

# Department of Public Works Roads and Transport

FREE STATE PROVINCE



THREE-YEAR

ANNUAL PERFORMANCE PLAN

2007/08 - 2009/2010

Tabled: 09/03/2007

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## FOREWORD BY THE EXECUTIVE AUTHORITY

This Three Year Annual Performance Plan constitutes an important platform for planning in advancing our broad mandate for a people's contract to create work and fight poverty, particularly in the context of infrastructure development for a shared and accelerated economic growth. The needs of our people are immense and urgent and can only be resolved on a more sustainable basis by fostering a shared economic growth. Infrastructure development has a decisive role to play in helping grow and develop the economy on a sustainable basis. The mandate of our department which is largely about infrastructure provisioning makes the role of our department very key in the infrastructure development drive.

Our public works function remains very critical in the current infrastructure drive because of the huge backlog with regard to social infrastructure such as schools, hospitals, clinics, libraries, multi-purpose community centres and other important public facilities. The construction of social infrastructure resides in its ability to help meet the basic needs for our people and at the same time build sustainable livelihoods in our communities by creating jobs and developing skills.

The importance of proper roads network cannot be over-emphasised in growing and developing the economy. Through a properly maintained roads network, the movement of people, goods and services can be realised on time and efficiently. The prominence of roads in our planning and budget is therefore proportional to its potential in contributing towards economic growth and development. An affordable and efficient public transport system also has a critical role to the economy and social life broadly. Roads and transport are complements in socio-economic development. The coming of the 2010 soccer world cup should therefore be leveraged as an opportunity to accelerate infrastructure development in roads and in transport, in particular, so as to leave a lasting and useful legacy beyond 2010.

The good plans contained in this document will remain hollow without a strong and efficient department capable of transforming these plans into concrete improvements in the material lives of our people. We have and will continue to strengthen the department for improved service delivery. Proper planning has a critical role in producing good and desired results in the course of building a better life for all our people. This document should therefore serve as a compass in our quest of creating a better life for all.



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**Mr. Seiso Mohai**  
**MEC for Public Works, Roads and Transport**

## OVERVIEW BY THE HEAD OF DEPARTMENT

The 2007/08 – 2009/10 Annual Performance Plan incorporates major shifts in strategic priorities intended to accelerate infrastructure whilst robustly pushing back the frontiers of poverty. Central to the accelerated integrated infrastructure delivery, will be the deracialisation and transformation of the economy in the Construction and Property Industry. Uncompromisingly we will deliver the much needed infrastructure in a more massified labour intensive method and simultaneously develop necessary skills and capacity.

Mindful of the limitations and challenges we are confronted with, we will endeavour to recruit the appropriate staff with the requisite skills in order to be able to discharge our responsibilities.

The key areas of focus will be in:

- Transforming and creating an effective Construction and Property Industry whilst completing the Asset Register and ensuring interpretability of our property portfolio. The disposal of the redundant stock will be critical in order to generate income to invest in infrastructure and stimulate the economy.
- Promoting accessibility and mobility, simultaneously providing an integrated road infrastructure that enhances and stimulate the economy.
- Intensifying the creation of jobs and deepening our Expanded Public Works Programme.
- Creating and sustaining a working environment that improves service delivery and inculcating the culture of excellence and good governance.

We will rally our efforts to seize the opportunities presented by the hosting of the 2010 and ensure that we create an indelible legacy in our operations. As a learning organization, we will spare no efforts in learning and replicating good practices from other institutions and our stakeholders.



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Adv. Makhosini Msibi

Accounting Officer: Department of Public Works, Roads and Transport

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## PART A

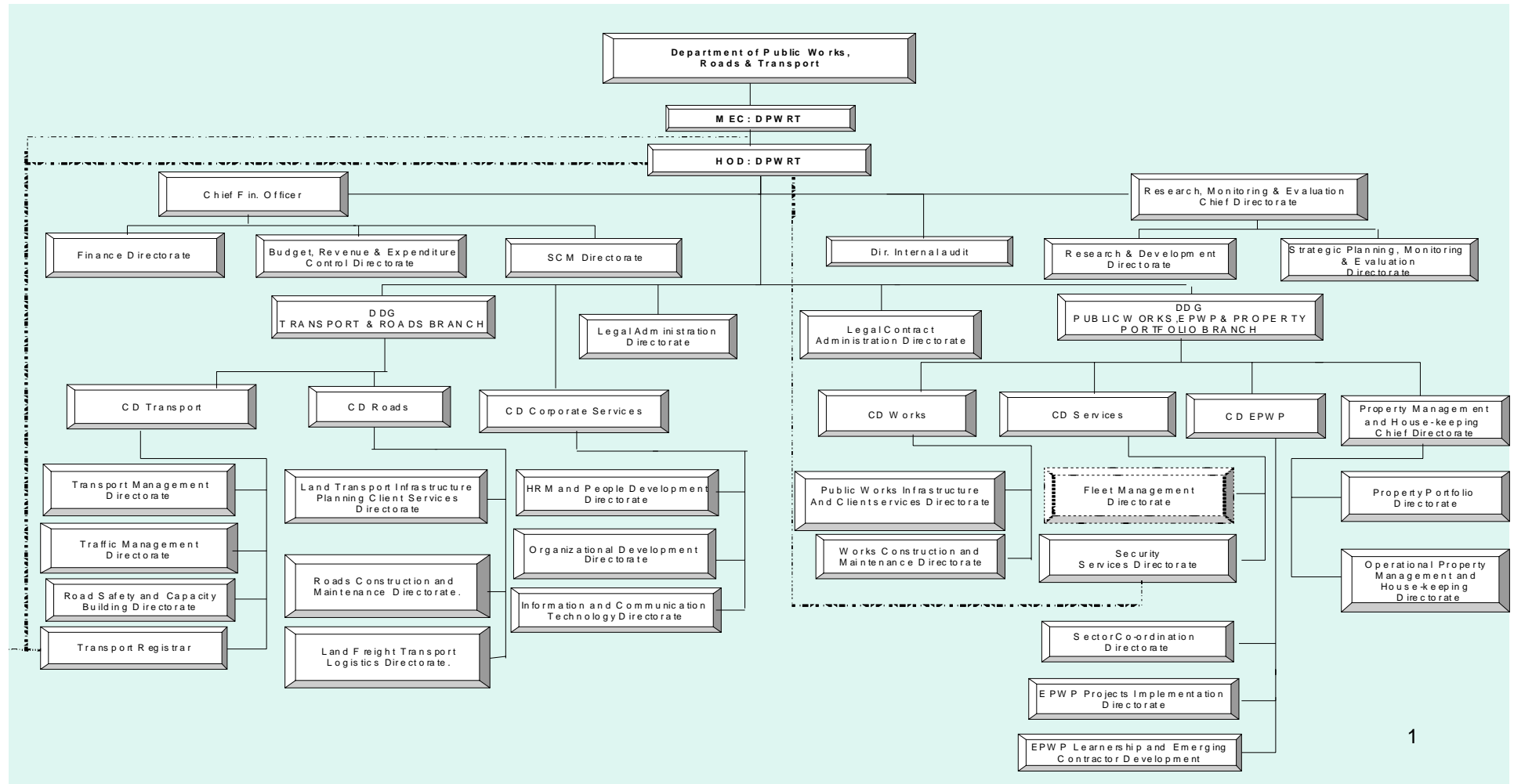
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# STRATEGIC OVERVIEW

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# ORGANISATIONAL DESIGN AS AT 01 APRIL 2007



## POLICY STATEMENT

The strategic position that has been captured in this document provides the direction and priorities of this Department. The plan is in line with the provisions of the Medium Term Expenditure Framework (MTEF) as well as the National and Provincial Priorities.

## VISION

A prosperous Free State through facilitation of sustainable infrastructure.

## MISSION

A department committed to the provision, promotion and sound management of assets, transportation and infrastructure systems that are safe, affordable, reliable, accessible and sustainable

## CORE VALUES

The following principles guide the Department's performance towards realizing its vision:

Commitment  
Batho Pele  
Interdependence  
Integrity and Fairness  
Transparency  
Honesty  
Respect

## CORE FUNCTIONS AND RESPONSIBILITIES OF THE DEPARTMENT

Maintenance and construction of the provincial road network.  
Public works maintenance and construction as well as property management including the provision of office accommodation.  
Implementation of Expanded Public Works Programmes.  
Public transport and traffic management.  
Revenue collection including vehicle licenses.  
Security management for interdepartmental buildings.

## LEGISLATIVE AND OTHER MANDATES

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

### *Transversal Legislative Framework*

Legislative Mandate	Relevance to the Department
Constitution of the Republic of South Africa (Act 108 of 1996)	Outlines the functions of the provincial government in relation to those of national and local government and also stipulates the concurrent functions between the various spheres of Government.
Public Finance Management Act, 1999 (Act No. 1 of 1999) as amended by Public Finance Management Amendment Act, 1999 (Act No. 29 of 1999) and the related Treasury Regulations.	Seeks to coordinate planning, budgeting, monitoring and reporting.
Public Service Regulations 2001 (as amended)	Emphasises that the Department's strategic plan should include core objectives based on Constitutional and other legislative mandates, functional mandates as well as the Service Delivery Improvement Programme.
Division of Revenue Act, 2005 (Act No. 4 of 2005)	Stipulates the reporting and requirements for the Grant and other budgets.
Promotion of Access to Information Act, 2000 (Act No. 2 of 2000)	The Act allows the public access to information held by either the State or another body if that information is needed to protect one's rights.
Promotion of Administrative Justice Act, 2000 (Act No. 3 of 2000)	Sets out clear rules and guidelines that the administrators must follow when making decisions
Skills Development Act, 2003 (Act No. 31 of 2003)	This Act amends the Skills Development Act, 1998 (Act No. 97 of 1998) by providing anew for the budgeting process in relation of training.
Local Government Demarcation Act, 1998 (Act No. 27 of 1998)	This Act guides the Department in the selection of the main centres to develop district head offices.
Local Government Municipal Structures Act, 1998 (Act No. 117 of 1998)	Differentiates between the activities that should be performed by municipalities and the Province.
Occupational Health and Safety Act, 1993 (Act No. 85 of 1983)	Deals with safety measures in the work place.
Free State Land Administration Act, 1998 (Act No. 1 of 1998)	Regulates the acquisition and disposal of state assets and also determines the appropriate delegations for officials to deal with property transactions.
Construction Industry Development Board (CIDB) Act, 2000 (Act No. 38 of 2000)	The main purpose of this Act is to implement an integrated strategy for the reconstruction, growth and development of the construction industry.
Compensation for Occupational Injuries and Disease Act, 1993 (Act No. 130 of 1993)	Provides for compensation for disability caused by occupational injuries or diseases sustained by employees in the course and scope of the employment, or death resulting from such diseases or injuries.
Preferential Procurement Policy Framework Act (PPPFA), 2000 (Act No. 5 of 2000)	Provides for a legislative framework for the implementation of the preferential procurement policy.
Broad Based Black Economic Empowerment Act 2003, (Act No. 53 of 2003)	Aims to facilitate a broad-based black economic empowerment and establishing a legislative framework for the promotion of black economic empowerment.



