



Department of Public Works

STRATEGIC PLAN

2005-2009

FOREWORD

One of the key focus areas in terms of our strategic objectives in economic growth and socio-economic transformation is the development of infrastructure through public investment. It has been shown that where there has been State intervention in the economy through direct public investment in the infrastructure there has been economic growth and more job creation than by the private sector.

Infrastructure development facilitates economic growth because it provides much needed access for people to services, facilities and opportunities. The Department of Public Works seeks to position itself to relate directly to the Limpopo Growth and Development Strategy in terms of planning, development and management of building and property infrastructure.

There is a general under-funding for the maintenance of government building and property infrastructure. It should be noted that the industry norm requires us to spend at least 2 to 3 percent of the value of our assets towards their maintenance on an annual basis. Historically, the allocation for maintenance of government buildings has been far below this norm.

We remain committed to addressing issues of unemployment, job creation, skills development and poverty alleviation by successfully implementing Expanded Public Works Programmes (EPWP).

Part A : Strategic Overview

1. Overview of Strategic Plan

Strategic Planning is an on-going process. Each programme conducts individual strategic planning sessions during which programme-specific strategic plans are developed. These individual plans are consolidated into a single Departmental Strategic Plan during the Departmental Strategic Planning Workshop, which is usually held at the end of May each year for the planning of the following financial year. Apart from the Building and Property Maintenance and management services, there are new mandates assigned to the department which are: co-ordination of the EPWP in the province and also co-ordination and development of provincial infrastructure.

2. Vision

Adequate and Reliable Integrated Public Infrastructure for Growth, Development and a Prosperous Provincial Economy.

3. Mission

To facilitate the management of sustainable integrated Provincial Infrastructure by providing leadership in the planning, management and implementation of programmes through optimal utilization of resources for accountable and customer - oriented service delivery for a united, non - racial, non-sexist, democratic South Africa.

4. Values

The Limpopo Department of Public Works prides itself on the following core values;

- Professionalism
- Humility
- Accessibility
- Adherence to the Batho Pele principles

5. Sectoral situation analysis (HOD)

The management of fixed assets through the lifecycle phases of acquisition, management & operation, and disposal is often very complex, requiring scarce professional expertise which should not be duplicated across departments. A similar lack of skills exists within the built-environment.

5.1 Summary of service delivery environment and challenges

The Department renders services primarily to other Government departments through the provision of property and facilities management services, building maintenance & management services and the coordination of the Expanded Public Works Programme.

In order to effectively deliver on these services, the Department has to overcome the challenge of under-funding. This situation has led to the deterioration of existing infrastructure, if the funding is not addressed the situation will deteriorate even further. There is a need for new thinking in terms of allocation of resources for building maintenance and rehabilitation as well as optimum utilisation of existing facilities.

The Department operates in a province that is mainly rural with high levels of illiteracy and unemployment.

5.2 Summary of organisational environment and challenges

The current institutional arrangements enables the department to continue to deliver on its mandate, however there is a need to realign the organisational structure to accommodate the new mandates of the department. In addition there is a need to reengineer processes to improve service delivery.

The department has implemented a performance management system to monitor programme performance. Delegations of authority are in place that ensures that decisions are taken at the appropriate levels.

6. Legislative and other mandates

The Constitution states that provincial governments are only responsible for Public Works functions, which relate to provincial functions and provincial state property. Hence, National Public Works directly undertakes Public Works functions, which relate to national functions in the Province, such as the construction and maintenance of facilities and properties, which are a national competence.

The Premier has assigned Provincial Public Works functions to the Department of public works. (The Premier has included provincial roads in the provincial Public Works functions however due to the reconfiguration of provincial department, the Roads Functions has been transferred to the Department of Transport).

The operations of the Department are governed by the 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 building maintenance and properties facilities activities and therefore needs to take cognisance of the Occupational Health and Safety Act. Building construction activities are also governed by the relevant environmental legislation.

There is no legislation specific to Public Works, but there is a national White Paper on Public Works (Public Works Towards the 21st Century, 1997), and the Department endeavours to work within the policy framework set by the White Paper. In this regard, 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 divisional organisational structure, in order to enable the adoption of project management techniques for the management of projects.

