

**FREE STATE PROVINCIAL TREASURY
INFRASTRUCTURE PLAN 2005/06**

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1. Executive Summary

In line with the state of the nation address and the reinforcement of the minister of finance speech permeating with the provincial growth and development strategy, this plan emphasises and is in line with the vision of national, provincial and local spheres of government to promote and impact on the following:

- economic growth
- infrastructure, specifically for basic services
- social development
- investment in development of people
- increase tourism and marketing
- poverty alleviation through EPWP labour intensive methods

1.1 The Purpose of the Plan

The purpose of the plan is to consolidate infrastructure plans from various provincial departments and ensure alignment with national and provincial vision and mission. Secondly the linkage and alignment to the revenue envelope to ensure and eradicate “wish lists” and to make a visible difference in infrastructure delivery and improvement. In compiling the plan the various legislative and regulatory requirements were taken into consideration more profoundly the Expanded Public Works driver.

1.2 Description – Overview of Province

The Free State Province has a population of 2.7 million, which accounts for 6.03 percent of the total population in the country. The province is divided into five districts namely Lejweleputswa, Motheo, Northern Free State, Thabo Mofutsanyana and Xhariep.

The province aims to achieve the backlog of basic services infrastructure by using the Expanded Public Works Programme where the local communities will participate in infrastructure development and delivery. The program will offer the communities jobs, skills and economic growth. The communities will support the program by offering ownership of infrastructure, safeguard of infrastructure and revenue for services provided. The provinces recognize community participation and ownership therefore local community will be propelled with economic growth and quality basic services delivery which will impact positively.

Summary of Sector Department's Infrastructure Plans

- **Health**

The Infrastructure of the Department of Health is developed to support the departments overall service delivery and could include all on some of the following:

- ❖ Clinic upgrading and building
- ❖ Revitalization of facilities/hospitals
- ❖ Upgrading and maintenance of facilities
- ❖ Day to day maintenance of facilities
- ❖ New facilities
- ❖ Decommissioning and disposal of redundant facilities

Primary Health Care services form part of an integrated district health system. The district health authority has jurisdiction over both hospitals and health care centres and will establish an interface between the two. Primary Health Care includes all aspects affecting the health of a community that is nutrition, sanitation, education, housing, effects of poverty. The interaction between hospitals and clinics can better inform the community regarding nutrition, sanitation and hygiene. PHC clinics and health centres perform a

gate-keeping function that keeps patients out of hospitals, a good PHC system will also allow patients to be more rapidly discharged out of hospital.

Clinics should offer a basic package of services including all preventive and promotion of services, basic curative and rehabilitation services. The goal is to maximize utilization of resources and optimise the quality of services.

- **Education**

The Department of Education is inter-alia responsible for the provisioning and maintaining of physical facilities for education purposes in the Free State Province. The construction of two new schools will commence in 2005/06 and 19 new schools will be completed by the end of 2010. During the next five years, the total backlog for new schools will be addressed through the planned intervention of the Department as well as the PPP program. It is against this background that the department is vigorously pursuing the option of the PPP to build 13 schools and eliminate some of the most backlogs.

Most of the schools built were not provided with facilities such as toilets, adequate classrooms and specialise facilities. Provisioning of additional facilities will address overcrowding and previously neglected specialized facilities. Most of the problems are common to both rural and urban areas. For the 2005/06 financial year an amount of R18, 225 million has been set aside to address additional educational facilities.

However the department has recognised that some schools are in an unacceptable condition. This problem emanated from non-availability of a maintenance plan, but a number of schools have been identified for rehabilitation and maintenance in the 2005/06 financial year. Under this programme there will be upgrading of facilities for learners with disabilities. Five schools per year will be upgraded in the next three years.

As indicated the Department is challenged to address the backlogs in physical infrastructure such as available clean running water and sanitation. The most acute shortages are found in the rural areas. The Department of Water Affairs and Forestry has commenced with the provision of boreholes at 53 schools, and Rand Water has started to provide water at 20 schools, while the Department is providing water at 30 schools during this current financial year. The aim is to eradicate water shortages completely by the end of 2007/08.

There are currently 294 schools in the province without sanitation facilities. The Department plans to eliminate the backlog for sanitation by the end of 2007/08. The Letsema Programme started in 2002 as a response to the President's call that communities should get involved in maintaining schools. An incentive programme was started to reward the best performing schools in Grade 12. Due to the migration of learners and the availability of empty classrooms in some areas within the province, the Department will explore the following alternatives: learner transport, hostel upgrade, process of merging/reorganization/phasing of schools and mobile classrooms.

- **Roads**

The Infrastructure funds allocated to this department are utilised for construction of new infrastructure, preventative maintenance or normal routine maintenance of the road network in the Free State.

In the past, extensive engineering and architectural research has provided optimum life cycles and maintenance plans for roads infrastructure. Current funding levels could not sustain these optimum maintenance needs and therefore large maintenance backlogs developed and the larger part of the budget is utilized for emergency reparations instead of preventative maintenance. The department strives to decrease the percentage of road surfaces poor and very poor from the current 62 percent to below 50 percent in the 2005/06 financial year.

- **Agriculture**

The Department has a very clear responsibility in the efforts to conserve natural resources, such as agricultural land, as well as to the stimulation of local economies and the economy of the province.

LandCare projects are implemented by the Soil Conservation Unit of the Department, by means of works contracts to suppliers and beneficiaries. CASP and PIG projects are planned and implemented by contractors under the supervision of managers in the Extension and Development divisions of the Department.

All projects are monitored by the Extension and Development division according to project specific indicators captured in the business plans of each project. Research is done to improve current production through linkage with extension services and direct contact between research and farmers.

Infrastructure projects planned for the next three years are located in all five District Councils of the Free State Province. Most projects are located in rural areas on agricultural land and are projects which are implemented as new infrastructure.

- **Sport**

The mandate of the Department is to manage and promote sport and recreation development; arts and culture; and to render library, information and technology services in the province.

Given the legacy of an immense backlog with regard to sport and recreation; heritage; library, information and technology; and arts and culture development in specifically the historically disadvantaged communities from the pre-1994 era and in contrast with the under-resourced and limited capacity the Department has already made a significant impact on the development of sport, arts, culture and libraries in the province.

One-stop facilities will be established in each of the five districts of the province. All museums and cultural centres will be fully managed and operational in the 2005/06 financial year. The Department is looking at converting existing facilities and to form partnership with other stakeholders such as the Department of Education in Phuthaditjhaba.

The Department already complied with labour intensive methods such as required by the Expanded Public Works Programme (EPWP).

- **Social Development**

The Department of Social Development is responsible to make social welfare services accessible and available to people in the rural, peri-urban and informal settlement as well as ensuring equality in service provision which is critical to the transformation process. This Department is responsible for the upgrading, renovation of infrastructure, renting of office accommodation, minor and major maintenance of infrastructure.

The infrastructure must meet the demand of the growing nation and must be accessible and present the image and respect, which the Department of Social Development has for its beneficiaries.

- **Tourism**

Tourism is one of the fastest growing industries in the world today and South Africa has seen a massive growth of foreign visitors since 1994. The Department of Tourism, Environmental and Economic Affairs is a major role-player in this industry in the Province as they can provide visitor accommodation in most of the Provincial Nature Reserves.

There are reserves with enormous tourism potential that has no visitor infrastructure. Visitors to the reserves identify the need for

infrastructure development. It is of great importance the reserves are developing to such and extend that it attracts visitors.

- **Public Works**

This directorate is responsible for preventative maintenance or normal routine maintenance. The infrastructure that is covered by this directorate includes Free State Provincial Government Land and Buildings, including mechanical and electronic installations.

The general state of repair in Provincial Government buildings has declined since the early nineties. An amount of approximately R6 billion is needed to bring all buildings back to the state of repair that prevailed in the early to mid nineties.

The maintenance backlog is evident in the finishes both externally and internally of buildings as well as in the service elements, which is the electrical network, water supply, sanitation, drainage, air conditioning, and boiler and lift installation.

Due to budget constraints, preventative maintenance programmes were either absent or scaled down to a bare minimum.

1.3 Levels of Service

In order to ensure measurable performance and quality as opposed to quality all provincial departments have provided targets for effective delivery and to have a knock on effect on GDP.

Tabulated below are each department's challenges:

DEPARTMENT	CHALLENGES
Health	Insufficient funding for building and upgrading projects. Improvement of the maintenance programme for the various health institutions. Accelerate the building process of hospitals and clinics, through the various phases.

	Ensure that all the requirements for SCM are understood.
Education	Platooning and unsafe structures are existing challenges of the department. Facilities such as toilets, adequate classrooms and specialised facilities not provided at previously built schools. No maintenance plan available result in unacceptable condition of schools. The provisioning of basic services at schools for example: clear running water, sanitation and electricity.
Roads	Large maintenance backlogs due to funding levels. To avoid toll fees, surrounding road network is taking more heavy freight than previously therefore and increased need for road repair funds. Preventative maintenance actions have not been implemented and 70 percent of the network has exceeded the initial design life.
Agriculture	Changes in production trends and practises, national and international product demand, climatic conditions, availability of funding and access to resources such as land and water.
Sport	Population growth, economic growth and literacy have an impact on the demand for sport, arts and culture and library facilities.
Social Development	Due to the growing nation there is a demand for accessible social welfare services. Equality in service provision is critical to the transformation process.
Environmental Affairs	There is a backlog in the development of Tourism infrastructure. Maintenance also forms a part of the department's budget and

	not part of Public Works budget, as was the case previously. The operational budget of the Directorate Conservation cannot support proper maintenance, left alone development of new facilities.
Works	Budget constraints, preventative maintenance plans resulted in maintenance backlog since the nineties.

1.4 Community Need

The institutional infrastructure units ensured that resources were committed to have an impact on community needs, which influenced infrastructure delivery.

1.5 Lifecycle Management Plan

The departments have taken project management efficiency into consideration. Allocations targeted the following categories:

- replacement
- renewal
- rehabilitation
- maintenance

This will ensure infrastructure progression and avoid dilapidation of infrastructure and promote the vision emphasized by the president in the state of nation address.

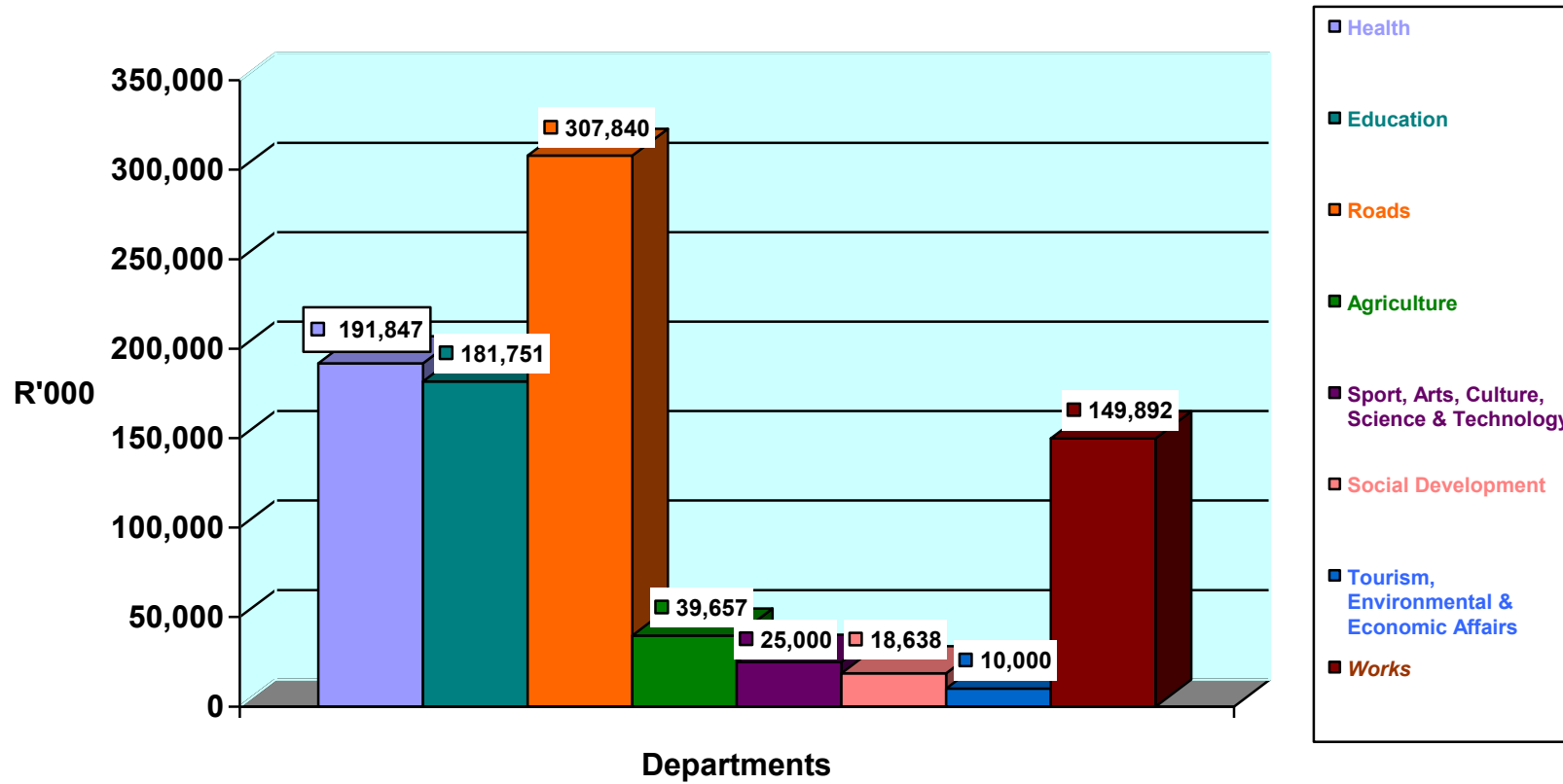
1.6 Financial Summary

The infrastructure budget is mainly sourced from the equitable share and conditional grant. In line with the national vision reinforced by Provincial Growth & Development Strategy the Free State province has allocated a budget for the MTEF period according to each sector department as follows:

DEPARTMENT	MTEF		
	2005/06	2006/07	2007/08
Health	191,847	150,686	145,391
Education	181,751	190,326	250,139
Roads	307,840	327,770	403,298
Agriculture	39,657	46,006	50,764
Sport, Arts, Culture, Science & Technology	25,000	26,000	27,300
Social Development	18,638	24,758	25,996
Tourism, Environmental & Economic Affairs	10,000	10,000	10,000
Works	149,892	156,636	169,099
TOTAL INFRASTRUCTURE	924,625	932,182	1,081,987

The following chart indicates the budget per department for the 2005/06 financial year.

Infrastructure Budget 2005/06



1.7 Organisational and Support Plan

Two technical assistants were appointed by National Treasury at the Departments of Education and Health to strengthen infrastructure delivery. Further institutional structures are being progressed in these departments however the other sector department's infrastructure units are currently under staffed and Provincial Treasury has emphasize the resources of the infrastructure units to progress infrastructure delivery. The roll out of the Infrastructure Delivery Improvement Programme to other departments will emphasize the need for infrastructure units to be more effectively staffed.

1.8 Monitoring and Improved Programme

The performance of the plans will be monitored by the relevant departmental project managers, works inspectors and engineers as well as project reports of the consulting engineers and architects, along with the monthly project site meetings.

Monthly reports will be compiled and submitted to Provincial Treasury in order to monitor and evaluate expenditure on Infrastructure Projects and ensure expenditure is in line with the norms and standards.

The plans are linked to the departmental Strategic and Business Plans and will therefore be reviewed collectively.

The roll out of the Infrastructure Delivery Improvement Programme to all departments will assist in the improvement of accuracy and confidence in departmental Infrastructure Plans.

