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**Sent:** 01 April 2003 02:30 PM  
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**Subject:** strategic plan-2004/2006 vote11

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**PART A: DEPARTMENTAL VISION, MISSION AND VALUES****1. STATEMENT OF POLICY AND COMMITMENT BY MEC**

This Strategic Plan creates an opportunity for this Department to fulfil its constitutional mandate by re-dedicating its employees both as individuals and collectively towards creating a public sector committed to prompt customer service and good governance. It should be viewed as part of a turnaround – strategy that seeks to improve the image of this Department and install public confidence in its delivery strategy.

The mandate of this Department encompasses the realisation of a public sector, which has access to optimal accommodation, cost effective infrastructure and accessible public facilities that facilitate economic and social upliftment of the broader community.

With this document, I commit my Department to become client focused and efficient, providing value for money in the delivery of service, which will result in improved customer satisfaction.

**2. OVERVIEW BY THE ACCOUNTING OFFICER**

Our role as the administration is to translate the political outcomes and mandates of the Executing Authority into deliverable, measurable outputs, which result into measurable social impact in the society, which we serve. The two outcomes as stated in the Strategic Goals (point number 4) below, pronounced by the Executing Authority in a transparent process, inspire and influence the strategic direction, which the Department will follow over the coming MTEF period.

The consistency in the structure and flow of our strategic plan addresses key issues in the business of government.

**2.1 Improving Customer Satisfaction**

In pursuing the above, we have held consultative meetings with clients and have evaluated changing trends in customer needs, how the client's business processes are changing as well as changes in policy imperatives and have sought to adapt our service design to meet these client requirements. Programme managers have convened Makgotla for providers of services to consult and inform them about the direction of the Department and how our service design is changing. These efforts are our response towards improving customer satisfaction, which is currently at its lowest ebb.

**2.2 Maintaining and complying with the Regulatory Framework for our industry sectors**

We have evaluated the laws, policies and regulations that regulate the area of our competence and have generated outputs, which will deepen compliance of the Department as well as the public at large. The fact that we have an influence on the industry sectors that we regulate lends the opportunity to us to drive new behaviours in the sector, which advance compliance with policies of government. We have identified areas where new legislation should be passed in the furtherance of these goals.

**2.3 Resourcing the Business Process for Efficient Delivery**

A clear analysis of what is required to resource and support the delivery process has been done. Each business plan indicates which infrastructure, equipment, IT applications and facilities need to be developed, procured, upgraded and maintained in order to realise the outputs which have been set for delivery.

## **2.4 Building Capacity within the Sector**

One of the important contributions by the Department will be to build capacity in the sector in partnership with the relevant SETA's for the benefit of small operators who will be engaged in the delivery process with us. This will ensure sustainability and quality improvement in the deliverables, which communities will inherit.

## **2.5 Revenue Collection**

Revenue collection has previously been marginalized in our operations. We are now investigating new opportunities for revenue collection to optimise this component of our activities.

## **2.6 Facilitating Economic and Social Development**

We understand the importance of the buying power of Government and what impact it has on economic and social development. Our strategic plan takes into account the laws and regulations, which govern this important area of social discourse. To this end, we have deliberately tasked each programme manager to generate a concept document to explain how they are going to achieve in this area and which target groups will benefit from these efforts.

The issues here are the President's challenge to all of us to lower input costs in the economy in order to raise the levels of competitiveness. He further sets Key Performance Measures, which include, competitiveness, growth, employment and jobs, SMME's and Empowerment of the previously marginalized. The focus on social upliftment of rural communities through Community Based Public Works programmes is considered strategic in this regard. Our strategic plan seeks to take this area of activity to new qualitative heights in order to achieve maximum social impact.

## **2.7 Lowering the Cost of the Department's Services to the Public: E-Government**

We believe that through innovation, efficiency, effectiveness and concern for value for money, we can lower the cost of Government services to the public. Innovative applications of technologies will ensure that the public saves time, money and travelling over long distances to access and benefit from the services of the Department. By re-engineering the business processes of the Department, we will bring new efficiencies to bear in our delivery. We will apply innovation to ensure that incomes of employees are safeguarded and that the re-engineering process should not result in wastefulness of human resources.

## **2.8 Human Resource Development for Employees**

The investment in our human resources has received priority attention in our strategic plan. The changing trends in client needs require of us to upgrade on an unprecedented scale, the capacity of our employees as we render technical and professional services to them. The partnership with relevant SETAs and other institutions will assist us to achieve these goals.

The Strategic Plan has clear Outputs and Target Dates, which lends itself to objective measurement of performance and therefore valid and reliable assessment. We believe that with these strategic approaches we will contribute towards the wider pursuit of Government to change the lives of citizens in the Province of the North West.

# **3. DEPARTMENTAL VISION AND MISSION**

## **3.1 Vision**

Accelerated sustainable integrated public infrastructure.

## **3.2 Mission**

To provide a Provincial management system towards improving public infrastructure in support of socio-economic development in the North West Province.

#### **4. STRATEGIC GOALS**

For the next three years (MTEF period), we have committed ourselves towards the realization of the following Strategic Goals:

- To provide Provincial public infrastructure direction.
- To ensure effective Provincial infrastructure implementation
- To ensure effectual monitoring of Provincial public infrastructure
- To build an effectual stakeholder network
- To ensure internal departmental excellence

#### **5. VALUES**

The mission and vision statement are driven by the following set of delivering values:

- Client Focus
- Integrity
- Commitment
  
- Accountability.

Further more, the Department has developed a turnaround service delivery strategy sensitive to: -

- The needy
- Constructive criticism
- Integrated planning at all levels of governance
- Sustainability.

The Batho Pele principles, Preferential Procurement Act and all government legislated directives are the driving force behind our service delivery strategy.

#### **6. LEGISLATIVE FRAME-WORK AND OTHER MANDATES**

The constitution states that provincial governments are only responsible for the Public Works functions, which relate to provincial functions and provincial state property. Hence, National Public works directly undertake Public works functions, which relate to national functions in the Province, such as the constitution and maintenance of facilities and properties, which are national competence. In the North West Province the Premier has assigned Provincial building and maintenance of infrastructure to the Department of Roads and Public Works.

The operations of the Department are governed by legislation governing the built environment professions, such as the Acts governing the Engineering, Quantity Surveying and Architecture professions. The Department has a large workforce engaged in the road and building maintenance activities and therefore needs to take cognisance of the Occupational Health and Safety Act. Road and building construction activities are also governed by the relevant environmental legislation.

The Department endeavours to work within the policy framework set by the National White Paper on Public Works (Public Works Towards the 21<sup>st</sup> Century, 1997). The Department endeavours to

stimulate economic activity through job creation and empowerment of emerging entrepreneurs with particular bias towards previously disadvantaged individuals.

In addition, the Department has adopted a matrix type of organisational structure, rather than a silo organisational structure, in order to enable the adoption of project management techniques for the management of the projects.

The following specific provincial legislation governs the activities of the Department:

The North West Land Administrative Act of 2001 (no.4 of 2001) governs the acquisition of and disposal of immovable property/land in the Province. All procurement is done in line with the Tender Board Act, 2000 (No.3 of 1994) and relevant circulars in this regard. This act provide for the regulation of the procurement of supplies and services for, the disposal of movable property, the hiring of or letting of anything or the acquisition or granting of any right for or on behalf of the Province and to define the functions of the Provincial Tender Board.

Like other departments, the Department is also guided by national policies aimed at transforming the public service, such as Batho-Pele and the White Paper on transformation of the Public Service. In addition, the Department is bound to work within the prevailing regulatory framework, including (inter alia) the Public Service Act and the new Public Service Regulations, Public Finance Management Act, New Regulations, and Provincial Tender Board Regulations. The Department is also bound by centrally negotiated agreements regarding conditions of service for its employees.

## **7. SUMMARY OF SERVICE DELIVERY ENVIRONMENT AND CHALLENGES**

Challenges can be summarized as follows: -

### **7.1 Internal challenges**

#### **Human Resources**

- The inability of the department to compete with the private sector in the recruitment of professionals and technicians.
- Lack of adequate capacity in terms of professionals and technicians.
- The incessant resignation of technical staff.

#### **Finances**

- Non-transfer of funds by the Departments of Education and Health.
- Inadequate funding for maintenance, taking into account the huge back-log that exists.

#### **Procurement procedures**

- The difficulty in prioritising " long neglected maintenance" in the light of inadequate funding.

#### **Plant and Equipment**

- Appropriate replacement strategy (and funding) for old plant and equipment.
- Efficient procedure for renewal of vehicle licences.
- Adequate numbers of 12-ton class motor graders for maintenance.

## 7.2 External challenges

- Effective intervention with under-performance by some emerging contractors, whose services are engaged through targeted procurement.
- The need to meet the expectation of communities and client departments despite of financial and technical constraints.
- Political environment – always taking into account political dictates.
- Depleted property market.
- Adherence to Environmental and other legislation.
- Availability of contractors.
- Support for ABE's, for example in terms of mentoring, financing and project management.
- The need to provide adequate training to all role-players.
- Scarce gravel and water in certain areas.

## 8. ORGANISATIONAL ENVIRONMENT

The Department is made up by a Head Office component and 5 Regional Offices for operational purposes. These are placed as follows:

Bophirima Region	Vryburg
Central Region	Mafikeng
Bojanala Region	Ga-Rankuwa and Rustenburg
Southern Region	Potchefstroom

Ga-Rankuwa and Rustenburg are currently operating, as two separate regions for practical reasons such as accessibility.

The organizational structure of the Department is based on a matrix model. The Head Office organization consists of a DDG as Head of the Department. There are 4 Chief Directorates namely:

1. **Infrastructure**, which manages the Directorates for Roads, Buildings, and Property Management.
2. **Corporate Services**, which manages the Directorates for Human Resource Management, Information Management, and Legal Services.
3. **Financial Management**, which manages the Directorates for Financial Accounting and Planning as well as Financial Administration and Procurement.
4. **Regional Operations**, which manages the 5 Regions.  
A Regional Manager heads each Region. These Regional Managers report to the Chief Director Regional Operations at Head Office.

## 9. STRATEGIC PLANNING PROCESS

The compilation of the strategic plan was a transparent and participative process, which involved the key stakeholders and includes management and all sectional heads, regional and head office staff, labour movements and client departments.

All directorates and Regions had a one-day workshop to include views of all staff, which should be included in the strategic plan. Senior and Executive Management including

Regional Managers had a two-day workshop.

During this workshop, information technology was utilised to achieve the highest quality information in the shortest time.