### *Roads and Transport Specific Legislation*

<b>Legislative Mandate</b>	<b>Relevance to the Department</b>
The Expropriation Act, 1975 (Act No. 63 of 1975)	The Act determines the expropriation process, as well as the calculation, determination and payment of compensation for any and all immovable properties acquired
The Mineral Act, 1991 (Act No. 50 of 1991)	This Act deals with the prospecting, mining and disposal of minerals, as well as the opening, rehabilitation and closure of quarries
The National Veld and Forest Fire Act, 1998 (Act No. of 1998)	This Act deals with the management of veld fires and assigns certain responsibilities to adjacent land owners
Advertising on Roads and the Ribbons Development Act 1940 (Act No. 1 of 1940)	Deals with the advertisement and development adjacent to the roads network
The National Land Transport Transition Act, 2000 (Act No. 22 of 2000)	The Act deals with the following related functions namely, planning, integration and regulation of the public transport
The National Road Traffic Act, 1996 (Act No. 93 of 1996)	This Act deals mainly with the regulation of traffic function
The Roads Ordinance, 1968 (Ordinance No. 4 of 1968)	This Ordinance deals with the overarching management and implementation of roads related projects
Road Traffic Act, 1989 (Act No. 29 of 1989)	Deals with the promotion of road safety

### *Public Works and EPWP*

<b>Legislative Mandate</b>	<b>Relevance to the Department</b>
Policy document on the Statutory Regulation of the Built Environment Professionals, 1999	The purpose of this policy is to ensure that professional functions are performed only by persons with the necessary competence
White Paper: Public Works towards the 21st Century, 1997	Reflects the National Department of Public Works' (DPW's) intention to establish a durable strategy that demonstrates how South Africa's broader socio-economic objectives will be met, in part through expanded investments in public works and dynamic changes in the DPW's approach to public works programmes, property investments, property and facilities management and project management
Control of Access to Public Premises and Vehicles Act, 1985 (Act No. 53 of 1985)	This Act deals with the access control of vehicles, visitors and public servants/officials to government buildings.

### White Papers

- White Paper on Human Resources Management in the Public Service, 1997
- White Paper on Training and Development in the Public Service, 1997
- White Paper on Affirmative Action in the Public Service, 1998
- White Paper on Transforming Service Delivery (Batho Pele White Paper), 1997
- White Paper: Creating an Enabling Environment for Reconstruction, Growth and Development in the Construction Industry, 1999.
- Government Wide Immovable Asset Management (GIAMA)
- Property Charter
- Construction Charter

## SUMMARY OF SERVICE DELIVERY ENVIRONMENT AND CHALLENGES

The department is faced with the following challenges that impair negatively on accelerated service delivery:

- Lack of technical and engineering skills.
- Drastic increase in traffic volumes on Free State roads which poses a challenge to maintain and upgrade our road network.
- Rising cost of construction.
- Commitment by the financial institutions.
- Inadequate funding on Infrastructure development.
- Supply and delivery of construction material and equipment.
- Implementation and rollout of CIDB (Construction Industry Development Board)

## SUMMARY OF ORGANIZATIONAL ENVIRONMENT AND CHALLENGES

The following internal environmental issues impact on service delivery and thus, the overall image of the department:

- Improve and accelerate payments to contractors.
- Deracialisation of the economy while promoting the economic transformation agenda.
- Robust implementation of a sustainable contractor development strategy.
- Accelerated and sustainable transformation in the construction and property industry.
- Accelerated delivery of integrated infrastructure.
- Development and implementation of an integrated transport system in the province.
- Maximising economic growth through implementation of infrastructure projects.
- Creation of employment opportunities through implementation of EPWP projects.
- Implementation of National Youth Service
- Contractor Development
- Acquisition and disposal strategy

## BROAD POLICIES, PRIORITIES AND STRATEGIC GOALS

### Broad Policies

- Free State Growth and Development Strategy
- Strategy on the Disposal of Immovable Property
- Accelerated Shared Growth Initiative for South Africa
- National Youth Service Project on Public Works Maintenance
- Draft Strategy on the Acceleration of Infrastructure Delivery 2006
- Department of Public Works, Roads and Transport Contractor Development Programme
- Road Infrastructure Strategic Framework for South Africa
- Transport Lekgotla Report 17-18 August 2006
- National Road Safety Strategy – 2006
- National Skills Development Strategy Towards 2010
- Departmental Employment Equity Plan
- Sectoral Determinations, e.g. Sectoral Determination on Learnerships
- A Draft Strategy to Accelerate Public Transport Implementation 2007 – 2014
- Policy Document on the Statutory Regulation of the Built Environment Professionals, 1999.
- Occupational Health and Safety Specifications as defined in the Construction Industry

### Priorities

- Implementation of the Freight and Logistic Hub
- Revive the commuter rail between Bloemfontein, Botshabelo and Thaba Nchu
- Investment in Infrastructure on N8 Corridor until the Lesotho border post
- Resuscitation of other sectors in Built Environment
- Massification of Expanded Public Works Programme and Job creation.
- Transformation of Transport Industry
- Compliance to Property and Construction charter
- Implementation of contractor development strategy to fast track the upward movement of emerging contractors
- Combating fraud and corruption especially in Traffic Management and Registering Authorities
- Restructuring of the Traffic Training College

### Strategic Goals and Strategic Objectives

PROGRAMME	STRATEGIC GOAL	STRATEGIC OBJECTIVES
Programme 1: Administration	A capable and skilled Department that is supported and strengthened towards service excellence	<ol style="list-style-type: none"> <li>1. Create and sustain a working environment conducive to improved service delivery.</li> <li>2. Ensure compliance to principles of good governance.</li> <li>3. Strengthen leadership and the development of personnel.</li> <li>4. Create a culture of excellence.</li> </ol>
Programme 2: Public Works	A transformed and effective construction and property industry that promotes government's objectives of economic development, good governance and uplifting the living standards and prosperity through the provision and management of accommodation and infrastructure needs of provincial departments within the Province	<ol style="list-style-type: none"> <li>1. Ensure the effective and efficient management and administration of all government vehicles and equipment in the Free State Province.</li> <li>2. Create and sustain a safe and secure environment for government assets, buildings and installations</li> <li>3. Provide leadership to the construction and property industry towards promoting sustainable economic growth, transformation and development</li> <li>4. Create an enabling environment that facilitates and promotes sustainable infrastructure in the Free State</li> </ol>
Programme 3: Roads Infrastructure	An integrated and sustainable road network system that is managed efficiently and effectively towards providing access and mobility to all road users in the Free State Province	<ol style="list-style-type: none"> <li>1. Ensure improved roads infrastructure planning and delivery.</li> <li>2. Enhance improved service delivery capacity within the roads infrastructure sector.</li> <li>3. Provide and maintain a vibrant and safe provincial road network service.</li> </ol>
Programme 4: Public Transport	Provision of a safe, reliable, effective and fully integrated public transport service in the Free State Province	<ol style="list-style-type: none"> <li>1. Ensure an effective and efficient public transport infrastructure.</li> <li>2. Promote the delivery of a well co-ordinated, safe and affordable public transport service.</li> </ol>
Programme 5: Traffic Management	A safe and efficient road traffic environment	<ol style="list-style-type: none"> <li>1. Ensure a culture of proper road traffic enforcement with new values driven by service delivery and more visibility.</li> <li>2. Improve licensing services and eliminate fraud and corruption within the traffic environment.</li> <li>3. Increase road safety training and education towards creating a law-abiding community.</li> </ol>
Programme 6: EPWP	Job creation maximized through the successful implementation of the Expanded Public Works Programme	<ol style="list-style-type: none"> <li>1. Mobilize all stakeholders towards the successful implementation of the EPWP</li> <li>2. Co-ordinate and monitor the implementation of the EPWP within the Free State Province</li> </ol>

## ANNUAL PERFORMANCE PLAN UPDATE ANALYSIS

### Organizational Structure

The department's functional structure has been aligned to match the departmental strategy in order to ensure that the department is appropriately positioned to delivery upon its mandate and policy objectives for improved integrated infrastructure and service delivery. Senior Management Service was strengthened and supervisory and technical posts were filled.

Numerous strategic planning sessions were held with all the managers in the Department with a view to:

- assess the relevance of the current key strategic goals and strategic objectives and,
- ensure alignment of the department to the relevant policy imperatives as well as changes in the environment. Based on this assessment, the Department aligned its strategic goals with numerous national and provincial imperatives in accordance with the budget structure (namely, Programmes) of the Department.

### Budget Structure

The Departmental activities are organized into the six-budget programme structure. Note should be taken that the EPWP programme is reported under Programme 6. The justification for this arrangement is to ensure alignment of the programme structure of the Department as proposed by the National Guidelines which phenomena promotes comparability.

## PART B

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# PROGRAMME AND SUB-PROGRAMME PLANS FOR THE 2007//2010 MTEF PERIOD

# 2007/2010 ANNUAL PERFORMANCE PLAN

## PROGRAMME 1: ADMINISTRATION

### AIM

The aim of this programme is to facilitate the overall strategic management and administrative support thereby ensuring effective and efficient functioning of the department within the principles of good corporate governance.

### PROGRAMME DESCRIPTION

The Programme consists of the following Sub-Programmes:

- Office of the MEC
- Management / Head of Department
- Corporate Services
- Programme Support Office

### PROGRESS ANALYSIS

Critical vacant posts at Senior Management and Middle Management were identified and immense progress was achieved in the filling thereof. The department has been able to appoint professional registered quantity surveyors and architects as well as technical and staff in the artisan disciplines. Junior and middle management at Traffic Law Enforcement was also strengthened. The filling of posts has contributed to much improved expenditure on capital funding and the overall service delivery.

Bursaries have been awarded to 90 full-time students which includes engineers in all spheres. This long terms intervention will start bearing fruit in 2007. With regard to the management of fraud and corruption, 18 staff members were discharged. Staff is being sensitized on the intention to uproot fraudulent and corrupt practices. The waiting service times at Registering Authority offices have dramatically been reduced from an estimated 45minutes to approximately 20 minutes.

