olds

	Xhariep		Motheo		Lejweleputswa		Thabo Mofutsanyana		Northern Free State		TOTAL	
Persons	2001	1996	2001	1996	2001	1996	2001	1996	2001	1996	2001	1996
No Schooling	17460	16543	49730	41556	59821	64011	86695	74710	37703	39429	251409	236249
Some Primary	20629	16315	86685	75551	89754	105571	83191	73968	60492	56352	340751	327757
Complete Primary	6407	5897	34367	34673	34018	42345	26777	26660	20774	21220	122343	130795
Secondary	19418	16562	138854	135150	126678	149894	109799	105452	87474	86100	482223	493158
Grade 12	9472	6214	91309	68594	61151	48576	62928	41633	49983	34557	274843	199574
Higher	3433	2985	38116	27405	18798	16570	21386	15815	17315	13705	99048	76480

Labour Force

	Xhariep		Motheo		Lejweleputswa		Thabo Mofutsanyana		Northern Free State		TOTAL	
Persons	2001	1996	2001	1996	2001	1996	2001	1996	2001	1996	2001	1996
Employed	31473	29766	175555	185876	148441	236198	129943	140447	105589	122497	591001	714784
Unemployed	17143	12456	115484	82810	120545	83309	119054	79859	74046	45113	446272	303547
Not Economically Active	35905	-	191997	-	166977	-	198911	-	121631	-	715421	-
Total Labour Force	48616	-	291039	-	268986	-	248997	-	179635	-	1037273	-

Individual Monthly Income

	Xhariep		Motheo		Lejweleputswa		Thabo Mofutsanyana		Northern Free State		TOTAL	
Persons	2001	1996	2001	1996	2001	1996	2001	1996	2001	1996	2001	1996
None	875207	294547	545338	4708	454947	390524	518283	452079	305941	257291	1842144	1557547
R1 - 400	205711	12323	54897	27411	54268	34278	79504	41453	40109	23516	249349	138981
R401 - 800	150661	19276	79744	105037	58855	115867	72807	99380	50779	71073	277251	410633
R801 - 1600	3659	2970	37563	29653	35630	56344	19522	15477	21008	20172	117382	124616
R1601 - 3200	3971	2509	34358	26279	27592	25681	17072	11862	20539	13369	103532	79700
R3201 - 6400	2775	3211	26769	35700	15045	28718	11352	15717	13200	17949	69141	101295
R6401 - 12800	1086	511	13142	8003	7263	5523	5214	2860	6260	3777	32965	20674
R12801 - 25600	340	107	3751	1602	1989	957	1160	550	1530	748	8770	3964
R25601 - 51200	113	81	1147	816	633	508	438	272	458	363	2789	2040
R51201 - 102400	86	57	757	404	382	233	289	198	282	158	1796	1050
R102401 - 204800	44	-	544	-	278	-	225	-	162	-	1253	-
Over R204801	17	-	137	-	130	-	67	-	42	-	393	-

Rail in the Free State Province

The rail network within the Province is shown in Figure 2.1. No commuter rail services are being operated in the Free State. A number of long- distance passenger (Sosholoza Meyl) services are operated through the Province. Freight lines and infrastructure potentially offer the opportunity for the operation of commuter rail services in inter alia the Motheo District Municipality area (i.e between Botshabelo and Bloemfontein) and Matjabeng Local Municipality (Welkom) area.

A study to establish the feasibility for a commuter rail service between Bloemfontein – Botshabelo – Thaba Nchu – Maseru is currently under investigation by Africon for the Department Public Works, Roads and Transport.

The rail network in the Free State spans some 3010km as per GIS. However, the length of rail still in operational condition could not be established as this Department is not responsible for rail in the Free State.

Roads in the Free State Province

The following are the km-length of roads (National and Provincial) in the Free State:

National (N-Roads): 1,441km

Provincial (Paved): 6,380km

Provincial (Unpaved – Secondary): 22,138km

Provincial (Unpaved – Tertiary): 24,138km

Airports in the Free State Province

There are only two airports in the Free State Province in Bloemfontein and Welkom.