During the session the following had been defined and agreed on:

9.1 Strategic framework including:

➤ **Organisational definition**

- Mission
- Vision
- Core Values
- Products/Services
- Stakeholder analysis
- Business Processes
- Strategic Goals

➤ **SWOT Analysis**

- External Analysis
- Internal Analysis

**An operational framework including:**

- Target Perspective
- Activity Perspective
- Budget Perspective Guidelines



## **PART B: THREE YEAR STRATEGIC PLAN**

### **10. ADMINISTRATION**

#### **10.1 OFFICE OF THE MEC**

<b>OFFICE OF THE MEC</b>			
<b>STRATEGIC GOALS</b>	<b>STRATEGIC OBJECTIVES</b>	<b>OUTPUTS</b>	<b>TIME FRAME</b>
Drafting and monitoring of budget	To provide overall administration and personal support to the office of the MEC	Budget submitted	As arranged by the CFO
Keeping of proper and responsive registry		Compliance with registry norms and standard	On-going until 2005/06
		Budget is prepared and submitted to the CFO	
		Proper registry is in place according to national policy.	
Request reports from directorates on implementation of the strategic plan, Exco action list etc.	To monitor and oversee the implementation of departmental plan.	MEC briefed on progress as per our plan. MEC comments on such Progress reports-  Requested reports received from said directorates	On-going until 2005/06
Coordinate Preparation of MEC; s files and information for EXCO, ECGA, PWC, and EDI.	To ensure that the MEC is able to execute his mandate as expected.	Proper files prepared for MEC. Response to EXCO/ relevant committees prepared or submitted  Different directorates respond when requested.  Liase with relevant structures/ committees.  We are able to respond appropriately.	Seven days before the next sitting / as required. On going until 2005/06.

		Speeches are ready for MEC's functions	
Facilitate Responses to registered queries and enquiries from the public	Coordinate responses to queries and enquiries from the public.	Proper response and acknowledgement is prepared and send to the complainants  Liase with relevant Directors concerned.  In formation/data received from the affected directorate.	Continuously /5days after receipt of complain. 2005/06
Prepare and coordinate responses as requested and or instructed by the MEC	Liase with other departments and ministries (national) on behalf of the MEC.	Improved service delivery to our clients  A report /information is provided to the relevant Department/person	Continuous /as required. 2005/06
Coordinate reports from directorates on implementation of policy e.g.  <ul style="list-style-type: none"> <li>• ISRDS</li> <li>• Batho- Pele</li> <li>• HIV/AIDS</li> <li>• Skills Development HRD</li> <li>• Letsema / Vukuzenzele</li> <li>• Imbizo</li> <li>• CBPWP</li> </ul>	Monitor departmental implementation of policies.	MEC briefed on progress done improved service delivery.  Report submitted to the MEC's office as requested	On –going until 2005/06

## **10.2 EXECUTIVE MANAGEMENT (EMC)**

The primary role of the Executive Management is to provide Strategic Leadership to the Department. It provides direct services to the following constituencies: -

### THE OFFICE OF THE MEC

The EMC discusses the briefings to the MEC

### THE OFFICE OF THE DDG

The EMC assists / supports the HoD with the daily management of the Department.

### CHIEF DIRECTORS

It fosters collective effort and approach / team work amongst the Chief Directors.

The Executive Management ensures implementation of Government and Departmental Policies. It is also responsible for Performance Management and Human Resource Development. Furthermore, the Executive Management is the custodian of the Departmental Customer Oriented turnaround Strategy that is sensitive to: -

The needy

Constructive Criticism

Integrated planning at all levels of Governance

Sustainability

## 11. FINANCIAL MANAGEMENT

### 11.1 FINANCIAL ACCOUNTING AND PLANNING

<b>FINANCIAL ACCOUNTING AND PLANNING</b>			
<b>STRATEGIC GOALS</b>	<b>STRATEGIC OBJECTIVES</b>	<b>OUTPUT</b>	<b>TIME FRAME</b>
Assisting the Accounting Officer in discharging her duties as prescribed in part 2 of chapter 5 of the Public Finance Management Act, the Annual Division of Revenue Act, Treasury Regulations and other financial prescripts.	To provide sound and well researched Financial advice.	Clean, transparent and corrupt-free Financial Systems.	On going until 2005/2006.
	To prepare annual Financial Statements.	Audited Financial Statements based on General Recognised Accounting Practice	31 July of each year until 2005/2006.
	To manage and reconcile departmental Pay Roll.	Certified Pay Roll by the Accounting Officer after confirmation by Programme Managers.	10 Days after Pay Day until 2005/2006
	To reconcile and clear Suspense and Control Accounts.	Reconciliation report to the Accounting Officer.	20 <sup>th</sup> of every month
<b>1.</b> Exercising sound budgeting and budgetary control practices.	To manage the budgeting process and consolidate the departmental budget in line with the Provincial Government priorities.	Balanced and compliant budget for the Department	As set out by Provincial Treasury.
	To prevent: - unauthorized, irregular, fruitless, wasteful expenditure and losses resulting from criminal conduct.	Detailed Variance, Early Warning and Cash Flow reports.	Monthly until 2005/2006
		Departmental Financial Reports.	Monthly until 2005/2006
<b>2.</b> Production of accurate, reliable and timeous Financial Reports.	To prepare Early Warning, Variance Reports, Cash Flow Statements and consolidated departmental Financial report.	Detailed reports incorporating corrective measures where targets are not met.	Monthly until 2005/2006
Operation of Internal Control (Risk Management)	To put in place systems of Financial and Risk Management	Implementation of Fraud Prevention Plan, sound and reliable Internal	Monthly until 2005/2006

	and Internal Control To review the systems periodically and make the necessary adjustments	Control Systems. Implementation of internal control adjustments when necessary.	Monthly until 2005/2006
<b>5.Revenue Management</b>	To ensure that all monies due to the Department are collected in consultation with Directorate: Property and Asset Management.  To ensure that there is a Debtors Management System in place	Compliance with Revenue Collection Policy.  Software system on debt collection is in place.	On going until 2005/2006  June 2003
<b>6. Human Resources</b>	To manage Human Capital fairly but firm	Satisfied Labour force.	Ongoing until 2005/2006.
<b>7.Payment management system</b>	To pay all liabilities and claims timeously	Complete satisfaction of our customers and avoidance of interest penalties.	On going until 2005/2006

## 11.2 FINANCIAL ADMINISTRATION AND PROCUREMENT

<b>FINANCIAL ADMINISTRATION AND PROCUREMENT</b>			
<b>STRATEGIC GOALS</b>	<b>STRATEGIC OBJECTIVES</b>	<b>OUTPUT</b>	<b>TIME FRAME</b>
1. Assisting the Accounting Officer in discharging her duties as prescribed in the Public Finance Management Act, the Annual Division of Revenue Act, Treasury Regulations and other financial prescripts.	To provide sound and well researched Financial Administration and Procurement advice.  To prepare monthly progress reports on expenditure pattern	Clean, transparent and corrupt-free Financial Administrative Systems.  Report on administrative expenditure in the Department  Ensure clean	On going until 2005/2006.  Monthly  Monthly

	To manage all Financial and Procurement Administration.	administration.	
2. Operation of Internal Control (Risk Management)	To put in place systems of Financial and Risk Management and Internal Control	Implementation of Fraud Prevention Plan, sound and reliable Internal Control Systems.	Monthly until 2005/2006
	To review the systems periodically and make the necessary adjustments	Implementation of internal control adjustments when necessary.	Monthly until 2005/2006
3. Management and verification of all assets in the Department.	To keep the moveable asset register updated.	Updated Asset Register.	Monthly until 2005/2006.
	To monitor the effective use, maintenance and allocation of pool vehicles and the purchase of subsidized vehicles.	Management Reports to Programme Managers. Where there are deviations from the set policy, recommendation for disciplinary action when necessary.	On going until 2005/2006.
	To verify the existence of assets.	Regular stock/asset verification	On going until 2005/2006
	To procure office furniture and equipment for Departmental.	Well- furnished offices for all staff.	On going until 2005/2006
4. Managing and control over Departmental Procurement Committee.	To manage the Departmental Tender Committee	All expenditure above R 20 000 as well as term contracts, contractors and consultants to be recommended and recorded by Departmental Tender Committee. Record management of all tender applications and approvals.	On going until 2005/2006.
5. Provide movable assets to Client departments	To purchase and supply provincial departments with furniture and fittings	Well-furnished offices for client Departments.	Ongoing for 2005/2006
6. Procurement and Provisioning	To manage expenditure	Ensuring that all expenditure complies with	On going until 2005/2006

system, which is fair, equitable, transparent, competitive and cost effective.	through the Walker and PAS system in line with the PFMA.	the delegation powers as approved by the Accounting Officer to the Programme Managers/Tender Board approvals. Continuous registration of prospective service suppliers in the Walker System.	On going until 2005/2006
<b>7.</b> Complying with statutory regulations and recommending the taking of disciplinary measures.	To report any deviations from set policies, rules and regulations	Report to: - Accounting Officer, Exco, Treasury,MEC,Tender Board and Auditor General	On going until 2005/2006

**12. CORPORATE SERVICES****12.1 HUMAN RESOURCE MANAGEMENT**

<b>HUMAN RESOURCE MANAGEMENT</b>			
<b>STRATEGIC GOALS</b>	<b>STRATEGIC OBJECTIVES</b>	<b>OUTPUTS</b>	<b>TIME FRAME</b>
1. To oversee and drive the review, development of departmental HRM policies which are in compliance with relevant legislations	To establish unambiguous policies, procedure manual and norms in respect of Human Resource Management specifically regarding recruitment and selection processes	Maintain a regulatory framework for the Department – refers to the laws, regulations and policies that control Directorates, e.g. PFMA, PSCBC resolutions, IT policy	By June 2003 followed by monthly evaluations.
2. To determine the Departmental organizational structure in terms of its core and support functions	Identify and define posts necessary to perform the Departmental core functions within the current budget and MTEF	Determined Staff Establishment	Every month before the seventh (7 <sup>th</sup> )
3. Compile a Departmental Performance Agreements System in compliance with DPSA policy.	<ul style="list-style-type: none"> <li>• Monitor the performance management system.</li> <li>• To train staff on performance management improvement systems.</li> <li>• To manage performance evaluation/assessments for all staff</li> </ul>	Performance Agreements System in place.	Evaluation quarterly.
4. To ensure improved service delivery to clients	<ul style="list-style-type: none"> <li>• To promote Batho Pele Principles</li> <li>• To develop service standards</li> <li>• Development and monitoring of service delivery improvement plans</li> </ul>	Customer driven service	Evaluated once every three months  By June 2003
5. Management of consultation, mediation, Conciliation, arbitration negotiation and collective agreements	To have and maintain sound labour relations	Peaceful and healthy relations in the organization	Evaluation quarterly
6. Managing discipline within the department	<ul style="list-style-type: none"> <li>• Promoting code of ethics</li> <li>• Implementing</li> </ul>	Loyal committed work force	Evaluations monthly.