DEPARTMENT OF HEALTH

INFRASTRUCTURE PLAN 2005/06

SECTION 1: EXECUTIVE SUMMARY

SECTION 2 gives an introduction to the Infrastructure Plan and highlights the fact that this plan identifies what infrastructure is to be provided, when it is to be provided and at what cost.

The goals and objectives for infrastructure implementation were detailed and an attempt to show how these addressed the vision, mission and value system of the FSDoH was given.

The reference data used in developing this report was minimal in that at present much of the planning for infrastructure is done in committee with very little recorded evaluation, gap determination and prioritization being done.

SECTION 3 identifies the desirable and available levels of service existing in the province and the key findings are that there is:

- A shortage of clinic facilities;
- Sufficient hospitals
- A need to redefine bed functions(i.e. bed levels)

SECTION 4 gives the basis for establishing infrastructure needs of the community, by highlighting the demands and growth forecasts for infrastructure, which in turn affects the management and utilization of the infrastructure.

As there is insufficient historical data available, this section indicated areas where information and data is to be correlated and recorded for future assistance in developing this Infrastructure Plan.

SECTION 5 indicates what is required to operate the infrastructure at the desired levels of service with a view to optimizing lifecycle costs.

Attempts have been made to indicate all available infrastructure, the present condition and what measures are being taken to maintain, renew or replace the infrastructure. There is no asset management register and this is a top priority to ensure that assessments of this nature can be done more scientifically in future.

SECTION 6 gives a summary of the financial needs as a result of the findings of this report. In the case of this particular report the financial needs were heavily influenced by the fact that most projects were carry over from the previous financial year.

Fortunately the projects identified do not contradict the findings of this report.

The financial needs for 2005/06 financial year are as follows:

• Clinic Programme	:	R 21 947 000
• Infrastructure	:	R 46 817 000
• Revitalisation	:	R113 082 000
• Maintenance	:	<u>R 10 000 000</u>
TOTAL		R191 846 000

SECTION 2: INTRODUCTION

2.1 BACKGROUND:

This infrastructure strategic planning process will address the overall strategic direction of the F.S.D.O.H. with respect to all operational issues related to service delivery, of which infrastructure is only one, although a major component.

All infrastructure is developed to support the department's overall service delivery and could include all on some of the following:

- Clinic upgrading and building
- Revitalisation of facilities/hospitals
- Upgrading and maintenance of facilities
- Day to day maintenance of facilities
- New facilities
- Decommissioning and disposal of redundant facilities

This infrastructure plan will address the while process of infrastructure development and operation. The process will address:

- Planning, procuring, implementing and commissioning of infrastructure
- Maintenance and rehabilitation and disposal where necessary.

The infrastructure plan will map out a supporting process of monitoring and control to keep delivery in line with the development objectives.

This plan will highlight both capital and operational costs i.e. the total life-cycle cost of the infrastructure development.

In summary this plan will identify what infrastructure is to be provided, when it is to be provided and at what cost.

Other planning documents that were referred to and used in the development of this plan are:

- F.S.D.O.H. Annual Report 2003/2004
- Draft Strategic Plan 2004/2005 to 2006/2007
- F.S.D.O.H. Strategic Positioning Statement
- Integrated Health Planning Framework (IHPF)
- Health Bill Draft minimum requirements
- R158 (Minimum requirements) (Draft minimum requirements National Health Act)
- National Health Facilities Audit 1996
- Free State Province Strategic Plan.

In developing a comprehensive plan of this nature it is essential that this is not done in isolation, but that all key stakeholders have an input and by so doing have a vested interest in ensuring the success of the implementation of the plan.

2.2 GOALS AND OBJECTIVES OF INFRASTRUCTURE IMPLEMENTATION

Infrastructure is necessary to support the department's overall service and delivery. It is essential to ensure that all infrastructure provided is phased on:

- Community needs
- Service availability
- Staffing and other resources availability
- Accessibility
- Budget restrictions, etc

This infrastructure plan will identify and recommend development projects/infrastructure that comply with and meet the requirements of the FSDOH vision, mission and value system as follows:

- VISION
 - A healthy and self reliant Free State Community
 - All infrastructure implementation will have the dual role of treating and educating capabilities.
- MISSION
 - The Free State Department of Health:
 - Provides quality, accessible and comprehensive Health services to the Free State community
 - Optimally utilises resources to provide caring and compassionate services.
 - Empowers and develops all personnel and stakeholders

- All development projects infrastructure must meet a stringent interrogation with a view to ensuring that the mission of the department is achieved.
- **VALUE SYSTEM**

The Free State Department of Health believes in the following values:

- Accountability
- Batho Pele
- Botho
- Commitment
- Integrity
- Inter-dependence

KEY ENABLERS

- Team approach
- Learning organisation
- Communication (internal and external)
- Innovation

It is important to note that at every stage of developing a project i.e. planning, procuring, implementing and commissioning, the abovementioned value system guides the whole process.

2.3 PLAN FRAMEWORK

The key elements of this infrastructure plan are highlighted under different sections described hereunder:

- Level of service will indicate the desired state for all services
- Community needs will highlight the shortcomings in addressing the desired level of service
- Infrastructure management plan will outline exactly what is planned in order to implement, manage and operate the infrastructure at the agreed levels of service.
- Financial summary will contain all the financial implications of the proposed developments, improvements to and maintenance of existing infrastructure as identified in the previous sections.

Finally it must be kept in mind that this is a living document and while this plan will be reported against on a monthly, quarterly and annual basis, reality will dictate update and unforeseen updates for some time to come.

2.4 REFERENCE DATA

At present much of the planning for infrastructure is done in committee with very little recorded evaluation, gap determination and prioritisation being done.

The intention with this report is to formalise and record the procedures for implementing and maintaining infrastructure and thereby complying with the requirements and regulations of the PFMA.

One example for prioritisation is given in [Appendix A](#)

This present infrastructure plan will of necessity address the 2005/06 financial year ensuring and justifying the need for the presently proposed list of projects most of which are projects continuing from the 2004/05 financial year into this new financial year.

There is a planning tool that would assist a great deal in establishing the needs/gaps in the health delivery system in the province. This tool is called the “Integrated Health Planning Framework” and is applicable rationally. The tool assists in modelling certain scenarios based on population, health norms and level of service. The problem at present is to ensure that the model is kept up to date with all the latest data. This should be seen as the top priority to ensure proper planning for the future.

SECTION 3: LEVEL OF SERVICE

It is important that levels of service are clearly defined in order to ensure that uniformity is achieved in the province as well as in the country. The first objective is to try and achieve these minimum levels of service i.e. uniform service throughout the community and thereafter improve service delivery further.

3.1 COMMUNITY RESEARCH AND EXPECTATIONS

Research is done and updated via an Excel Model called the Integrated Health Planning Framework (IHPF).

This IHPF indirectly monitors the needs and expectations of the community in that it assesses all issues linked directly to health matters. When all data is correctly recorded and updated on a regular basis information which is available in a very basic format at present, such as the following will be available at the touch of a button:

- Percentage number of staff per category required per 1000 people.
- This will immediately translate into staff costs and
- Staffing needs per institution
- Population growth and migration trends effect on hospital bed needs and cost projection to supply these needs.
- Levels of medical aid population
- Population by level of care records
- Records of admission by level of care
- Bed utilisation rates
- Primary health care statistics i.e. clinics and community health centres.
- And a lot more

Unfortunately not all records are up to date and only limited information is available from this system at present. Once the system is properly populated with data it will be a very good planning tool as it will determine gaps in service delivery etc.

The F.S.D.O.H. has a Provincial Clinic Coordinating Committee (FCCC) consisting of officials who have direct contact with the community on a daily basis. This is a good forum to determine the expectations etc. of the communities.

The FCCC has as its primary role the identification of:

- The need for new clinics
- The upgrading of clinics
- The need for mobile clinics etc.

These needs are all based on a number of evaluation criteria developed by the Committee. [See Appendix B](#)

3.2 STRATEGIC AND DEPARTMENTAL GOALS

Key challenges facing the Facilities Planning Section over the next few years:

- Insufficient funding for building and upgrading projects.
- Improve the maintenance programme for the various health institutions
- Accelerate the building process of hospitals and clinics, through the various phases.
- Ensure that all the requirements for SCM are understood.

It is necessary to implement certain strategies to address these key challenges in order to meet the Departments goals and these are as follows:

a. Insufficient funds.

This matter will be addressed by attempting to:

- Identifying alternative funding methods i.e. PPP's
- Re-prioritising projects to ensure health services are accessible to all as soon as possible.

b. Improved maintenance Programme.

In order to ensure that maintenance is done at various facilities the following is being implemented:

- A dedicated maintenance fund has been identified and contractors in all five districts will be appointed under EPWP conditions to assist with maintenance of facilities.
- Day to day maintenance must be addressed at facility level and to achieve this effectively the following is to be implemented:
 - Maintenance of buildings to be placed under the auspices of the Facility Planning Section.
 - Maintenance budget to be ring fenced
 - Properly trained personnel to be employed for the maintenance process.

c. Accelerate Building Process

The BCOH will in future implement all its own projects which implies that no other agencies will be used as PIA's. It is hoped that by so doing the long procurement processes of other agencies will be circumvented and therefore speed up the whole process. (This change in procedure should not course a major disruption in the Facilities Planning Section because at present they are performing many of the duties of the PIA.)

d. Supply Chain Management (SCM)

In order to avoid any delays in procurement procedures it is essential to confirm the SCM process and to comply with all its requirements. This will ensure timeous implementation of projects.

3.3 LEGISLATIVE REQUIREMENTS

Provision of health services and infrastructure must comply with the new National Health Act of 2004. Regulations pertaining to this Act are in the process of being formulated and include minimum requirements from OD, HR, Health Technology and Infrastructure.

3.4 CURRENT AND DESIRED LEVEL OF SERVICE

In preparing an infrastructure plan it is necessary to set out a long-term structure for hospitals and health care delivery in the province. This plan should put into place a capital works plan addressing the inadequacies of the present situation and taking into account the necessary rationalization and consolidation of existing facilities, while indicating the need for any new facilities. The impact of the plan on recurring costs must also be assessed to assist with ongoing budgeting for staff, medicines etc. This planning process is not a finite process but dynamic and the projections/assumptions need to be continuously updated in the light of actual data

Data required to structure the plan:-

- Demographics – the composition, distribution, changes and movement of a community, with possible growth projections, needs for recreation, education and health, together with economic factors and influences in the areas of job opportunities, economic growth or slump.
- Spatial development initiatives round industrial nodes, transport links and factors such as tourism

Free State Demographic Information

Total Population	2 738 159
Uninsured Population	2 329 706

Free State is made up of 5 districts as follows:-

Xhariep	139 914
Motheo	745 601
Lejweputswa	647 049
Thabo Mofutsanyana	741 716
Northern Free State	463 879

Health Requirements per District

Xhariep

Total population of 139 914 - target access to clinics requires 1 clinic per 5 000 to 10 000

Required clinics = between 28 to 13 or average of 21 clinics

At present have	17 fixed clinics
	1 CHC
	20 mobile points
	38 in total but 18 fixed points possible shortfall of 3

Hospitals

Norm for Level 1 = 0.8 /1000 beds

No of Level 1 beds = $139 \times 0.8 = 111$ beds

At present have	3 District Hospitals	
	Diamant	32 beds
	Smithfield	25 beds
	Zastron	23 beds
	Total	80 beds

Shortfall of Level 1 beds = 31

Motheo

Total population of 745 601 - target access to clinics requires 1 clinic per 5 000 to 10 000

Required clinics = between 149 and 74 or average of 111 clinics

At present have	71 fixed clinics	
	3CHC	
	20 mobile points	
	93 in total but 74 fixed points	possible shortfall of 37

Hospitals

Norm for Level 1 = 0.8 /1000 beds

No of Level 1 beds = $745 \times 0.8 = 596$ beds

At present have	4 District Hospitals	
	Ladybrand	44 beds
	Moroka	180 beds
	National	79 beds
	Botshabelo	135 beds
	Total	438 beds

Shortfall of Level 1 beds = 158

No Level 2 or regional hospital in Xhariep so requirement for L2 beds combined

Population of Xhariep and Motheo = 885 515

No of Level 2 beds = $885 \times 0.3 = 266$ beds

Regional Hospital Pelonomi	713 beds
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Oversupply of Level 2 beds = 447 beds

Lejweputswa

Total population of 647 049 - target access to clinics requires 1 clinic per 5 000 to 10 000

Required clinics = between 129 and 65 or average of 97 clinics

At present have 47 fixed clinics
 1 CHC
 23 mobile points
 71 in total but 48 fixed points **possible shortfall of 49**

Hospitals

Norm for Level 1 = 0.8 /1000 beds

No of Level 1 beds = $647 \times 0.8 = 517$ beds

At present have 5 District Hospitals

Bothaville	44 beds
Hoopstad	29 beds
Odendaalsrus	107 beds
Virginia	78 beds
Winburg	56 beds
Total	314 beds

Shortfall of Level 1 beds = 203 beds

Level 2 beds at 0.3 per 1000

No of Level 2 Beds = $647 \times 0.3 = 194$ beds

Regional Hospital Bongani 420 beds

Oversupply of Level 2 beds = 226 beds

Thabo Mofutsanyana

Total population of 741 716 - target access to clinics requires 1 clinic per 5 000 to 10 000

Required clinics = between 148 and 74 or average of 111 clinics

At present have 68 fixed clinics
 1 CHC
 20 mobile points
 89 in total but 69 fixed points **possible shortfall of 42**

Hospitals

Norm for Level 1 = 0.8 /1000 beds

No of Level 1 beds $741 \times 0.8 = 592$ beds

At present have	8 District Hospitals	
	Clocolan	42
	Eliz Ross	91
	Ficksburg	31
	Harrismith	65
	Phekolong	85
	Senekal	55
	Reitz	45
	Vrede	27
	Total	441 beds

Shortfall of Level 1 beds = 151 beds

Level 2 beds at 0.3 per 1000

No of Level 2 Beds = $741 \times 0.3 = 222$ beds

Regional Hospital Bethlehem	130 beds
Regional Hospital Manapo	292 beds
Total	422

Oversupply of Level 2 beds = 200 beds

Northern Free State

Total population of 463 879 - target access to clinics requires 1 clinic per 5 000 to 10 000

Required clinics = between 93 and 46 or average of 69 clinics

At present have	32 fixed clinics	
	5CHC	
	22 mobile points	
	59 in total but 37 fixed points	possible shortfall of 32

Hospitals

Norm for Level 1 = 0.8 /1000 beds

No of Level 1 beds $463 \times 0.8 = 370$ beds

At present have 4 District Hospitals

Frankfort	29
Heilbron	28
Sasolburg	82
Parys	50
Total	189 beds

Shortfall of Level 1 beds = 181 beds

Level 2 beds at 0.3 per 1000

No of Level 2 Beds = 463 x 0.3 = 139 beds

Regional Hospital Boitumelo 340beds

Oversupply of Level 2 beds = 201 beds

Requirement for the whole province

Population 2 738 159

Norm	Requirement	At present
Level1 beds at 0.8/1000	2 190	1 695
Level 2 beds at 0.3/1000	822	1 895
Level 3 beds at 0.35/1000	958	590
Special at 0.1/1000	273)	
Chronic at 0.2/1000	548)	864
Total	4 791	5 044

Indication is that there are enough beds available and for next few years

There needs to be a re-distribution of Level 2 beds to Level 1 beds and possibly more Level 3 beds, although there may be the additional number of Level 3 beds within the Level 2 hospitals. Similarly it would seem that there are quite a number of Level 1 beds in the regional hospitals.

[See Annexure C](#) for services at different levels.