Mode of Travel for Work or School

	Xhariep		Motheo		Lejweleputswa		Thabo Mofutsanyana		Northern Free State		TOTAL	
Persons	2001	1996	2001	1996	2001	1996	2001	1996	2001	1996	2001	1996
Bicycle	791	-	4933	-	3120	-	2104	-	4041	-	14989	-
Bus	1249	-	28947	-	13394	-	6579	-	5646	-	55815	-
Car Driver	3771	-	37977	-	22756	-	14808	-	18804	-	98116	-
Car Passenger	3350	-	29100	-	21381	-	16792	-	16825	-	87448	-
Minibus/Taxi	591	-	62580	-	43218	-	34335	-	24337	-	165061	-
Motorcycle	210	-	1598	-	983	-	1015	-	905	-	4711	-
Train	97	-	1073	-	733	-	701	-	437	-	3041	-
NA	65931	-	334144	-	323312	-	346975	-	221405	-	1291767	-
Foot	59028	-	226679	-	226371	-	301312	-	166732	-	980122	-
Other	238	-	1228	-	1735	-	1295	-	1193	-	5689	-

Works Infrastructure

Summary of Province's Property Portfolio

State owned portfolio		Land			Buildings
	Number of properties	Number of vacant urban properties	Number of unutilized rural properties	Number of properties with buildings	Square meters of buildings
Whole province	3235	16	9	3262	4878000

Summary of Province's Leased Portfolio

Leased Portfolio	Land		Buildings		Cost to government
	Number of properties leased	Total number of hectares ⁴	Number of buildings	Square Meters of building	
Whole province	265	0	1 116	135 890m2	1,750 000

The condition of government buildings by department

Client Departments	Condition of State Owned Buildings (Number and Percentage)										Total
	Very Good		Good		Fair		Poor		Very Poor		
Health Department	57%	77	4,4%	6	9,6%	13	9,6%	6	19,4%	26	100%
Education Department	30%	629	15%	315	15%	315	20%	419	20%	419	100%
Social Development Department	70%	26	5%	2	10%	4	10,7%	10,3	14,5%	2	100%
Other clients combined	49,5%	476	9,9%	95	14,4%	143	10%	96	15%	143	100%
Unutilised	0%	0	0%	0	30%	1	35%	2	35%	2	100%

Summary of the condition of provincial government buildings

	Condition of State Owned Buildings (Number and Percentage)										Total
	Very Good		Good		Fair		Poor		Very Poor		
Whole province	1208	37%	418	13%	476	15%	541	17%	592	18%	3235

17.2.2. Evaluation of current implementation performance

17.2.2.1. Impact of new policy issues on service delivery

- Provincial regionalization will probably improve service delivery but, additional staff and accommodation are needed for next year. This also limits the options to cut 2% administration costs.
- The inflexibility of the revenue retention strategies makes it very difficult for this department to expand new revenue collection initiatives.
- If a revenue increase strategy requires increased funding, the department more often than not, can not afford to implement it. An example is the extension of vehicle licensing at post offices which will cost the department more but, there is a substantial improvement in service delivery. The department has implemented the licensing payments at 16 Post Offices but, the cost of implementation prohibits expansion.
- Difficulty with the acceptance of credit card payments at licensing offices needs to be addressed.

⁴ Information on "Total number of hectares" is not yet in place as the Asset Register is not yet developed

- Policies to allow the public to pay traffic fines at Post Offices or other local point have to be developed.

17.2.2.2. Budget Allocations 2004/05

The department initially received an allocation of R822,596 m for 2004/05, representing an 8% growth. Then in the final budget the amount was reduced to R783,180 m, representing a 2,9% growth.

The change was from the initial Provincial grant allocation of R214,601 million that was published in the budget statement for 2003/04 and confirmed in the initial allocation letter by Treasury in November 2004. This grant was reduced in the final allocation by R39,416 million to R175,185 million on 6 February 2004.

This final budget was only 2,9% more than the 2003/04 budget while,

- Existing personnel costs increased by 7% and
- Escalation was between 5 and 11%

The result was that the department had to cut on the tempo of service delivery which culminated in the following:

- A further deterioration of the road network
- Possible legal claims.
- Possible increase in accidents
- Loss of 280 job opportunities.
- Delays and frustration when rural road users and agriculture product providers cannot use gravel roads in the rainy seasons.

17.2.2.3. Performance

Administration - Support Services

- The Department is working to implement the regional structure in 5 regions
- The regional managers and support staff still needs to be appointed.
- As far as possible, overhead costs are allocated to points of delivery.
- The department continues with the implementation of PFMA strategies.
- Supply chain management is being implemented
- Service level agreements and regular meetings with client departments for infrastructure delivery is implemented

Infrastructure

The mentioned reduction in conditional grants has a negative impact on road maintenance. In order to support road maintenance and do some preventative maintenance, the department implemented the following steps:

- Used R24 million of the Provincial Conditional Grant for the Road Maintenance sub-programme.
- Prioritise preventative maintenance vs. normal maintenance. E.g. fixing the roof leaks and road drainage which can cause other and greater damage.
- Increased Road Building Equipment revenue capacity to rent out to private and local government institutions. (This is only viable if the income can be retained in an operational/replacement fund.)
- Use of SETA money and learnerships to train 20 road operators for better productivity.