	Departmental grievance and disciplinary procedures		
7. To co-ordinate employee assistant programs	Establish a working environment which renders employee support	To have a stable motivated workforce	Evaluations monthly
8. Ensure synergy on all activities of HIV/AIDS within the Department	Co-ordinate and Promote HIV/AIDS awareness campaigns	Co-ordinated HIV/AIDS activities	Promotions of awareness by June 2003 Prevention Services by Dc 2005
9. Ensure transformation and Equity in the workplace	Conducting organizational profile and implementing Employment Equity Plan	Awareness and implementation of plan	Evaluation starting end of June 2003 and on-going evaluation
10. To localise the filling System for the Department.	Upgrade Departmental filling index	Proper personnel record management in place	By September 2003
11. Implementation of conditions of services / benefits	<ul style="list-style-type: none"> <li>• To have a proper data base of all benefits (Leave audits, housing subsidies, pensions)</li> <li>• Cleaning Persal system</li> </ul>	Prevent overpayment and underpayments regarding salaries and benefits	Monthly evaluation.
12. To ensure skills development and capacity building in terms of the skills Act.	To provide and review the Departmental Workplace Skills plan that will address the Departmental skills gaps	A plan (document) in place.	Annual Review and quarterly evaluations.
13. To ensure health and safety of the workforce	Implement the Health and safety policy	Policy implemented	On-going quarterly evaluations.

## 12.2 INFORMATION MANAGEMENT

<b>INFORMATION MANAGEMENT</b>			
<b>STRATEGIC GOALS</b>	<b>STRATEGIC OBJECTIVES</b>	<b>OUTPUT</b>	<b>TIME MEASURE</b>
1. Improve Customer Satisfaction	Consult and communicate strategic direction and program to clients	<ul style="list-style-type: none"> <li>• Consultative Meetings with clients</li> <li>• Performance Reports to clients</li> <li>• Client evaluation feedback reports</li> </ul>	<ul style="list-style-type: none"> <li>• As per project plan</li> <li>• Monthly</li> <li>• Monthly, Quarterly</li> </ul>
2. Maintain a regulatory framework for the Department (PFMA, PSA, Public Service regulations, PSCBC Resolutions, White Paper on the Transformation of the Public Service, Batho Pele)	Maintain the strategic planning cycle of the department.	<ul style="list-style-type: none"> <li>• MTEF alignment of 3 year strategic plan for the Department with measurable Outcomes and Outputs</li> <li>• Approval of directorates' project plans against the OUTPUTS, OUTCOMES and BUDGET.</li> <li>• Departmental strategic planning cycle is aligned with National and Provincial processes</li> </ul>	<ul style="list-style-type: none"> <li>• 30 Apr 2003</li> <li>• 31 Apr 2003</li> <li>• 31 Apr 2003</li> </ul>
	Advise, monitor, evaluate and report on compliance with Bathopele Standards by Directorates and Client Departments.	<ul style="list-style-type: none"> <li>• Batho Pele Standards are in place</li> <li>• Client Evaluation Feedback Reports</li> <li>• Client Complaints resolved</li> </ul>	<ul style="list-style-type: none"> <li>• Monthly, Quarterly</li> <li>• Within 1 month</li> </ul>
	Advise, monitor, evaluate and report on Economic and Social Development initiatives of Directorates and Client Departments.	<ul style="list-style-type: none"> <li>• Strategic concept documents</li> <li>• Measures to lower input costs defined</li> <li>• Competitiveness and Growth</li> <li>• Employment Created</li> <li>• SMME's Appointed</li> <li>• Economic</li> </ul>	30 Apr 2003 1 July 2003  Projections of Nat. Finance Dept As per CBPWP standards As per Preferential Procurement Act %Blacks, Women, Youth, Disabled as agreed. As per BEE policy

		Empowerment Equity	
	Advise, monitor, evaluate and report on Devolution of functions to Local Government	<ul style="list-style-type: none"> <li>• Strategic Concept document in place</li> <li>• Functions identified for Devolution</li> <li>• Devolution Implemented</li> </ul>	<ul style="list-style-type: none"> <li>• 30 Apr 2003</li> <li>• 1 August 2003</li> <li>• As per project plan</li> </ul>
	Monitor, evaluate and report on the total delivery Process.	<ul style="list-style-type: none"> <li>• Validated Data</li> <li>• Consolidated Reports</li> </ul>	<ul style="list-style-type: none"> <li>• HO, Regions, Districts</li> <li>• Monthly, Quarterly, ongoing for MTEF period</li> </ul>
	Provide Communication Services to the department	Validated information Information distributed	<ul style="list-style-type: none"> <li>• At all Times</li> <li>• As per Project plan and on – going for MTEF period.</li> </ul>
	Provide IT services to the Department	Functional systems installed Less Down Time	<ul style="list-style-type: none"> <li>• As per client request</li> </ul> As per planned Maintenance and on going for MTEF period
3. Develop and maintain necessary assets, infrastructure and equipment	Develop, standardise, and establish the necessary strategic architecture for use by Directorates and Client Departments.	<ul style="list-style-type: none"> <li>• Performance Management and Evaluation System</li> <li>• Strategic Planning Cycle Protocols</li> <li>• Batho Pele Standards protocols</li> <li>• Organisational Development and Transformation</li> <li>• Economic and Social Development protocols</li> <li>• Devolution of Functions protocols</li> <li>• Service Level Agreements</li> <li>• OD and Re-engineering protocols</li> <li>• Monitoring, Evaluation and Reporting protocols</li> </ul>	On going till 2006
	Upgrade and Maintain the Perform Developer System for	<ul style="list-style-type: none"> <li>• Functional System installed</li> <li>• Less Down Time</li> </ul>	<ul style="list-style-type: none"> <li>• 1 August 2003</li> </ul> As per planned Maintenance and

	project management by directorates		Project Plan till 2006
4. Build capacity for the Department (Partnership with PSETA)	Provide training and support on the following: -  Strategic Management and Strategic Planning Cycle Protocols in the Public Sector. Using the Performance Management and Evaluation System as a management and development tool. Generating and maintaining Batho Pele Standards of service delivery Economic and Social Development protocols Managing Service Level Agreements Using Organisational Development and Re- engineering principles to improve efficiency and effectiveness Applying Monitoring, Evaluation and Reporting as management tools Complying with Devolution of Functions Complying with Economic and Social Development requirements of government	Training Events	As per project plans
5. HIV / AIDS	Implement HIV / AIDS programme of the department	Events organised	As per project plan
6 Reporting Protocol	Comply with the standard Departmental Reporting Protocol	Validated Data Reports Submitted	At all Times As per Reporting Protocol

**12.3 LEGAL SERVICE**

<b>LEGAL SERVICES</b>			
<b>STRATEGIC GOALS</b>	<b>STRATEGIC OBJECTIVES</b>	<b>OUTPUTS</b>	<b>TIME FRAME</b>
1. To undertake research, review and development of Policy	To establish unambiguous policies, procedure manual and norms in respect Legal Services for the Department.	Maintain a regulatory framework for the Department – refers to the laws, regulations and policies that control Department.	Ongoing.
2. To review Legislation in conjunction with State Law Advisor Office.	To advise the HOD on the reviews of Legislation.	To continuously give feedback to HOD on review of Legislation	Ongoing
3. To render legal, Administrative and support services to the Department.	To advise HOD on litigation, and other legal and Administrative issues.	To continuously give feedback to HOD on review of Legislation	Ongoing
4. To liase with misconduct unit in relation of misconduct and related matters.	To advise HOD and Management on Labour related issues.	To continuously give feedback to HOD and Management.	Ongoing
5. To do all Administration of claims for and against the State.	To review, analyse and advise against and for all claims for the State.	To continuously give feedback to Management.	Ongoing

### 13. BUILDINGS SERVICES

<b>BUILDINGS</b>			
<b>STRATEGIC OBJECTIVES</b>	<b>STRATEGIC OBJECTIVES</b>	<b>OUTPUT</b>	<b>TIME FRAME</b>
<p>assurance of customer satisfaction in the framework of Batho Pele principles</p>	<ul style="list-style-type: none"> <li>To review SLA in accordance with bilateral agreements between the department and the 2 main client departments.</li> <li>To establish a programme for regular consultation with client departments.</li> </ul>	<ul style="list-style-type: none"> <li>Update and contextualise Service Level Agreement (SLA) as and when required.</li> <li>Regular consultative meetings with clients</li> <li>Progress reports to clients on regular basis.</li> </ul>	<ul style="list-style-type: none"> <li>On-going until 2005/06</li> <li>Ongoing till end March 2006</li> <li>Ongoing till end March 2006</li> </ul>
<p>rendering of excellent professional technical support services to internal clients.</p>	<ul style="list-style-type: none"> <li>To provide professional and technical services to the Department of Education and Health as well as other provincial departments.</li> </ul>	<ul style="list-style-type: none"> <li>Revised project management / strategy document.</li> <li>Implementation of Strategy for economic &amp; social upliftment</li> <li>Incorporation of applicable CBPWP strategies.</li> <li>Successful implementation of the capital development programme for the Department of Education and Health.</li> <li>Satisfactory compliance with Service Level Agreement.</li> </ul>	<ul style="list-style-type: none"> <li>June 2003</li> <li>During currency of construction period.</li> <li>Ongoing till end March 2006</li> <li>Ongoing till end March 2006</li> <li>Ongoing till end March 2006</li> </ul>
	<ul style="list-style-type: none"> <li>To provide professional services to Directorate Property and Asset Management</li> </ul>	<p>Satisfactory implementation of major works as per requests by Directorate: Property and Asset Management.</p> <ul style="list-style-type: none"> <li>Successful implementation of a maintenance management programme for existing buildings.</li> </ul>	<p>Ongoing basis till end March 2006</p> <p>Ongoing till end of March 2006</p>
	<ul style="list-style-type: none"> <li>To ensure quality management in the execution of all projects,</li> </ul>	<ul style="list-style-type: none"> <li>Issuing of practical completion certificates for successfully</li> </ul>	<p>Ongoing till end March 2006</p>