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 Treasury Regulations, and the Preferential Procurement Policy Framework Act. The Department is also bound by nationally negotiated agreements regarding conditions of service for its employees. It would be useful to have a brief description of these mandates, instead of the simple listing that of them that most departments

currently present. Other mandates that relates to coordination of EPWP and development of Provincial Infrastructure Plan are now added to Provincial Public Works.

7. Broad policies, priorities and strategic goals

7.1 Policies

- P.F.M.A
- Treasury Regulations 2002
- Public Service Regulations, 2001
- Labour Relations Act, 2002
- Skills Levy Act, 1999
- Employment Equity Act 1998
- Basic Conditions of Employment Act 1997
- White Paper on Transformation of Public Service
- Promotion of Access to Information Act
- Construction Industry Development Board Act
- Preferential Procurement Policy Framework Act
- Occupational Health and Safety Act

7.2 Priorities Strategic Goals Of The Department

7.2.1 LIIDP (LIMPOPO INTEGRATED INFRASTRUCTURE DEVELOPMENT PLAN)

To coordinate and facilitate the development of sustainable integrated Provincial infrastructure

To plan, manage and implement the development of Provincial property infrastructure

- EPWP (Expanded Public Works Programme) Job creation, poverty alleviation
- ICT (Information and Communication Technology) infrastructure
- Government accommodation

- PAP (Pan African Parliament)
- World Cup 2010
- Industrial Development Zone (IDZ)

7.2.2 HRD (HUMAN RESOURCE DEVELOPMENT) STRATEGY

To develop a human resources development strategy to address the skills shortage in the built environment as well as the internal HRD needs.

- Learnership
- Internship
- ABET (Adult Basic Education and Training)

7.2.3 CORPORATE GOVERNANCE

To put into place effective and efficient institutional arrangements that are in line with legislation

- Risk Management
- PMS (Performance Management System)
- IGRF (Inter-governmental Relations Framework)
- Communication
- PGDS (Provincial Growth Development Strategy)
- IDP (Integrated Development Plan)
- Spatial Rationale

7.2.4 WORKPLACE HEALTH

To develop a workplace health strategy to address health and safety requirements in the built environment as well as the internal workplace health needs

- OHS (Occupational Health and Safety)
- HIV
- Primary Health Care

7.2.5 PROCUREMENT REFORM

To reorient the procurement processes in the Department in line with the Supply Chain Management framework.

To develop and monitor the implementation plan for the supply chain management in the Department

- SCM (Supply Chain Management)
- BBBEE (Broad Based Black Economic Empowerment)
- PPP (Public Private Partnership)
- PPPFA (Preferential Procurement Policy Framework Act)

7.2.6 SERVICE DELIVERY IMPROVEMENT

To develop and monitor implementation of a service delivery improvement plan for the Department

- Research & Development (R&D)

8. Information systems to monitor progress

- **Financial Information Systems**

Systems that are in place to ensure sound financial management

Operational Information Systems

- BAS, FINEST, PERSAL
- Treasury to introduce inventory management systems.

Internal Control Systems in place

- Purchase Sub-directorate
- Expenditure Control
- Budget Control
- Inventory and Asset management
- Revenue and Systems
- Compliance

Information Reporting Systems

- Early Warning Report
- Financial Expenditure Report

IT Systems

Training on the use of IT systems is provided as and when required.

Information Systems for Monitoring of Progress

- BAFMIS
- ROADS Production and planning system*

**Roads production and planning information system, however this unit has transferred to the department of transport.*

Performance Management Systems

- The Performance Management System tool was implemented in the department in April 2002. The first annual final evaluation was successfully completed in April 2003. Currently busy implementing the 2004 final evaluation.

9. Description of strategic planning process

Senior management sets the broad strategic agenda which is informed by the Election Manifesto of the ruling Party, the Presidential State of the Nation Address, the Premiers State of the Province Address, and the Limpopo Growth and Development Strategy.

The broad strategic agenda is workshopped with the entire management in order to arrive at a common understanding of the department's strategic objectives. Programmes and sub-programmes develop their own goals which aligns to the strategic objectives of the department. These goals are then translated into operational plans that forms the basis of the Performance Agreements.