The following problems still exist:

- Road maintenance districts are not able to fund the normal maintenance needs.
- In the new definition of what can be classified as capital expenditure, it is still not clear as to how major roads and building maintenance projects are to be classified. Also, the 15% cut-off is not yet amended.
- The available funds do not allow the department to address the urgent security need at offices that receive cash.

- Some traffic stations that do not comply with K53 standards can also not be upgraded. The Bethlehem, Thaba Nchu and Sasolburg testing terrains are too small to implement the K 53 standards. New sites will have to be developed.

Personnel

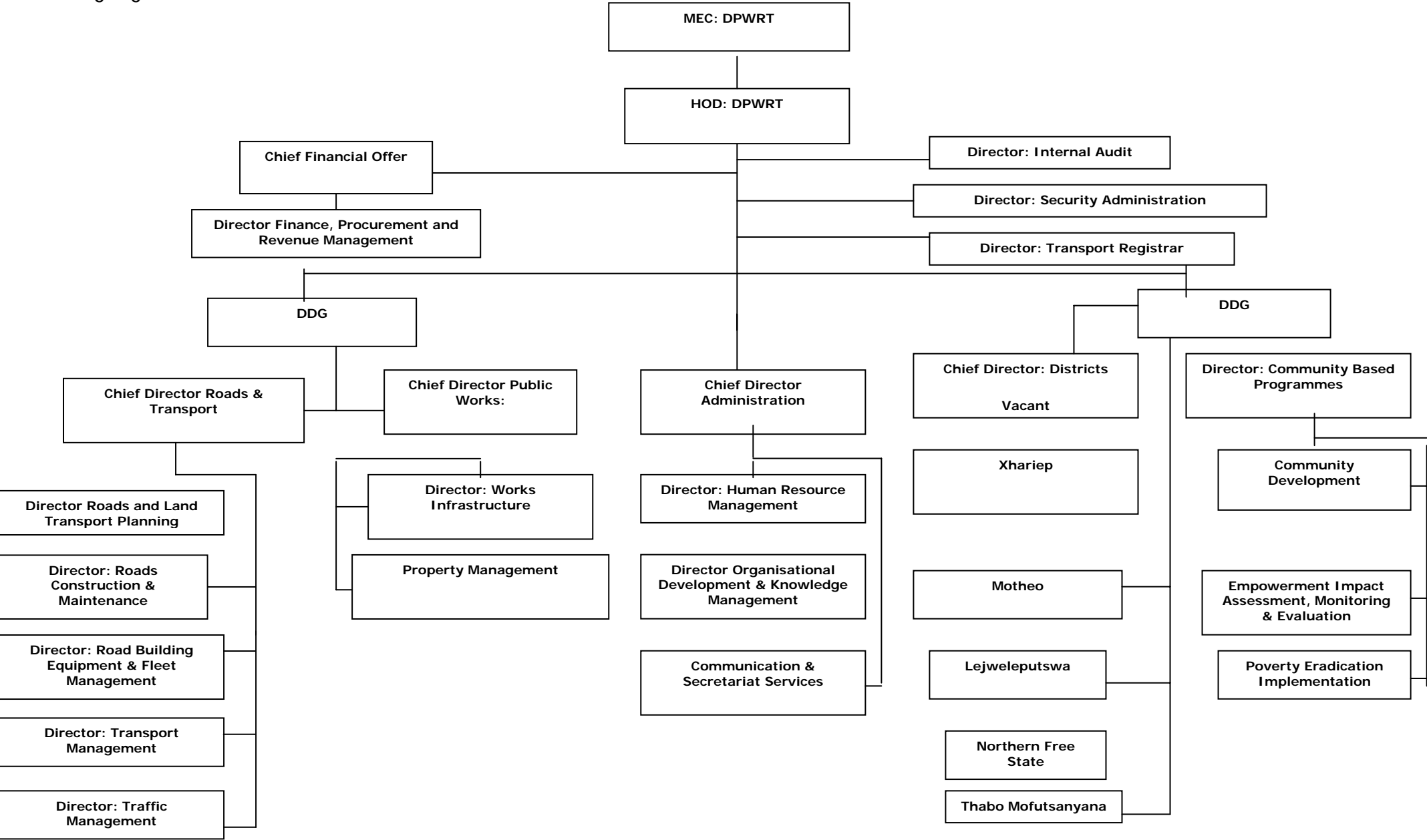
- Internal personnel development continues and the department has 130 part time bursary holders.
- The department has a vacancy rate of 43%.
- About 80 critical posts need to be filled in this year but, control over the total personnel budget is still needed.
- The almost 700 people affected by Resolution 7 have been appropriately absorbed in posts. Unfortunately many of these posts are not at their existing homes.
- These officials will be placed in posts nearer to home, when posts become vacant through natural attrition. The others will systematically be transferred over a 4 year period. The total cost of transferring these people will be R17,5 million.
- These officials have been evaluated for training needs and the successful candidates can be helped through learnerships.