Special and chronic beds appear to be fine

Methodology

- Data must be analysed in terms of population projection and needs in each sub-district, district and region.
- The proposed infrastructure plan will include minor and major capital works, but also routine maintenance and minor repairs.
- The type of facility and its position in the referral network must be determined in order to establish the number of up and down referrals.
- Upgrading and new work not only requires to be costed in terms of capital works but also in terms of the areas required i.e. norms or a square metre ratio per hospital bed or examination/consulting room. Building costs should be based on actual costs prevailing in the province. Renovation costs should be compared with those of a new facility.
- In preparing briefs for projects innovative design and methods of construction should be encouraged as well as the need to address life-cycling costs by introducing low energy features, natural light and ventilation and low maintenance finishes to the buildings.
- Factors influencing provision of facilities
- At present the IHPF suggests approx 1.8 beds per 1000 population
- District or home based nursing at present only a few instances.
- Day surgery is on the increase but needs doctors skilled in this work and patient home conditions conducive to recovery
- Initiatives in Telemedicine.
- Demand for chronic beds due to the increase in TB cases often combined with HIV/AIDS

Primary Health Care

Primary Health Care services form part of an integrated district health system. The district health authority has jurisdiction over both hospitals and health care centres and will establish an interface between the two. Primary Health Care includes all aspects affecting the health of a community that is nutrition, sanitation, education, housing, effects of poverty. The interaction between hospitals and clinics can better inform the community regarding nutrition, sanitation and hygiene.

PHC clinics and health centres perform a gate-keeping function that keeps patients out of hospital, a good PHC system will also allow patients to be more rapidly discharged out of hospital

In assessing the need for PHC the following should be taken into account:-

- The ability of the catchment population to pay for private PHC (GP's etc)
- The quality of basic municipal services
- The age of the catchment population
- The PHC penetration and accessibility to the catchment population
- History of illnesses and diseases
- National and provincial policy and targets

- Growth or reduction of the catchment population

Clinics should offer a basic package of services including all preventive and promotive services, basic curative and rehabilitation services. The goal is to maximize utilization of resources and optimize the quality of services.

The following outlines the range of services envisaged:-

Community Health Centre

This is seen as the main component providing all preventive and promotive services, curative and rehabilitation services. Often includes a midwife obstetric unit. Serves between 50 000 and 80 000 people within a radius of 1.5 km. May also have emergency, X-ray and physiotherapy services. A catchment radius of 2 km is envisaged for midwifery and 2.5 km for X-ray services. Normally a 24 hour service and requires good support services such as communication and transport to Community Hospitals

Clinic

Provides a basic package of services including preventive, promotive and curative care for 10 000 to 50 000 people, preferably in walking distance. Open a minimum of 8 hours per day and 5 days per week. Manned and managed by nurse clinicians.

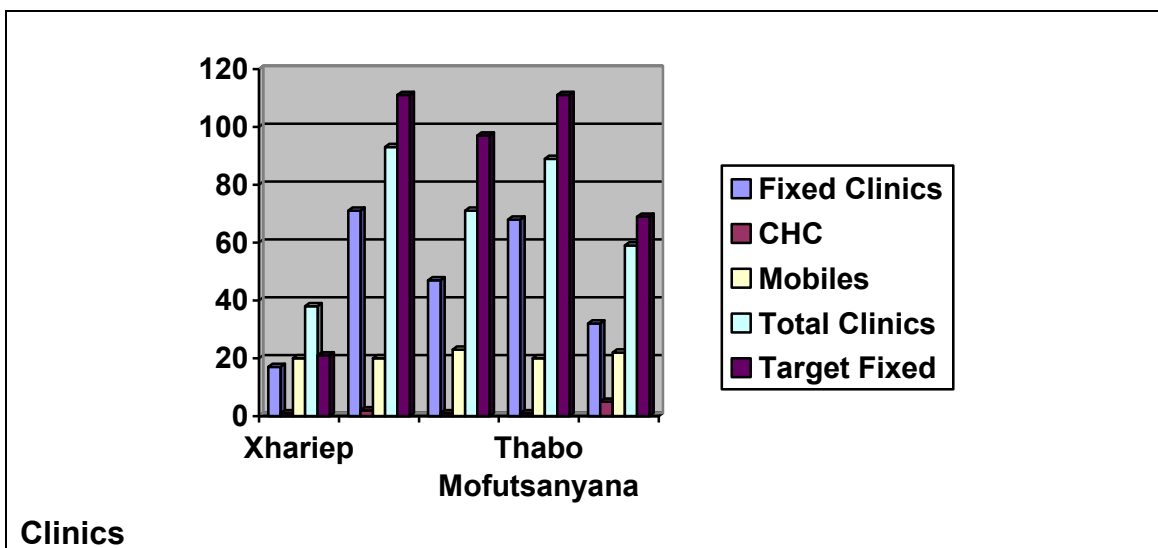
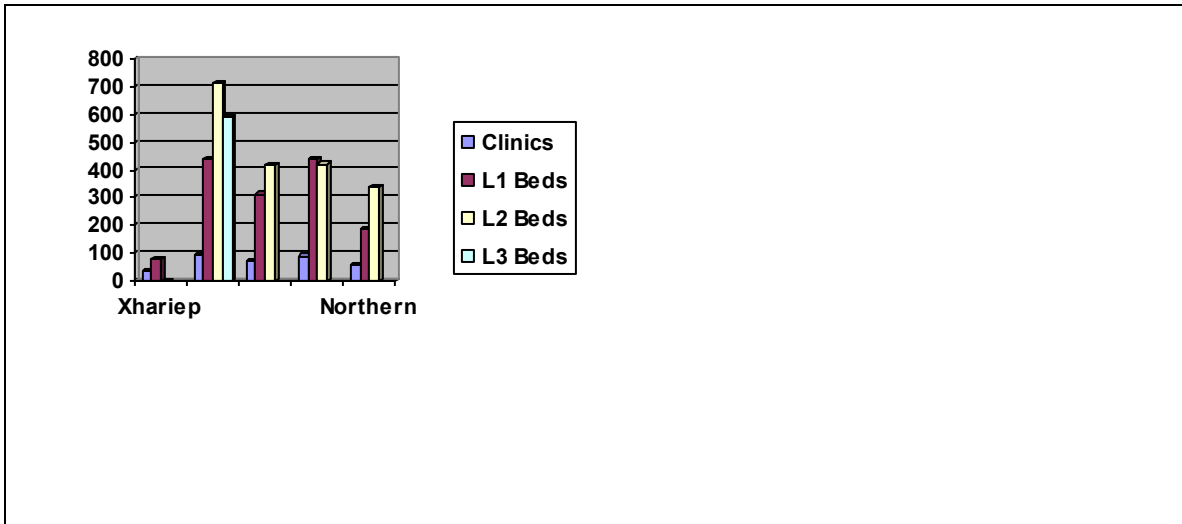
Satellite and mobile points

Provide limited services and only open on specific days of the week.

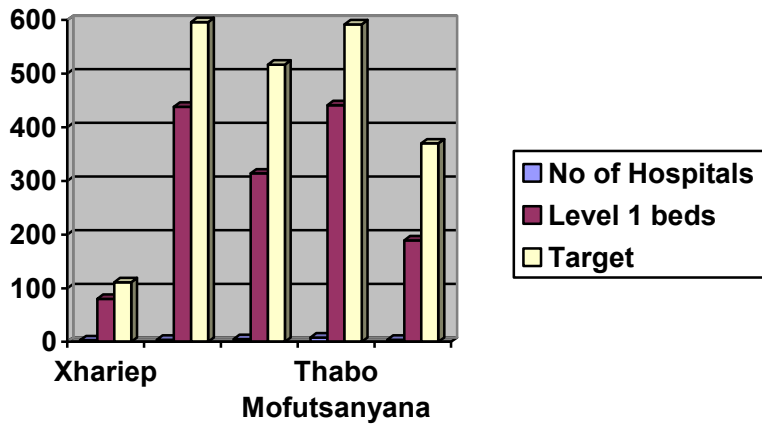
In deciding to add or upgrade services it is necessary to view the statistics on the usage of the existing clinics or mobiles as well as look at the following:-

- Position and suitability
- Catchment population
- Level of service provided
- Condition of building
- Accessibility to community
- Referral pattern
- Future need – upgrade, downgrade, closure or new
- Capex priority
- Recurring costs
- Community requirements
- Special Requirements

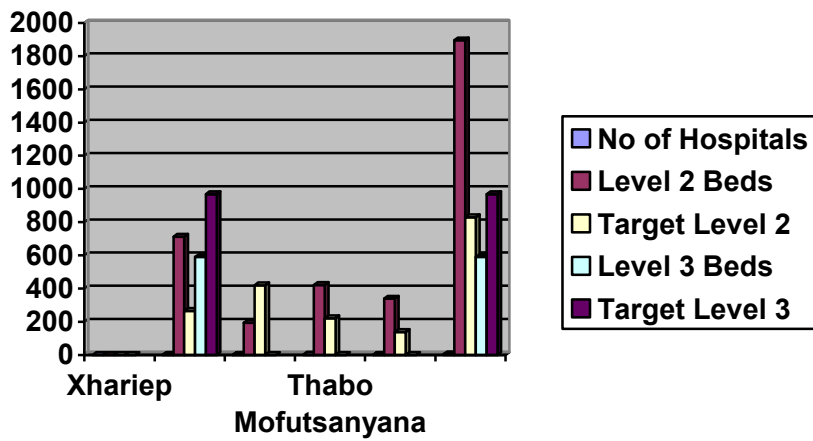
Present Status of Health facilities



Level 1 Beds



Level 2 and 3 Beds



SECTION 4: BASIS FOR INFRASTRUCTURE NEEDS OF THE COMMUNITY

This section highlights the demands and growth forecasts for infrastructure, which in turn affect the management and utilisation of same.

4.1 DEMAND FORECAST

The demand forecasts are dependent on the prevailing conditions and policies of the day. The prevalence of HIV/AIDS has brought about a demand for additional facilities such as VCT's, Voluntary Counselling and Testing and ART/V Anti Retroviral Treatments. These activities require additional accommodation and services at both PHC and hospital levels.

In addition HIV/AIDS and more prevalent TB cases require the provision of clinic services in the form of step down (sub-acute) beds and home based care.

New Pharmacy Act requires all hospitals to be compliant and ART places additional demands on pharmacy services.

Similarly the Mental Health Act needs to be accommodated in psychiatric facilities.

Infrastructure planning will require that all these factors be taken in to account together with many demographic changes.

4.2 CHANGES IN TECHNOLOGY

Technology continues to change/update at a fairly rapid pace and these changes affect all aspects of the provision of health care i.e. staff, infrastructure and medical technology.

The use of telemedicine may substantially alter the need for highly qualified staff as it can provide a second opinion and guidance as well as certain test results. It does however require dedicated equipment and space.

Digital X-rays require no dark rooms or large storage areas for cassettes and processed X-rays, but will require IT hardware and cabling, which may be attached to a backbone allowing X-rays to be read at ward and consultation level.

Day surgery will decrease need for inpatients but requires day wards/recovery areas and additional patient reception and waiting areas. Electronic patient registration and records will lessen the need for hard copy storage and the movement of patient records as these can be networked for access at all departments. It is important to allow for staff training on all new technology aspects.

4.3 DEMAND MANAGEMENT PLAN

Health is a partnership between the Department of Health and members of the community (patients). Worldwide trends are to enable patients to take control of the health by informing and educating them regarding health matters. The district health and referral systems need to be managed in such a way so as to empower patients to make the right choices regarding the treatment, but that the patient is treated at the correct level for the needs and ensuring quality and value for money. Ensuring that correct patient information is kept in terms of hospital admissions and PHC visits will enable forward planning to be done, knowing either an increase or decrease in demand. Investigating the outsourcing of certain non core services as well as the possibilities of PPP"s or PFP"s can alter facility management frameworks.

SECTION 5: INFRASTRUCTURE MANAGEMENT PLAN

This section will indicate the plan, which is required to operate the infrastructure at the agreed levels of service with a view to optimising lifecycle costs.

5.1 BACKGROUND DATA

i. PHYSICAL PARAMETERS

HOSPITALS INFORMATION

The available information is given on the attached table [Appendix D](#).

CLINIC INFORMATION

See attached table [Appendix E](#)

CHC INFORMATION

10 CHC's distributed as follows:

Xhariep:	1 – Petrusburg
Motheo:	3. - Bloemfontein at National Hospital - Mangaung and Heidedal.
Lejweleputswa:	1- Ventersburg
Thabo Mafutsanyane:	1- Marquard.
Northern Free State:	5 - situated as follows: Koppies, Kroonstad, Pax CHC, Vredefort and Kopano.

ii. CAPACITY/PERFORMANCE

This information is supposed to be available on the IHPF but from all accounts it does appear that the information is not updated locally and therefore is of very little use at present.

It is proposed that a concerted effort be made to ensure that this IHPF model data be updated regularly to ensure reasonable information availability.

An example of available information is included on the attached tables. [Appendix F](#)

ii. CONDITION

An audit of all Health Facilities was executed in 1995 to determine the status of the infrastructure. The result of this audit was and still is used in determining priorities for upgrading hospitals.

A Facility Maintenance Management System is being implemented in phases at all hospitals. This system entails inter alia an auditing system to be performed by the technical head of that institution in order to update and maintain this system. Phase 1 (Pilot Phase) has been successfully implemented at the Universitas Hospital and Phase II will start soon.

A system of ad hoc visits to facilities is still performed by the Facility Planning Section and this ensures an added control in determining the status of infrastructure.

See attached table. [Appendix G](#)

iv. VALUATION

At present there is no information available on existing building's current value. Attached is a table [Appendix H](#) showing estimated replacement value. These were obtained from the IHPF and slightly adjusted by the department.

5.2 ROUTINE MAINTENANCE PLAN

Routine maintenance is presently controlled and budgeted for by the individual facilities, this is proving to be a problem because their core functions are service delivery and maintenance of physical infrastructure is often overlooked.

A proposal is being prepared to ensure all maintenance is controlled centrally and to have maintenance budgets ring fenced.

Another innovation is the voted fund of R10m allocated for slightly larger ad hoc maintenance projects and the fact that all projects implemented under this fund will be in accordance with EPWP principles.

5.3 RENEWAL/REPLACEMENT PLAN

The Facilities Planning Section is presently engaged in investigating the implementation of an Asset Register together with a building management maintenance system. Once these are in place it will be possible to identify the required maintenance plan plus costs. Similarly Renewal and Replacement will be identified and costed.

5.4 CREATION/ACQUISITION PLAN

Based on the information presented in this report, most infrastructure projects are revitalisation and upgrade of facilities, where additional areas have been planned this is to improve/enlarge clinical facilities but nom

beds have been added. The only new facilities are Trompsburg and Ladybrand hospitals. Ladybrand will replace the existing hospital but on a new site, while Trompsburg is providing a totally new facility. Both these projects are being sourced through the PPP route.

5.5 DISPOSAL PLAN

Relating to the above the only possible planned disposal; is that of the present Ladybrand Hospital. At this stage nothing has been put in place as the PPP process is taking longer than anticipated and there is no planned date for the decommissioning of Ladybrand.

SECTION 6: FINANCIAL SUMMARY

This section indicates the financial requirements resulting from the information and findings of the report to date. It should be noted that in this case the projects identified were heavily influenced by the fact that they were already in progress. Fortunately the projects identified do not contradict the findings of the report in general. It was not possible to attempt any various levels of service/cost scenarios as time did not permit it, as well as the fact that most projects were ongoing already.

6.1 FINANCIAL STATEMENTS AND PROJECTIONS

It was only possible to prepare forecasts for the next 5 years, as no forward planning beyond this time is available at present.

6.2 FUNDING STRATEGY

The various funding categories are included on the forecast spreadsheet i.e. Infrastructure Grant, Revitalisation Grant and Voted Funds.