Part B : Programme and Sub-Programme Plans

10. Programme and sub-programme performance targets

Programme 1: Administration

The first programme is administration and consists of Financial Management, Human Resource Management, Corporate Services, Government Information Technology Office and Management (MEC's and HOD's Office)

10.1 Situation analysis: Administration

The programme provides support services to the core functions of the Department. The performance of the programme has been satisfactory, however, there are challenges in the following area:

Communication

There is a general misconception by the public regarding the services that are provided by the Department as a result of poor communication. The Department has adopted a communication strategy that contains a number of initiatives that are aimed at addressing this challenge.

Human Resource Development

There is a lack of a clearly defined human resource development strategy in the Province with regard to the identification of sector-specific skills requirements. For instance, there is a lack of skilled professionals in the Province in the built-environment.

Performance Management System

The Department has adopted the Provincial Performance Management System which is based on the Balanced Scorecard (BSC) methodology. There are, however, still challenges with regard to the implementation of the system.

Procurement Reform/SCM

As part of the process of procurement reform, Government promulgated the Supply Chain Management Framework Act, which led to the establishment of a supply chain

management (SCM) unit within the department. The unit's core function is to create an appropriate environment for procurement and provisioning systems, which are fair, equitable, transparent, competitive and cost effective as required by the PFMA.

Risk Management

The Department has a Risk Management Strategy and a Fraud Prevention Plan in place. The Department has begun to implement most of the measures approved in the plans. This has led to a reduction in the number of fraud and corruption incidents. The Department has attained an acceptable level of awareness and culture change in the area of risk, at both strategic and operational levels. The challenge is to continue to manage risk to an acceptable level.

The administration program is responsible for providing support services to the core functions, in financial management, Human Resource Management, Corporate services and on ICT issues.

Finance Management

The Department has been meeting most of the deadlines for compliance with the PFMA, Treasury Regulations and other financial transcripts. The Department has furthermore improved on its Activity Based Budgeting and Costing and ensuring that all expenditures are allocated to the correct budgets. A major impediment to certain efficiencies on the financial activities was due to the poor functioning of the transversal financial systems, namely BAS and Finest.

The Department has improved its planning and alignment to the Medium Term Expenditure Framework (MTEF) for strategic plans and infrastructure projects. This approach was essential for the proper planning of projects, which resulted in the introduction of Materials Resource Planning (MRP) for the core functions: buildings, properties and roads.

Through activity based budgeting, the finance section has managed to foster a stronger role of accountability to all programme managers in their financial management activities.

The Risk and Security Management unit's responsibility of implementing control measures and ensuring compliance to Departmental policies and corporate

governance. The unit further coordinates responses to the Auditor General's audit queries, and the implementation of corrective measures in response to these queries. In co-operating with the office of the Auditor General, the Department has experienced improved relations, which in turn, has added value to the audit exercise.

Corporate Services

In order to manage the Department's administrative support functions at District level more effectively, shared service centre managers coordinate these functions. This has resulted in the effective implementation of procurement reforms, improved fleet and logistics management and effective customer relationship management.

The Department was chosen as a pilot site for the implementation of the CIDB register, which aims to grade and regulate all contractors in the construction industry. The pilot CIDB register has been successfully implemented.

The department has introduced a new systems and processes that have resulted in greater efficiency in fleet management.

The provision of communication infrastructure, which was greatly lacking in the District Offices has improved during the past financial year and is continuing to improve.

Human Resource Management

- Consolidation of workplace skills plan, employment equity plan, affirmative action plan, redundancy plan, succession plan, retention plan and recruitment plan
- Improved personnel records and data on Persal by 82 percent, based between 0% and 43%.
- Performance evaluation has been done by 87%.
- Personnel expenditure came within budget.
- All planned skills development intervention was executed.
- Job analyses and job evaluation was done, posts were created, vacant posts filled or redesigned for realization of the strategic plan.
- A structure flow programme was successfully developed.
- Planned forum meetings held, all grievances resolved, no disputes dealt with and misconduct cases has been concluded.

Government information Services - GITO

- Develop a structured cabling infrastructure in District Cost centres and completed infrastructure cabling at Ellisras, Thabazimbi and Makhado.
- Developed an RCC database for Buildings at Head Office
- All software used in the department has been licenced
- Production of all departmental reports has been achieved
- Communication Strategy has been developed to improve communication for better decision-making.