Rental, Water and Electricity payments.

- This department still pays for the majority of other department's office accommodation and water and electricity accounts, which make it difficult to curb wastages. With departmental budget increase of only 2.9% and water and electricity accounts raising at almost 9% this department can only continue to fund these payments by cutting on other departmental services.
- The department will still determine the budget need of each client department and then the function and budget can be transferred to each department in the next budget cycle.

18. APPENDIX TWO: ORGANISATIONAL INFORMATION AND THE INSTITUTIONAL ENVIRONMENT

18.1. Organogram



18.2. Delegations and performance agreements

A full list of procurement, Financial and Human Resources delegations are implemented in the department.

18.3. Personnel

Summary of post vacancies and supernumeraries

Staff Categories	Number			Average Annual change
	2001	2002	2003	
Total staff complement	5972	4852	5037	185
Number of professional and managerial posts	63	63	78	15
Number of professional and managerial posts filled	27	29	31	2
Number of excess staff	1098	829	978	149

18.4. IT systems

- Intranet and Internet Services are in place.
- 90% (450) employees trained in MS Office which includes MS Word, Excel and PowerPoint, E-mail and Internet.
- Number of logged calls at the IT help desk is reducing per month, which is an indication that employees understand how to operate the system.

18.5. Performance and Development Management System (PDMS)

- Performance and Development Management System is place.
- 80% Officials trained equivalent to 4000 personnel..
- 20% of the employees needed ABET training. The ABET modules have been developed by the Consultants Development of ABET training PDMS. Training for this category commenced at the beginning of August.
- One on ones Performance monitoring are being introduced to ensure that employees performance is monitored on monthly basis and take corrective action.

18.6. Financial Management

Past three years expenditures:

	2001/02	2002/03	2003/04
Under-spending against adjusted budget	383,000.00	35,713,000.00	Not yet available
Rollovers	31,2 million	5,7 million	25,910 (requested)
Unauthorised expenditures	5,265,000	33,373,000	36,526,000
Thefts and debts (Unauthorised losses)	2,6648,000	1,585,000	2,671,000

Efficiency Measures

- Quarterly Performance Evaluation Reviews are performed;
- Monthly In-Year-Monitoring reports are prepared and evaluated and
- Monthly Finance meeting

Systems to ensure sound financial management.

- Reconciliations of high risk accounts e.g. PMG Account is performed on a monthly basis;
- Monthly reconciliations of systems are performed;
- Regular Internal Audits conducted
- Internal Audit Committee has been established.

Measures to improve official's financial management capacity

- Quarterly Evaluation Reviews are performed;
- Monthly In-Year-Monitoring reports are prepared and evaluated;

18.7. Audit queries

Qualifications for the past three years are summarised as follows:

2001/2002

- Receivables: Bad Debts over stated and provision should be put through,
- Salaries: No reconciliation between FMS and PERSAL.
- Undisclosed liability

- Income motor licence and registration fees: NATIS information – inaccurate and no reliance can be placed on it.

2002/2003

- *Expenditure:* Payments to Municipalities to the amount of R840 000 incorrectly disclosed as transfer payments.
- *Personnel Expenditure:* No reconciliation between FMS and PERSAL.
- *Provision for leave entitlement:* Misstated, cannot be relied on.
- *NATIS receivables:* Accuracy and completeness doubtful.