	including all major renovations.	completed projects.	
		<ul style="list-style-type: none"> <li>• Issuing of certificates of final completion on successful completion of projects.</li> </ul>	Ongoing till end March 2006
	<ul style="list-style-type: none"> <li>• To ensure major renovations of other Government buildings (for other government departments)</li> </ul>	Well maintained other government buildings. <ul style="list-style-type: none"> <li>• Compliance with Service Level Agreement between DRPW and other departments.</li> </ul>	<ul style="list-style-type: none"> <li>• Quarterly inspections</li> <li>• Ongoing till end March 2006</li> </ul>
Capacity Building in the Directorate and Development of Emerging Contractors	<ul style="list-style-type: none"> <li>• To train staff in the application of the requirements of Preferential Procurement Policy Framework Act.</li> <li>• To train contractors in Targeted Procurement.</li> <li>• To initiate and ensure skills transfer to departmental technicians through collaborative work with private consultants on the Capital Development Programme.</li> <li>• To ensure continuation and intervention courses for all staff in the directorate, including Continuing Professional Development.</li> <li>• To implement Skills Development plan.</li> </ul>	<ul style="list-style-type: none"> <li>• Trained staff that can implement policy with understanding.</li> <li>• Well-informed emerging contractors</li> <li>• Compliance documentation and workshops</li> <li>• Skills transfer from consultants to departmental staff.</li> <li>• Improved performance by contractors in the completion of Targeted Procurement documents</li> <li>• A comprehensive Skills Development Plan.</li> <li>• Successful implementation of a skills development plan.</li> <li>• Trained technicians with exposure to the private sector.</li> </ul>	<p>Ongoing till end March 2006</p> <p>Ongoing till end March 2006</p> <p>Quarterly till end March 2006</p> <p>Ongoing till end March 2006</p> <p>Ongoing</p> <p>Ongoing till end March 2006</p> <p>Ongoing till end March 2006</p> <p>Ongoing till end March 2006</p>
Collection of Revenue from External Clients	To investigate possibilities of charging professional fees for services rendered to external clients.	<ul style="list-style-type: none"> <li>• Implementation of cost recovery proposals.</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> </ul>
	To investigate possibilities of recovering costs from clients for podium usage and of sewerage tankers from the department.	<ul style="list-style-type: none"> <li>• An implementation strategy document for 2003/2004 financial years.</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> </ul>
Provision of Professional and	To ensure the implementation of projects	<ul style="list-style-type: none"> <li>• Revised organizational matrix for directorate</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> </ul>

ical services in it-efficient er	on the principles of project management.	based on project management principles	
	To ensure participation and full benefit in the Provincial Integrated Development Programme.	<ul style="list-style-type: none"> <li>Provision of fully- fledged/resourced facilities such as schools and clinics.</li> <li>Maximization of benefits of interfaced and integrated planning.</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> <li>Ongoing</li> </ul>
ompliance with nal and external latory eworks	To ensure the compliance with internal and external regulations in the execution of business processes in the directorate.	<ul style="list-style-type: none"> <li>Adherence to all statutory regulations</li> </ul>	<ul style="list-style-type: none"> <li>End March 2006</li> </ul>
	To ensure compliance with Preferential Procurement Policy Framework Act.	<ul style="list-style-type: none"> <li>Strict compliance with tenets of the act.</li> <li>Successful implementation of the Target Procurement Policy.</li> <li>Development of emerging contractors.</li> </ul>	<ul style="list-style-type: none"> <li>End March 2006</li> <li>End March 2006</li> <li>End of March 2006</li> </ul>
velopment and ation of ms and tures to ce/mitigate risks onstruction s and contracts.	To identify and assess risks that may adversely impact on the Capital Development Programme	<ul style="list-style-type: none"> <li>Successful completion of projects within planned time and costs.</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing till End March 2006</li> </ul>
	To work in collaboration with identified financial institutions such as ACFC, ABSA, KHULA, Standard Bank and FNB for the provision of financial support to emerging contractors	<ul style="list-style-type: none"> <li>Availability of financial support and mechanisms to facilitate smooth execution of projects.</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing till end March 2006</li> </ul>
	To develop and implement an intervention programme to complete all outstanding incomplete projects.	<ul style="list-style-type: none"> <li>All incomplete facilities to be rendered fully functional /operational with specific emphasis on toilet facilities.</li> </ul>	<ul style="list-style-type: none"> <li>End September 2003</li> </ul>
establishment of a ting Regime	<ul style="list-style-type: none"> <li>To prepare quarterly reports on activities of directorate as per the strategic plan.</li> </ul>	<ul style="list-style-type: none"> <li>Reports submitted to Head of Department and two main client departments</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing till end March 2006</li> </ul>
eation of HIV / Awareness	<ul style="list-style-type: none"> <li>To develop HIV/AIDS awareness Programme in the Directorate</li> </ul>	<ul style="list-style-type: none"> <li>Planned events to take place during handing over of projects.</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing till end March 2006</li> </ul>
	<ul style="list-style-type: none"> <li>To ensure the installation of appropriate awareness</li> </ul>	<ul style="list-style-type: none"> <li>Contribution towards successful implementation of</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing till end March 2006</li> </ul>



	symbols on premises of schools and clinics.	awareness programme by department as a whole.	
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## 14. ROADS SERVICES

<b>ROADS</b>			
<b>STRATEGIC GOAL</b>	<b>STRATEGIC OBJECTIVE</b>	<b>OUTPUT</b>	<b>TIME FRAME</b>
1. Assurance of customer satisfaction within Batho Pele principles	Evaluate the changing trends in customer needs as well as changing policy imperatives	Submission of a strategic document	Annually, 30 September, for next year's budget cycle
	Consult and communicate the strategic direction and related programmes to clients	Consultative meetings with clients	Ongoing, at Head Office and Regions
	Establish a programme/forum for regular consultation with District Municipalities	Established Formal co-ordination forum	June 2004
2. Maintain and comply with the regulatory frameworks for the industry and sector (All Acts and regulations which govern Roads)	<ul style="list-style-type: none"> <li>• Promulgation of Roads Infrastructure Act</li> <li>• Draft roads infrastructure regulations</li> </ul> Propose that certain laws be repealed Ensure compliance with internal and external regulations in the execution of business processes in the Directorate Implementation of roster for appointment of consultants	<ul style="list-style-type: none"> <li>• Enactment by the Provincial Legislature</li> <li>• Gazetted North West Infrastructure Regulations</li> <li>• Adherence to all statutory regulations</li> <li>• Database/Roster of consultants</li> </ul>	<ul style="list-style-type: none"> <li>• June 2003</li> <li>• Sept 2003</li> <li>• April 2005</li> <li>• April 2005</li> </ul>
3. Develop, upgrade and maintain the necessary road infrastructure, plant, equipment and services	Implement the capital development programme for roads	Implementation of the rural roads programme Implementation of selected projects on the primary road network	Ongoing, as per the approved Capex programme
	Implement the rehabilitation programme for roads	Rehabilitation, reseal and regravelling of the existing road network	Ongoing, as per the approved Capex programme
	Implement the maintenance programme for roads	All categories of routine maintenance on all Provincial roads	Ongoing

	Upgrade selected weigh bridges in collaboration with the Traffic Directorate	Implementation of projects	As per the approved annual project plan before Aug annually
4. Build capacity within the Sector, including partnership with CETA	<p>Updating of a strategic document for capacity building</p> <ul style="list-style-type: none"> <li>• Provide training for targeted categories after consultation</li> <li>• Provide business skills for ABE's/ SMME's to enhance empowerment and economic development</li> <li>• Participate in CIDB, SETA, SGB and other related training matters</li> <li>• Prepare an entrepreneurial development plan</li> <li>• Provide contract and project management and administration guidelines</li> <li>• Undertake specialised routine maintenance programmes targeted at ABE's (e.g. patching)</li> </ul>	<ul style="list-style-type: none"> <li>• Submission of the refined updated strategic document</li> <li>• Prepare a skills development plan</li> <li>• Approval of the training programme management plan</li> <li>• Training sessions provided</li> <li>• Training sessions provided</li> <li>• Certification and accreditation awarded for all courses</li> <li>• Workshops, consultations, meetings</li> <li>• Strategic document</li> <li>• Documents available</li> <li>• Programme implemented</li> </ul>	<ul style="list-style-type: none"> <li>• Annually in September</li> <li>• Annually in November</li> <li>• Annually in December</li> <li>• Ongoing</li> <li>• Ongoing</li> <li>• For each course</li> <li>• Ongoing</li> <li>• Annually in March</li> <li>• Ongoing, at start of project / programme</li> <li>• Repetitive</li> </ul>
5. Empowerment of Affirmable Business Enterprises (ABE's)	Create service opportunities for SMME's in the operations	<ul style="list-style-type: none"> <li>• Inclusion of Targeted Procurement in all tenders</li> <li>• Awarding of tenders to SMME's</li> <li>• Incorporate principles at design stage</li> </ul>	Ongoing
	Create employment opportunities (jobs) in operations where applicable	<ul style="list-style-type: none"> <li>• Identification of labour intensive activities</li> <li>• Employment of local labour on each project</li> </ul>	Ongoing
	Create opportunities for the transferral of financial	<ul style="list-style-type: none"> <li>• Black representation</li> <li>• Women</li> </ul>	Ongoing

	and investment equity to blacks, youth, women and the disabled	representation <ul style="list-style-type: none"> <li>• Youth representation</li> <li>• Disabled representation</li> </ul>	
6. Lower the cost of the Directorate's services to the public innovatively, efficiently, effectively and economically	Re-engineer the business processes of the Directorate	<ul style="list-style-type: none"> <li>• Submission of a concept document on the strategic approach</li> <li>• Outsourcing or devolution of (selected) functions / services</li> </ul>	<ul style="list-style-type: none"> <li>• Annually in November</li> <li>• As project plan</li> </ul>
	Implementation of policy for the management of the Yellow Fleet in collaboration with the Buildings Directorate	<ul style="list-style-type: none"> <li>• Compliance with the policy documents</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> </ul>
7. Maintain and comply with the regulatory frameworks at departmental and directorate level	Administer the business processes of the Roads Directorate	<ul style="list-style-type: none"> <li>• Appointment of staff</li> <li>• Appropriate delegation of authority</li> <li>• Implementation of systems and controls</li> <li>• Compilation of reports</li> </ul>	<ul style="list-style-type: none"> <li>• In accordance with the PSA and PFMA</li> </ul>
	Ensure sound Labour Relations in the Directorate	<ul style="list-style-type: none"> <li>• Consultation with Labour</li> <li>• Formulation of workplace skills plans</li> <li>• Formulation of employment equity plans</li> </ul>	<ul style="list-style-type: none"> <li>• Quarterly</li> <li>• Defined by SD Act</li> <li>• Defined by EE Act</li> </ul>
8. Develop, acquire, procure and maintain the necessary assets, technology, infrastructure, equipment, services (Including term contracts) and human resources	Provide computer hardware and a Wide Area Network to connect with district offices	<ul style="list-style-type: none"> <li>• Installation of a functional WAN</li> <li>• Installation of IT hardware</li> <li>• Utilisation of equipment by staff</li> </ul>	As per IT plan
	Develop and maintain Road Network Management System (RNMS) and other systems to optimise the business processes	<ul style="list-style-type: none"> <li>• (Re) development of system</li> <li>• Installation of a functional RNMS, in phases</li> </ul>	As per project plan
	Updated Road Inventory in line with new municipal demarcation	<ul style="list-style-type: none"> <li>• Updated inventory per district</li> </ul>	May 2003
	Finalise term contracts for roads	Term contracts available	Ongoing, repetitive
	Procure and maintain other resources	Equipment available	Ongoing, repetitive