### ANALYSIS OF CONSTRAINTS

- Technical Skills
- IT Infrastructure
- Record Management
- Fraud and Corruption
- Assessment of Policy Impact

### MEASURES PLANNED TO OVERCOME CONSTRAINTS

- Departmental Annual Performance Plan will be communicated to all staff.
- A proper records management system will be developed and implemented within the Department.
- Customise Information Technology to meet departmental needs
- Implement anti-corruption and fraud strategy
- Assess impact of the strategies based on the Departmental Strategic Plan and other National and Provincial relevant policies.

## **POLICIES, PRIORITIES, AND STRATEGIC OBJECTIVES:**

### **Policies:**

- Free State Growth and Development Strategy
- National Skills Development Strategy (Towards 2010)
- Departmental Employment Equity Plan, 2006/07
- Sectoral Determinations, e.g. Sectoral Determination on Learnerships
- Treasury Regulations

### **Priorities:**

- Implementation of HR Competency Clusters and Talent Management Strategy
- Skills development system addressing skills needs including learnerships in line with the departmental priorities
- Implement employment equity plan
- Strengthen employee wellness and special programmes
- Implement risk based Annual Audit Plan

### **Strategic Goal:**

A capable and skilled Department that is supported and strengthened towards service excellence

### **Strategic Objectives:**

1. Create and sustain a working environment conducive to improved service delivery
2. Ensure compliance to principles of good governance
3. Strengthen leadership and development of personnel
4. Create a culture of excellence



**SPECIFICATION OF MEASURABLE OBJECTIVES AND PERFORMANCE INDICATORS:**

Strategic Goal: A capable and skilled Department that is supported and strengthened towards service excellence

Strategic Objective No. 1: Create and sustain a working environment conducive to improved service delivery

Measurable Objectives	Performance Indicators	Performance Targets		
		Year 1 2007/08	Year 2 2008/09	Year 3 2009/10
Enable and improve service delivery through the successful implementation of e-governance	% Implemented data enterprise architecture, data and information management policy and plan	100%	100%	100%
	% Increase in computer literacy of staff	10%	10%	100%
	% trained frontline staff on Customer Care	50%	50%	50%
	% of SMS Members implementing Project Khaedu principles	50%	50%	50%
	% Implementation of Batho Pele Change Management / Revitalization Programme within the Department	100%	100%	100%
Conduct research on the impact of service delivery as well as alternative service delivery models	Number of completed research reports	1	2	3

Strategic Objective No. 2:        Ensure compliance to principles of good governance

Measurable Objectives	Performance Indicators	Performance Targets		
		Year 1 2007/08	Year 2 2008/09	Year 3 2009/10
	No. of personnel informed on Code of Conduct	100%	100%	100%
	% Functional whistle blowing system	50%	70%	100%
	% Implementation of the moral regeneration programme	50%	70%	90%
	Compliance with the OHS Act	60%	80%	90%
Review, evaluate and advise on matters related to corporate governance, risk management processes and internal control systems within the Department	3-Year Rolling Audit Plan fully implemented	100%	100%	100%
	No. of requests for legal opinions responded to within 7 days	All	All	All
	No. of legal contracts administered effectively	100%	100%	100%
	% Compliance to financial indicators and PFMA normative measures	100%	100%	100%
	% Increased revenue collection	10%	10%	10%

**Strategic Objective No. 3: Strengthen leadership and the development of personnel**

Measurable Objectives	Performance Indicators	Performance Targets		
		Year 1 2007/08	Year 2 2008/09	Year 3 2009/10
Implement Employment Equity Strategy to ensure representivity at SMS and levels 9 – 12	•16 Achievement of employment equity targets	6%	8%	10%
Develop management and officials within the Department towards improved service delivery	•17 No. of internal learnership programmes per category regarding materials testing, general Internal Auditor, general security and actor learnership (industrial theater). •18 No. of persons commencing in international internship programme in engineering and technical professions	1	1	1
Support the Department towards the recruitment and retaining of scarce skill	•19 Reduction in scarce skills	20% Mentor appointed to enhance scarce, critical and technical skills	40% Mentor appointed to enhance scarce, critical and technical skills	40% Mentor appointed to enhance scarce, critical and technical skills

Strategic Objective No. 4: Create a culture of excellence

Measurable Objectives	Performance Indicators	Performance Targets		
		Year 1 2007/08	Year 2 2008/09	Year 3 2009/10
Create and sustain a performance culture within the Department	No. annual external surveys	2	3	3

Reconciliation of budget with the plan: Programme 1 – Administration

	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates		
	Audited	Audited	Audited						
	R thousand	2003/04	2004/05	2005/06	2006/07		2007/08	2008/09	2009/10
Office of the MEC	2,291	3,779	3,775	5,911	5,911	4,033	3,740	6,636	7,034
Management/Head of Department	-	1,407	4,497	3,268	3,288	4,596	3,604	3,668	3,921
Corporate Support	73,632	83,312	112,538	118,130	118,060	126,179	141,756	163,131	170,538
Programme Support Office	35,530	25,971	5,778	3,200	3,250	3,369	4,072	8,792	9,240
	111,453	114,469	126,588	130,509	130,509	138,177	153,172	182,227	190,733

**AIM**

To manage the provincial property and asset portfolio for the optimum benefit of all government and render professional and technical services to client departments.

**PROGRAMME DESCRIPTION**

The Programme consists of the following Sub-Programmes:

- Programme Support Office
- Works Infrastructure
- Property Management
- Security Administration
- Fleet Management

**PROGRESS ANALYSIS**

The department has successfully recruited two registered quantity surveyors (project co-ordinators), three qualified quantity surveyors (project managers), two professional chief architects, 14 industrial technicians as well as works inspectors at various levels. Filling of critical posts has contributed to much improved expenditure on capital funding and service delivery marked by improved project management and quality control to Client Departments.

The technical personnel are currently being trained to implement the Infrastructure Delivery Improvement Plan (IDIP). Communication is improving both internally and externally with Client Departments and service providers (contractors/consultants). We now have standing infrastructure meetings with client departments. Improved communication has led to shorter project planning and execution cycles and more appreciation of integrated planning. R290m of capital projects was spent by December 2006, which is 87% of the available budget. With regard to maintenance of buildings, 13 projects were awarded to 100% woman owned companies.

**ANALYSIS OF CONSTRAINTS**

- Integrated service delivery
- Turn-around times (Core of business)
- Delayed payment of contractors
- CIDB - Challenges faced by emerging contractors
- Absence of integrated management information system.

**MEASURES PLANNED TO OVERCOME CONSTRAINTS**

- Improve and accelerate integration
- Improve the payment cycle
- Rollout CIDB implementation
- Advance integration of IT system

### **Policies**

- Property Chapter
- Construction Chapter
- White Paper: Public Works Towards the 21st Century, 1997.
- White Paper: Creating an Enabling Environment for Reconstruction, Growth and Development in the Construction Industry, 1999.
- Policy Document on the Statutory Regulation of the Built Environment Professionals, 1999.

### **Priorities:**

- Resuscitation of sectors in Built Environment
- Skills development and appointment of scarce skills
- Turn-around times
- Business processes
- Construction Industry Development Board (CIDB)
- Finalize consolidated accommodation plan for Government Departments
- Transform the Property Industry
- Acquisition of strategic assets for government use
- Disposal of redundant properties

### **Strategic Goal:**

A transformed and effective construction and property industry that promotes government's objectives of economic development, good governance and uplifting the living standards and prosperity through the provision and management of the accommodation and infrastructure needs of provincial departments within the Province

### **Strategic Objectives:**

- 1 Ensure the effective and efficient management and administration of all government vehicles and equipment in the Free State Province
- 2 Create and sustain a safe and secure environment for government assets, buildings and installations
- 3 Provide leadership to the construction and property industry towards promoting sustainable economic growth, transformation and development
- 4 Create an enabling environment that facilitates and promotes sustainable infrastructure in the Free State Province

**SPECIFICATION OF MEASURABLE OBJECTIVES AND PERFORMANCE INDICATORS:**

Strategic Goal: A transformed and effective construction and property industry that promotes government's objectives of economic development, good governance and uplifting the living standards and prosperity through the provision and management of the accommodation and infrastructure needs of provincial departments within the Free State Province

Strategic Objective No. 1: Ensure the effective and efficient management and administration of all government vehicles and equipment in the Free State Province

Strategic Objective No. 1: Ensure the effective and efficient management and administration of all government vehicles and equipment in the Free State Province

Measurable Objectives	Performance Indicators	Performance Target		
		Year 1 2007/08	Year 2 2008/09	Year 3 2009/10
Procure and maintain government vehicles in accordance with needs of Government	% of existing government vehicles maintained in accordance with vehicle guidelines	100%	100%	100%
	% of new government vehicles and equipment procured: <ul style="list-style-type: none"> <li>Life cycle completed</li> <li>Updated needs assessment</li> </ul>	100%	100%	100%
	Number of existing Government vehicles serviced in accordance with vehicle guidelines	All	All	All s

Measurable Objectives	Performance Indicators	Performance Target		
		Year 1 2007/08	Year 2 2008/09	Year 3 2009/10
Increase the participation of all levels of government in the Free State Province in the Provincial Fleet Management System	Number of information / awareness sessions provided to provincial departments and municipalities	9 Provincial Departments: vehicle fleet	All provincial Departments: vehicle fleet	All provincial and 3 Municipal councils : vehicle fleet
	No. of departments/ Municipalities participating	9 Provincial Departments:	All provincial Departments:	All provincial and 3 Municipal councils :
Promote economic development through cooperative governance	% expenditure spent on maintenance and repairs	30%	35%	40%



**Strategic Objective No. 2:** To create and sustain a safe and secure environment for government assets, buildings and installations

Measurable Objectives	Performance Indicators	Performance Target		
		Year 1 2007/08	Year 2 2008/09	Year 3 2009/10
Develop and ensure the successful implementation of a Contingency Plan in government buildings in consultation with all stakeholders	Operational Control Room	100%	100%	100%
Ensure compliance to safety and security standards	No. of security appraisals conducted	20	20	20
	No. of threat risk assessments conducted	50	60	100

**Strategic Objective No. 3:** Provide leadership to the construction and property industry towards promoting sustainable economic growth, transformation and development