2003/2004

- *Revenue:* Records management - verification of accuracy of vehicle data as captured on NATIS.
- *Expenditure* - economic classification.
- *Accruals* -
- Debtors for services delivered -
- Community Based Public Works Programme -

Strategies to address Audit Queries

- Senior Manager Financial, Procurement and Revenue Management has been appointed as from 1st March 2004 to strengthen up accounting skills in the department.
- Six Financial Managers commenced with their duties on the 1st September 2004 to strengthen accounting knowledge and skills in each budget programme.
- Monthly Financial meetings are held with the programme managers to discuss strategy implementation in line with the expenditure. Thereafter, bi-monthly bilateral meetings, led by the Chief Financial Officer are held for each Chief directorate to address inefficiencies identified during the financial meetings.
- After each audit, the relevant audit report is analysed and the specific intervention strategy is developed and implemented.

18.8. Safety Health and Environment (SHE)

The department is in a process to implement SHE in line with the Occupational Health and Safety Act to ensure safety in the work place. The SHE Committee and the project manager have been established.

Refer Annexure A for the detailed plan.

ANNEXURE A:

THE PRINCIPLES OF THE STRATEGIC IMPLEMENTATION PLAN OF AN OCCUPATIONAL HEALTH AND SAFETY RISK MANAGEMENT SYSTEM FOR THE DEPARTMENT OF PUBLIC WORKS ROADS AND TRANSPORT FOR THE NEXT 5 YEARS



No. 1 - Senior management leadership & commitment

SHOW LEADERSHIP AND COMMITMENT AND PREVENT WORKPLACE INJURIES

SENIOR MANAGEMENT LEADERSHIP AND COMMITMENT

Introduction As the South African Public Service continues to streamline operations, senior managers are increasingly faced with the challenge of achieving and maintaining best practice management strategies. The effective utilisation of human resources is an essential element of this. One of the platforms supporting human resource management is effective occupational health and safety management.

It is believed that the most efficient and effective way to create and maintain a healthy and safe work environment is for organisations to integrate OHS risk management into their daily business operations. As a result, the following *OHS Risk Management Model* was developed containing the following broad principles:

1. Senior management leadership and commitment
2. Active involvement of each individual in the workplace
3. Effective communication through consultation with all relevant parties
4. Provision of appropriate information, education and training
5. Hazard identification, risk assessment and risk control at workplace level
6. Development and implementation of appropriate OHS management information systems

The primary element of the model is "senior management leadership and commitment". Without leadership and commitment driving the model there is no chance of success.

Definition **Senior management leadership and commitment** means that the senior management team shows leadership in OHS issues by being actively involved in, and clearly demonstrating commitment to, improving the OHS performance within their workplace.

How is it achieved? This is achieved by:

- recognising and acknowledging managers' responsibility and accountability for providing a safe and healthy workplace for employees
- ensuring compliance with the agency's duty of care obligation in the workplace

- developing and promoting a vision of what is to be achieved in OHS performance and providing the necessary resources (both human and financial) to achieve that vision
 - encouraging staff contribution to, and ownership of, OHS issues within their workplace
 - educating program managers on OHS issues and their impact on the organisation through mediums such as conferences, internal newsletters, Management Information Systems reports
 - providing regular and timely direction and advice
 - fostering a culture of continuous OHS improvement
 - implementing regular OHS internal audit programs
 - examining how risks have been previously managed in the organisation, and comparing this to best practice within the APS, and
 - taking an active role in hazard identification, risk assessment and risk control within the workplace.
-

What are the Senior management leadership and commitment benefits?

- achieves improvements in both OHS performance and overall business performance and productivity
 - reduces incidence, severity and costs (both direct and indirect) of workplace injury and disease by implementing preventative measures
 - improves the level of communication and consultation between management and employees, and
 - ensures that the organisation is able to achieve compliance with the *Occupational Health and Safety Act (Act 85 of 1993)*.
-

No. 2 - Active involvement of each individual in the workplace

GET INVOLVED

PREVENT WORKPLACE INJURIES

ACTIVE INVOLVEMENT OF EACH INDIVIDUAL IN THE WORKPLACE

Introduction The active involvement of each individual in the workplace is an essential element in the success of any OHS management program. Staff is an important source of OHS information. For example, staff

reporting to their supervisors, managers or health and safety representatives (HSRs):

- problems with work practices and procedures (work systems)
- faults with machinery, plant or furniture
- difficulties caused by the design and/or layout of work equipment
- the type, frequency and seriousness of incidents or near-misses occurring
- the OHS implications of any short cuts taken in work systems in order to save time, and
- feed-back on OHS management programs after their introduction.