	Subsidised vehicles Computers, printers, scanners and related equipment Cellular telephones Fax machines Cameras and PDA		
9. Build capacity within the Directorate	<ul style="list-style-type: none"> <li>• Identify and consult special target groups for development in the Directorate</li> <li>• Implement the skills development plan</li> <li>• Train departmental construction and maintenance teams to increase productivity and quality of work:</li> </ul> RW aids Enhance operator skills and machine maintenance (operator tasks) Road workers and operators Foremen RW instructors District managers / road superintendents Technicians and road superintendents (for aspects other than district management) Engineers Administrative staff	Compilation of training needs Training project plan Number of people trained Number of accredited certificates awarded Number of courses / training sessions / workshops / seminars attended Participation in COTO, SAQA and SGB initiatives Demonstration of competence at work: Reduction in machine downtime due to operator neglect Productivity improvement in maintenance teams Correct use of plant, materials and procedures	As per Annual Skills Development Plan
10. HIV / AIDS Awareness Programme	Implement an awareness programme in the Directorate, as co-ordinated by the Directorates: HRM and Special Programmes	Execution of planned events	Ongoing
11. Establish a reporting scheme	Submit regular reports on all outcomes Formulate a communication plan	Provision of regular reports Updating of role-players regarding roads issues	Ongoing

## 15

## PROPERTY AND ASSET MANAGEMENT

PROPERTY AND ASSET MANAGEMENT			
STRATEGIC GOALS	STRATEGIC OBJECTIVES	OUTPUT	TIME FRAME
Provide and manage Provincial fixed properties	To provide office accommodation to client departments	Client Departments appropriately accommodated	Ongoing until 2003/06
	To provide secure official residential accommodation to Senior Officials and Political office bearers.	Officials accommodated in habitable accommodation	Ongoing for 2003/06
Utilities Management	To provide utilities to department of Roads & Public Works	Uninterrupted supply of services	Before the 7 <sup>th</sup> of every month
Administration of State Fixed Assets	To develop an Asset Register	A functional Asset Register	March 2003
	To acquire the following fixed properties for the State: - <ul style="list-style-type: none"> <li>• Tirelo Building</li> <li>• 2<sup>nd</sup> portion of Agri Centre</li> </ul>	Accommodation for clients	Period, 2003/06
1. Optimal utilization of State Properties	To audit & Survey State owned fixed properties.	Proper record on the condition of assets.	Ongoing until 2003/2006
	Disposal of redundant properties	Reduced expenditure on Rates and Taxes	Ongoing (period, 2003/06)
	Transfer of properties to Local Government and Non Governmental Organizations	Alternative economic use of properties	Ongoing until 2003/2006
5. Revenue Collection	Collect Rent from residents in State Houses.	Realization of proceeds from rental	Ongoing until 2003/2006
	Charge National Departments for space occupied in Provincial Buildings	Income from national Departments.	Ongoing until 2003/2006

Improvement on service delivery	To cascade and ensure the implementation of the Turn Around Strategy. To develop service delivery standards	Improved service delivery.	Ongoing until 2003/2006

**16. MEDIUM TERM REVENUE AND EXPENDITURE****16.1 FUNDING OF EXPENDITURE**

<b>Source of revenue R'000</b>	<b>Estimated 2002/2003</b>	<b>MTEF 2003/2004</b>	<b>MTEF 2004/2005</b>	<b>MTEF 2005/2006</b>
Provincial funds-	502,439	513,168	559,889	604,418
Conditional grants-	54,068	82,784	101,860	107,393
Earmarked funds	80,000	160,000	180,000	180,000
<b>TOTAL FUNDING</b>	<b>636,505</b>	<b>755,952</b>	<b>841,749</b>	<b>891,811</b>

**16.2 DEPARTMENTAL REVENUE**

Departments must describe in some details the plans they have to ensure that the estimated revenue is collected.

<b>Revenue item R'000</b>	<b>Estimated 2002/2003</b>	<b>MTEF 2003/2004</b>	<b>MTEF 2004/2005</b>	<b>MTEF 2005/2006</b>
Rental from state houses	20 ,000	1,225	1,311	1,401
<b>TOTAL REVENUE</b>	<b>20,000</b>	<b>1,225</b>	<b>1,311</b>	<b>1,401</b>

**16.3 SUMMARY OF EXPENDITURE ESTIMATES PER PROGRAMME**

<b>Programme R'000</b>	<b>Estimated 2002/2003</b>	<b>MTEF 2003/2004</b>	<b>MTEF 2004/2005</b>	<b>MTEF 2005/2006</b>
1. Administration	1,925	15,750	21,161	24,215
2. Financial management	42,851	55,022	60,926	66,003
3. Corporate Services	40,583	50,055	53,491	59,885
4. Buildings	160,641	143,290	162,501	175,747
5. Roads Services	303,776	383,126	412,550	445,080
6. Property & Assets	86,729	108,709	131,120	120,882
<b>TOTAL EXPENDITURE</b>	<b>636,505</b>	<b>755,952</b>	<b>841,749</b>	<b>891,812</b>



**16.4 Inter-departmental linkages**

The Department work hand in hand with the Department of Health and Education. The Department of Roads and Public Works is doing the building and maintenance of infrastructure directly linked to the core functions of the two departments although the budget is allocated to the client Departments.

**16.5 Local government linkages**

None

**16.6 Public entities**

None

**16.7 PUBLIC-PRIVATE PARTNERSHIP**

These are still in a development stage.

**16.8 CAPITAL INVESTMENT, MAINTENANCE AND ASSET MANAGEMENT PLAN**

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**16.9 SUMMARY OF CAPITAL/ MAINTENANCE PROJECTS**

Type of project	Number Institutions/kilometres	Total estimated cost	Projected expendi (R'million)		200
			2003/04 2004/05 MTEF MTEF	MTEF	
<b>New Buildings</b>					
Ga-Rankuwa (New offices)	1	1,629	<b>543</b>	543	
<b>Upgrading/renovations</b>					
Mafikeng (Renovations)	2	53,619	<b>17,873</b>	17,873	
Rustenburg	4	171	<b>57</b>	57	
<b>Routine Maintenance</b>					
Mafikeng	15	19,140	<b>6,380</b>	6,380	
Others		15,441	<b>5,147</b>	5,147	
<b>Total</b>		90,000	<b>30,000</b>	30,000	
<b>New roads to be tarred waterproof</b>					
Bophirima	246	89,026	<b>32,309</b>	12,733	
Central	162	56,138	<b>20,241</b>	17,263	
Eastern	103	52,673	<b>3,215</b>	20,980	
Rustenburg (bojanala 1)	68	53,160	<b>20,558</b>	17,169	
Southern	18	12,371	<b>3,956</b>	1,808	
<b>Sub-total</b>	<b>597</b>	<b>263,368</b>	<b>80,279</b>	<b>69,953</b>	<b>1</b>
<b>Upgrading/rehabilitation- new gravel</b>					
Bophirima	145	42,501	<b>3,601</b>	16,930	
Central	96	22,845	<b>9,182</b>	7,978	

Eastern	81	15,480	<b>9,865</b>	3,958	
Rustenburg (Bojanala1)	175	34,820	<b>18,716</b>	13,045	
Southern	22	6,032	<b>2,112</b>	2,374	
<b>Sub-total</b>	<b>519</b>	<b>121,678</b>	<b>43,476</b>	<b>44,285</b>	
<b>Maintenance (Periodic (tar roads</b>					
Bophirima	107	16,097	<b>3,600</b>	5,971	
Central	297	44,549	<b>16,159</b>	14,514	
Eastern	132	19,818	<b>2,919</b>	6,609	
Rustenburg (Bojanala1)	187	28,103	<b>5,905</b>	6,689	
Southern	149	22,396	<b>1,479</b>	11,756	
<b>Sub-total</b>	<b>873</b>	<b>130,963</b>	<b>30,062</b>	<b>45,539</b>	
<b>Rehabilitation projects</b>					
Bophirima	85	41,363	<b>7,288</b>	15,771	
Central	104	57,405	<b>7,292</b>	23,000	
Eastern	92	37,859	<b>12,906</b>	12,032	
Rustenburg (Bojanala1)	125	64,996	<b>17,466</b>	23,648	
Southern	75	34,285	<b>9,932</b>	10,432	
<b>Sub-total</b>	<b>481</b>	<b>235,908</b>	<b>54,884</b>	<b>84,883</b>	
<b>Total</b>		<b>751,917</b>	<b>208,701</b>	<b>244,660</b>	<b>2</b>
<b>Reseal needs</b>					
Bophirima	357	71,400	<b>23,800</b>	23,800	
Central	593	118,500	<b>39,500</b>	39,500	
Eastern	234	46,800	<b>15,600</b>	15,600	
Rustenburg (Bojanala1)	352	70,380	<b>23,460</b>	23,460	
Southern	510	102,00	<b>34,000</b>	34,000	
<b>Sub-total</b>	<b>2,045</b>	<b>409,080</b>	<b>136,360</b>	<b>136,360</b>	<b>1</b>
<b>Rehabilitation needs</b>					
Bophirima	119	95,200	<b>31,733</b>	31,733	
Central	198	158,000	<b>52,667</b>	52,667	
Eastern	78	62,400	<b>20,800</b>	20,800	
Rustenburg (Bojanala1)	117	93,840	<b>31,280</b>	31,280	
Southern	170	136,000	<b>45,333</b>	45,333	
<b>Sub-total</b>	<b>682</b>	<b>545,440</b>	<b>181,813</b>	<b>181,813</b>	<b>1</b>
<b>Total</b>		<b>1,706,437</b>	<b>526,874</b>	<b>562,833</b>	<b>6</b>

**Note:** The above schedule includes all identified roads projects. The department will still prioritise projects to be in line with the approved budget.