10.1.3 Key Challenges (Administration)

Finance

- Good Corporate Governance
- Accountable Government. Department, Customer oriented services.
- Timeous and accurate financial and other reports.
- Effective management of public funds.
- Good working environment to all staff, unbiased and principled approach to Legislature
- To effectively and efficiently manage the financial affairs of the department.
- Access to contracts, payments on time, transparent and fair relationship, promotion of BBBEE Supply goods and services to the department.

Corporate Service

- Maintaining proper records for the Department.
- Auxiliary services, including transport and office services
- Quality Customer care
- Manage Shared Service Centres (SSC's) in districts
- Management of tender office and processes
- Promotion of BBBEE Supply goods and services to the department.

Human Resource management

- Challenges facing the department include the recruitment of professional staff especially in the field of architecture, engineers, etc.
- At present, low-level, unskilled staff is doing most of the work. This can be overcome by using the Public Service Regulations to do job enrichment and by creating professional posts at the relevant levels to attract the right people.
- A further challenge is to promote a productive culture of effectiveness and efficiency in the department. This is being accomplished through the Service Delivery Improvement programme, which aims to, introduces quality management systems into the various programmes.
- A programme for creating awareness around the scourge of HIV-Aids is already underway in the department, especially in building camps.

Government Information & Technology Service

- The Department has established a GITO structure in order to manage the service level agreements with the SITA.
- The Department has adopted the communication strategy in order to communicate departmental programme, services and other related activities to both internal and external stakeholders

10.2 Policies, Priorities and Strategic objectives

10.2.1 Policies: Programme1: Administration

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, Skills levels act, Basic Conditions of Employment Act, Labour Relations Act, Public Finance Management Act, New Treasury Regulations, and the Preferential Procurement Policy Framework Act, and the Access to Information Act.

The Department is also bound by centrally negotiated agreements regarding conditions of service for its employees.

10.2.2 Priorities

- Spending within budget
- Improved Financial results
- Preventing Fraud & Error
- Adherence to financial Controls
- Financial Statements accepted by the AG and an opinion expressed
- To achieve transparency, efficiency and effectiveness in the allocation of resource
- The principals of risk management enshrined in the establishment.
- To leverage service delivery in the department through strategic human resource management and staff advisory services.
- To focus on management control systems development
- Implementation in the areas of telecommunication infrastructure systems development for all components of the department.
- Information management and communications stabilisation.

10.2.3 Strategic Objectives

TABLE 1: Programme 1: Administration

Strategic Goals		Strategic Objectives	
1.1	HUMAN RESOURCE MANAGEMENT		<ul style="list-style-type: none"> • Human Resource Development & Training • Workplace Health & Safety • Benefits Administration • Workplace Relations Management • Implementation of Policies, Legislation and Regulations • Performance Management

1.2	CORPORATE SERVICES		<ul style="list-style-type: none"> • Records Management • Improvement of auxiliary services (office services, telephones, transport, etc.)
1.3	GITO		<ul style="list-style-type: none"> • ICT infrastructure • Communications • Information Management
1.4	FINANCE		<ul style="list-style-type: none"> • Supply Chain management • Risk Management • Financial Management
1.5	MANAGEMENT 1.5.1 MEC's Office 1.5.2 HOD's Office		<ul style="list-style-type: none"> • Provide efficient and effective administrative support to the MEC • Provide strategic leadership • and promote accountability at all managerial levels
1.6	SPECIAL PROGRAMMES 1.6.1 Strategic Planning 1.6.2 Service Delivery Improvement Programme		<ul style="list-style-type: none"> • Coordinate strategic planning, monitoring, research & development for the Department. • Coordination of processes and systems improvement in the Department

10.3 Analysis of constraints and measures planned to overcome them

Finance

The alignment of Medium Term Expenditure Framework (MTEF) for the strategic plan and infrastructure projects.

To introduce materials resource planning (MRP) and Just-in-Time (JIT) in the Department to improve inventory management.

Through activity based budgeting, the finance section has managed to foster a stronger role of accountability to all programme managers in their financial management activities. The next step is to introduce a system of Activity Based Costing (ABC).

Corporate Services

The department embarked on a project to improve records management in line with regulatory frame works and best practice. This will enable the Department to comply with provisions of promotion of Access to Information Act, the National Archives Act and other relevant legislation.

Decentralise the budget to district office to procure in terms of the needs analysis made.

Monitor and evaluate all procurements in terms of the PPPFA Act and BBBEE.