Importantly, staff needs to be aware of health and safety issues that may affect them. The *Occupational Health and Safety Act* states that an employee must take all reasonably practicable steps, whilst at work, to ensure that their actions or omissions don't create risks or increase existing risks to the health and safety of themselves or others. In addition, they must co-operate with the employer in matters of health and safety, and use any equipment provided in a manner consistent with its safe and proper use.

Definition The **active involvement of each individual in the workplace** simply means that each person contributes to consideration of safety at every level of the work environment.

How is it achieved? In order to facilitate active involvement of each individual, the senior manager should:

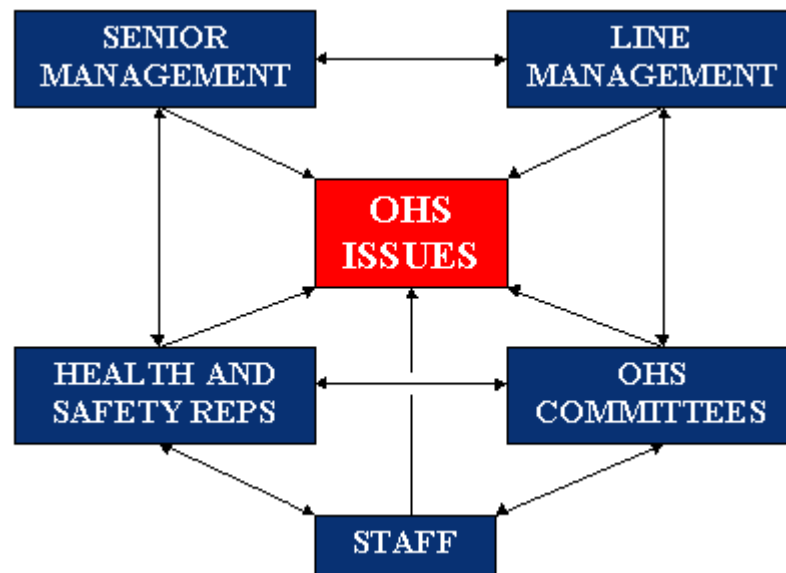
- establish an infrastructure that encourages the contribution of everyone in the workplace, by:
 - arranging appropriate training for all staff - this may include:
 - **induction**, or first day, training so staff are aware of facilities, fire & emergency procedures, corporate objectives, and other important issues
 - **initial**, or on-the-job, training to ensure that staff have the skills and knowledge necessary to perform their job competently and efficiently
 - **ongoing**, or refresher, training which is important in that it keeps staff up to date with the latest in technology, operating procedures, corporate policy, etc, and
 - encouraging all staff to attend OHS awareness sessions, which provide staff with an awareness of their rights and responsibilities under the Act.
- maintain an environment based on co-operation and trust
- work co-operatively to develop solutions
- ensure adequate OHS resources exist to provide assistance to work groups where required

- encourage staff participation in, and ownership of, OHS issues
 - hold regular meetings at workplace level to discuss issues of concern within the work environment, and
 - encourage open and frank discussion between staff and management on OHS issues
-

What are the benefits? The active involvement of each individual in the workplace:

- raises organisational and staff awareness of OHS issues
- often results in a significant short-term reduction in injury severity and frequency, as staff become familiar with the principles of OHS risk management in their area and begin to practice them
- results in an ongoing reduction in direct and indirect OHS costs, for example the proactive management of risks leading to a reduction in compensable injuries, and
- assists in the establishment of common OHS goals between management and employees.

The flowchart below illustrates the inter-relationships of the many parties with OHS interests.



No. 3 – Effective communication through consultation



EFFECTIVE COMMUNICATION THROUGH CONSULTATION WITH ALL RELEVANT PARTIES

Introduction There are several distinct and separate groups with an interest in the occupational health and safety of a workplace: managers, supervisors, health and safety practitioners, employees, and unions.

One of the primary objectives of the *Occupational Health and Safety Act 85 of 1993* is "to foster a co-operative consultative relationship between employers and employees on the health, safety and welfare of such employees at work."

Definition The term **effective communication through consultation with all relevant parties** means that a framework is established within the workplace to encompass the views of all parties, and to ensure that individuals are fully informed about current and future OHS activities.