\*Reseal needs are based on a normal 10year reseal cycle. Kilometres indicated are the cumulative length for three years

\*\*Rehabilitation needs are based on a 30year design life of a surfaced road. Kilometres indicated are cumulative length for 3 years.

Reseal and rehabilitation needs have not been added to the total, as these are only an indication and not the intended expenditure, since actual budget limit the expenditure.

The totals indicated may vary on final project list and final approved projects. As indicated the needs exceeds the budget by far.

Additional projects can be indicated if the budget permits

Timing of projects can affect the estimated expenditure per year.

Routine maintenance is excluded from the totals

Salaries of departmental construction units are excluded from the expenditure (about R7 million per annum)

**SUMMARY OF EXPENDITURE/DEVELOPMENT SPENDING****SUMMARY OF INFRASTRUCTURE/DEVELOPMENT SPENDING**

Infrastructure/development spending	2002/03 Budget R'000	2003/0 MTEF R'000
<b>Work in progress (31 March 2003)</b>	<b>27,607</b>	<b>126,288</b>
<b>NOTE: The project list is valid, but amounts per Financial year may change</b>		
D201 Pampierstad to Mokasa Development	44	8,480
P115/1 Phokeng to Boshhoek Development	45	1:
Z425 / Z426 from Z431to P28-5 Development	60	3,695
P65/1 from Ranteberg to P66-1 Development	61	3,732
D1325 from N4 to Marikana Rehab	72	5,928
P54/1 Gravel	74	2,865
D327 from Ganyesa to Tlhakgameng Gravel	167	3,047
P34/6 from Christiana to Jan Kempdorp Reseal	222	1,812
D328 from Cardington to Ditshipeng Gravel	334	4,578
D52 & D114 Gravel	386	5,895
P51/2 Gravel	430	6,565
P34/6 from Christiana to Jan Kempdorp Rehab	600	4,900
D479 from P172-1to Lehutshe border Gravel	680	2,793
D3545 from D433 (Mantsa) to D423 Gravel	861	2,139
P3/2 from Christiana to Bophirima/Southern region Border Rehab	1,020	1:
P32/1 from Klerksdorp to Ventersdorp Rehab	1,148	2,852
P34/3 from Sannieshof to Delareyville Rehab	1,320	4,680
P63/1from Hebron to Letlhabile Rehab	1,430	5,070
P123/1from Hekpoort to Skeerpoort Rehab	1,505	3,740
D533, D96, D511 & Z516 from Mononono to Kraalhoek Development	1,553	5,250
D414 from Logagane to End of tar Development	1,942	8,058

P34-3 from P28-3 (Boikhutso) to D653 Reseal	2,075	2,961
P20/3 from Derby to Ventersdorp Rehab	3,366	3,696
D328 from Z377 (end of tar) to Cardington Development	3,482	4,971
P16/2 from Rustenburg / Bafokeng Border to Kwa-Seritube Rehab	4,732	768
<b>New projects</b>	-	<b>6,331</b>
D1064 Reseal	-	
D108 Reseal	-	
D119 Goedgevonden access Gravel	-	
D1195 Reseal	-	
D121 Reseal	-	
D1280 Gravel	-	
D1325 Marikana to Tlapa Development	-	
D1331 Gravel	-	
D1339 from P87-1 "Shortcut for N4" to D332 Gravel	-	
D1344 Reseal	-	
D1382 Reseal	-	
D152 from Klerksd / Orkney Road (Jouberton access Road Development	-	
D1562 Reseal	-	
D1817 Reseal	-	
D1954 Gravel	-	
D201 from Mmamuthato to Kgomotso Development	-	
D2284 Reseal	-	
D321 Batlharos On route to Laxey, only to Wyk 10 (Phase 1) Gravel	-	
D343 Reseal	-	
D408 Reseal	-	
D41 Reseal	-	

D410 Reseal	-
D414 Reseal	-
D550 Reseal	-
D604 Reseal	-
D607 Reseal	-
D623 Reseal	-
D642 Barolong Access Rd Development	-
D968 from D3515 to D327 Gravel	-
D970 Setlagole to Likatlong Gravel	-
D990 from P16-1to P47-1Development	-
Hebron grave yard Gravel	-
Legolo Gravel	-
Makapanstad Gravel	-
NW212 P62-1Medunsa Development	-
P117/1 Reseal	-
P12/1 Reseal	-
P12/2 Reseal	-
P124/1 Gravel	-
P124/1, D52& D93end of tar (Mabaalstad) end of tar (Bapong) to MoubanaDevelopment	-
P137/1 Reseal	-
P16/1Gauteng borderD324Rehab	-
P172/2P47-3beginning of tar Development	-
P183/1 Reseal	-
P2/3 Reseal	-
P229/1 Reseal	-
P23/2 Reseal	-

P23/3 Reseal	-	
P24/1 Reseal	-	
P25/1P4/1 (end tar) P34/5 (Christiana - Schweizer-R Road) Development	-	
P251/1 Reseal	-	
P28/1 Reseal	-	
P3/3 Reseal	-	
P3/4 Reseal	-	
P32/1 Reseal	-	
P34/2 Reseal	-	
P34/5 Reseal	-	
P35/1 Reseal	-	
P35/2 Reseal	-	
P40/1 Reseal	-	
P51/1 Reseal	-	
P54/1 Reseal	-	
P56/1 Reseal	-	
P65/1 Reseal	-	
P68/1 Reseal	-	
Z509 Gravel	-	
Z522 Reseal	-	
Z604 from D621 to P63-1 Development	-	
Z606 Gravel	-	
Z608 Gravel	-	240
P23/3 from Myra to Amalia Development	-	247
Z442 ext from D479 (Khunotswana) to D410 (to Slurry) Development	-	341
D894 from Sannieshof to P117-1 Rehab	-	390
D2541 Gravel	-	

P175/1 PotchefstroomVander Bijl Rd Rehab	-	650
D2786 Gravel	-	
D2786 Tigane Access road Development	-	
P28/2 Reseal	-	1,463
D108 Marikana Road Rehab	-	1,500
P16/1 from Magaliesburg to Rustenburg Reseal	-	1,500
P23/1 Reseal	-	
P63/1 LetlhabileJerichoRehab	-	
Z613 Gravel	-	
D1263 Sonop to Brits Rehab	-	
D521 Gravel	-	
P16/1 Magaliesburg to Rustenburg Reseal	-	
P3/6 from P149-1 to P61-1 Rehab	-	
P28/2 Coligny Towards Ventersdorp Rehab	-	
P110/1 Reseal	-	
D2330 Gravel	-	
P117/1 Delareyville to Ottosdal Rehab	-	
D653 Sannieshof Mareetsane Rehab	-	
D1256 Sannieshof Ottosdal Rehab	-	
D408 Gelukspan Springbokpan Rehab	-	
P3/2 Bophirima / South Region Border Bloemhof Rehab	-	
P12/2 Vryburg to S/Reneke Rehab	-	

### **SUMMARY OF CONDITIONAL GRANTS**

Conditional Grant	2002/03 Budget R'000	2003/0 MTEF R'000



Conditional Infrastructure Grant: Roads	54,068	82
<b>Total Conditional Grants</b>	<b>54,068</b>	<b>82</b>

#### SUMMARY OF EARMARKED FUNDS

Item	2002/03 Budget R'000	2003/0 MTEF R'000
Provincial Capital Development Fund (PCDF)	80,000	160,000
<b>Total Earmarked funds</b>	<b>80,000</b>	<b>160,000</b>



**PART C: BACKGROUND INFORMATION****16.10 APPENDIX ONE: ANALYSIS OF SERVICE DELIVERY ENVIRONMENT****16.10.1 POLICY CHANGES AND TRENDS**

The Department introduced a 'turn-around strategy' during the 2002/2003 budget year. This turn-around strategy is based on a three-leg pot. If one of the legs is missing, the department will be unstable. The three legs of the strategy are:

**SOFT ISSUES****a. Organisational structure**

A matrix structure that will take higher levels of management to the Regions and thus closer to the work force.

**b. Human Resource Management and Development**

Addressing the backlog in: assessments, leave, pension, training, absconding and recruitment.

**c. Internal Communication**

Improve the flow of information to and from staff members by: clear instructions, clear policies, circulars and newsletters.

**d. Improved Management**

Management at four levels: Executive Management, Department Management, Extended Departmental Management and Regional Management.

**e. Information Management**

The new directorate will ensure that Management Information systems will be utilized to ensure that information needed to take decisions is always at hand.

**CORE ISSUES****a. Delivery of Infrastructure**

An understanding that the performance of the Department will be measured by the delivery of infrastructure. All support directorates must always keep this in mind.

**b. Improved planning and construction cycle**

In line with accrued accounting principles and the MTEF procedures, the Department will plan projects in the one year and will execute the actual expenditure in the next financial year.

**c. Improved control**

The policies and procedures had been documented and approved to ensure compliance to the regulations. In order for management to be able to monitor their financial performance they are provided with monthly financial analysis statements and expenditure.

The Departmental Procurement Committee meets weekly to authorize and monitor expenditure in line with the allocated budget. Control systems had been developed to control state housing and the rentals paid on leased office accommodation.

**HARD ISSUES**

- a. The document 'change the habit' is re-introduced and implementation of the plan is prioritised. The department adopted the 'change in habit' policy whereby everyone works towards:
- ✓ Less explanation, more action
  - ✓ Understand the matrix
  - ✓ No man is an island
  - ✓ Respect for authority
  - ✓ The helping hand is at the end of year sleeve
- b. **Improved discipline**  
Crackdown on discipline w.r.t. fraud, theft, drunkenness at work, time keeping, productivity and insubordination.
- c. **Performance management**  
All SMS members had signed a performance agreement with the Head of Department. Performance is evaluated against this performance agreement on a quarterly basis. PMS to be implemented at all levels.