Where other forms of funding are envisaged these are highlighted against the project name e.g. PPP"s

Trends of past expenditure is given in [Appendix I](#)

6.3 VALUATION FORECASTS

Not done

6.4 KEY ASSUMPTIONS

Most of the projects cost predictions for the next two financial years are based on actual designs and estimates by quantity surveyors

Finally no sensitivity analysis was thought necessary because of the previous statement i.e. budget values based on accurate estimates. The one item that could cause unforeseen increases is escalation, which has been very constant recently, but maybe affected by sudden fuel increases etc.

Infrastructure Budget Build-up

No	Description	Region/District	Cost cat.	2005/6	2006/7	2007/8	2008/9	2009/10
1	<u>Clinic Programme</u>		Voted					
	Smithfield	Xhariep	Voted	556,232				
	Leitrim	NFS	Voted	649,701				
	Oranjeville	NFS	Voted	535,205				
	Wepener	Xhariep	Voted	1,925,210				
	Brandfort	Lejweleputswa	Voted	2,175,770				
	Bethulie	Xhariep	Voted	342,219				
	Geneva	Lejweleputswa	Voted	2,769,396				
	Hanipark	Lejweleputswa	Voted	1,830,062				
		Thabo						
	Winburg	Mafutsanyane	Voted	3,878,360				
	Retention on above	FS	Voted	11,000				
	Botshabelo B	Motheo	Voted	4,000,000				
		Thabo						
	Senekal	Mafutsanyane	Voted	3,273,845				
	Clinics(+/- 5/year)	FS	Voted		24,609,036	25,774,474	26,000,000	26,000,000
	Sub Total			21,947,000	24,609,036	25,774,474	26,000,000	26,000,000

Infrastructure Budget Build-up

No	Description	Region/District	Cost cat.	2005/6	2006/7	2007/8	2008/9	2009/10	
	Elizabeth Ross	Thabo Mafutsanyane	Infra	8,236,224	7,000,000	9,000,000	750,000		
	Thebe	Thabo Mafutsanyane	Infra	5,500,000	12,617,186	11,896,843	680,000		
	Tokolo	NFS	Infra	5,604,913	6,500,000	9,000,000			
	Itumuleng	Xhariep	Infra	820,913					
	Diamant	Xhariep	Infra	6,000,000	4,000,000	9,000,000	6,000,000		
	National Eye Clinic	Motheo	Infra	724,700					
	Thusanong	Lejweleputswa	Infra	6,392,369	7,500,000	9,000,000			
	Virginia	Lejweleputswa	Infra	6,379,173	8,600,000	8,000,000			
	Boitumelo	NFS	Infra	265,583					
	Moroka	Motheo	Infra	2,000,000					
	Dealesville CHC	Lejweleputswa	Infra	4,893,125					
	Projected Projects							40,000,000	45,000,000
	Sub Total(Infra)			46,817,000	46,217,186	55,896,843	47,430,000	45,000,000	

Infrastructure Budget Build-up

No	Description	Region/District	Cost cat.	2005/6	2006/7	2007/8	2008/9	2009/10
3	<u>Hospitals Upgrade(Revit)</u>							
	Ladybrand PPP	Motheo	Revit					
	National	Motheo	Revit	3,500,000	5,000,000	7,320,000	13,000,000	15,000,000
	Trompsburg PPP	Xhariep	Revit					
	Boitumelo(22 contracts)	NFS	Revit	81,065,336	38,565,095	17,400,000	18,800,000	2,000,000
	Boitumelo(Med Equip.)	NFS	Revit	12,000,000				
	Dihlabeng	Thabo Mafutsanyane	Revit	3,500,000	13,000,000	11,000,000	15,000,000	15,000,000
	Pelonomi	Motheo	Revit	13,016,664	13,294,683	8,000,000	23,300,000	18,800,000
	Sub Total			113,082,000	69,859,778	43,720,000	70,100,000	50,800,000
4	<u>Clinics Upgrade</u>	FS	Infra			10,000,000	10,000,000	10,000,000
	Sub Total					10,000,000	10,000,000	10,000,000
5	Maintenance	FS	Voted	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000
	Sub Total			10,000,000	10,000,000	10,000,000	10,000,000	10,000,000
6	Total			191,846,000	150,686,000	145,391,317	137,530,000	115,800,000

4 Needs Assessment

4.1 Priorities

4.1.1 The provincial representatives reported the following demand factors:

- Chronic and lifestyle – related diseases;
- Trauma/Violence;
- Maternity and child health;
- Oncology;
- HIV/Aids, TB and other infectious diseases, and
- Renal disease.

4.1.2 The provincial representatives reported the following service priorities:

- DHS integration and government involvement;
- HIV/Aids treatment;
- Emergency management services;
- Systems, logistics and processes, and
- Human Resource requirements.

4.1.3 Prioritisation of Needs according to the Steering Committee was in the following order:

- (1) DHS and governance structures;
 - (2) HIV and TB;
 - (3) EMS;
 - (4) Logistics systems in relation to finance; human resources; administration; procurement, and transport;
 - (5) Training – a massive need has been identified, and
 - (6) Staff retention.
-

The altered model allowed for the following:

- Demand analysis;
- Supply analysis (current);
- The application of target norms as a benchmark, and
- The quantification of a supply plan generated by the project.

All of the above are compared against the existing budget to highlight implied cost of changes to the status quo of any proposed course of action. Final decisions on the supply plan are largely left to the province, with the model used to generate useful information to assist in this process.

The overall analysis of hospital service options was based on an analysis of the following:

- (a) *Service demand*: This is based on the actual patient activities as provided by the Province;
- (b) *Service supply (current)*: This is based on the actual beds in use provided by the Province;
- (c) *Target norms*: This is based on the National Norms provided by the national Department of Health; and
- (d) *Normative Supply plan (developed in conjunction with the province)*: This plan was developed for each hospital and reflected the service enhancements required over the period 2002/03 to 2010/11.

Population change is a key driver of health service need. According to projections generated for this report, based on the ASSA2000 demographic model, Free State's population will grow from 2,9 million in 2001 to 3 million by 2010. Overall the population using the public sector is expected to grow from 2,4 million people to 2,5 million by 2010. Although these estimates account for the affects of HIV/AIDS, they do not evaluate have interventions could alter behaviour or survival.

A high-level evaluation of existing primary care service levels was attempted to assess whether existing service provision is adequate for the province. Utilisation data was compared to estimated service needs using utilisation norms based on work produced by the Centre for Health Policy. These norms result in an estimated number of visits per person by service type. A standard cost, based on the above study, adjusted to 2001 prices (using the consumer price index) generates an indicative budget and average cost per visit.

Overall an estimated 7,6 million primary care consultations would be expected in Free State. These estimates include level 1 service outpatient visits, and hospital casualty consultations. By 2010 the estimated number of needed visits would decrease slightly to 7,5 million.

Overall estimated HIV/AIDS visits would be around 378,657, dropping to around 262,806 by 2010. The drop is purely a result of the epidemic having peaked during the intervening years (according to the model). These estimates should be treated with caution. It is suggested rather

Table: Hospital Definitions

<i>Level</i>	<i>Services</i>	<i>Referrals accepted from</i>
District	Generalist only, Level 1 Care	Clinic and GP's
Regional	General Specialist Services, mostly Level 2 Care	District Hospitals additionally
Provincial Tertiary	Super-specialist Services, mostly Level 3 Care	Regional Hospitals additionally
National Central	Super-specialist Services, mostly Level 3, high cost, multi-disciplinary care	Regional Hospitals and Inter-provincial referrals
Specialised Chronic Care	Specialist Groups such as chronic psychiatry and tuberculosis	All Levels

Appendix D

The figures in these cells is being used to add up to the whole hospital in the row above
 These cells are empty as they relate to only a part of the whole hospital in the row above them

Prov	Outsourcing	Outtype	Unusable beds_Totall	NAFA Facility name	Average condition - User input	Combined Facility area	Target beds	Equipment 2002/03	Maintenance			Equipment		Stop down beds
									Current maintenance cost	Reprohats replacement value	Reprohats maintenance cost	Reprohats equipment cost	Reprohats equipment maintenance cost	
4,546 beds - weighted average condition				801,587				1,173,359,419	3,303,556,601	83,148,890	1,739,825,167	173,052,520	511	
FS	Bethlehem Hosp	Regional Hospital	130	BETHELEM PROVINCIAL HOSPITAL	3.7	17,484	96	45,160,029	3,556,338	53,868,291	1,346,707,27	46,165,167	1,516,049	18
FS	Bourles Hosp	Regional Hospital	340	BOTHELEMO HOSPITAL	3.8	15,721	90	80,341,476	2,969,455	45,154,855	1,128,871,63	3,546,460	1,354,046	17
FS	Bethesda Hosp	District Hospital	44	BOTHAVILLE HOSPITAL	4.5	2,348	36	2,049,045	804,655	11,784,712	294,117,76	2,941,178	294,118	9
FS	Bethesda Hosp	District Hospital	135	BOTSHABELO HOSPITAL	3.8	13,550	77	38,233,451	1,322,139	23,912,397	697,809,91	5,973,999	587,810	18
FS	Clovelas Hosp	District Hospital	42	CLOUVALAN HOSPITAL	3.2	2,927	17	5,025,868	378,442	5,181,560	128,539,50	1,296,390	129,539	4
FS	Elizabeth Ross Hosp	District Hospital	91	ELEAZETH ROSS HOSPITAL	3.8	11,248	45	22,414,411	3,217,316	14,912,602	372,813,05	3,728,131	372,813	11
FS	Ficksburg Hosp	District Hospital	31	ECKSBURG HOSPITAL	3.9	3,314	23	5,451,834	350,197	7,286,929	182,433,23	1,624,232	162,423	5
FS	Ficksburg Hosp	District Hospital	29	FRANKFORD HOSPITAL	3.1	2,626	22	5,551,270	447,198	6,839,308	170,982,71	1,709,507	170,983	8
FS	Southwest Hosp	Regional Hospital	420	GOLDFELD REGIONAL HOSPITAL	4.2	70,497	287	101,634,866	4,174,332	161,489,603	4,037,242,66	48,446,505	4,844,691	48
FS	Hanselhof Hosp	District Hospital	65	HARRISWITZ HOSPITAL	2.8	6,240	24	11,532,838	1,887,160	7,266,667	157,664,17	1,676,642	157,664	6
FS	Helicon Hosp	District Hospital	28	HELBURON HOSPITAL	3.8	4,070	22	6,848,536	875,678	6,828,139	170,703,29	1,707,633	170,703	5
FS	Hopetown Hosp	District Hospital	29	HOPSTAD HOSPITAL	4.4	5,765	31	5,765,360	246,538	9,333,585	238,339,83	2,383,366	238,340	7
FS	Jefferson Hosp	District Hospital	32	JAGERSCHEIN PROVINCIAL HOSPITAL	3.5	2,278	24	6,692,784	394,534	7,367,366	184,184,23	1,841,942	184,184	6
FS	Leandro Hosp	Clinic Hospital	0.0	KROONSTAD VOORTREKKEER HOSPITAL	0.0	25,810	0	-	-	-	-	-	-	-
FS	Leandro Hosp	Clinic Hospital	44	PROVINCIAL HOSPITAL LUTYERAND	3.3	1,187,435	12	1,867,435	341,602	3,828,532	26,713,30	607,133	607,133	3
FS	Marais Hosp	Regional Hospital	260	MANAPO HOSPITAL	4.0	42,691	130	76,542,975	9,574,239	107,674,202	2,676,855,06	32,122,261	3,212,265	38
FS	Marais Hosp	District Hospital	180	NATIONAL HOSPITAL	3.0	86,413	30	34,717,038	17,076,850	9,547,628	233,690,70	3,128,788	312,879	9
FS	National Hosp	District Hospital	107	PROVINCIAL HOSPITAL - BEITZ	3.2	7,908	49	17,066,384	1,333,714	35,353,915	383,847,80	3,538,479	383,848	7
FS	Orange (CI) Hosp	Specialist Hospital	500	GRANIE HOSPITAL	4.1	91,238	99	-	8,618,139	55,700,549	1,392,913,72	11,145,110	1,114,011	4
FS	Orange (PI) Hosp	Specialist Hospital	394	GRANIE HOSPITAL	4.1	87,228	99	-	6,616,139	55,700,549	1,392,913,72	11,145,110	1,114,011	4
FS	Parys Hosp	District Hospital	35	PARYS HOSPITAL	4.1	5,285	25	15,939,027	201,552	7,504,446	197,611,14	1,976,111	197,611	6
FS	Pekaia Hosp	Regional Hospital	713	PELONKI HOSPITAL	3.6	116,977	236	248,314,498	24,256,264	132,862,904	3,022,272,60	39,867,271	3,966,727	36
FS	Pekaia Hosp	District Hospital	35	PROVINCIAL HOSPITAL - BEITZ	3.2	6,599	25	17,664,071	1,988,157	6,104,347	208,038,87	2,038,407	202,659	6
FS	Riet Hosp	District Hospital	45	PROVINCIAL HOSPITAL - BEITZ	4.2	7,154	23	7,975,986	366,647	7,045,300	176,719,57	1,761,395	176,719	5
FS	Sasolburg Hosp	District Hospital	42	SASOLBURG HOSPITAL	4.0	12,844	52	21,650,701	594,225	36,313,551	407,813,77	4,078,138	407,814	12
FS	Sasolburg Hosp	District Hospital	35	GENERAAL HOSPITAL	4.1	4,130	21	5,914,750	612,168	6,803,947	163,088,67	1,669,987	163,089	5
FS	Senfrans Hosp	District Hospital	23	PROVINCIAL HOSPITAL SMITHFIELD	3.0	2,575	7	4,871,328	689,868	2,686,520	52,162,98	521,630	52,163	2
FS	Uiyendals (CI) Hosp	National Central Hosp	423	UNIVERSITAS HOSPITAL	3.9	23,957	0	-	-	-	-	-	-	-
FS	Virginia Hosp	District Hospital	78	VIRGINIA HOSPITAL	4.1	191,774	2507	431,842,387	21,512,093	2,596,204,167	42,663,033,02	1,820,914,404	169,391,449	205
FS	Vred Hosp	District Hospital	23	VREDE HOSPITAL	4.0	2,107	14	4,600,721	278,243	4,249,370	106,204,24	1,062,342	106,204	3
FS	Witburg Hosp	District Hospital	56	WITBURG HOSPITAL	4.2	3,223	17	6,727,367	188,725	5,405,267	136,206,87	1,362,467	136,207	4
FS	Zastron Hosp	District Hospital	25	PROVINCIAL HOSPITAL ZASTRON	4.3	1,757	10	4,407,873	532,054	3,127,496	78,187,59	781,874	78,187	2

**CLINICS : FIXED STRUCTURES
FREE STATE PROVINCE**

No	Location	Health district	Local area	Clinic name	Ownership	Scope of project	Status	Financial year
1	ALLANRIDGE	Lejweleputswa	Matjhabeng	TLC CLINIC	Local Authority			
2	ALLANRIDGE	Lejweleputswa	Matjhabeng	NYAKALLONG CLINIC	Local Authority			
3	ALLANRIDGE	Lejweleputswa	Matjhabeng					
4	ARLINGTON	Thabo Mafutsanyane	Nketoana	LERATSWANA CLINIC	Local Authority	Upgr / exten		
4	BETHLEHEM	Thabo Mafutsanyane	Dihlabeng	TLC CLINIC	Local Authority	New		
5	BETHLEHEM	Thabo Mafutsanyane	Dihlabeng	BAKENPARK CLINIC	Local Authority	Upgr /exten		
6	BETHLEHEM	Thabo Mafutsanyane	Dihlabeng	BOHLOKONG CLINIC	Local Authority	Upgr /exten		
7	BETHLEHEM	Thabo Mafutsanyane	Dihlabeng	MPHOHADI CLINIC	Local Authority	Upgr /exten		
8	BETHULIE	Xhariep	Kopanong	ONE STOP CLINIC	Prov. Adm.			
9	BLOEMFONTEIN	Motheo	Mangaung	BAINSVLEI CLINIC	Local Authority			
10	BLOEMFONTEIN	Motheo	Mangaung	BATHO CLINIC	Local Authority			
11	BLOEMFONTEIN	Motheo	Mangaung	BAYSWATER CLINIC	Local Authority	Upgr /exten		
12	BLOEMFONTEIN	Motheo	Mangaung	BLOEMSPRUIT CLINIC	Local Authority	Latent / DOW		
13	BLOEMFONTEIN	Motheo	Mangaung	CENTRAL PARK CLINIC	Local Authority			
14	BLOEMFONTEIN	Motheo	Mangaung	CLINIC : CHRIS DE WET	Local Authority			
15	BLOEMFONTEIN	Motheo	Mangaung	FAUNA CLINIC	Local Authority			
16	BLOEMFONTEIN	Motheo	Mangaung	FICHARDTPARK CLINIC	Local Authority			