Human Resource Management

The Department will introduce a Learnership and Internship programme to address the skills shortage in the built-environment

GITO

There is a general lack of IT skills among users and the Department will embark on a training programme to address this challenge. There is also a need for specialised IT skills in order to enhance our service delivery. There is also a challenge with regard to correcting public perception regarding services offered by the department. This will be addressed through the effective implemtnation of the Department's Communication strategy. A further challenge is to enhance information management. This will be achieved by exploring an integrated document management system.

10.4 Description of planned quality improvement measures

The Department will embark on a project to optimise its business processes and workflows to enable it to effectively support the core functions of the Department.

10.4.1 Finance

10.4.1.1 Situation Analysis

The responsibilities of this programme are in line with the PFMA and other legislation. The core functions are to ensure a practice of good corporate governance in the department.

- Risk Management
- Financial Management
- Supply Chain Management

10.4.1.2 Policies, Priorities & Strategic Objectives

- Good corporate Governance
- Unqualified Audit Report
- Adequate Internal Controls (meaning- Risk management and Financial management and control)
- Procurement inline with government prescripts and policies, PPPFA and BBBEE.

10.4.1.3 Analysis of constraints planned measures to overcome

The financial management reforms initiated at the inception of the Public Finance Management Act have created a sophisticated environment requiring the support of robust financial systems. The province has been in the process of procuring a financial management system for the past three years and the implementation of the procured modules has been painstakingly slow, which has not been helpful in the full transformation of the government financial management.

The lack of systems support compromises the internal controls and risk management strategies. These weaknesses are inherent in both Financial management and Supply Chain management, resulting in the need for strong

supervision of the activities, which also over burdens management and requires high level of managerial competencies.

Despite the plans of aggressive training to build capacity and measures to circumvent the dire needs of skilled personnel within Financial, Risk and Supply Chain management, the department still encounters a challenge by way of high staff turnover in the very areas of scarce skills. The department has taken the attitude that it will provide experience and training for personnel in its employ for the benefit of the province and to increase the pool of available financial and supply chain management skills.

10.4.1.4 Planned quality improvement measures

The component of Risk and Security management has established a programme of action to mitigate and address audit queries arising from the same course of action and process. An action plan has been drawn up for each of the financial year and expressions as pronounced by the Auditor General, and quarterly reviews are made as a means of addressing all issues raised in the Audit process, and this measure has yet not adequately attended to.

In the financial management a strong focus has been in building capacity and increasing resources to attend to debt management and revenue collection. Training sessions and personnel have been recruited to meet the new requirements of clearing debt in the department, especially internal staff debt. Although, the implementation of the financial system is slow, the department has prepared to fully utilise the training sessions of rolling out the modules by exposing as many people as can be allowed in the sessions as a back up for the high turnover.

The supply chain management unit is currently fraught with challenges of conceptualisation of the principles of supply chain management as a value and rather than an encumbrance to the existing procurement process. Due to the lack of adequate managerial capacity in the area of supply chain the department is entertaining the idea of a strategic partner with expertise, who will provide a drive for the process in line with principles of business re-engineering and entrenching efficiency in the process as a norm rather than the anomaly.

The project mentioned above is initial delicate for service delivery improvement, efficiency and achievement of value for money through an economical system, this of course pursued with enabling legislation such as the PFMA and PPPFA and the Supply Chain Management Framework Act and Practice Notes

10.5 Corporate Services

10.5.1 Situation Analysis

The Department faces an enormous challenge in the cataloguing, classifying and storing of records. Currently records management is fragmented and there is no central repository of records. The challenge is centralise records in order to effectively comply with legislation. Auxiliary services is managed relatively well, however, there is a need to enhance certain processes in order to improve service delivery.

10.5.2 Policies, Priorities & Strategic Objectives

Policies have been developed to guide the activities of the sub-programme. The main priority is to comply with the relevant legislation applicable to transport management as well as the Promotion of Access to Information Act and the National Archives Act.

10.5.3 Analysis of constraints planned measures to overcome

A major challenge is to centralise the records management function, appoint skilled personnel in the field of records management and to create a single departmental repository containing all records.

10.5.4 Planned quality improvement measures

- Improve telephone connectivity at Cost centres.
- Improve the filing system and methods used for risk free and user friendly system.
- Ensuring of safe, secure storage and handling of documentation.
- Disposal of redundant files using the National Archives Act as a guide.