Measurable Objectives	Performance Indicators	Performance Target		
		Year 1 2007/08	Year 2 2008/09	Year 3 2009/10
Contribute to the attainment of government's broad socio economic objectives	% Lease expenditure to HDI	30%	40%	50%
	% Acquisition and disposals to HDI	70%	50%	50%
	% Maintenance expenditure to HDI	50	50	50
	% of disposals to for land reform and human settlement	100%	100%	100%
Ensure that government assets and properties are managed and administered effectively and efficiently in line with best practices	Accurate and reliable accommodation information	100%	100%	100%
	Space allocated in line with norms and standards	60%	80%	100%
	optimum property utilised	100%	100%	100%
	Signed service level agreements with client departments	100%	100%	100%
	Government Property Maintenance plan developed and implemented	80%	100%	100%
	Compliance to OHS Act	80%	90%	100%
	Consolidated accommodation plan developed and implemented for all departments and district offices	55%	100%	100%
	Audit of valid lease agreements	70%	100%	100%

**Strategic Objective No. 4:** Create an enabling environment that facilitates and promotes sustainable infrastructure in the Free State Province

Measurable Objectives	Performance Indicators	Performance Target		
		Year 1 2007/08	Year 2 2008/09	Year 3 2009/10
Complete projects in accordance to project management guidelines	No. of projects successfully completed	95%	95%	95%
Develop and champion programmes and strategies towards improved construction	% Budget allocated to compliance with EPWP, Contractor Development Programme, National Youth Service, Construction Charter (BBBEE)	70%	75%	80%

**Reconciliation of budget with the plan: Programme: 2 Public Works**

R thousand	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates		
	Audited	Audited	Audited				2007/08	2008/09	2009/10
	2003/04	2004/05	2005/06	2006/07					
Programme Support Office	6,638	541	1,479	1,871	3,708	18,708	3,225	6,101	7,492
Other Infrastructure	116,934	117,669	139,443	147,241	138,404	159,035	156,972	183,329	200,573
Property Management	44,736	40,167	45,374	48,346	48,346	67,939	78,076	102,271	127,021
Security	32,126	55,944	47,762	58,249	66,315	65,565	63,284	83,387	87,905
Total payments and estimates	200 434	214 321	234 058	255 707	256 773	311,247	301 557	375 088	422 991

## PROGRAMME 3: ROADS INFRASTRUCTURE

### AIM

Promote accessibility, mobility and safe integrated road infrastructure network that is environmentally sensitive and stimulate social economic growth.

### PROGRAMME DESCRIPTION

The Programme consists of the following Sub-Programmes:

- Programme Support
- Planning
- Design
- Construction
- Maintenance
- Financial Assistance

### PROGRESS ANALYSIS

Construction and maintenance projects:

#### Completed Roads:

- Access road to Meqheleng;
- Makwane access road;
- Bridge at Zastron No 972 was repaired labour intensive;
- Rehabilitation of A54 (Eufees Road);
- Flood repair work

#### Roads under construction:

- Construction of the Sasolburg Interchange in accordance with the project plan
- Rehabilitation of Parys-N1;
- Repair and reseal of Welkom to Bothaville;
- Construction of the bridge over the Caledon River
- Construction of the Selosesha access road;
- Upgrading of Trompsburg-Jagersfontein road

#### Learnership projects:

- 20 Internal NQF level 2 (Certificate in Construction Contracting) learnerships were completed successfully
- 30 external NQF level 2 learnerships were registered with CETA

#### **Capacity building projects:**

- An agreement was signed with CETA in June 2004 to pay 90% of the training cost of road workers
- 5 SMME contractors were developed in the Southern Free State

#### **EPWP projects:**

- Senior staff were exposed to NQF level 5 and NQF level 7 (Promote Labour Intensive Construction)
- Middle Management nominated for exposure to NQF level 4 (Supervise Labour Intensive Construction)
- The construction of Makwane access road;
- The implementation of 30 learnerships in road construction

#### **Road Worker Empowerment project:**

- Demonstrated that productivity of internal personnel can meet that of the private sector. Improved productivity is hindered by ageing equipment, ageing workforce and the fact that the private sector offers higher salaries (3-4 times higher)
- 2 departmental teams successfully maintained the N8 in partnership with SANRAL and an established contractor
- 80% of all Regional Engineer and Road Superintendent posts are filled. The majority of technical posts were filled by promotion of existing employees

### **ANALYSIS OF CONSTRAINTS**

- Funding
- Road network sustainability
- Human capital
- Institutional arrangements
- Management Information Systems

### **MEASURES PLANNED TO OVERCOME CONSTRAINTS**

- Develop an action plan to retain scarce skill:
  - Targeted bursary policy
  - Alternative career paths for technicians
  - Initiate a mentoring programme
  - Investigate learnership potential for technicians
- Build in-house capacity.
- Infrastructure Audit
- Align management and execution.
- Develop an integrated Road Asset Management System
- Implement maintenance contracts

## **POLICIES, PRIORITIES AND STRATEGIC OBJECTIVES:**

### **Policies:**

- Provincial Land Transport Framework
- Free State Growth and Development Strategy
- Provincial Spatial development Framework
- The policy document on the Statutory Regulation on the Built Environment Professionals
- ASGISA
- Department Of Public Works, Roads And Transport - Contractor Development Programme
- Road Infrastructure Strategic Framework for South Africa
- (Transport Lekgotla Report 17-18 August 2006)
- Policy Document on the Statutory Regulation of the Built Environment Professionals, 1999.

### **Priorities:**

- Massification of Expanded Public Works Programme and job creation
- Implementation of contractor development strategy.
- Facilitate and support the implementation of Road Infrastructure Strategic Framework for South Africa (RISFSA)
- Facilitate the development and implementation of road infrastructure information systems;
- Training of technical/professional personnel;
- Development and implementation of Road Maintenance Contracts;
- Provide training in line with National Norms and Standards (Training School Kroonstad)

### **Strategic Goal:**

An integrated and sustainable road network system that is managed efficiently and effectively towards providing access and mobility to all road users in the Free State Province

### **Strategic Objectives:**

1. Ensure improved roads infrastructure planning and delivery
2. Enhance improved service delivery capacity within the roads infrastructure sector
3. Provide and maintain a vibrant and safe provincial road network service

**SPECIFICATION OF MEASURABLE OBJECTIVES AND PERFORMANCE INDICATORS:**

Strategic Goal: An integrated and sustainable road network system that is managed efficiently and effectively towards providing access and mobility to all road users in the Free State Province

Strategic Objective No. 1: Ensure improved roads infrastructure planning and delivery

Measurable Objectives	Performance Indicators	Performance Target			
		Base Year 2006/07	Year 1 2007/08	Year 2 2008/09	Year 3 2009/10
Define a strategic secondary road network for the Free State	% of roads identified to form the strategic secondary road network in accordance with the new road classification system	-	50%	100%	100% Implemented
Develop and implement a road asset management system (RAM)	Road Asset Management (RAM) developed and implemented	-	Phase 1	Phase 2	Phase 3

Measurable Objectives	Performance Indicators	Performance Target			
		Base Year 2006/07	Year 1 2007/08	Year 2 2008/09	Year 3 2009/10
Develop and implement alternative service delivery models	Maintenance functions outsourced to SMMEs (emerging contractors)	30 learnerships in phase 2	20 per district	50 per district	100 per district
	No. of km access roads designed	20km	40 Km	40 Km	40 Km
	No. of km roads designed for reseal	0	10 Km	70 Km	90 Km
	No. of km roads designed for rehabilitation	40 km	60 Km	60 Km	60 Km
	No. of km roads designed for upgrading	60 km	40 Km	40 Km	40 Km
	No. of bridges designed	1 bridge	1 Bridge	1 Bridge	1 Bridge



Strategic Objective No. 2: Enhance improved service delivery capacity within the roads infrastructure sector

Measurable Objectives	Performance Indicators	Performance Target			
		Base Year 2006/07	Year 1 2007/08	Year 2 2008/09	Year 3 2009/10
Establish and maintain a Provincial Roads Coordinating body	No. of municipalities involved	None	5 district municipalities.	100% Implementation of uniform systems	-
Build the capacity of local municipalities regarding the provision and maintenance of street networks through Project Consolidate	No. of municipalities trained based on needs assessment	None	Need assessment completed	10	25

**Strategic Objective No. 3: Provide and maintain a vibrant and safe provincial road network service**

Measurable Objectives	Performance Indicators	Performance Target			
		Base Year 2006/07	Year 1 2007/08	Year 2 2008/09	Year 3 2009/10
Transform the roads construction environment contributing to industry development and growth	% of Contract Participation Goal of the contract value for new contracts allocated to emerging contractors		30%	30%	30%
	% Identification of labour intensive items on all capital projects and maintenance projects	100%	100%	100%	100%
	% of maintenance contracts set aside for BBBEEE	50%	80%	80%	80%
	% of maintenance contracts set aside for learnerships / Affirmative Business Enterprise (Grass cutting, fencing, guardrails etc.)	-	60%	70%	70%
	% of contract value set aside for accredited training and skills development	1%	3%	3%	3%

Measurable Objectives	Performance Indicators	Performance Target			
		Base Year 2006/07	Year 1 2007/08	Year 2 2008/09	Year 3 2009/10
Preserve and upgrade existing road infrastructure	No. of km gravel road upgraded to surface roads	50	30	50	70
	No. of km of paved roads resealed	50	20	15	80
	No. of km paved roads rehabilitated	64 (Including flood damage)	60	60	80
	No. of km roads re-gravelled	340	90	400	420
	No. of km gravel road bladed	85,000	85,000	100,000	110,000
	No. of km road marks completed	400	1333	2400	2400
	No. of km fences rebuilt		500	500	800
	No. of road signs replaced	400	1000	2000	2000
	No. of bridges built		2	1	1
Develop access roads as a critical element of local economic development	No. of km access roads built	50 km	30	50	70