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17	BLOEMFONTEIN	Motheo	Mangaung	FREEDOM SQUARE	Local Authority			
18	BLOEMFONTEIN	Motheo	Mangaung	HEIDEDAL CLINIC	Local Authority			
19	BLOEMFONTEIN	Motheo	Mangaung	HILTON CLINIC	Local Authority			
20	BLOEMFONTEIN	Motheo	Mangaung	KAGISANONG CLINIC	Local Authority			
21	BLOEMFONTEIN	Motheo	Mangaung	LANGENHOVENPARK	Local Authority			
22	BLOEMFONTEIN	Motheo	Mangaung	MMABANA CLINIC	Local Authority			
23	BLOEMFONTEIN	Motheo	Mangaung	MONUMENT CLINIC	Local Authority			
25	BLOEMFONTEIN	Motheo	Mangaung	OPKOMS CLINIC	Local Authority			
26	BLOEMFONTEIN	Motheo	Mangaung	RODEWAL CLINIC	Local Authority			
27	BLOEMFONTEIN	Motheo	Mangaung	THUSONG CLINIC	Local Authority	Upgr /exten		
28	BLOEMFONTEIN	Motheo	Mangaung	WESTDENE CLINIC	Local Authority			
29	BLOEMFONTEIN	Motheo	Mangaung	WILGEHOF CLINIC	Local Authority			
30	BOSHOF	Lejweleputswa	Tokologo	TLC CLINIC	Local Authority	New		
31	BOTHAVILLE	Lejweleputswa	Nala	TLC CLINIC	Local Authority			
32	BOTHAVILLE	Lejweleputswa	Nala	K-MAILE CLINIC	Local Authority			
33	BOTHAVILLE	Lejweleputswa	Nala	KGOTSONG CLINIC	Local Authority	Upgr /exten		
34	BOTSHABELO	Motheo	Mangaung	BLOCK B CLINIC	Prov. Adm.	Upgr /exten		
35	BOTSHABELO	Motheo	Mangaung	BLOCK C CLINIC	Prov. Adm.	Upgr /exten		
36	BOTSHABELO	Motheo	Mangaung	BLOCK D CLINIC	Prov. Adm.	Upgr /exten		
37	BOTSHABELO	Motheo	Mangaung	BLOCK E CLINIC	Prov. Adm.			
38	BOTSHABELO	Motheo	Mangaung	BLOCK F CLINIC	Prov. Adm.			
39	BOTSHABELO	Motheo	Mangaung	H3 (CONTAINER)	Prov. Adm.	New		
40	BOTSHABELO	Motheo	Mangaung	INDUSTRIAL CLINIC	Prov. Adm.			
41	BOTSHABELO	Motheo	Mangaung	BLOCK J CLINIC	Prov. Adm.			

42	BOTSHABELO	Motheo	Mangaung	BLOCK K CLINIC	Prov. Adm.			
43	BOTSHABELO	Motheo	Mangaung	BLOCK L CLINIC	Prov. Adm.	New		
44	BOTSHABELO	Motheo	Mangaung	BLOCK M CLINIC	Prov. Adm.	Upgr /exten		
45	BOTSHABELO	Motheo	Mangaung	BLOCK N CLINIC	Prov. Adm.	New		
46	BOTSHABELO	Motheo	Mangaung	BLOCK U CLINIC	Prov. Adm.	New		
47	BRANDFORT	Lejweleputswa	Masilonyana	DUKE STREET CLINIC	Prov. Adm.	Upgrading		
48	BRANDFORT	Lejweleputswa	Masilonyana	MARANTHA CLINIC	Local Authority	New		
49	BRANDFORT	Lejweleputswa	Masilonyana	VAALROCK CLINIC	Local Authority	Upgrading		
50	BULTFONTEIN	Lejweleputswa	Tswelopele	TLC CLINIC	Local Authority			
51	BULTFONTEIN	Lejweleputswa	Tswelopele	PHAHAMENG CLINIC	Local Authority	Upgr /exten		
52	CLARENS	Thabo Mafutsanyane	Dihlabeng	ITHUMELENG CLINIC	Local Authority			
53	CLARENS	Thabo Mafutsanyane	Dihlabeng	TLC CLINIC	Local Authority	New		
54	CLOCOLAN	Thabo Mafutsanyane	Setsoto	TLC CLINIC	Prov. Adm.	Upgr /exten		
55	CLOCOLAN	Thabo Mafutsanyane	Setsoto	HLOHLOLWANE CLINIC	Local Authority			
56	CORNELIA	Mafube	FS 205	TLC CLINIC	Local Authority			
57	CORNELIA	Mafube	FS 205	PHELOLONG CLINIC	Local Authority	Upgr /exten		
58	DEALESVILLE	Lejweleputswa	Tokologo	TLC CLINIC	Local Authority			
59	DEALESVILLE	Lejweleputswa	Tokologo	TSWARAGANANG CLINIC	Local Authority			
60	DENEYSVILLE	Metsimahole	FS 204	TLC CLINIC	Local Authority			
61	DENEYSVILLE	Metsimahole	FS 204	REFENGKOTSO CLINIC	Local Authority			
62	DEWETSDORP	Motheo	Naledi	TLC CLINIC	Local Authority			
63	EDENBURG	Xhariep	Kopanong	NELSON ROLAHLAHLA MANDELA	Local Authority			
64	EDENVILLE	Nwathe	FS 203	KGOTSO CLINIC	Local Authority			
65	EXCELSIOR	Motheo	Mantsopa	TLC CLINIC	Local			

					Authority			
66	FAURESMITH	Xhariep	Kopanong	TLC CLINIC	Local Authority			
67	FICKSBURG	Thabo Mafutsanyane	Setsoto	DOC ISRAEL CLINIC	Local Authority			
68	FICKSBURG	Thabo Mafutsanyane	Setsoto	MASEBABATSO CLINIC	Local Authority			
69	FICKSBURG	Thabo Mafutsanyane	Setsoto	MEQHELENG CLINIC	Local Authority			
70	FICKSBURG	Thabo Mafutsanyane	Setsoto	PHOMOLONG CLINIC	Local Authority			
71	FICKSBURG	Thabo Mafutsanyane	Setsoto	SOETWATER CLINIC	Local Authority			
72	FOURIESBURG	Thabo Mafutsanyane	Dihlabeng	REITOMETSE CLINIC	Local Authority			
73	FRANKFORT	Mafube	FS 205	TLC CLINIC	Local Authority			
74	FRANKFORT	Mafube	FS 205	PHILANI CLINIC	Local Authority			
75	FRANKFORT	Mafube	FS 205	PHAHAMENG CLINIC	Local Authority			
76	GARIEPDAM	Xhariep	Kopanong	TLC HYDROPARK CLINIC	Local Authority			
77	GARIEPDAM	Xhariep	Kopanong	TLC FLORAPARK CLINIC	Local Authority			
78	HARRISMITH	Thabo Mafutsanyane	Maluti-A-Phofung	TLC CLINIC	Local Authority			
79	HARRISMITH	Thabo Mafutsanyane	Maluti-A-Phofung	INTABAZWE CLINIC	Local Authority			
80	HARRISMITH	Thabo Mafutsanyane	Maluti-A-Phofung	LESEDI CLINIC	Local Authority			
81	HARRISMITH	Thabo Mafutsanyane	Maluti-A-Phofung	TSIAME A CLINIC	Prov. Adm.			
82	HARRISMITH	Thabo Mafutsanyane	Maluti-A-Phofung	TSIAME B CLINIC	Prov. Adm.			
83	HEILBRON	Nwathe	FS 203	TLC CLINIC	Local Authority			
84	HEILBRON	Nwathe	FS 203	RELEBOHILE CLINIC	Local Authority			
85	HEILBRON	Nwathe	FS 203	SAUNDERSVILLE CLINIC	Local Authority			
86	HEILBRON	Nwathe	FS 203	SIZABANTU CLINIC	Local Authority			

87	HENNENMAN	Lejweleputswa	Matjhabeng	TLC CLINIC	Local Authority			
88	HENNENMAN	Lejweleputswa	Matjhabeng	PHOMOLONG CLINIC	Local Authority			
89	HERTZOGVILLE	Lejweleputswa	Tokologo	TLC CLINIC	Local Authority			
90	HOBHOUSE	Motheo	Mantsopa	TLC CLINIC	Local Authority			
91	HOOPSTAD	Lejweleputswa	Tswelopele	TLC CLINIC	Local Authority			
92	JACOBSDAL	Xhariep	Letsemeng	TLC CLINIC	Local Authority			
93	JAGERSFONTEIN	Xhariep	Kopanong	ITUMELENG CLINIC	Local Authority			
94	KESTELL	Thabo Mafutsanyane	Maluti-A-Phofung	TLC CLINIC	Local Authority			
95	KESTELL	Thabo Mafutsanyane	Maluti-A-Phofung	TLHOLONG CLINIC	Local Authority			
96	KOFFIEFONTEIN	Xhariep	Letsemeng	TLC CLINIC	Local Authority			
97	KOFFIEFONTEIN	Xhariep	Letsemeng	OPPERMANSGRONDE	Local Authority			
98	KROONSTAD	Moqhaka	FS 201	TLC CLINIC	Local Authority			
99	KROONSTAD	Moqhaka	FS 201	HILL STREET CLINIC	Local Authority			
100	KROONSTAD	Moqhaka	FS 201	BOPHELONG CLINIC	Local Authority			
101	KROONSTAD	Moqhaka	FS 201	TSHEPONG CLINIC	Local Authority			
102	KROONSTAD	Moqhaka	FS 201	BRENTPARK	Local Authority			
103	KROONSTAD	Moqhaka	FS 201	SEISOVILLE	Local Authority			
104	KROONSTAD	Moqhaka	FS 201	THUSANONG	Local Authority			
105	LADYBRAND	Montheo	Mantsopa	IKANENG	Local Authority			
106	LADYBRAND	Montheo	Mantsopa	MAUERSNEK	Local Authority			
107	LADYBRAND	Montheo	Mantsopa	TLC	Local Authority			
108	LADYBRAND	Montheo	Mantsopa	MANYATSENG	Local Authority			

109	LINDLEY	Thabo Mafutsanyane	Nketoana	NTHA	Local Authority			
110	LINDLEY	Thabo Mafutsanyane	Nketoana	LESEDING	Local Authority			
111	LUCKHOFF	Xhariep	Letsemeng	TLC	Prov. Adm.			
112	MARQUARD	Thabo Mafutsanyane	Setsoto	NOTHNAGEL	Local Authority			
113	MARQUARD	Thabo Mafutsanyane	Setsoto	KOKELONG	Local Authority			
114	MARQUARD	Thabo Mafutsanyane	Setsoto	MOEMANENG	Local Authority			
115	MEMEL	Thabo Mafutsanyane	Phumelela	TLC	Local Authority			
116	MEMEL	Thabo Mafutsanyane	Phumelela	ZAMANI	Local Authority			
117	ODENDAALSRUS	Lejweleputswa	Matjhabeng	A.M.KRUGER	Local Authority			
118	ODENDAALSRUS	Lejweleputswa	Matjhabeng	BOPHELONG	Local Authority			
119	ODENDAALSRUS	Lejweleputswa	Matjhabeng	PHEDISANANG	Local Authority			
120	ODENDAALSRUS	Lejweleputswa	Matjhabeng	BOITUSONG	Local Authority			
121	ORANJEVILLE	Metsimahole	FS 204	DENEYSVILLE	Local Authority			
122	PARYS	Nwathe	FS 203	TLC	Local Authority			
123	PARYS	Nwathe	FS 203	SCHONKENVILLE	Local Authority			
124	PARYS	Nwathe	FS 203	THUSANONG	Local Authority			
125	PARYS	Nwathe	FS 203	THUMAHOLE	Local Authority			
126	PAUL ROUX	Thabo Mafutsanyane	Ditlabeng	TLC	Local Authority			
127	PAUL ROUX	Thabo Mafutsanyane	Ditlabeng	FATENG TSE NTSHO	Local Authority			
128	PETRUS STEYN	Thabo Mafutsanyane	Nketoana	REARABETSWE	Local Authority			
129	PHILIPPOLIS	Xhariep	Kopanong	TLC	Prov. Adm.			
130	PHUTHADITHJABA	Thabo Mafutsanyane	Maluti-A-Phofung	PHUTHADITHJABA	Prov. Adm.			
131	PHUTHADITHJABA	Thabo	Maluti-A-	MAKWANE CLINIC	Prov. Adm.			

		Mafutsanyane	Phofung					
132	PHUTHADITHJABA	Thabo Mafutsanyane	Maluti-A-Phofung	TEBANG CLINIC	Prov. Adm.			
133	PHUTHADITHJABA	Thabo Mafutsanyane	Maluti-A-Phofung	QHOLAQHWE CLINIC	Prov. Adm.			
134	PHUTHADITHJABA	Thabo Mafutsanyane	Maluti-A-Phofung	THABA BOSIU CLINIC	Prov. Adm.			
135	PHUTHADITHJABA	Thabo Mafutsanyane	Maluti-A-Phofung	MARAKONG CLINIC	Prov. Adm.			
136	PHUTHADITHJABA	Thabo Mafutsanyane	Maluti-A-Phofung	NAMAHADI CLINIC	Prov. Adm.			
137	PHUTHADITHJABA	Thabo Mafutsanyane	Maluti-A-Phofung	MAKANENG CLINIC	Prov. Adm.			
138	PHUTHADITHJABA	Thabo Mafutsanyane	Maluti-A-Phofung	TINA MOLOI CLINIC	Prov. Adm.			
139	PHUTHADITHJABA	Thabo Mafutsanyane	Maluti-A-Phofung	DINKWENG CLINIC	Prov. Adm.			
140	PHUTHADITHJABA	Thabo Mafutsanyane	Maluti-A-Phofung	EVA MOTA CLINIC	Prov. Adm.			
141	PHUTHADITHJABA	Thabo Mafutsanyane	Maluti-A-Phofung	MPHATLALASANE CLINIC	Prov. Adm.			
142	PHUTHADITHJABA	Thabo Mafutsanyane	Maluti-A-Phofung	THABANG CLINIC	Prov. Adm.			
143	PHUTHADITHJABA	Thabo Mafutsanyane	Maluti-A-Phofung	SEKA MOTHOTOTA CLINIC	Prov. Adm.			
144	PHUTHADITHJABA	Thabo Mafutsanyane	Maluti-A-Phofung	TSHIRELLA CLINIC	Prov. Adm.			
145	PHUTHADITHJABA	Thabo Mafutsanyane	Maluti-A-Phofung	MATSIENG CLINIC	Prov. Adm.			
146	PHUTHADITHJABA	Thabo Mafutsanyane	Maluti-A-Phofung	NTSUBISE CHAOANA CLINIC	Prov. Adm.			
147	PHUTHADITHJABA	Thabo Mafutsanyane	Maluti-A-Phofung	BOLATA	Prov. Adm.			
148	PHUTHADITHJABA	Thabo Mafutsanyane	Maluti-A-Phofung	NTHABISENG	Prov. Adm.			
149	PHUTHADITHJABA	Thabo Mafutsanyane	Maluti-A-Phofung	RIVERSIDE	Prov. Adm.			
150	PHUTHADITHJABA	Thabo Mafutsanyane	Maluti-A-Phofung	MAKHALANENG	Prov. Adm.			
151	PHUTHADITHJABA	Thabo Mafutsanyane	Maluti-A-Phofung	PABALLONG	Prov. Adm.			
152	PHUTHADITHJABA	Thabo Mafutsanyane	Maluti-A-Phofung	MONONTSHA	Prov. Adm.			