How is it achieved? Ways to achieve effective communication through consultation include:

- involving staff and relevant parties in the process of OHS improvement, so that staff understand what is occurring in the workplace to make it safer, and why
- implementing both an organisational Health and Safety Policy, and a Health and Safety Agreement
- ensuring staff have access to the Department's Health and Safety Policy and Agreement
- providing staff with adequate training, so they have the necessary knowledge and skills to participate in the consultative process
- ensuring that staff are consulted about OHS issues of concern in their work environment, and have the opportunity to provide input on appropriate methods of rectifying these issues
- establishing, supporting and participating in appropriate forums, such as working parties, steering committees, or health and safety committees. These forums should be specifically responsible for making recommendations to management on the development and implementation of organisational prevention programs

- agreeing on terms of reference for various forums, and setting timeframes for deliverables, and
 - reviewing outcomes of these forums.
-

What are the benefits? Benefits from effective communication through consultation include the following:

- increased staff morale
 - improved working relationships, when it becomes apparent that OHS issues are being addressed
 - effective lines of communication are in place, and people know who to contact with regard to OHS issues, and
 - there are appropriate forums in place that can address issues of concern whenever necessary.
-

No. 4 – Provision of appropriate information, education and training

PROVIDE APPROPRIATE

STAFF TRAINING ...

PREVENT WORKPLACE INJURIES

PROVISION OF APPROPRIATE INFORMATION, EDUCATION AND TRAINING

Introduction A prime consideration of the *Occupational Health and Safety Act (Act 85 of 1993)* is an employer's duty to "take all reasonably practicable steps to protect the health and safety at work" of His / Her employees. This extends to include the employer's obligation of providing "to the employees, in appropriate languages, the information, instruction, training and supervision necessary to enable them to perform their work in a manner that is safe and without risk to their health."

With regard to new employees, regardless of age, it should also be noted that they are usually keen to impress and, as a consequence, often don't report OHS issues of concern in the workplace. This can be due to fear of being branded incompetent or a troublemaker, or simply not knowing to whom to report problems.

Therefore, a key element of any prevention program is ensuring that all staff are provided with appropriate information, education and training, especially on their first day at work, and then on a continuous basis.

Definition **Provision of appropriate information, education and training** means that each individual has the necessary knowledge, skills and information to undertake their functions and responsibilities in a safe manner.

How is it achieved? Methods to ensure provision of appropriate information, education and training include the following:

- implementation of an induction program for all new employees, irrespective of age or skill level - it should ensure that an induction program contains appropriate training on OHS matters, so staff are aware of their rights and obligations (both to themselves and others in the workplace) under the Act
 - arrange dissemination of information via appropriate media, such as group meetings, circulars, newsletters, e-mail, or staff bulletin boards
 - identify organisation and staff training needs by conducting a Training Needs Analysis, which aims to identify potential gaps between actual competency and the level of competency required to achieve set objectives
 - establish appropriate education and training programs for staff, which may include a structured training regime for employees, encompassing:
 - **induction**, or first day, training so staff are aware of facilities, fire & emergency procedures, corporate objectives, etc
 - **initial**, or on-the-job, training to ensure that staff have the skills and knowledge necessary to perform their job competently and efficiently
 - **ongoing**, or refresher, training which is important in that it keeps staff up to date with the latest in technology, operating procedures, corporate policy, etc
 - computer training (including the risks associated with not taking regular breaks from keyboard-based work, for example Occupational Overuse Syndrome),
 - training on correct procedures for manual handling (such as correct lifting techniques, or methods to “engineer out” the need for lifting by using trolleys),
 - provision of appropriate training for elected health and safety representatives, or staff involved in organisational health and safety committees
 - support and encourage staff attendance at training sessions, by allocating adequate human and financial resources to cover any backlog of work that may build up whilst staff are attending training
 - conduct regular reviews of the percentage of staff attending training sessions
 - regularly review training material, to ensure accuracy of content, currency, and suitability to the workplace
 - ascertain staff perceptions of any training delivered, through post-training surveys
-

What are the benefits? Benefits to the organisation from provision of appropriate information, education and training include:

- an increased awareness of OHS issues within the organisation
 - an improvement in staff morale and corporate culture, as staff become more competent and efficient
 - a reduction in human and financial OHS costs (such as workers' compensation) because staff have the necessary skills to perform their duties in an appropriate manner
 - an OHS function that is staffed by people with the appropriate level of knowledge to support their actions or decisions
-

No. 5 - Hazard identification, risk assessment and risk control at workplace level

CONTROL RISKS AND PREVENT WORKPLACE INJURIES

HAZARD IDENTIFICATION, RISK ASSESSMENT AND RISK CONTROL AT WORKPLACE LEVEL

Introduction Risk management is part of the human psyche. It has been developed as a survival response over many thousands of years, basically because people needed the capacity to identify hazards in their immediate environment; assess the consequences of exposure to those hazards; and put control measures in place to limit any injury and/or illness caused by those hazards. For example, a driver swerving to avoid a car accident is putting this principle into practice, often within a split-second, and often as an automatic reflex.