- Improve service delivery internal and external by ensuring fast and accurate payments of services rendered.
- Quick cancellation and processing of orders.
- Decentralise budget to district level in order to procure in terms of their needs analysis.
- Reduce fleet abuse and vehicle miss use
- Promote effective and wise vehicle usage
- Monitor and evaluate all procurement processes.

10.6 Human Resource Management

10.6.1 Situation Analysis

The need to recruit, develop, motivate and retain human capital is a key component for competitiveness. A coherent programme to execute human resource management in terms of the public service regulations (PSR). The Department has been used as a benchmark for best HR practices by the Department of Public Service and Administration (DPSA). The key challenges facing the sub-programme over the strategic plan period are measuring of human capital, training and development, further implementation of the performance management system, employment equity, implementation of learnerships, internships and ABET.

10.6.2 Policies, Priorities & Strategic Objectives

Policies are in place to regulate the Department's HR environment in line with legislation and the objectives of the Limpopo Growth and Development Strategy (LGDS). Implementation of learnerships, internships, ABET and Workplace Health programme

10.6.3 Analysis of constraints planned measures to overcome

There is a general lack of skills in the province, especially in the built-environment. The introduction of learnerships, internships and exchange programmes aims to address this challenge

10.6.4 Planned quality improvement measures

- Workplace Health will start on the improvement of staff health and thus reduce staff turn over due to ill health by utilizing the EAP Services.
- Occupational Health and Safety (OHS) aims to reduce accidents at the workplace by 99%.
- HIV & AIDS management aims to increase awareness of HIV & AIDS by 100%, by means of more effective Roads Shows, peer educational sessions and distribution of awareness products.
- Proper staff placement and increase staff skills for customer satisfaction.
- Contribute towards poverty alleviation
- Improve and coordinate the HR functions in districts.

10.7 GITO

10.7.1 Situation Analysis

In order for the Department to operate effectively, there is a need for an Information Management & Systems Technology (IMST) and Communication Service in order to support service delivery. However, the biggest challenge is to expand the network bandwidth in order to support the increasing user base within the department. There is also a challenge in addressing the IT user-training needs of the Department.

10.7.2 Policies, Priorities & Strategic Objectives

Policies have been developed in line with legislation and international ICT best-practice. The Department has also developed a Master Systems Plan which is aimed at aligning the Departments IT priorities with the overall business strategy of the Department. A major focus area is to increase the levels of IT-literacy among users, exploring the development of an integrated document management system (IDMS) solution and increasing the network bandwidth in order to accommodate the increased user base within the Department.

10.7.3 Analysis of constraints planned measures to overcome

Increase the level of IT-related training, increase the network bandwidth and explore the development of an integrated document management system (IDMS).

10.7.4 Planned quality improvement measures

- To provide stable and efficient ICT infrastructure by means of improving Network connectivity in all regions, cost centres and head office.
- Development of a Provincial ICT Infrastructure plan.
- Ensure that all SLA established with service providers, provide that systems function optimally thus reducing user complaints and poor service. Planning in line with MSP guidelines for optimised, reliable IT infrastructure to improve Internal and external communication.
- Ensure that at least 90% of hardware and software as well as related accessories are provided for the department.
- Continues compliance with Legislative requirements and time schedule. Ensure the availability of reliable reports for better decision making and improve communication.

10.8 Management (MEC's & HOD's Offices)

10.8.1 Situation Analysis

The MEC's office is fully functional in terms of staffing requirements. The challenge is to increase the capacity of the office

10.8.2 Policies, Priorities & Strategic Objectives

The sub-programme operates within the national legislative framework, policies and regulations. The priority of this sub-programme is to ensure that the Department is in line with its stated strategic objectives and legislative mandates.

10.8.3 Analysis of constraints planned measures to overcome

The office of the HOD needs to strengthen its capacity in order to deliver on the Department's stated strategic objectives and legislative mandates.

10.8.4 Planned quality improvement measures

The Department is in the process of strengthening the capacity of the HOD's office by creating a unit that will focus on strategic planning and service delivery improvement.