153	PHUTHADITHJABA	Thabo Mafutsanyane	Maluti-A-Phofung	MALESAONE	Prov. Adm.			
154	PHUTHADITHJABA	Thabo Mafutsanyane	Maluti-A-Phofung	MA-HAIG	Prov. Adm.			
155	PHUTHADITHJABA	Thabo Mafutsanyane	Maluti-A-Phofung	TSEKI	Prov. Adm.			
156	REDDERSBURG	Xhariep	Kopanong	PHEKOLONG CLINIC	Local Authority			
157	REITZ	Thabo Mafutsanyane	Nketoana	TLC CLINIC	Local Authority			
158	REITZ	Thabo Mafutsanyane	Nketoana	PETSANA 1 CLINIC	Local Authority			
159	REITZ	Thabo Mafutsanyane	Nketoana	PETSANA 2 CLINIC	Local Authority			
160	ROSENDAL	Thabo Mafutsanyane	Ditlabeng	TLC CLINIC	Local Authority			
161	ROSENDAL	Thabo Mafutsanyane	Ditlabeng	RELOBOHILE CLINIC	Local Authority			
162	ROUXVILLE	Xhariep	Mohokare	WINNIE MADIKISELA MANDELA	Local Authority			
163	SASOLBURG	Metsimahole	FS 204	TAXI RANK CLINIC	Local Authority			
164	SASOLBURG	Metsimahole	FS 204	TLC CLINIC	Local Authority			
165	SASOLBURG	Metsimahole	FS 204	THUSANANG CLINIC	Local Authority			
166	SASOLBURG	Metsimahole	FS 204	TSATSI CLINIC	Local Authority			
167	SASOLBURG	Metsimahole	FS 204	VAALPARK CLINIC	Local Authority			
168	SASOLBURG	Metsimahole	FS 204	ZAMDELA CLINIC	Prov. Adm.			
169	SENEKAL	Moqhaka	Setsoto	HOSPITAL CLINIC	Prov. Adm.			
170	SENEKAL	Moqhaka	Setsoto	BOITUMELO CLINIC	Local Authority			
171	SENEKAL	Moqhaka	Setsoto	MATWABENG CLINIC	Local Authority			
172	SMITHFIELD	Xhariep	Mohokare	TLC CLINIC	Local Authority			
173	SOUTPAN	Legweleputswa	Masilonyana	IKQUMOTSENG CLINIC	Local Authority			
174	SPRINGFONTEIN	Xhariep	Kopanong	SEHULARO TAU CLINIC	Local Authority			
175	STEYNSRUS	Moqhaka	FS 201	TLC CLINIC	Local			

					Authority			
176	THABA'NCHU	Motheo	Mangaung	DINAANE CLINIC	Prov. Adm.			
177	THABA'NCHU	Motheo	Mangaung	GAONGALELWE	Prov. Adm.			
178	THABA'NCHU	Motheo	Mangaung	KGALALA	Prov. Adm.			
179	THABA'NCHU	Motheo	Mangaung	KLIPFONTEIN	Prov. Adm.			
180	THABA'NCHU	Motheo	Mangaung	MAFANE	Prov. Adm.			
181	THABA'NCHU	Motheo	Mangaung	MOKWENA	Prov. Adm.			
182	THABA'NCHU	Motheo	Mangaung	PHETOGO CLINIC	Prov. Adm.			
183	THABA'NCHU	Motheo	Mangaung	SEADIMO CLINIC	Prov. Adm.			
184	THABA'NCHU	Motheo	Mangaung	SEDIBA CLINIC	Prov. Adm.			
185	THABA'NCHU	Motheo	Mangaung	TIGER RIVER CLINIC	Prov. Adm.			
186	THABA'NCHU	Motheo	Mangaung	TWEEFONTEIN CLINIC	Prov. Adm.			
187	THABA'NCHU	Motheo	Mangaung	THABA'NCHU TOWN CLINIC	Prov. Adm.			
188	THABA PATCHOA	Motheo	Mantsopa	THABA PATCHOA CLINIC	Local Authority			
189	THEUNISSEN	Lejweleputswa	Masilonyana	TLC CLINIC	Local Authority			
190	THEUNISSEN	Lejweleputswa	Masilonyana	LUSAKA CLINIC	Local Authority			
191	THEUNISSEN	Lejweleputswa	Masilonyana	MASILO CLINIC	Local Authority			
192	TROMPSBURG	Xhariep	Kopanong	MADIGETLA CLINIC	Local Authority			
193	TWEELING	Mafube	FS 205	RAINBOW CLINIC	Local Authority			
194	TWEESPRUIT	Motheo	Mantsopa	TLC CLINIC	Local Authority			
195	TWEESPRUIT	Motheo	Mantsopa	BORWA CLINIC	Local Authority			
196	VAN STADENSUS	Xhariep	Naledi	TLC CLINIC	Local Authority			
197	VENTERSBURG	Legweleputswa	Matjhabeng	TLC CLINIC	Local Authority			
198	VERKEERDEVLEI	Legweleputswa	Masilonyana	TSHEPONG CLINIC	Local Authority			
199	VILJOENSKROON	Moqhaka	FS 201	TLC CLINIC	Local Authority			
200	VILJOENSKROON	Moqhaka	FS 201	RAMMULOTSI CLINIC	Local Authority			

201	VILLIERS	Mafube	FS 205	TLC CLINIC	Local Authority			
202	VILLIERS	Mafube	FS 205	PHEDISONG CLINIC	Local Authority			
203	VILLIERS	Mafube	FS 205	QALABOTJHA CLINIC	Local Authority			
204	VIRGINIA	Lejweleputswa	Matjhabeng	SAAIPLAAS CLINIC	Local Authority			
205	VIRGINIA	Lejweleputswa	Matjhabeng	MELODING CLINIC	Local Authority			
206	VIRGINIA	Lejweleputswa	Matjhabeng	TLC CLINIC	Local Authority			
207	VIRGINIA	Lejweleputswa	Matjhabeng	KUTHWLANONG CLINIC	Local Authority			
208	VIRGINIA	Lejweleputswa	Matjhabeng	PHAHAMENG CLINIC	Local Authority			
209	VREDE	Thabo Mafutsanyane	Phumelela	TSEPO THEMBA CLINIC	Local Authority			
210	VREDE	Thabo Mafutsanyane	Phumelela	TLC CLINIC	Local Authority			
211	VREDE	Thabo Mafutsanyane	Phumelela	BOPHELONG CLINIC	Local Authority			
212	VREDEFORT	Nwathe	FS 203	MAKWALLO CLINIC	Local Authority			
213	WARDEN	Thabo Mafutsanyane	Phumelela	TLC CLINIC	Local Authority			
214	WARDEN	Thabo Mafutsanyane	Phumelela	EZENZELENI CLINIC	Local Authority			
215	WELKOM	Lejweleputswa	Matjhabeng	CITY CLINIC	Local Authority			
216	WELKOM	Lejweleputswa	Matjhabeng	BRONVILLE CLINIC	Local Authority			
217	WELKOM	Lejweleputswa	Matjhabeng	BOPHELONG CLINIC	Local Authority			
218	WELKOM	Lejweleputswa	Matjhabeng	KGOTSONG CLINIC	Local Authority			
219	WELKOM	Lejweleputswa	Matjhabeng	RIEBEECKSTAD CLINIC	Local Authority			
220	WELKOM	Lejweleputswa	Matjhabeng	THABONG CLINIC	Local Authority			
221	WELKOM	Lejweleputswa	Matjhabeng	TSHEPONG CLINIC	Local Authority			
222	WEPENER	Motheo	Naledi	TLC CLINIC	Local Authority			

223	WEPENER	Motheo	Naledi	EBENHAEZER CLINIC	Local Authority			
224	WEPENER	Motheo	Naledi	QIBING CLINIC	Local Authority			
225	WESSELSBRON	Lejweleputswa	Nala	CHIEF ALBERT LETHILI MEMORIAL	Local Authority			
226	WINBURG	Lejweleputswa	Masilonyana	TLC CLINIC	Local Authority			
227	WINBURG	Lejweleputswa	Masilonyana	KAMOHELO CLINIC	Local Authority			
228	ZASTRON	Xhariep	Mohokare	TLC CLINIC	Local Authority			
229	ZASTRON	Xhariep	Mohokare	MATLAKENG CLINIC	Local Authority			

Appendix F

Province	Province	MTS model name	Shon name	Inpatient Separations	Inpatient Days	Outpatient Visits	Day Cases	beds	total cost	905	906	907	908	909
All	All			76,949	273,254	378,411	11,085							
	Regional			6,271	31,646	144,956	1,618	108	121,048,916	108	1,116,932	700,204		
	Tertiary 1			9,520	33,167	117,502	2,959	114	439,318,596	114	3,867,748	2,424,698		
	Tertiary 2													
	Tertiary 3													
	Total			92,740	336,067	640,958	15,961	1,156	1,063,520,512	1,156	9,118,599	575,868		
	Medium													
	Regional													
	Tertiary 1			6,271	31,646	144,956	1,618	108	121,048,916	108	1,116,932	700,204		
	Tertiary 2			9,520	33,167	117,502	2,959	114	439,318,596	114	3,867,748	2,424,698		
	Tertiary 3													
	Total			15,791	64,813	262,458	4,577	222	560,367,512	222	5,000,000	3,124,902		
	Regional			10,898	38,263	63,293	1,601	131	74,124,392	131	1,116,932	700,204		
	Tertiary 1													
	Tertiary 2													
	Tertiary 3													
	Total			23,085	81,051	134,070	3,391	278	157,012,511	278	1,116,932	700,204		
	Regional													
	Tertiary 1													
	Tertiary 2													
	Tertiary 3													
	Total			23,085	81,051	134,070	3,391	278	157,012,511	278	1,116,932	700,204		
	Regional			18,744	67,597	64,060	2,878	231	113,461,124	231	84,887,226	537,670	337,06	
	Tertiary 1													
	Tertiary 2													
	Tertiary 3													
	Total			18,744	67,597	64,060	2,878	231	113,461,124	231	84,887,226	537,670	337,06	
	Regional			12,466	43,925	48,539	1,700	145	64,887,226	145	73,667,748	503,153,000	337,06	
	Tertiary 1													
	Tertiary 2													
	Tertiary 3													
	Total			12,466	43,925	48,539	1,700	145	64,887,226	145	73,667,748	503,153,000	337,06	
	Regional			11,756	42,419									
	Tertiary 1													
	Tertiary 2													
	Tertiary 3													
	Total			11,756	42,419									
	Regional			76,949	273,254	378,411	11,085	145	73,667,748	145	9,118,599	575,868		
	Tertiary 1			6,271	31,646	144,956	1,618	108	121,048,916	108	1,116,932	700,204		
	Tertiary 2			9,520	33,167	117,502	2,959	114	439,318,596	114	3,867,748	2,424,698		
	Tertiary 3													
	Total			92,740	336,067	640,958	15,961	1,156	1,063,520,512	1,156	9,118,599	575,868		
	Tertiary 1													
	Tertiary 2													
	Tertiary 3													
	Total			92,740	336,067	640,958	15,961	1,156	1,063,520,512	1,156	9,118,599	575,868		

Table 11. Service delivery per district

Health district	Facility type	No.	Population	Indicators of service use	Rates
Xhariep	Non fixed clinics	20	139 914	Primary Health Care total headcount	366 137
	Fixed Clinics	17		Utilisation rate Primary Health Care	2.6
	CHCs	1		Utilisation rate Primary Health Care under 5 years	3.6
	Sub-total clinics + CHCs	38			
	District hospitals	3			
Motho	Non fixed clinics	20	745 601	Primary Health Care total headcount	1 547 017
	Fixed Clinics	71		Utilisation rate Primary Health Care	2.1
	CHCs	2		Utilisation rate Primary Health Care under 5 years	3.5
	Sub-total clinics + CHCs	93			
	District hospitals	4			
Lejweputswa	Non fixed clinics	23	647 049	Primary Health Care total headcount	1 291 366
	Fixed Clinics	47		Utilisation rate Primary Health Care	2.0
	CHCs	1		Utilisation rate Primary Health Care under 5 years	2.8
	Sub-total clinics + CHCs	71			
	District hospitals	5			
Thabo Mofutsanyana	Non fixed clinics	20	741 716	Primary Health Care total headcount	1 870 131
	Fixed Clinics	88		Utilisation rate Primary Health Care	2.5
	CHCs	1		Utilisation rate Primary Health Care under 5 years	4.5
	Sub-total clinics + CHCs	89			
	District hospitals	8			
Northern Free State	Non fixed clinics	22	463 879	Primary Health Care total headcount	1 038 767
	Fixed Clinics	32		Utilisation rate Primary Health Care	2.2
	CHCs	5		Utilisation rate Primary Health Care under 5 years	3.6
	Sub-total clinics + CHCs	59			
	District hospitals	4			
Province	Non fixed clinics	105	2 738 159	Primary Health Care total headcount	6 113 418
	Fixed Clinics	235		Utilisation rate Primary Health Care	2.2
	CHCs	10		Utilisation rate Primary Health Care under 5 years	3.6
	Sub-total clinics + CHCs	350			
	District hospitals	24			

Source Free State Department of Health information systems

Table 12. Trends in key provincial service volumes

Indicator	2001/02 (actual)	2002/03 (actual)	2003/04 (actual)
PHC headcount in PHC facilities			6 113 418
Hospital separations	550.7	556.3	594.8

Indicator	Province wide value	Health district						National target
		Xhariep	Motheo	Thabo Mofutsanyana	Lejweleputswa	Northern Free State		
18. Percentage of public PHC facilities supported by a doctor at least once a week	63.58%	100%	51.2%	11.7%	70%	85%	100% by 2004	
19. Proportion of health districts with a formal quality improvement plan	60%	100%	100%	100%	0%	0%		
20. Percentage of public PHC facilities without vaccines at any time of year	4.44%	22.2%	0%	0%	0%	0%	0%	
Efficiency								
21. Provincial expenditure per visit (headcount) at provincial Primary Health Care facilities	R59.82	R52.32	R59.45	R81.95	R55.90	R49.50		
22. Total expenditure (provincial plus local government) per visit (headcount) at public PHC facilities (if data available)	R58.58	R53.63	R70.58	R44.01	R66.57	R58.10		
Outcome								
23. Number of measles cases	0	0	0	0	0	0	0	

Fixed means clinics plus community health centres.

Public means provincial plus local government facilities.