## Public Works, Roads & Transport National Treasury Specific Indicators

### a) Measurable Objectives, Performance Indicators and Targets:

Measurable Objectives	Performance Indicator	Previous Year 2005/06		Base Year 2006/07 (estimate)		Year 1 2007/08 (target)	Year 2 2008/09 (target)	Year 3 2009/10 (target)
		(target)	(actual)	(target)	(actual)			
Input								
Construction as % of Programme 3 budget	Percentage	36%	42%	44%	56%	60%	64%	66%
Process								
Projects started on schedule	Percentage	100%	90%	100%		90%	90%	90%
Output								
Upgrade to surfaced roads	No of km	40	16	61	50	30	50	70
Heavy rehabilitation of surfaced roads	No of km	-	-	16	60	60	80	60
Light rehabilitation of surfaced roads	No of km	22	22	64 (Including Milling- Floods)	110	20	15	80
Upgrade to gravel roads	No of km	75	75	120	340	90	400	420
Construction of bridges >2 m	Number	1	1	1	1	1	0	1
Efficiency								
Projects completed on schedule	Percentage	95%	95%	95%		95%	95%	95%
Projects completed more than 3 months later than scheduled	Percentage	10%	15%	10%		5%	5%	5%

a) Condition of the Road Infrastructure by district

District of Province	Condition of infrastructure (km or number)					Total km or total number
	Very Good	Good	Fair	Poor	Very Poor	
Motheo						
Surfaced roads (excluding highways)	22	89	178	304	148	741
Gravel roads	24	71	849	1 131	283	2 358
Xhariep						
Surfaced roads (excluding highways)	32	160	223	279	104	798
Gravel roads	50	151	1 808	2 411	603	5 023
Lejweleputswa						
Surfaced roads (excluding highways)	74	241	648	629	259	1 851
Gravel roads	35	106	1 270	1 694	424	3 529
Northern Free State						
Surfaced roads (excluding highways)	58	87	319	667	319	1 450
Gravel roads	42	127	1 519	2 027	507	4 222
Thabo Mofutsanyana						
Surfaced roads (excluding highways)	107	92	443	627	319	1 450
Gravel roads	65	194	2 330	3 107	777	6 473
Whole province						
Surfaced roads (excluding highways)	293	669	1 811	2 506	1 090	6 369
Gravel roads	216	649	7 776	10 370	2 594	21 605

# Reconciliation of budget with the plan: Programme 3 - Roads Infrastructure

R thousand	Audited	Outcome		Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates		
		Audited	Audited						
	2003/04	2004/05	2005/06		2006/07		2007/08	2008/09	2009/10
Programme Support	10,132	1,050	1,292	1,946	2,682	2,032	3,804	4,184	4,535
Planning	1,279	2,558	1,865	11,064	33,866	34,542	7,279	12,420	13,278
Design	10,162	10,274	17,937	17,699	12,897	16,148	45,988	19,868	21,241
Construction	106,590	109,288	120,156	228,334	216,334	375,137	596,182	728,185	800,858
Maintenance	163,735	198,402	191,697	256,312	249,576	283,195	278,419	359,725	383,407
Financial Assistance	-	-	-	-	-	-	-	-	-
<b>Total payments and estimates</b>	<b>291,898</b>	<b>321,572</b>	<b>332,947</b>	<b>515,355</b>	<b>515,355</b>	<b>711,054</b>	<b>931,672</b>	<b>1,124,382</b>	<b>1,223,319</b>

## PROGRAMME 4: PUBLIC TRANSPORT

### AIM

This programme is aimed at developing, establishing and managing an efficient and effective integrated transport system in the Free State that stimulates social economic growth.

### PROGRAMME DESCRIPTION

The Programme consists of the following Sub-Programmes:

- Programme Support Office
- Planning
- Infrastructure
- Empowerment and Institutional Management
- Operator Safety and Compliance
- Regulation and Control

### PROGRESS ANALYSIS

- The Free State Public Transport Act (Act 4 of 2005) that replaces the Free State Interim Passengers Transport Act of 1998 that will guide public transport processes for the foreseeable future, was promulgated in August 2005 and will be enacted following the conclusion of the compilation of Regulations to give effect to the Act. The Regulations will be concluded in March 2007.
- The first operating licence out of 9,836 was issued during October Transport Month 2005 in the Free State.
- Transformation of IBL Bus Contract to be finalized by 31 March 2007.
- Completed the compilation of Integrated Transport Plans on behalf of municipalities.
- Transformation of Maluti Bus Contract.
- Reduced violence in the Taxi Industry

### ANALYSIS OF CONSTRAINTS

- Stakeholder non-compliance with legal requirements
- Ineffective spatial inefficiencies and a lack of spatial planning in support of public transport, such as urban sprawl.
- Insufficient transport funding.
- Limited mobility throughout the province, particularly in rural areas.
- Limited expertise and capacity at planning authorities to contribute to the management of public transport.
- Poor quality and safety of public transport.
- Poor public transport facilities, in particular facilities in many areas and the capacity and condition of existing facilities
- Ineffective institutional arrangements
- Managing the dynamic and historically unregulated transport industry.
- Ensuring sustainable and economically viable transport services
- Ensuring comprehensive, but cost effective traffic policing.
- Number Weighbridges

## **MEASURES PLANNED TO OVERCOME CONSTRAINTS**

- Pursue alternative funding sources.
- Develop a model where specialised human resources are optimised and provide extended services.
- Investigate best service model.
- Capacitate Transport Industry - Sustainable implementation of training programmes
- Decentralization of services to the districts (two offices in 2007/08 in Thabo Mofutsanyana and Fezile Dabi and in 2008/2009, to Lejweleputswa and Xhariep).
- Surveys and re-design as well as transformation of subsidised services.
- Consultation / integrated planning and strategising with Local Authorities.
- Creation of seamless modalism.
- Put systems in place to maximise traffic fines collection

## **POLICIES, PRIORITIES AND STRATEGIC OBJECTIVES:**

### **Policies:**

- ASGISA
- National Youth Service Project on Public Transport
- (Transport Lekgotla Report 17-18 August 2006)
- A Draft Strategy to Accelerate Public Transport Implementation (2007 – 2014)
- National Road Safety Strategy - 2006

### **Priorities:**

- Improve Freight and Logistic
- Implement Recapitalisation over the next 7 years;.
- Revive commuter rail between Bloemfontein, Botshabelo and Thaba Nchu
- Establishment and maintenance of institutions.
- Formalization of all public transport operators - Registration of associations and members
- Training of public transport industry – structures, operators and employees.
- Monitor operator compliance and safety as prescribed by legislation
- Maintenance and updating of the Registration Administration System
- Investment in infrastructure on N8 corridor until border post

### **Strategic Goal:**

Provision of a safe, reliable, effective and fully integrated public transport service in the Free State Province

### **Strategic Objectives:**

1. Ensure an effective and efficient public transport infrastructure
2. Promote the delivery of a well co-coordinated, safe and affordable public transport service



**SPECIFICATION OF MEASURABLE OBJECTIVES AND PERFORMANCE INDICATORS:**

Strategic Goal: Provision of a reliable, effective and fully integrated public transport service in the Free State Province

Strategic Objective No. 1: Ensure an effective and efficient public transport infrastructure

Measurable Objectives	Performance Indicators	Performance Target			
		Base Year 2006/07	Year 1 2007/08	Year 2 2008/09	Year 3 2009/10
Develop an inter-modal facility in Bfn in line with urban renewal in conjunction with the Mangaung Local Municipality.	Inter-modal facility constructed based on priority plan for transport infrastructure	10% (Planning & design)	40% (Construction)	80% (Construction)	100% (Construction)
Establish modal integration along defined corridors as well as infrastructure supporting public transport.	Inter-modal facilities constructed along the following defined corridors: Setsoto Transport Centre (Ficksburg)	(10%) Phase 1 (Earth & Layer Works)	(40%) Phase 2 (Construct Facilities)	(80%) Phase 2 (Construct Facilities)	(100%) Phase 2 (Construct Facilities)
	Mantsopa Transport Centre (Maseru Bridge – Ladybrand)	Planning & Design	(10%) Phase 1 (Earth & Layer Works)	(40%) Phase 2 (Construct Facilities)	(80%) Phase 2 (Construct Facilities)
	Naledi Transport Centre (Van Rooyens Gate – Wepener)	Planning & Design	(10%) Phase 1 (Earth & Layer Works)	(40%) Phase 2 (Construct Facilities)	(80%) Phase 2 (Construct Facilities)

	Major transport facilities (Welkom, Sasolburg, Qwa-Qwa)	-	Planning & Design	(10%) Phase 1 (Earth & Layer Works)	(40%) Phase 2 (Construct Facilities)
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Measurable Objectives	Performance Indicators	Performance Target			
		Base Year 2006/07	Year 1 2007/08	Year 2 2008/09	Year 3 2009/10
Revive commuter rails through effective planning, designing and construction	Revived commuter rails between Bloemfontein, Botshabelo and Thaba Nchu	100% Pre-Feasibility Study & Planning	100% Conceptual & Detail design	100% Construction & implementation	-
Improve the logistics system	Freight Logistics Hub established	50% Planning.	100% Planning.	100% Implementation	-
	Provincial freight database established.	50% Establish database	100% Establish database	-	-
	Key freight corridors defined.	50% Defined corridors	100% Defined corridors	-	-

**Strategic Objective No. 2 Promote the delivery of a well co-coordinated, safe and affordable public transport service**

Measurable Objectives	Performance Indicators	Performance Targets			
		Base Year 2006/07	Year 1 2007/08	Year 2 2008/09	Year 3 2009/10
Transform the taxi industry	9,836 Minibus taxi's to be recapitalised	9,836	20% (1,967)	30% (2,950)	40% (3,934)
	16% Shareholding of IBL subsidised service to BBT taxi operators.	0%	16%	16%	16%
	6,582 permits converted to route based operating licenses	6,582	6,582	-	-
	6,582 of operating licences to be issued (uplifted).	6,582	4,582	1,000	1,000
	± 3,000 public transport operators operating illegally	3,000	20% (600)	10% (300)	0% (0)
	49 of conditionally registered Taxi associations completed.	49	39	21	0
	Fully registered Taxi associations.	0	10	20	41
	Reduction of the number of taxi associations due to merger agreement from 77 to 49.	49	46	43	41
	Learner transport associations conditionally registered.	18	10	5	0
	Learner transport associations fully registered.	0	8	13	18
	Metered taxi service conditionally registered.	1	1	1	1
	Metered taxi service fully registered.	1	1	1	1
	A capacitated and well trained public transport industry	4	14	21	28
	Training sessions completed	4	12	14	21
Transform the bus industry.	9% Shareholding of IBL subsidised service to BBT small bus operators.	0%	9%	9%	9%
Provide affordable and accessible public transport services	% of households spending more than 10% of disposable income on public transport.	30%	25%	23%	20%
	% of motorised users using public transport.	60%	64%	66%	68%
	% of people with no access to public transport.	30%	25%	23%	20%

Reconciliation of budget with plan: Programme 4 - Public Transport

R thousand	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates		
	Audited	Audited	Audited						
	2003/04	2004/05	2005/06		2006/07		2007/08	2008/09	2009/10
Programme Support Office	5,969	4,268	8,642	9,039	9,281	13,467	13,819	15,147	15,848
Planning	9,207	-	-	-	-	-	-	-	-
Infrastructure	-	4,883	-	-	-	-	15,000	5,000	7,000
Empowerment and Institutional Management	852	3,916	6,561	6,067	4,056	3,596	4,565	9,810	10,281
Operator Safety and Compliance	-	-	-	-	-	-	-	-	-
Regulation and Control	-	-	5,748	4,821	5,924	14,212	2,116	6,413	6,788
<b>Total Payments and estimates</b>	<b>16,028</b>	<b>13,067</b>	<b>20,951</b>	<b>19,927</b>	<b>19,261</b>	<b>31,275</b>	<b>35,500</b>	<b>36,370</b>	<b>39,917</b>

## PROGRAMME 5: TRAFFIC MANAGEMENT

### AIM

The aim of this programme is to establish and maintain a safe and efficient traffic system and management.