The same can't always be said for risk management in the workplace. While OHS risk management has been developed in response to a need to identify assess and control workplace hazards that affect the health and safety of workers, it is often not "second nature" to management and employees.

It is critical that risk management is integrated and practiced at all levels within the workplace, including OHS. It lies at the core of any occupational health and safety prevention program, and the success of any such program depends on successful implementation of this principle for its success.

Definition Hazard identification, risk assessment and risk control at workplace level may be defined as the systematic application of management policies, procedures and practices to the four-step

process of:

- identifying the hazard
 - assessing the risk
 - controlling the risk, and
 - monitoring and reviewing the risk management process.
-

How is it achieved? To facilitate the process of hazard management, you should:

- identify and assess OHS issues of concern, by:
 - development of a hazard checklist
 - walk-through surveys (inspections) of the workplace
 - analysing work processes
 - consulting with employees –they can often provide valuable information about hazards, because they have hands-on experience in their work area
 - consulting with health and safety representatives and unions on OHS issues
 - reviewing workers' compensation data and incident reports for your organisation, and
 - benchmarking or liaising with similar workplaces.
 - design practices and procedures for prevention and/or management of specific OHS risks
 - implement practices and procedures for appropriate management of staff and workload issues
 - institute appropriate Notification and Reporting systems in accordance with the provisions of the *Occupational Health and Safety Act (Act 85 of 1993)* as well as the Compensation for Occupational Injuries and Diseases Act
 - integrate OHS practices and procedures into existing operational practices and procedures
 - educate staff and supervisors in risk identification and assessment procedures, and
 - carry out regular risk analysis of workplaces, and compare with previous evaluations
-

What are the benefits? The benefits of hazard management are:

- staff, supervisors, middle and senior management have a heightened awareness of risks within their work environment
 - risks are identified, assessed and controlled in accordance with the legislative requirements of the Act
 - risk management becomes a part of the organisational corporate culture, and
 - a reduction in the severity and incidence of workers' compensation claims, leading to a reduction in associated premiums and hidden costs (such as loss of staff morale, loss of productivity, etc)
-

No. 6 – Development and implementation of appropriate OHS management information systems

USE OHS MANAGEMENT
INFORMATION SYSTEMS
TO HELP PREVENT
WORKPLACE INJURIES

DEVELOPMENT AND IMPLEMENTATION OF APPROPRIATE OHS MANAGEMENT INFORMATION SYSTEMS

Introduction It is good practice for an organisation's annual report to contain information on such matters as:

- the organisation's OHS Policy
- measures taken during the year to ensure the health, safety and welfare at work of employees and contractors of the organisation
- statistics of any accidents or dangerous occurrences, and
- details of any investigations conducted during that year.

It is therefore critical that an organisation manages information related to OHS issues in a systematic manner.

Apart from any legislative requirements placed on an employer, the management of OHS information makes good business sense. Regular monitoring of OHS issues can indicate injury trends or "hot-spots" in the organisation. This information can form the basis of a prevention program specifically targeting these areas of concern.

Definition An **OHS management information system** is a system, usually - but not always - computer based, designed to provide management personnel with up-to-date information on an organisation's OHS performance, e.g. Workers' Compensation costs. These systems output information in a form that is useable by managers at all levels of the organisation: strategic, tactical and operational.

How is it achieved? In order to develop and implement OHS management information systems (MIS), the following may be of use:

- review current MIS , and ascertain whether required OHS information can be obtained from it with minor or nil modification
 - develop performance monitoring and evaluation tools based on set objectives and goals, for use at various levels of operation and management within the agency
 - design specific recording and reporting tools that will collect necessary data for analysis
 - ensure data collected will make a positive contribution to continuous OHS improvement
 - ensure data gathering provides for easy identification of any hot-spots, or problem areas, within the agency
 - ensure compulsory investigation of hazardous incidents
 - ensure auditing of the OHS MIS is a scheduled management activity
 - monitor data on a regular basis, and
 - utilise external sources to add value to your agency MIS
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What are the benefits? the Good system implementation and monitoring can:

- indicate injury or illness trends within the organisation, which gives management the opportunity to institute preventative action specifically targeted at these trends
 - allow management to target specific areas of concern within the organisation , and
 - ensure organisation's compliance with legislative reporting requirements.
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