## **16.10.2 ENVIRONMENTAL FACTORS AND EMERGING CHALLENGES**

The environment of delivery can be characterised as a fast changing one in which different cultures are blending in the post apartheid era. The combination of previous provincial entities and homelands as well as the merger of departments pose challenges for management and building of teams. Continuous culture change interventions are proving to be effective blending these diverse entities.

The department will expand its operations to the periphery specifically to rural districts where no administrative platform exists and therefore the quality of service is low. The redirection of resources to these areas will ensure that support to under resourced local government municipalities is increased.

The integration of service delivery and social development in the rural areas remains a challenge which government must overcome. The PFMA has introduced new requirements on managers and politicians alike as it has assigned new roles to each category. The government model, which it ushers in required learning and support for government institutions and personnel. The program for the department to comply with the Act in terms of systems and controls and to move employees from the practices of the old Exchequer Act to bring them up to speed with the environment of the PFMA is an ongoing challenge.

### **Maintaining and compliance with industry sectors developments within the next three years**

The competences of the emerging contractors must be attended to, to enable the province to create wealth on different levels of the communities. The fact that this department has an influence on the industry sectors lends the opportunity to drive new behaviours in the sector. Emerging contractors must not only be awarded contracts but be empowered to become businessmen and women to take note of.

### **Resourcing the Business Process for Effective Delivery**

A clear analysis of what is required to resource and support the delivery process must be done. Each business plan must indicate which infrastructure, equipment, IT applications and facilities need to be developed, procured, upgraded and maintained in order to realise the outputs which have been set for delivery.

**Building capacity within the sector.**

One of the important contributions by the department will be to building capacity in the sector in partnership with the relevant SETA's for the benefit of small operators who will be engaged in delivery process with us. This will ensure sustainability and quality improvement in the deliverables, which communities will inherit.

**Facilitating Economic and Social Development**

The macro-economic environment during 2003/04 will be of sustainable importance to all citizens of the province to ensure growth in the province. The importance of the buying power of government and what impact it has on economic and social development cannot be overestimated.

The issues here are the challenges to all of us to lower inputs in the economy in order to raise the levels of competitiveness. Key Performance Measures for the province include, competitiveness, growth, employment and job creation, SMMME's and Empowerment of the previously marginalized. The focus on social upliftment of rural communities through Black Economic Empowerment is considered strategic in this regard. The strategic plan seeks to take this area of activity to new qualitative heights in order to achieve maximum social impact.

**Lowering the cost of the Department's Service to the Public: E-Government**

The operating environment during 2003/04 will require any organisation that wants to have sustainable competitive advantage to concentrate on innovation, efficiency, and effectiveness and ensure value for money, through lower cost of services. Innovative applications of technologies will ensure benefit from the service of the department. By re-engineering the business processes of the department, new efficiencies will bear in the delivery.

**16.10.3****EVALUATION OF CURRENT IMPLEMENTATION PERFORMANCE**

Within the limited resources and time frame the new Department of Roads and Public Works performance can be evaluated positively. During this last financial year emphasis were placed on bettering administration of infrastructure in the province and to ensure that all Tender Procedures had been followed to obtain approval for capital projects to be executed during 2003/04.

The achievements during the past year included:

**Improving customer satisfaction**

The department held consultative meetings with clients and have evaluated changing trends in customer needs, how the client's business processes are changing as well as well as changes in policy imperatives and have sought to adapt best practice service designed to meet the client requirements.

Programme managers have convened Makgotla for providers of services to consult and conform them about the direction of the Department and how the service design is changing.

**Maintaining and complying with the regulatory Framework for the industry sectors.**

The laws, policies and regulations which regulate the area of competence had been evaluated generate outputs which deepen compliance of the department as well as the public at large.

### **Resourcing the Business Process for Efficient Delivery**

A clear analysis of what is required to resource and support the delivery process has been done.

### **Building Capacity within the sector.**

The department introduced cession payments to assist the MME' who are unable to obtain financing to start the allocated projects. Furthermore joint ventures between established firms and emerging contractors had been initiated to empower the smaller companies.

The emerging contractors are been computerized in the process to develop and later to assist in developing new emerging contractors

### **Financial Management**

The following policies had been approved to ensure financial control.

- ✓ Cellular phones policy
- ✓ Subsidized vehicle policy
- ✓ Debt management and debt write-offs policy
- ✓ Petty cash policy
- ✓ Disposal on absolute, redundant and unserviceable items.

The final delegations were amended in line with the North West Tender Board Circular 1/2003.

The new asset management system had been adopted and is in progress of implementation. All inventories had been valued in order to be included in the financial statements for the financial 2002/2003. this is a new development in line with GRAP.

### **Property Management**

The property audit was completed. From the audit, it was established which should be vested in the name of the provincial government. All properties are included in the register and a 'Building Maintenance system' had been introduced to ensure proper and planned maintenance of buildings under custodians of the Department.

### **Buildings**

The agreement between this Department and the Department of Health and Education is adhered to. The R24m available for the maintenance of education facilities in the current financial year is in the custody of the Department of Education. Similarly, the R30m for maintenance of Health facilities resides in the Department of Health.

To improve the performance of the Directorate: Buildings, the business process in the following areas have been redesigned.

- a) The regionalization of term contracts is designed to broaden the spectrum of beneficiaries of targeted procurement and to improve the response time to maintenance requests.
- b) The institution of regular meetings with the two main client departments to ensure their full participation in the implementation of the School and Clinic Building Programme.

- c) The purchasing of essential equipment such as additional sewerage tankers to improve the response time and sewerage maintenance service.

As an implementing agent for the implementation of capital projects for all provincial departments, the department has ensured the continuation of the following building programmes, which commenced in the previous financial year. The programmes are as follows:

**The School Building Programme;** under this programme 59 schools are to be built throughout the North West Province. As at the end of February 2003, 22 of the schools had been completed. The remaining 37 schools are scheduled to be completed by the end of December 2003.

**The Clinic Building Programme:** This programme covers a total of 69 clinics, the scope of work consists of the construction of new clinics and extensions to existing clinics. The clinics are distributed throughout the province. As a result of the late commencement of this programme no clinic has reached beneficiary occupation.

**Hospital Revitalization and Reconstruction Programme:** Under this programme, major refurbishment works are currently ongoing in the following hospitals:

- Taung Hospital
- Mafikeng Hospital
- Jubilee Hospital

Refurbishment of the Kitchen at the Thusong Hospital has been completed at a cost of R600, 000.00. Construction work on the new R30m Swartruggens Hospital commenced in March 2003, the department is proceeding with the upgrading of mortuaries in hospitals throughout the province to meet the forensic requirements for the transfer of this function from the police service to the Department of Health.

### **Black Economic Empowerment**

Procurement documentation for the entire building programme has been prepared on the basis of the Preferential Procurement Policy Framework Act 2000. Special conditions such as ABE status, contract participation goal and women equity were taken into account in the evaluation of the tenders to ensure black economic empowerment.

**School Building Programme:** This programme covers the construction of 59 schools throughout the province. The total value of projects awarded to various contractors under this programme amounts to the value of R150 million. Out of this total, R142mn has been awarded to Affirmable Business Enterprises. The difference of R8m has been awarded to non- ABE companies.



Details of the award of contracts per region indicating the amounts to ABEs are given in the table below

Clinic Building Programme: This programme covers the construction of 69 clinics throughout the province. The estimated construction cost for the entire programme stands at R105m. The first phase of R48m is currently underway. The R30m worth of construction work, which is currently ongoing, is awarded to Affirmable Business Enterprises only. In terms of Black Economic Empowerment this is a very significant achievement. Out of this total of R30m, R4.2m has been awarded to women owned construction companies.



**Affirmable Professional Service Providers:** As a result of inadequate number of professionals in various disciplines in the department, procurement documentation and construction supervision had to be outsourced. In line with the Preferential Procurement Policy Framework Act 2000, the department targeted mostly Affirmable Professional Service Providers for both the School Building Programme and the Clinic Building Programme. This specific targeting was designed to ensure that a large proportion of the consultancy fees were payable to APSPs. Out of the total of R55m which was payable as consulting fees, about R38m was payable to Affirmable Professional Service Providers. An amount of R4m was also payable to women owned Affirmable Professional Service Providers.

### **Job creation**

On completion of all 59 schools and 69 clinics, the Building Programme would have created approximately 7000 jobs. The distribution per region is shown in the table below:

Region	Schools	Estimate Budget	Projected Number of jobs		
			Direct	Indirect	Total
		<b>Educational Facilities</b>			
<b>Bophirima</b>	14	R 16,516	372	83	454
<b>Central</b>	15	R 41,247	928	206	1134
<b>Bojanala 1</b>	14	R 39,224	883	196	1079
<b>Bojanala 2</b>	1	R 3,921	88	20	108
<b>Southern</b>	15	R 49,279	1109	246	1355



<b>TOTAL</b>	<b>59</b>	<b>R 150,189</b>	<b>3379</b>	<b>751</b>	<b>4130</b>
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The breakdown of projected job creation under the Clinic Building Programme is as follows:

Region	Schools	Estimate Budget	Projected Number of jobs			<b>ROADS SERVICES</b>
			Direct	Indirect	Total	
		<b>Educational Facilities</b>				
<b>Bophirima</b>	59	R 86,269	1941	431	2372	The Department of Roads and Public Works' Roads Capital Expenditure (CAPEX) Programme
<b>Central</b>	3	R 3,925	88	20	108	
<b>Bojanala 1</b>	2	R 3,835	86	19	105	
<b>Bojanala 2</b>	2	R 2,624	56	13	72	
<b>Southern</b>	3	R 8,302	187	42	228	
<b>TOTAL</b>	<b>69</b>	<b>R 104,959</b>	<b>2362</b>	<b>525</b>	<b>2886</b>	

commenced in 2000, and the first round approximately 44 projects, most of which were completed in 2001. The next round commenced in October 2002, with the appointment of approximately 27 consulting engineers, to administer some 60 roads projects. These included resealing, rehabilitation, re-gravelling and development projects.

The programme is a major initiative to address the backlog in the maintenance and development of the Province's roads network, comprising some 7,000km of surfaced roads, and a further 17,000km of graveled roads. The proper management of the programme is essential to ensure the most efficient and effective utilization of funds to be expended thereon.

The expenditure in the 2002/2003 and 2003/2004 financial years is divided between 2 programmes. It includes the finishing off of the Roads 2000 Capex programme, for which a total expenditure of R35, 211m is envisaged in the 2002/2003 financial year, with a further R3, 154m in the 2003/2004 financial year, giving a total of R38, 365m over two years in question. Projects in this programme amounted to a total cost over 2000 to 2004 of R183, 887m, with some 50.7% thereof being spent on upgrading/ development projects, and the balance being spent on rehabilitation. In this way, a total of 349km of road was addressed, of which 35.3% were upgraded, and the balance rehabilitated.