Calculation of ratios per insured and uninsured populations is based on the 1999 October household survey figures for persons with medical aid. There are certain problems with this

Province wide ratios are calculated as average of the data per district

Appendix G

Table: Basic Infrastructural Services in District Facility Network by Health District

Health district	Facility type	No.	No. (%) with electricity supply from grid	No. (%) with piped water supply	No. (%) with fixed line telephone
Lefwepubwa	Clinics	45	45	45	45
	CHCs	2	2	2	2
	District hospitals	5	5	5	5
Northern FS	Clinics	38	38	38	38
	CHCs	4	4	4	4
	District hospitals	4	4	4	4
Motho	Clinics	56	56	56	56
	CHCs	3	3	3	3
	District hospitals	4	4	4	4
Thabo Mofutsanyana	Clinics	67	67	67	67
	CHCs	1	1	1	1
	District hospitals	8	8	8	8
Xhariep	Clinics	18	18	18	18
	CHCs	1	1	1	1
	District hospitals	3	3	3	3
Province	Clinics	224	224	224	224
	CHCs	11	11	11	11
	District hospitals	24	24	24	24

PHYSICAL CONDITION OF DISTRICT FACILITY NETWORK

Hospitals by type	Average 1996 NHFA condition grading	Any later provincial audit grading	Outline of major rehabilitation projects since last audit
Bothaville Hospital	2		• Total Renovation and upgrading
Clocolan Hospital	2		• Upgrading of certain areas • Replace Boilers
Elizabeth-Rose Hospital	2		• Upgrading Phase 2 (Laundry, TB Ward) • Upgrading Phase 3a (New Maternity) • Upgrading Phase 3b (New Admit)
Ficksburg Hospital	4		• Replace Boilers
Frankfort Hospital	3		• New Emergency power • Replace boilers • Upgrade kitchen
Harrismith Hospital	2		• Upgrading Phase 1 (General wards) • Upgrading Phase 2 (New Maternity)
Heilbron Hospital	2		• Upgrading Phase 1 (New Kitchen and Theatres) • Upgrading Phase 2 (New Maternity and Paediatrics)
Hoopstad Hospital	4		• Laying of pipes
Ladybrand Hospital	2		• New Roofs
Mmaka Hospital	3		• Upgrading Phase 1 (OPD) • Upgrading Phase 2 (New Entrance) • Upgrading Phase 3 (Paediatrics ward and Maternity)
National Hospital	3		• Re-opened Casualties • Renovate White Block • Renovate Wards 3 and 14 • Renovate Physio and Occupational • New 11kV Switchgear

Hospitals by type	Average 1996 NHFA condition grading	Any later provincial audit grading	Outline of major rehabilitation projects since last audit
Odefendants Hospital	4		<ul style="list-style-type: none"> • New water supply • Replace roofs
Phekolong Hospital	3		<ul style="list-style-type: none"> • Renovation and upgrading • Fencing
Sasolburg Hospital	4		<ul style="list-style-type: none"> • Maintenance on roofs and paint
Senekal Hospital	4		<ul style="list-style-type: none"> • Upgrading (Floors, paint and roofs) • New emergency power
Smithfield Hospital	3		<ul style="list-style-type: none"> • Renovations and Upgrading (Paint) • Replace boilers
Virginia Hospital	3		<ul style="list-style-type: none"> • Replace roofs • Upgrade sanitary ware
Winburg Hospital	4		<ul style="list-style-type: none"> • Replace boilers
Zastron Hospital	4		<ul style="list-style-type: none"> • Renovations and Upgrading (Roofs and paint) • Replace boilers
COMMUNITY HEALTH CENTRES			
Kopano CHC	3		None
Vontersburg CHC	3		None
Koppies CHC	4		None
Kroonstad CHC	3		None
Pax CHC	4		None
Vredfort CHC	3		None
National Community Health Centre	3		None
Heidedal CHC	3		None
Marquard CHC	4		None
Petrusburg CHC	4		None

Definitions of NHFA condition grading categories

Category	Description
5	As new; appropriate (purpose designed) for proposed use; requires almost no attention; annual maintenance allowance should be 1% of budget; zero backlog maintenance
4	Good condition; generally suitable for use; needs normal maintenance, or minor repairs or alterations to remain in use; annual maintenance allowance should be 3% of budget; zero backlog maintenance
3	Poor condition; requires major repairs and/or is unsuitable for its proposed use, but rehabilitation or alterations will not exceed 65% of replacement cost; annual maintenance allowance should be 8% of budget; average cost of refurbishment 50% of replacement cost
2	Replace; requires major repairs or is unsuitable for its current function, such that renovation costs would exceed 70% of replacement cost; annual maintenance allowance should be at least 8% of budget, but may not be worthwhile unless no replacement will be available
1	Condemn; should be demolished and replaced, effectively no useful value

Appendix H

Hospital Name	Type	Bed nr.	Average condit Master	Average condit User input	Combined Facility area	Area per bed	Cumam replacemts value	Annual Maintenance Cost
Benishem Provincial Hospital	Regional Hospital	130	3.9	3.7	17 484	134.49	122 934 375	6148
Bolvaniro Hospital	Regional Hospital	340	3.9	3.8	15 721	46.28	110 539 828	5228
Bothaville Hospital	District Hospital	44	3.5	4.5	2 848	64.36	13 897 328	680
Botshabelo Hospital	District Hospital	135	4.3	3.8	17 550	130.00	84 375 000	4218
Coccolan Hospital	District Hospital	42	3.9	3.2	2 827	67.31	13 580 625	675
Elizabeth Rose Hospital	District Hospital	31	3.8	3.9	13 248	124.65	65 000 000	3250
Ficksburg Hospital	District Hospital	31	4.1	3.9	3 314	106.90	15 902 860	795
Frankfort Hospital	District Hospital	26	3.7	3.2	2 826	67.48	13 588 538	679
Quthlath Regional Hospital	Regional Hospital	420	4.8	4.2	70 487	167.85	495 584 785	24784
Hansmann Hospital	District Hospital	65	3	3.9	8 240	96.00	30 000 000	1500
Mokoron Hospital	District Hospital	28	3.4	3.8	4 070	145.36	15 867 308	678
Hospital Hospital	District Hospital	28	4.7	4.4	7 373	254.23	35 444 804	1772
Jagersfontein Provincial Hospital	District Hospital	37	3.8	3.5	2 278	71.19	10 951 623	547
Ladybrand Provincial Hospital	District Hospital	44	4.1	3.3	3 187	72.44	13 325 413	768
Maropos Hospital	Regional Hospital	282	5.8	4	42 881	146.45	307 171 884	1550
National Hospital	District Hospital	79	3.4	3	80 413	1 016.82	388 952 865	19320
Quthlath Regional Hospital	District Hospital	107	3.7	3.2	7 698	74.75	30 431 523	1527
Orange Hospital	Specialised Hospital	300	4.3	4.1	57 238	134.48	472 787 188	23238
Parys Hospital	District Hospital	50	4.5	4.1	5 283	105.70	25 407 885	1270
Pietermaritzburg Hospital	Regional Hospital	713	3.9	3.8	116 577	163.62	319 678 316	40882
Prinsloo Hospital	District Hospital	65	3.3	3.2	8 500	100.00	40 863 385	2043
Rietz Provincial Hospital	District Hospital	45	4.5	4.2	7 124	158.31	34 250 080	1712
Saarburg Hospital	District Hospital	82	4.6	4	12 584	153.40	60 438 654	3024
Senekal Hospital	District Hospital	55	3.8	4.1	4 130	75.08	16 855 789	850
Smithfield Provincial Hospital	District Hospital	23	3.1	3	2 575	111.95	12 378 868	614
Thaba Nchu Moroka Hospital			3.8	3.8	23 587		40 865 000	2043
Universitas Hospital	Central Hospital	427	4.3	4.1	151 074	353.71	1 318 650 425	65884
Virginia Hospital	District Hospital	78	3.8	3.3	3 644	72.36	27 134 611	1388
Wesel Hospital	District Hospital	27	4.1	4	2 707	100.26	13 014 423	650
Witburg Hospital	District Hospital	35	4.5	4.2	3 222	98.58	13 480 481	774
Zastron Provincial Hospital	District Hospital	25	3	4.3	1 757	70.28	8 448 712	422
Community Health Centres								
Paarlweg							29 000 000	118
Mossburg							27 000 000	1080
Reboul							28 000 000	1120
MJCPP							42 000 000	1980
Koppies							18 000 000	780
Versmoor							29 000 000	118
Weslport							4 000 000	180
Hoedsig							31 000 000	1340
Zandela							18 000 000	780
Witburg							8 000 000	240
Kroonstad							4 500 000	180
Clinics								
Clinics in the province							900 000 000	27 000
The above calculations are based on:								
Hospitals:	5 % of the estate value is reflected as annual maintenance. This includes: Infrastructure maintenance, Equipment maintenance, cleaning and garden services (Salaries of staff inclusive)							
Community Health Centres:	4 % of the estate value for the same services							
Clinics:	A global amount for clinics have been calculated							

Past Spending Trends

Type Fund	2002/03	2003/04	2004/05
Revitalisation	R 1,976,970.00	R 28,997,507.00	R 50,586,551.00
Infrastructure	R 39,019,000.00	R 48,472,620.00	R 30,473,074.00

Exel 1

DEPARTMENT OF EDUCATION

INFRASTRUCTURE PLAN 2005/06

SECTION 1: EXECUTIVE SUMMARY

1.1 PURPOSE

The purpose of this infrastructure plan is to ensure delivery of institutional infrastructure in the Province in line with the Constitution of RSA, the 2005 State of the Nation Address by the State President, the pronouncement of the Minister of Education, the Premier's state of the Province speech and the MEC: Education's Budget Speech. This delivery of infrastructure will also be done according to the Free State Development Plan, the Department's Strategic Objectives and its Strategic Thrusts.

1.2 BRIEF BACKGROUND

The constitution of South Africa places critical obligations on deliverables for the people of SA. The development of the infrastructure plan may not be seen as the „core function“ of this Department but as a service function to deliver the core Education function. Due to the growth in the population in different areas, the existing number of schools cannot accommodate learners of these areas. A number of schools that need new buildings are accommodated in prefabricated structures, which are deemed to be unsafe; some are in rented buildings such as churches and community halls. There is also a need to establish technical schools in order to develop learners from early stages in technical fields.

In an attempt to accelerate the provisioning of adequate infrastructure including elimination of all forms of unacceptable structures in order to create conditions that are conducive to learning and teaching in the Province, the Department has adopted a holistic and a multi-pronged strategy to deal with these challenges.

National Treasury, together with the Construction Industry Development Board, (CIDB) has established a Resource Group to assist with the developing of a „Toolkit of Infrastructure Delivery Management Guidelines“ that would support public sector officials employed in provincial line departments to improve the delivery of their respective infrastructure programmes and projects that they are directly responsible for.

The „Tool-kit“ will be implemented in the provincial departments as part of the Infrastructure Delivery Improvement Programme (IDIP). It is

intended that the rollout will be phased, covering provincial departments of Education, Health, Public Works, and Roads. A „pilot“ is currently being conducted in the Free State Provincial Department of Education. Implementation in the Department will be monitored and evaluated in order to allow for adjustments from lessons learned. It will then be „rolled-out“ in the remaining provincial departments of Health and Public-Works & Roads.

The Free State Department of Education’s (FS DoE) Strategic Plan defines how members of the communities will be provided with the services defined in the policies of government. It comprises two main components – the Strategic Plan for service delivery and the supporting Infrastructure Plan. Infrastructure planning is undertaken in parallel with the development of the Strategic Plan and they must fully align. The process is represented in the diagram in Figure 1.2.

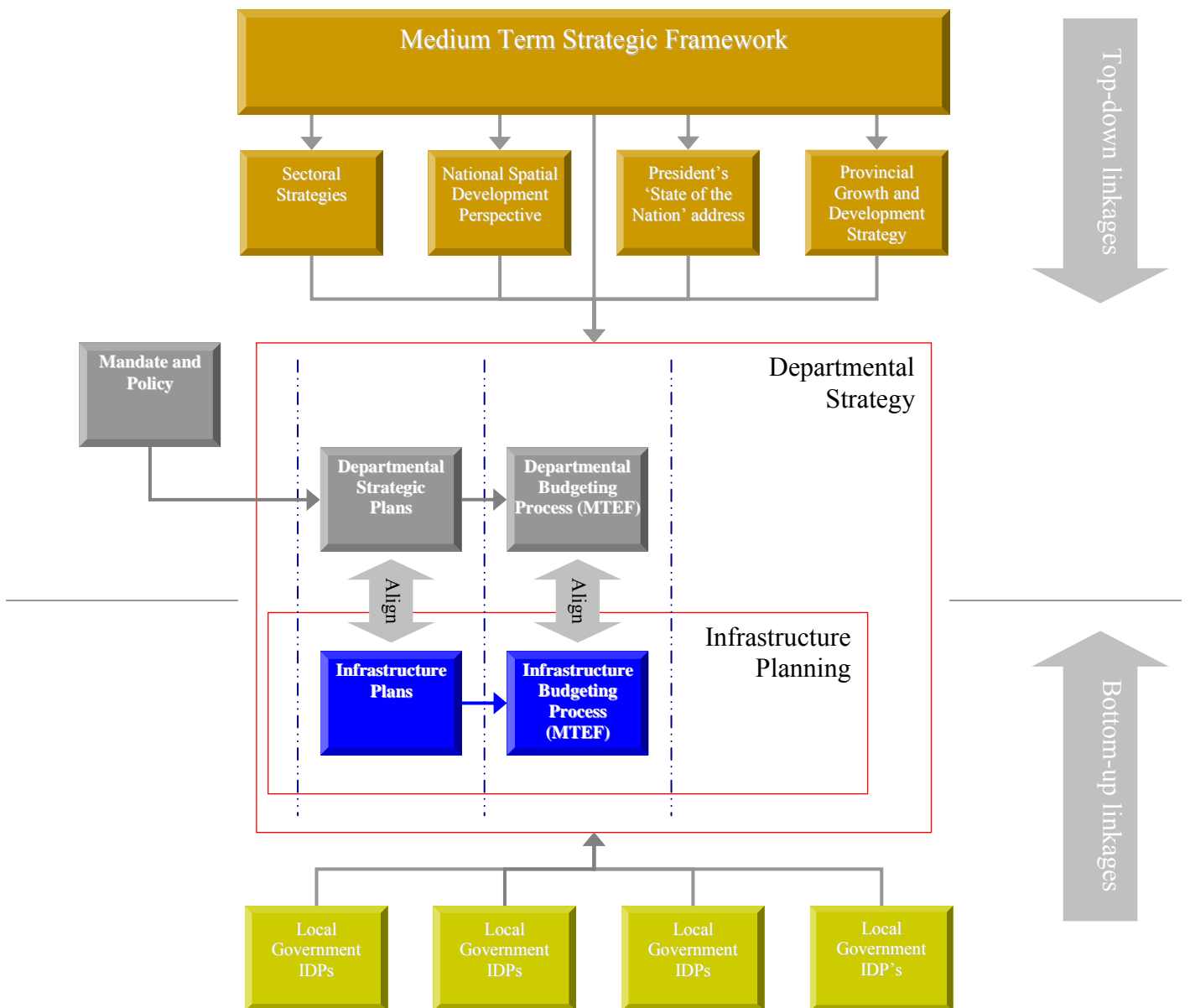


Figure 1.2: Infrastructure Plan aligns with Departmental Strategic Plan

The following are the main elements of the strategy:

- ✓ Focus on the construction of new schools through the Project Implementing Agency (Public Works, Roads & Transport) and eliminating platooning schools through a Public Private Partnership (PPP)
- ✓ Eliminate unsafe structures and “learning under the trees” conditions
- ✓ Provide additional facilities at existing schools in order to address overcrowding, and to promote full school effectiveness where some important facilities never existed at a school.
- ✓ Give more attention to rehabilitation of schools by targeting some of the worst minor and major renovations on the prioritised list of backlogs.
- ✓ Renovate identified hostels for farm schools learners by rationalizing and eliminating non-viable farm schools.
- ✓ Optimal utilization of empty classrooms.
- ✓ Provision of basic services: water, sanitation and electricity.
- ✓ Encourage the process whereby funds are utilized to draw significant number of community participation into productive work.
- ✓ Implementation of identified projects through EPWP guidelines.
- ✓ Facilitate signing of agreements with farmers.
- ✓ Compile and manage a detailed Asset Register where the conditions of all the school facilities will be recorded, which will assist in developing a programme to do planned maintenance.
- ✓ Develop a standard type of plan for new schools in order to minimise costs spent on consultants.