### PROGRAMME DESCRIPTION

The Programme consists of the following Sub-Programmes:

- Programme Support Office
- Safety Engineering
- Traffic Law Enforcement
- Road Safety & Capacity Building
- Transport Administration and Licensing
- Overload Control

### PROGRESS ANALYSIS:

- During the 2005/06 financial year, the Department succeeded in reducing fatal accidents on the roads by 11%.
- To improve the effectiveness of traffic policing, 159 new traffic officers were appointed and trained.
- Effective and efficient traffic policing:
  - 22,234 notices were issued for speeding;
  - 99,220 trucks weighed for overloading;
  - 2,763 notices for overloading;
  - 52,407 notices issued for unroadworthy vehicles;
  - 897 road blocks held;
  - 40,340 fines for moving violations;
  - 475 drivers were arrested for drunken driving and other offences.

### ANALYSIS OF CONSTRAINTS

- Ensuring comprehensive, but cost effective traffic policing.
- Management of overloading
- Prevalence of corruption.
- Realising optimum income from fines.
- Limited resources

## **MEASURES PLANNED TO OVERCOME CONSTRAINTS**

- Reduce levels of Speeding and Overloading,
- Implement Traffic Management Systems along main corridors
- Implement a comprehensive Traffic Management Strategy

## **PRIORITIES AND STRATEGIC OBJECTIVES:**

### **Priorities:**

- Integrated Traffic Management
- Traffic policing
- Combating fraud and corruption
- Reduction of overloading
- Upgrading and accreditation of traffic training college.
- Strengthening Arrive Alive campaign
- Upgrading of Testing Centres to K53 requirements, and Testing Stations to meet SABS requirements.
- Ensure continuous driver training programme
- Upgrading and accreditation of traffic training college.

### **Policies:**

- Free State Growth And Development Strategy
- ASGISA
- (Transport Lekgotla Report 17-18 August 2006)
- National Road Safety Strategy – 2006
- A Draft Strategy to Accelerate Public Transport Implementation (2007 – 2014)

**Strategic Goal:** A safe and efficient road traffic environment

### **Strategic Objectives:**

1. Ensure a culture of proper road traffic enforcement with new values driven by service delivery and more visibility
2. Improve licensing services and eliminate fraud and corruption within the traffic environment
3. Increase road safety training and education towards creating a law-abiding community

**SPECIFICATION OF MEASURABLE OBJECTIVES AND PERFORMANCE INDICATORS:**

Strategic Goal: A safe and efficient road traffic environment

Strategic Objective No. 1: Ensure a culture of proper road traffic enforcement with new values driven by service delivery and more visibility

Measurable Objectives	Performance Target	Performance Target			
		Base Year 2006/07	Year 1 2007/08	Year 2 2008/09	Year 3 2009/10
Render a responsive, supportive and visible road traffic enforcement service	No. of accidents reduced per mode of transport	730	694	659	626
	No. of pedestrians fatalities	232	220	209	199
	% Reduction of overloaded vehicles	12,377	11,758	11,170	10,612
	No. of road traffic fatalities reduced	949	902	856	814
	% Reduction of vehicles exceeding the speed limit	2,2234	21,122	20,066	19,063

**Strategic Objective No. 2: Improve licensing services and eliminate fraud and corruption within the traffic environment**

Measurable Objectives	Performance Target	Performance Target			
		Base Year 2006/06	Year 1 2007/08	Year 2 2008/09	Year 3 2009/10
Reduce the waiting period for learner's and driver licence applications.	Reduced waiting periods	6 weeks	3 weeks	2 weeks	1 week
Intensify efforts to eradicate acts of fraud and corruption.	Reduction in incidence of fraud and corruption	18	70%	90%	100%

**Strategic Objective No. 3: Increase road safety training and education towards creating a law-abiding community**

Measurable Objectives	Performance Target	Performance Target			
		Base Year 2006/07	Year 1 2007/08	Year 2 2008/09	Year 3 2009/10
Ensure the effective training of all traffic law enforcement officials	Number of existing staff provided with refreshing course	0	180	240	480
	Improved quality of learner assessments in accordance with SAQA principles	0	20	30	40
	% Compliance with accreditation requirements	0	90%	100%	100%
	Availability of suitable facilities: - Weigh Bridge - Shooting range - Advance driving	1	1	1	1



Measurable Objectives	Performance Target	Performance Target			
		Base Year 2006/07	Year 1 2007/08	Year 2 2008/09	Year 3 2009/10
Create and sustain road safety public-private-partnerships	Number of PPP's formed	5	10	15	20
Increase the awareness and understanding of road users in matters related to road safety	No. of learner education provided to targeted schools	1872	10 000	30 000	40 000
	Number of scholar patrol formed	400	150	250	500
	Number of scholar patrol trained and retrained	400	100	200	400
	Number of awareness campaigns held per district	1	75	150	225
	Number of RTMC and other networks created	20	22	24	26
	Number of junior traffic training centres utilized	10	2	2	10
	% Reduction in complaints against traffic officers	0	100%	100%	100%

## Public Works Roads and Transport National Treasury Sector Specific Indicators

### 1. Sub-programme: Traffic Law Enforcement

#### a) *Measurable Objectives and Performance Indicators*

#### Number of vehicles registered in the province as at 30 June each year

Motorised Vehicles	Year						Total RSA		
	2004		2005		2006		2004	2005	2006
	No.	%	No.	%	No.	%			
Motorcars (incl. station wagons)	204,449	5.0%	219,637	5.0%	226,785	4.8%	4,093,532	4,425,954	4,750,138
Minibuses	11,568	4.8%	11,541	4.6%	11,730	4.5%	240,418	248,655	260,957
Buses	1,304	4.9%	1,433	4.9%	1,509	4.4%	26,699	29,188	34,163
Motorcycles	11,278	7.1%	15,425	8.0%	16,905	6.5%	159,685	193,654	261,080
LDV's – bakkies, incl. panel vans (<3,5t)	88,301	6.4%	145,474	11.8%	148,852	9.1%	1,382,950	1,235,234	1,628,593
Trucks (>3,5t)	15,516	6.8%	15,274	6.2%	12,486	4.6%	227,939	247,547	268,859
Other and Unknown	36,524	21.2%	35,332	21.5%	48,531	28.9%	172,441	164,541	167,967
<b>Sub-Total</b>	<b>368,940</b>	<b>5.9%</b>	<b>469,976</b>	<b>7.2%</b>	<b>466,798</b>	<b>6.3%</b>	<b>6,303,664</b>	<b>6,544,773</b>	<b>7,371,757</b>
<b>Towed Vehicles</b>									
Caravans	8,556	7.9%	8,613	8.0%	8,350	7.7%	108,299	107,200	107,758
Heavy Trailers	9,908	9.5%	10,412	2.5%	10,841	1.8%	104,045	416,514	616,589
Light Trailers	47,473	9.0%	48,082	22.7%	51,592	44.4%	526,927	211,426	116,116
Other & Unknown	5,994	14.7%	6,008	14.8%	51,035	134.0%	40,784	40,627	38,097
<b>Sub-Total</b>	<b>71,931</b>	<b>9.2%</b>	<b>73,115</b>	<b>9.4%</b>	<b>121,818</b>	<b>13.9%</b>	<b>780,055</b>	<b>775,767</b>	<b>878,560</b>
<b>All Vehicles</b>	<b>440,871</b>	<b>6.2%</b>	<b>469,976</b>	<b>6.4%</b>	<b>543,086</b>	<b>6.6%</b>	<b>7,083,719</b>	<b>7,320,540</b>	<b>8,250,317</b>

*a) Summary of Traffic Management Outcomes*

Performance Indicators	Number	Number	Number	Average Annual Growth
	2004/2005	2005/2006	2006/2007	
Number of accidents reported	730	645	Only Available 2007	-11,64%
Number of accidents involving mini-buses or buses	83	132		
Number of fatalities	949	853		-8,09%
<b>Optional additional information</b>				
Number of drunken drivers prosecuted	76	115		87,4%
Number of un-roadworthy vehicles suspended	337	525		17,69%
Number of licenses suspended	15	85		141%
Number of accidents reported	730	645		-11,31%
Number of accidents involving mini-buses or buses	83	132		62,8%
Number of fatalities	949	853		-8,9%
Number of serious injuries	383	360		-6,4%
<b>Optional additional information</b>				
Number of licenses suspended	337	85		-286%

*b) Provincial Overloading Management*

	Number			Average Annual Growth
	2006/2007	2007/2008	2008/2009	
Number of weighbridges	3	5	6	66,6%
Number of hours weigh-bridges operated	8	16	16	50%
% of vehicles overloaded i.e. over the 5% tolerance	12.48%	11.86%	11.26%	-5%

*c) Resources for Traffic Management per district*

Districts of Province	Number		
	2006 / 2007	2007 / 2008	2008/2009
<b>Motheo</b>			
Traffic officers	102	180	260
Administrative staff	1	3	5
Highway patrol vehicles	1	3	7
<b>Xhariep</b>			
Traffic officers	63	100	150
Administrative staff	1	3	7
Highway patrol vehicles	1	3	5
<b>Lejweleputswa</b>			
Traffic officers	74	130	200
Administrative staff	1	3	5
Highway patrol vehicles	1	3	5
<b>Fezile Dabi</b>			
Traffic officers	95	150	220
Administrative staff	2	2	5
Highway patrol vehicles	1	3	5
<b>Thabo Mofutsanyana</b>			
Traffic officers	120	200	250
Administrative staff	2	3	5
Highway patrol vehicles	1	3	5
<b>Whole Province</b>			
Traffic officers	454	760	1080
Administrative staff	15	15	15
Highway patrol vehicles	5	5	5

## 1. Sub-programme Traffic Management Outcomes for the Province

Performance Measure	Actual Outputs 2005/06	Target Outputs 2006/07	Actual Outputs 2006/07	Deviation from Projected	
				Unit	%
Whole province					
Number of accidents reported	645	613	582	%	-5%
Number of accidents involving mini-buses or buses	132	125	119	%	-5%
Number of fatalities	853	810	770	%	-5%
Number of serious injuries	360	342	324	%	-5%