10.9 Resource Information

The Department has set aside 1% of the payroll for human resource development. There is also a need to enhance capacity to address the challenges around records management. The entire GITO budget will be channelled towards addressing the initiatives proposed in the Master Systems Plan (MSP). There is a need to enhance capacity in the identified areas of procurement reform, risk management and records management.

11. Programme 2: Property & Facilities Management

To manage the property requirements for all provincial Departments and to manage the provincial property portfolio

11.1 Situation analysis

The property programme is responsible for providing the provincial government with its property requirements and facilities management. This involves the renting, acquisition and disposal of properties, lease management of Government properties, registering of State-owned properties in the name of the Province, transfer of Provincial properties to Municipalities, as well as the provision of, cleaning, landscaping, gardening and security services.

The program faces huge challenges in the area of rental collection both in terms of rent-defaulters and a lack of capacity in rental collection management within the Department. The disposal programme is being hampered by the inability of preferred buyers to access finance as well as long-drawn-out legal process to evict existing tenants. There is a lack of

capacity within client Departments to manage their own respective leases with landlords. There is also a lack of capacity within the Department to monitor leases on behalf of client Departments. The programme also faces a challenge with regard to the updating of all the fields in Provincial property asset register.

11.2 Policies, Priorities and Strategic objectives

The Department has developed a policy in line with the White paper on Government-wide Immovable Asset Management to guide the management of the Provincial property portfolio including the acquisition and disposal of properties. In addition, the Department conducts its activities in terms of the various legislation governing property matters, including: The National State Land Disposal Act, The Northern Province Land Administration Act, The Municipal Systems Act.

The Property programme will focus on improving revenue collection and the overall management of the property portfolio. The strategic objectives of the planning period will focus on:

- The disposal of government property classified as redundant.
- Improving revenue collections from tenants.
- To continue with the Service Delivery Improvement (SDI) programme for cleaning, gardening and security.
- To improve and maintain good management of the provincial property portfolio.
- Continue with the transfer of townships (R293) to municipalities.
- Updating and maintaining a comprehensive provincial property asset register

11.3 Analysis of constraints and measures planned to overcome them

The programme will attempt to improve the collection of arrear rentals by dedicating staff to manage the rental collection. The programme will explore alternative ways of property disposal to preferred buyers. In addition, the programme will improve capacity within the Department to monitor the

management of leases by client departments. The programme will continue to explore alternative methods to address the gaps in the Provincial property asset register.

11.4 Description of planned quality improvement measure

Following recommendations of our Service Delivery Improvement programme, the department has managed to improve its processes in the management of the Provincial properties and facilities, and in particular, further improvements were made to the security, cleaning, landscaping and gardening services.

In order to effectively manage lease agreements, we intend to strengthen our systems to ensure timeous reporting of client accommodation requirements, lease renewals and terminations.

11.5 Resource Information

There is a need for funds to undertake an accurate valuation of all properties on the asset register. There is also a need to strengthen capacity in the area of lease management.

12. Programme 3: Building Management Services

The building programme is responsible for the provision of building construction management, project management, contract management and building maintenance services to other provincial government departments.

12.1 Situation analysis

One of the major challenges facing the Building programme over the previous years has been the lack of effective management control systems for internal building and maintenance teams. The lack of sufficient funding to address maintenance backlogs is a further challenge.

Another challenge is the lack of joint planning with client departments with regard to maintenance activities.

The management of projects on behalf of client departments is hampered by a lack of capacity on the part of contractors and also by the delay in payments by client departments

12.2 Policies, Priorities and Strategic objectives

The programme is guided by the Occupational Health & Safety Act (OHS), Environmental Legislation, National Building Regulations (NBR), Construction Industry Development Board (CIDB) and other built-environment regulations.

The programme will focus on the following priorities:

- Using in-house building staff to construct and maintain road camps and for maintaining the residential property portfolio.
- Further implementation of Emerging Contractor Development Programme
- Routine and preventative maintenance of buildings and facilities.
- Develop and implement EPWP models for Building.
- Implementation of building-related learnerships and internships
- Strengthening corporate governance.
- To implement and manage a Contractor Development Programme
- The consolidation and strengthening of project management procedures and systems
- To render effective routine building maintenance service

12.3 Analysis of constraints and measures planned to overcome them

In order to address the lack of management control systems, the Department embarked on a programme of service delivery improvement during the financial year. This has led to the development of systems and processes that has resulted in a marked improvement in the output of the teams. The Department has also entered into a service level agreement (SLA) with client departments, in order to address, among other things, the issue of late

payments. A contractor development programme has been initiated in order to capacitate contractors.