The 2002 road Capex programme envisaged a total expenditure in the 2002/2003 financial year of some R34.86m. followed by expenditure in the financial year 2003/2004 of R191.0m, giving a total programme expenditure of R225.86m over the 2 years in question. This programme includes addressing a total of 1,195km of road, of which 122km are development projects, 171km are gravel roads, 419 km are rehabilitation projects, and 433 km are reseal projects. The total project cost for the 2002 Road Programme is apportioned 31.1% for development projects, 14.2% for gravel roads, 34.4% for rehabilitation projects and 20.2% for reseal projects.

In summary, the total projected Capital Expenditure over 2002/2003 and 2003/2004 will amount to some R264.2million. it will contribute to road projects with a total value of some R410million, of which 39.9% will be spent on development projects, 7.8% on gravel road projects, and 52.3% on rehabilitation/reseal projects. The total length of road to be addressed by these projects will amount to some 1,544km, comprising 245km of new

development, 171 km of gravel roads, and 1,078km of roads rehabilitated/ reseal.

## **16.11 APPENDIX TWO: ORGANISATIONAL INFORMATION AND THE INSTITUTIONAL ENVIRONMENT**

### **16.11.1 ORGANISATIONAL DESIGN**

The department moved towards a matrix organizational design to meet the client requirements in a much more effective manner. The changing trends in customer needs and how the stakeholder's business processes are changing necessitate changes in policy implementations and services and organizational design.

The department used a silo structure whereby the budget was centralized at Head Office level with Programme Managers controlling the budget. The silo system worked as follows:

The Programme Managers at Head Office represent the core function of the Department as well as the support functions: Financial Management and Corporate Services. The budget is centralized with limited delegation powers in the regions.

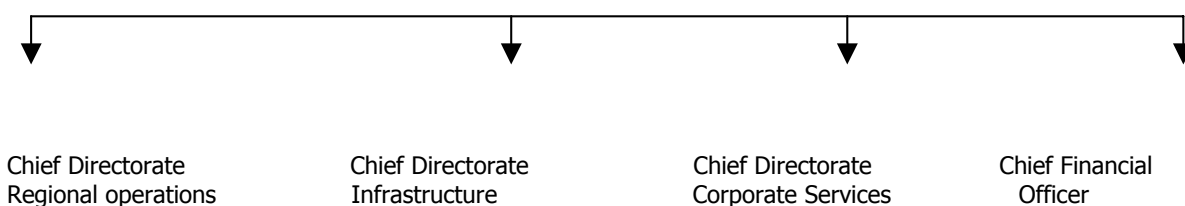
The silo system reporting level is according to the core function with no collaboration in the different regions. One of the major problems relating to this is the isolated usage of assets. The units in the different regions offices did not work together as a team but rather as an entity on its own. The needs of the community are not attended efficiently and effectively. The Programme Managers have not proper control over the budget due to the usage by different regions within delegated powers.

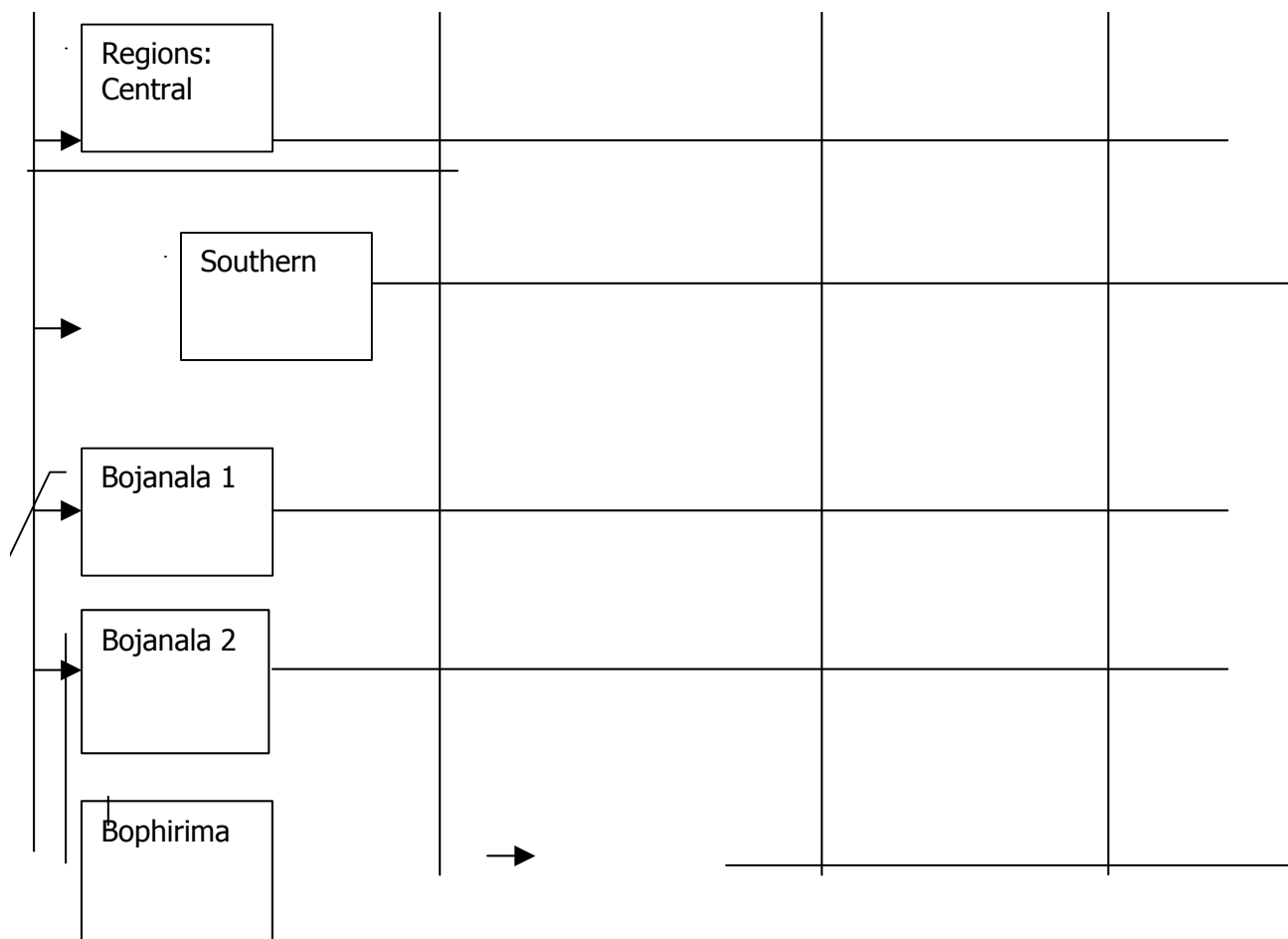
The Department moved away from the silo structure to a Matrix structure. The functional leadership is now attended to by the professional line function, while the necessary collaboration and sharing of information are dealt with in the regions through the administrative leadership of the regional coordinators. The budget will be decentralized to the regions during the next MTEF phase to enable the regional offices to prioritize the functions in the regions. A manager at Head Office will ensure that the regional office will be coordinated and included in all decisions. This is much smaller structure with flatter layers.

The Chief Director: Regional Operations had been appointed to address the backlog of the silo system and to lead the regions within the matrix organizational design.

The Matrix organizational design at Chief Director level are reflected as follows:

#### **DEPUTY DIRECTOR GENERAL (HEAD OF DEPARTMENT)**





### 16.11.2 DELEGATIONS

The North West Tender Board delegated more powers to the Departments (circular 1 of 2003) with the intention of total delegations as soon as the North West Tender board Act No.3 of 1994 has been repealed.

The Department of Roads and Public Works' Accounting Officer re-delegated certain powers to Programme Managers and Regional Managers in line with Section 5 (3) of the Act. The delegation aimed to effective and efficient service delivery without jeopardizes proper control within the Department.

### 16.11.3 CAPITAL INVESTMENT

Refer to item 16.9

### 16.11.4 PERSONNEL

#### Summary of departmental personnel cost

	Departmental Summary of personnel cost				
	2001/ 2002 Actual	2002/ 2003 Est. Actual	2003/ 2004 MTEF	2004/ 2005 MTEF	2005/ 2006 MTEF
<b>Summary of personnel cost (R'000)</b>					
Managers (Directors and above)		5,593	<b>8,450</b>	9,375	10,226
Middle management (Deputy & Assistant Directors)		24,545	<b>28,320</b>	31,185	33,104

Professional Staff					
Other Staff		292,926	<b>341,831</b>	381,095	417,989
Staff additional to the establishment					
Contract employees		450			
<b>TOTAL PERSONNEL COST</b>	-	323,514	<b>378,601</b>	421,655	461,319

**Summary of departmental personnel numbers**

Summary of personnel numbers	Departmental Summary of personnel numbers				
	2001/ 2002 Actual	2002/ 2003 Est. Actual	2003/ 2004 MTEF	2004/ 2005 MTEF	2005/ 2006 MTEF
Managers (Directors and above)		12	<b>19</b>	19	19
Middle management (Deputy & Assistant Directors)		84	<b>89</b>	89	89
Professional Staff					
Other Staff		4,868	<b>4,866</b>	4,866	4,866
Staff additional to the establishment					
Contract employees		3			
<b>TOTAL PERSONNEL NUMBERS</b>	-	4,967	<b>4,974</b>	4,974	4,974

**Summary of departmental personnel numbers per programme**

Personnel numbers per programme *	2001/ 2002 Actual	2002/ 2003 Est. Actual	2003/ 2004 MTEF	2004/ 2005 MTEF	2005/ 2006 MTEF
1. Administration		21	<b>26</b>	26	26
2. Financial Management		268	<b>270</b>	270	270
3. Corporate Services		175	<b>177</b>	177	177
4. Buildings Services		1,393	<b>1,393</b>	1,393	1,393
5. Roads Services		2,304	<b>2,206</b>	2,206	2,206
6. Property and Asset Management		806	<b>902</b>	902	902
<b>Total personnel numbers</b>	-	4,967	<b>4,974</b>	4,974	4,974
<b>Total personnel cost (R'000)</b>	-	323,514	<b>378,601</b>	421,655	461,319
<b>Unit cost (R'000)</b>	#DIV/0!	65.13	<b>76.12</b>	84.77	92.75

\* Full-time equivalent