### a) Measurable Objectives, Performance Indicators and Targets

Measurable Objective	Performance Measure	Actual Outputs 2005/06	Target Outputs 2006/07	Actual Outputs 2007/08	Deviation from Target	
					Unit	%
Input						
Number of traffic officials per km of surfaced road in province	Ratio	1:56km	1:56km	1:56km	Ratio	0%
Number of officers per highway patrol vehicle	Ratio	2	2	2	Ratio	0%
Process						
Number of hours speed-traps operated		1,800	1,800	1,800	Hours	0%
Number of roadblocks held	Actual number	897	897	897	Actual R/B	0%
Output						
Number of unroadworthy vehicles impounded	Actual number	525	525	525	Actual	0%
Number of licenses suspended	Actual number	85	85	85	Actual	0%
Number of licenses confiscated	Actual number				Actual	0%
Efficiency						
Number of registered vehicles per traffic officer	Number	1119,8:1	595:1	432:1	Ratio	524
Ratio of fines issued paid	Ratio	25%	25%	25%	%	+5%
Outcome						
Number of accidents reported	Number	645	645	645	% Decrease	-5%
Number of accidents involving mini-buses or buses	Number	132	132	132	% Decrease	-5%
Number of fatalities	Number	853	853	853	% Decrease	-5%
Number of serious injuries	Number	360	360	360	% Decrease	-5%

## 2. Sub-Programme Overload Control: Measurable objectives, performance indicators and targets

Measurable Objective	Performance8 X 7d/week Measure or Indicator	Year – 1 2005/06		Base year 2006/07 (estimate)		Year 1 2006/2007 (target)	Year 2 2007/2008 (target)	Year 3 2008/2009 (target)
		(target)	(actual)	(target)	(actual)			
<b>Input</b>								
Number of weigh bridges	Number	3	3	3	3	3	5	7
New weigh bridges to be constructed	Number	-	-	-	-	-	2	4
<b>Process</b>								
Hours weigh-bridges to be operated	Hours per Week	24 hrs/d/week	16X 7d/week	24hrs X 7d/week	16 X 7d/week	24hrs X 7d/week	24hrs X 7d/week	24hrs X 7d/week
Kroonstad			8 X 7d/week	16hrs X 7d/week	8 X 7d/week	16hrs X 7d/week	8 X 5d/week	8 X 5d/week
Senekal			8 hours x 1 d/week	8 hours x 1 d/week	8 hours x 1 d/week	8 hours x 5 d/week	16 hours x 5 d/week	16 hours x 7 d/week
Bothaville								
Number of transport vehicles inspected	Number		50 485	50 000		50 000	50 000	50 000
<b>Output</b>								
% of vehicles overloaded (i.e. over the 5% tolerance)	Percentage	-	5%	5%	-	4%	4%	4%
Number of vehicles impounded	Number	30	44			30	30	30
<b>Efficiency</b>								
Number our hours weighbridges operated as % of total hours in year	Number	30,8%	37,4%	40%		50,0%	60,0%	60,0%
Number of vehicles inspected per hour	Number	15	15	16		16	16	16

### 3. Sub-programme: Transport Administration and Licensing

#### Specific measurable objectives and performance indicators

Measurable Objective	Performance Measure or Indicator	Year – 2005/2006		Base year 2006/2007 (estimate)	Year 2007/2008 (target)	Year 2008/2009 (target)	Year 2009/2010 (target)
		(target)	(actual)				
Input (Resource)							
Number of officials per customers being served	Ratio	396 000		396 000	415 800	436 590	458 420
Number of registering authorities	Number	64	64	64	64	64	64
Process							
Number of operation hours	Number	6	6	6	8	8	8
Increase revenue collection by 10% (minimum)	% Increase	R160 m	R193m	R 201m	R210m	R219m	R228m
Identify two new sources of revenue per year.	Number			2	2	2	

#### Reconciliation of budget with plan Programme 5: Traffic Management

R thousand	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates		
	Audited	Audited	Audited						
	2003/04	2004/05	2005/06	2006/07			2007/08	2008/09	2009/10
Programme Support Office	45,408	63,702	2,821	7,183	3,426	2,997	3,218	4,064	4,622
Safety Engineering	-	288	-	-	-	-	-	-	-
Traffic Law Enforcement	18,224	7,342	77,548	75,189	78,767	87,262	88,202	99,904	99,437
Road Safety & Capacity Building	2,482	576	4,923	5,349	5,373	5,592	7,217	8,005	8,521
Transport Administration and Licensing	36,379	42,656	44,231	42,906	42,661	47,819	51,908	60,065	59,194
Overload Control							4,204	4,600	5,000
Total payments and estimates	102,493	114,564	129,523	130,627	130,227	143,670	154,749	176,638	176,774

## PROGRAMME 6: EXPANDED PUBLIC WORKS PROGRAMME

### AIM

The Expanded Public Works Programme (EPWP) aims to draw significant numbers of the unemployed into productive work, so that workers gain skills while they work and increase their capacity to earn an income. The EPWP involves interventions in four sectors, namely: Infrastructure; Economic; Social, and Environmental and Cultural sectors

### PROGRAMME DESCRIPTION

The Programme consists of the following Sub-Programmes:

- Programme Support
- Poverty Eradication / Community Development
- Emerging Contractor Development

### PROGRESS ANALYSIS:

EPWP created 7 526 job opportunities in the first two quarters. Makwane project is one of the best examples of EPWP projects in the country which is being considered for an award. The Free State is one of the leading provinces in providing training (e.g. bricklaying, painting, plastering, carpentry, tiling, paving and basic projects including financial management) to beneficiaries. Five (5) Emerging contractors have been developed and five (5) construction supervisors were trained.

The 29 Vuk'uphile learnerships, the 2<sup>nd</sup> phase, of which is coming to an end in March 2007 to the amount of R50 million were carried out in the following District Municipalities:

- Maluti A Phofung Municipality
- Mafube Municipality
- Letsemeng Municipality
- Mangaung Local Municipality
- Mantsopa Municipality
- Masilonyana Municipality

On 15 February 2007 a FS Provincial EPWP Flagship Project (Makwane Access Road in Qwa-Qwa – Presidential Nodal Area) won the Kamoso Award for Excellence in EPWP as the best EPWP infrastructure project in the country. Me. Kholeka Jonas, a learner contractor on Mangaung Local Municipality Vuk'uphile Learnership Programme won the best learner contractor award. Mr. Z.G. Jacobs was a runner up to the best EPWP official awards.

### Analysis of constraints

- Lack of maintenance on completed community projects by the local municipalities.
- Adherence to monitoring and evaluation systems requirements (EPWP)
- Ensure Quality Assurance on projects
- Ensure co-ordination of planning of IDP (alignment)
- Poor or minimal impact of the EPWP to the lives of the targeted people in the province



### Measures planned to overcome constraints

- Key senior posts have advertised and are due to be filled soon
- The EPWP Projects Implementation Directorate is almost fully functional
- An evaluation of all the completed projects.
- Monthly / Quarterly / Annual reports-National / Cluster;
- Internal audits performed on projects awarded / planned;
- External audits on projects for the financial year; and
- Create culture of adherence to standards and policies.
- Consultation and coordination with all stakeholders (Municipalities)
- Implementation of the Inter-Governmental Policy at a senior management level
- Review the identification of project types and skills requirements to match the needs of the beneficiary communities.

### POLICIES, PRIORITIES AND STRATEGIC OBJECTIVES:

#### Policies

- Treasury Regulations
- The National Skills Development Strategy;
- Occupational Health and Safety Specification as defined in the Construction Regulations;
- Supply Chain Management Framework (in terms of the PFMA);
- Code of Good Practice for Workers engaged in Special Public Works Programmes;
- Preferential Procurement Policy - Using targeted procurement procedures;
- Free State Provincial Growth and Development Strategy.

#### Priorities

- Massification of the EPWP and Job creation;
- Learnerships
- Emerging Contractor Development
- Training
- Exit strategy
- Develop a flagship programme for the province

**Strategic Goal:** Job creation maximised through the successful implementation of the Expanded Public Works Programme

#### Strategic Objectives:

1. Mobilize all stakeholders towards the successful implementation of the EPWP
2. Co-ordinate and monitor the implementation of the EPWP within the Free State Province

**SPECIFICATION OF MEASURABLE OBJECTIVES AND PERFORMANCE INDICATORS:**

Strategic Goal: Job creation maximised through the successful implementation of the Expanded Public Works Programme

Strategic Objective No. 1: Mobilise all stakeholders towards the successful implementation of the EPWP

Measurable Objectives	Performance Targets	Performance Target			
		Base Year 2006/07	Year 1 2007/08	Year 2 2008/09	Year 3 2009/10
Deepen the extent to which provincial departments and municipalities participate in the successful implementation of the EPWP	No. of social sector departments implementing EPWP	16 500	24 000	37 500	65 500
Develop and sustain Emerging Enterprises	Number of SMME's created	58	136	200	250

**Strategic Objective No. 2: Co-ordinate and monitor the implementation of the EPWP within the Free State Province**

Measurable Objectives	Performance Targets	Performance Target			
		Base Year 2006/07	Year 1 2007/08	Year 2 2008/09	Year 3 2009/10
Monitor compliance with EPWP principles by all provincial departments and municipalities within the Province	%Increase in value and magnitude of EPWP projects	-	10%	15%	20%
	No. of job and training opportunities created, including those for women, youth and people with disabilities No. of person days and person years of work	18 000	20 000	30 000	40 000
Co-ordinate the implementation of the EPWP in the Province	No. of departments	10	10	10	10
	No. of municipalities	25	25	25	25

**Reconciliation of budget with plan: Programme 6 - EPWP**

	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates		
	Audited	Audited	Audited						
R thousand	2003/04	2004/05	2005/06	2006/07			2007/08	2008/09	2009/10
Programme Support	1,912	8,454	3,577	5,198	5,198	5,379	7,792	13,835	14,127
Poverty Eradication/ Community Development	8,579	3,417	4,280	9,000	9,000	9,197	5,428	14,103	15,601
Emerging Contractor Development									
<b>Total payments and estimates</b>	<b>10,491</b>	<b>11,871</b>	<b>7,857</b>	<b>14,198</b>	<b>14,198</b>	<b>14,576</b>	<b>13,220</b>	<b>27,938</b>	<b>29,728</b>