12.4 Description of planned quality improvement measure

In the building section, a contractor development programme was successfully implemented. To ease the financial burden on building contractors, the Department introduced a system of phased performance guarantees in conjunction with financial institutions. This initiative enabled contractors to raise guarantees in an easier and affordable manner. Access to construction materials was also made easier for contractors through the implementation of improved cession agreements.

In addition, management control systems have been put in place as part of the Service Delivery Improvement initiative.

12.5 Resource Information

There is a need for a management information system to assist in monitoring and reporting. There is a need for additional resources to address the building maintenance and rehabilitation backlogs.

13. Programme 4: Expanded Public Works Programme

This programme is responsible for coordinating the Expanded Public Works Programme in the Province. This involves evaluating business plans, monitoring implementation, facilitating training and reporting progress for all EPWP programmes in the province.

13.1 Situation analysis

The Provincial EPWP steering committee has been established. Consultative meetings and workshops with Municipalities and Provincial departments are taking place. A number of business plans have been developed and are in the process of implementation. At present, only the infrastructure sector guidelines have been developed.

13.2 Policies, Priorities and Strategic objectives

The EPWP programme arose out of a national Cabinet decision and by a subsequent Provincial Executive Council decision.

The priority of the programme is to ensure the successful implementation of the business plans developed for the programme

The objectives of the programme are to :

- Promote job creation
- Alleviate poverty
- Skills development

13.3 Analysis of constraints and measures planned to overcome them

Local Authorities need to identify potential EPWP projects that will be funded through the Municipal Infrastructure Grant (MIG), while Provincial departments have to identify funds from within their existing budgets that can be channelled towards EPWP projects.

Guidelines for the economic, social and environmental sectors need to be developed by the relevant sector departments.

13.4 Description of planned quality improvement measure

The development of outstanding sector guidelines needs to be finalised. There is also a need to raise the level of awareness around the EPWP concept, and to build capacity within the Province with regard to the implementation of the programme. The introduction of monitoring and reporting mechanisms to measure the progress

13.5 Resource Information

An amount of R20 million has been allocated to the EPWP programme. There is also a need to strengthen capacity by appointing personnel with relevant skills and experience.

14. Capital Investment, Maintenance & Asset Management Plan

Table 2: New projects, upgrades and rehabilitation (R '000)*

New projects	2004/05 (estimate)	2005/06 (budget)	2006/07 (projection)	2007/08 (projection)	2008/09 (projection)	2009/10 (projection)
Programme 1	174 730	188 223	197 262	207 123	217 479	
(Admin)	109 694	113 089	116 650	122 484	126 394	
Programme 2						
(Property)						
- Project 1	281 133	299 492	356 816	340 805	303 184	
- Project 2						
Programme 3						
(Building)	-----	20 000	-----	-----	-----	
- Project 1						
- Project 2						
Programme 4						
(EPWP)						
Total new						
Upgrading						

Programme 1 (Admin) Programme 2 (Property) - Project 1 - Project 2 Programme 3 (Building) - Project 1 - Project 2 Programme 4 (EPWP)						
Total upgrading and rehabilitation						

* The figures reflect total budgets allocated per programme.

Table 3 : Building maintenance (R '000)

Maintenance	2004/05 (estimate)	2005/06 (budget)	2006/07 (projection)	2007/08 (projection)	2008/09 (projection)	2009/10 (projection)
Programme 1 Programme 2 Programme 3 Etc						
Total						
Total as % of department expenditure/budg et						

* The figures will be available after the Departmental Strategic Workshop in May 2005

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

15.1 Interdepartmental linkages

The Limpopo Department of Public Works has entered into Service Level Agreements (SLA's) with the Department of Education and the Department of Health and Welfare for the construction of schools, clinics and hospitals.

15.2 Local government linkages

The department participates in Integrated Development Planning (IDP) forums with local and district municipalities and other Stakeholders with regard infrastructure development and co-ordination.

15.3 Public entities

Due to the restructuring of provincial departments, RAL as well as the Roads Functions have been transferred to the Department of Transport

15.4 Public, private partnerships, outsourcing etc

The Department currently does not have any public-private-partnerships.