## CAPITAL INVESTMENT PLAN, MAINTENANCE AND ASSET MANAGEMENT

### a) New projects, upgrades and rehabilitation (R '000)\*

Project	Amount	Start Date	End Date	Contract Period	Comments
<b>Department of Education</b>					
Marematlou Sec. Virginia	R 19 908 804	19/09/04	31 January 2007	24 months	Completed January 2007
Kgotso-Uxolo Sec.: Reitz	R 23,05m	10/10/05	10/04/08	30 months	In progress
Hlaboloha Prim: Bothaville Phase 1	R 10,5m	12/04/05	29 September 2006	12 months	Completed September 2006
Hlaboloha Prim: Bothaville Phase 11	R 14,5m	08/02/05	08/08/06	18 months	In progress
Mokgwabong Prim: Welkom, Phase 11	R 16,49m	17/11/05	17/06/07	18 months	Expected completion date April 2007
J C Mothumi Sec: Odendaalsrus Phase 1	R 7,4m	27/01/2005	31 May 2006	12 Months	Usufruct taken May 2006
J C Mothumi Sec: Odendaalsrus Phase 2	R 18,5m	08/02/05	08/08/06	18months	In progress
Dr M G Mngoma: Welkom	R 20,4m	30/11/05	30/04/07	10 months	New contractor appointed, expected completion date April 2007
E E Monese Sec: Senekal	R 24,75m	17/11/05	17/11/07	24 months	In progress
Bloemfontein: Polokehong Prim School	R 7,2m	21/01/05	30/03/07	18 months	Expected completion March 2007
Thaba Nchu: Thubisi Prim School	R 3,6m	18/03/05	18/08/06	15 months	Completed May 2006
Bethlehem: Voortrekker Sec School	R 1,84m	21/02/06	30/10/06	8 months	Completed Sept 2006
Qwa-Qwa Tseki	R 988 299,97	7/03/06	7/12/06	9 months	Completed Sept 2006
Thaba Nchu : Emang Primary School	R 2,7m	22/6/05	31/07/06	12 months	Completed July 2006

Project	Amount	Start Date	End Date	Contract Period	Comments
<b>Department of Education</b>					
Harrismith: 42nd Hill: Intabazwe: Qhubeka Prim School	R 3,3m	14/09/05	14/09/06	12 months	Completed Sept 2006
Wesselsbron: Mmabane Primary School	R 4,17m	3/04/06	30/03/07	9 months	Expected completion date March 2007
<b>Department of Sports, Arts, etc</b>					
Selossha Library: Thaba Nchu	R 9,99m	15/11/05	15/05/07	18 months	-
Qalabotjha Library: Villiers	R 5,031m	23/5/05	15/12/06	15 months	Completed December 2006
<b>Department of Tourism, Environmental and Economic Affairs</b>					
Xhariepdam Entrance Gate: Phase 11	R 10,8m	08/09/05	08/09/07	24 months	Project on tract-expected completion Sept 2007

Project	Amount	Start Date	End Date	Contract Period	Comments
<b>Department of Health</b>					
Community Health Care Dealesville	R 12,47m	26/03/04	25/11/05	18 months	Contractor back to site through cessions
Thebe Final Phase: Harrismith	R 42,83m	17/11/05	17/11/08	36 months	In progress
E Ross Final Phase	R 40,38m	17/11/05	9/12/09	48 months	In progress
Tokolo Final Phase: Heilbron	R 36,251m	15/11/05	15/02/08	27 months	In progress
Diamant: Jagersfontein	R 27,189m	30/11/05	30/05/09	30 months	In progress
Odendaalsrus: Thusanong contract 2: Maternity	R 15,26m	15/11/05	15/02/07	15 months	In progress
Katleho Contract 1: Virginia	R 15,14m	19/05/05	01/04/07	24 months	Expected completion date 30 March 2007
Bloemfontein: Pelonomi Hosp: O & P Workshop	R 4,3m	15/11/05	15/04/07	8 months	In progress
Bloemfontein: National Hospital: New Palliative Care	R 1,3m	15/11/05	15/05/07	4 months	Expected completion May 2007
MDR Unit Moroka Dining Hall	R 1,79m	15/11/05	15/05/07	9 months	New contractor appointed. Expected completion date May 2007
Boitumelo Hosp Phase 1, Contract 3 Theatres, X-rays, etc	R 22,75m	24/08/04	30/03/07	18 months	Expected completion date 30 March 2007
Boitumelo Hosp Phase 1 Contract 4 Maternity	R 17,39m	15/11/05	15/07/07	18 months	Expected completion July 2007
Boitumelo Hosp Phase 1, Contract 7, Mechanical Infra	R 14,219	15/11/05	31/08/07	18 months	Expected completion date August 2007
Boitumelo Hosp Phase 1 Contract 8 Electrical Infra	R 6,8m	12/07/05	16/10/06	12 months	Completed 16 Oct 2006
Bloemfontein: Medical Depot	R 19,42m	20/12/05	20/2/08	24 months	In progress

**b) Building maintenance (R '000)**

The following maintenance projects are in progress:

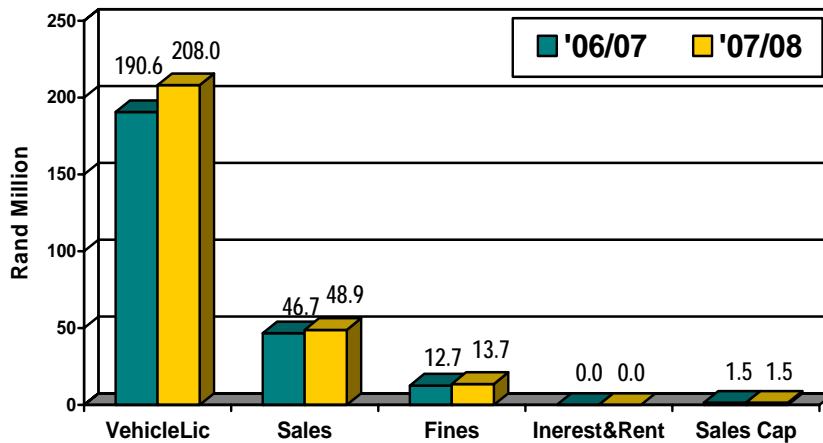
- Upgrading of testing stations
- Free State Provincial Government Building upgrading
- Lebohang Building upgrading
- Upgrading of lifts
- Safety compliance of fire equipment

## MEDIUM TERM REVENUES

This section gives an overview of the medium term revenues and expenditures of the Department

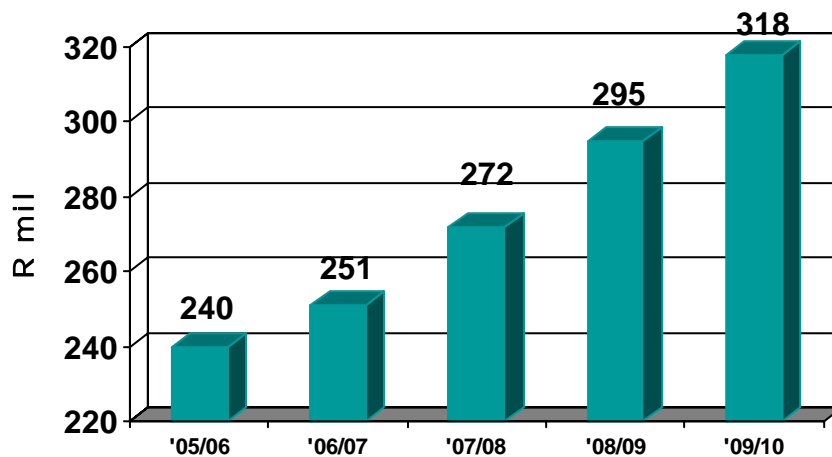
### Summary of revenue: Public Works, Roads and Transport

(a) Graph showing relative composition of revenue sources for the Vote



### Departmental revenue collection

(b) The Graph below depicts the growth in revenue targets



### Conditional grants

The Department was awarded National Conditional Grants in the form of Infrastructure Grant and Provincial Grants in the form of Provincial Conditional Grants. These grants are utilised for capital projects as well as for preventive maintenance projects. The maintenance projects budget is included in the normal maintenance budget.



## COORDINATION, COOPERATION AND OUTSOURCING PLANS

### Interdepartmental linkages

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

### Local government linkages

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

### Summary of transfers to local government by category

	Outcome			Main appropriation	Adjusted appropriation	Estimated Actual	Medium-term estimates		
R thousand	2003/04	2004/05	2005/06	2006/07			2007/08	2008/09	2009/10
Category A									
Category B									
Category C	6,057	1,096	1,096	1,000	288	275	-	--	-
Total departmental transfers to local government	6,057	1,096	1,096	1,000	288	275	-	-	-

### Public, private partnerships

The department is in the process of investigating the viability of the option of providing office accommodation for all departments in one-stop-centres in regional head offices. Currently, the only PPP implemented is between Public Works, Roads and Transport, the CSIR and SANRAL for the operation of the Kroonstad weigh bridge.

## FINANCIAL MANAGEMENT

### Audit Queries 2005/2006

**Shifting of budgeted funds:** A detailed audit trail in respect to the shifting of funds could not be produced by the Basic Accounting System and management also did not retain a manual audit trail in support thereof.

**Revenue:** Adequate documentation could not be obtained in support of revenue collected at certain registration authorities of the department.

**Leased property :** Lack of acceptable supporting evidence in the form of signed lease agreements with landlords.

**Confirmation of receivables:** The correct valuation, existence and disclosure of receivable accounts could not be verified due to a lack of adequate third party confirmation of these balances.

**Receivables for departmental revenue:** It was not possible to verify the completeness, existence and accurate valuation of the receivables for departmental revenue

**Fixed assets:** It was not possible to verify the correct valuation, existence and rights to asset acquisitions.

### Strategies to address audit queries

The following strategies are being put in place to ensure compliance to legislation and policy directives:

- Revision of the organisational macro and micro structure for accelerated infrastructure delivery and improved service delivery.
- Filling of key posts at management and operational level.
- Changed planning patterns with regard to infrastructure projects
- Mechanisms in place to fast-track suppliers/contractors payments
- Streamline operations
- Batho Pele implementation strengthened at Traffic Testing Stations/Centres
- Training and development of officials at all levels

### **Implementation of PFMA**

Mechanisms to strengthen the Department's ability to comply with the PFMA include:

- The strengthening of the CFO's office by establishing the following components with clear roles and responsibilities:
- Supply Chain Management Unit
- Budgeting, Reporting and Revenue Management
- Financial Management
- Research, monitoring and evaluation section established to monitor performance, evaluate service delivery and deepen corporate governance, values and practices.
- Monthly financial meetings with separate bilateral with both Roads, Transport and Works sections revamped
- All Senior Managers trained on Supply Chain Management
- Involvement of almost all employees participating in sectional strategic planning sessions with a view to ensure a shared vision and thus, improve implementation of the strategy.