1.3 LEVEL OF SERVICE - CHALLENGES AND PROGRAMME OF ACTION

The existing challenges in the delivery of service vary from school to school and the proposed plan of action will be addressing these problems. Below is a brief description indicating what each programme will be addressing.

NEW SCHOOLS

There are two main reasons for building a new school:

- A new community exists in a certain area with new needs, or
- To eliminate the “learning under trees conditions”, which can be divided into two categories:
 - ⇒ Platooning – where two schools use the same buildings for learners, one in the morning and another one in the afternoon
 - ⇒ Unsafe structures – which include mud structures, corrugated iron structures, dangerous structures, etc.

Physical Resource Planners in each district establish needs through broad consultation with relevant stakeholders and they are approved by the District Director. Head Office will in turn consolidate all the lists received from the districts, and based on the budget allocation for the financial year, will establish how much will be allocated for each district according to the identified needs.

The Department will commence with construction of two new schools in 2005/06 and complete 19 new schools by the end of 2010. During the next five years, the total backlog for new schools will be addressed through the planned intervention of the Department as well as the PPP program.

The total budget for commencing two new schools as well as ongoing new school projects for this financial year (2005 / 2006) is: **R 82,0 mil** (Details in appendix C2)

It is against this background that the Department is vigorously pursuing the option of the PPP to build 13 schools and eliminate some of the most serious backlogs.

ADDITIONAL FACILITIES

Most of the schools built previously were not provided with facilities such as toilets, adequate classrooms and specialised facilities. Provisioning of additional facilities will address overcrowding and previously neglected specialised facilities. Most of the problems are common to both rural and urban areas.

For the 2005/6 financial year a amount of **R18,225 mil** has been set aside to address additional facilities.

UPGRADING, REHABILITATION AND RENOVATIONS

Some schools are in an unacceptable condition. This problem emanated from non-availability of a maintenance plan. The severity of the problem is not well recorded as there is no asset register in place, but a number of schools have been identified for this programme.

This programme will include major renovations, identified urgent renovations, fences, unacceptable structures, provisioning of new toilet blocks, conversion of pit toilets and conversion of push button into flush systems.

Under this programme there will be upgrading of facilities for learners with disabilities. Five schools per year will be upgraded in the next three years.

URGENT DAY-TO-DAY MAINTENANCE (UNPLANNED)

Although this amount is always very difficult to estimate, it has to be budgeted for every year. In the next five years, it has been budgeted as indicated in the table below.

Financial Year	Amount
2005 / 06	R 8,0 mil
2006 / 07	R 9,0 mil
2007 / 08	R 10,0 mil
2008 / 09	R 12,0 mil
2009 / 10	R 14,0 mil

On a daily basis, requests are received from schools for unplanned maintenance that needs to be attended to immediately, e.g. blocked toilets, leaking pipes, electro-mechanical requests, sewer problems, etc. The magnitude cannot be determined since it is as and when reported.

BASIC SERVICES

As indicated above, the Department is challenged to address the backlogs in physical infrastructure such as available clean running water and sanitation. The most acute shortages are found in the rural areas.

a) WATER

The Department has taken a strategic decision to close 204 one-teacher schools with less than 20 learners.

The Department of Water Affairs and Forestry has commenced with the provision of boreholes at 53 schools, and Rand Water has started to provide water at 20 schools, while the Department is providing water at 30 schools during this current financial year. The aim is to eradicate water shortages completely by the end of 2007/08.

The backlog for water is indicated in the table below.

		Number of schools
Total backlog - Oct 2004		534
Less: Non-viable farm schools		204
		330
Less: No signed agreements		104
		226
Less: Water provided during 2004/05:		
Departmentally	20	
DWAF	53	
Rand Water	20	93
Total number of schools to be provided with water		133

The Department plan to eliminate the backlog for water by the end of 2007/08.

b) SANITATION

There are currently 294 schools in the province without sanitation facilities.

The backlog for sanitation is indicated in the table below.

		Number of Schools
Total backlog - Oct 2004		294
Less: Non-viable farm schools		43
		251
Less: Sanitation provided during 2004/05:		
Departmentally	30	
Nketoana Local Municipality	47	
Local Government & Housing	100	177
Total number of schools to be provided with sanitation		74

The Department plan to eliminate the backlog for sanitation by the end of 2007/08.

c) ELECTRICITY

The backlog for provision of electricity is indicated in the table below.

		Number of Schools
Total backlog – Oct 2004		588
Less: Non-viable farm schools		270
		318
Less: No signed agreements		154
		164
Less: Electricity provided during 2004/05:		
ESKOM	44	44
Total number of schools to be provided with electricity		120

The Department plan to eliminate the backlog for electricity by the end of 2007/08

LETSEMA (Community involvement)

Letsema Programme started in 2002 as a response to the President's call that communities should get involved in maintaining schools. Maintenance (minor) of schools in this case refers to painting of classrooms, replacement of windows panes, ceilings, doors, locks, electrical bulbs, etc. For 2005/06 R2, 5 mil is being budgeted for this programme. It will be made available to schools that are to benefit from this fund in due course.

FINALIZATION OF INCENTIVE PROJECTS

The incentives programme was started to reward the best performing schools in Grade 12. Four categories were identified, namely: halls, sports fields, media centres and laboratories. Currently this programme has been reviewed and best performing schools will be awarded cash bonuses of R150.000. The Department has to budget for this amount for the MTEF period.

R 16,155 m has been set aside to complete outstanding projects. (List of projects in Appendix B14)

ALTERNATIVE SOLUTIONS

Due to migration of learners and the availability of empty classrooms in some areas within the province, the Department will explore alternative strategies to ensure optimal utilization of existing facilities. The following strategies will be investigated as alternatives to merely building new schools.

a) Learner Transport:

At present, the Learner Transport Scheme caters for the transportation of farm school learners traveling 21 kilometers or more per day to the nearest school. The Department will identify cases where, through a learner transport scheme, learners could be transported to nearby schools where surplus capacity exists. This process involves thorough planning and consultation at district and local level as well as meticulous costing in order to launch it as a cost-effective option.

b) Hostel upgrading:

At present, the current Hostel project Scheme caters for the accommodation of farm school learners where non-viable farm schools were closed. These learners are then enrolled at bigger town schools. The Department will identify cases where, through a hostel project,

learners could be transported and accommodated at schools where surplus capacity exists. This process involves thorough planning and consultation at district and local level as well as meticulous costing in order to launch it as a cost-effective option.

c) A process of Merging / Reorganization / Phasing of schools:

The process of Merging / Reorganization / Phasing of schools has started to eliminate non-viable schools. This approach will now be taken forward to focus on eliminating overcrowding and improving access for learners. This process will be driven by transversal teams to consider all the educational and financial implications.

All the efforts above need to be considered by taking into account the number of empty classrooms in the province. Before a new school is built, it must be ensured that existing empty classrooms cannot be used to eliminate the need to build.

d) Mobile classrooms:

Due to the uncertainty regarding the future of many farm schools, the option of mobile units is considered to provide a short term solution. They can easily be relocated to new premises or where there is a need.

PUBLIC PRIVATE PARTNESHIP (PPP's)

The Public Private Partnership (PPP) approach to Infrastructure Development or service delivery can be defined as follows:

- A contract between the Public Sector (referred to the “institution” in formal documentation) and the Private sector (Private Party).
- The Private Party performs an institutional function and/or uses state property in accordance with clearly defined output specifications agreed upon between the two or more parties.
- Substantial transfer of financial, technical and operational risk to the private party.
- The Private Party benefits through unitary payments by the institution as user fees (where applicable).
- The institution retains a major role as main purchaser of the services or as main enabler of the project.

Due to the fact that the conventional approach to infrastructure delivery will not be able eliminate the backlogs in schools and provide additional

facilities in the province, this approach will be employed to eliminate all the platooning schools by the end of the 2007/8 financial year.

The PPP Project will also include the upgrading and construction of additional facilities at 20 selected schools to assist in the elimination of overcrowding and a lack of basic facilities such as halls, laboratories, administration blocks and media centers. These will be completed by 2007/8.

The PPP project will also rehabilitate and develop additional facilities at 3 FET Colleges within the province.

NORMS AND STANDARDS

Documentation for Norms and Standards is being finalised and reliable information on costing of infrastructure is being obtained.

SERVICE LEVEL AGREEMENTS

There is an approved Service Level Agreement with The Department of Public Works Roads & Transport, which is our Project Implementing Agent. This agreement is reviewed annually in order to enhance service delivery.

1.4 Financial Summary

SUMMARY OF INFRASTRUCTURE BUDGET							
ALLOCATION	PROGRAMMES	2005/06	2006/07	2007/08	2008/09	2009/2010	
National Infrastructure Grant	New schools	27,900	34,800	66,600	71,000	65,500	
	Additional facilities	9,425	17,915	25,992	24,000	34,500	
	Various final & fee accounts, planning, etc	2,433	1,153	550			
	Incentives 2003 Transfers	16,155					
	Various renovations & sanitation	-	5,400	16,581	20,000	20,000	
	Total National Grant	55,913	59,268	109,723	115,000	120,000	
Provincial Infrastructure Grant	New schools	54,100	47,976	6,200	-	-	
	Additional facilities	8,800	13,830	25,300	4,000	5,000	
	Various final & fee accounts, planning, etc	3,834	7,008	6,825			
	PPP	1,000	1,400	40,000	80,000	80,000	
	Asset-Register	3,000	3,500	-	-	-	
	Various renovations & sanitation	2,626	3,167	2,400	-	3,000	
		Total Provincial Grant	73,360	76,881	80,725	84,000	88,000
	Admin budget - Capital	Offices	6,000	6,000	9,730	10,703	11,773
Departmental Allocation	Sanitation	8,410	16,485	21,051	39,832	43,817	
	Water	1,800	1,418	924			
	Electricity	-	-	-			
	Strongrooms	800	840	528			
	Upgrading for computers	1,000	1,050	1,100			
	Conversion for disabled	5,000	5,250	5,500			
	Fences	2,700	4,725	6,336			
	Hostels	3,800	2,106	722			
	Unacceptable structures / Mobiles	2,700	-	-			
	Various renovations	6,634	2,612	50			
	FET Transfers for maintenance	1,134	1,191	1,250			
	Total Eq Share - Capital	33,978	35,677	37,461	41,207	45,330	
Cash Incentives	R 100 000.00 to 50 Primary Schools	5,000	5,000	5,000	5,000	5,000	
	R 150 000.00 to 50 Secondary School	7,500	7,500	7,500	7,500	7,500	
Total Cash Incentives		12,500	12,500	12,500	12,500	12,500	
Letsema		2,500	2,025	1,576	3,000	5,000	
Day-to-day maintenance (All districts)		8,000	9,000	10,000	12,000	14,000	
GRAND TOTAL		192,251	201,351	261,715	278,410	296,603	

SECTION 2: INTRODUCTION

The purpose of this Infrastructure Plan is to obtain the best possible solution to align the strategic objectives of the Department. The infrastructural needs in the Province should also be aligned with the funds available.

2.1 Background

The infrastructure planning process is a component of a department's strategic planning process. A department's overall strategic planning process must address the overall strategic direction of a department – addressing all operational issues related to service delivery, of which infrastructure is only one component. The process is represented in the diagram in Figure 2.1.

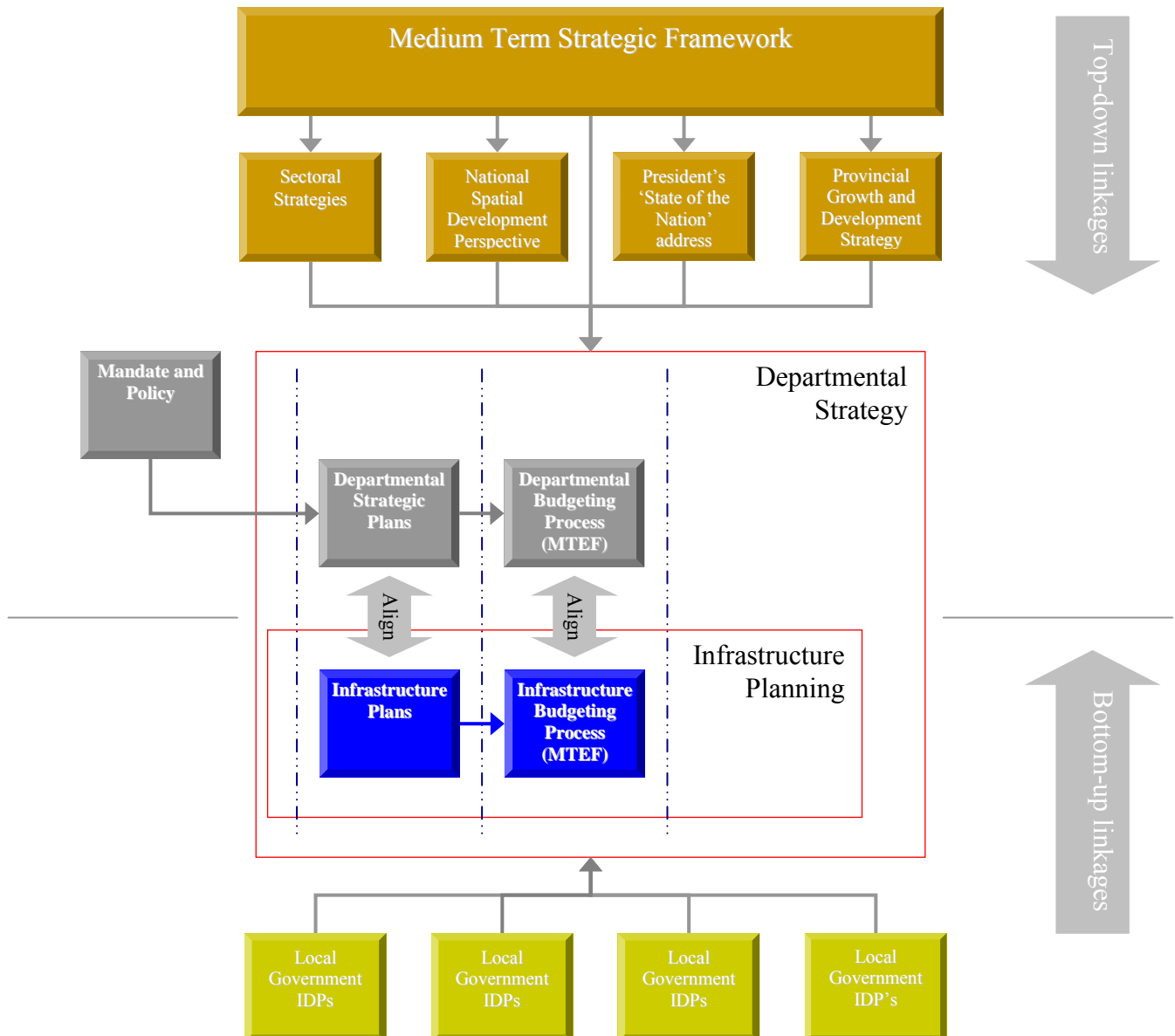


Figure 2.1: Infrastructure Plan aligns with Departmental Strategic Plan

The Free State Department of Education's (FS DoE) Strategic Plan will define how members of the communities will be provided with the services defined in the policies of government. It should comprise of two main components – the Strategic Plan for service delivery and the supporting Infrastructure Plan. Infrastructure planning is undertaken in parallel with the development of the Strategic Plan and they must fully align.

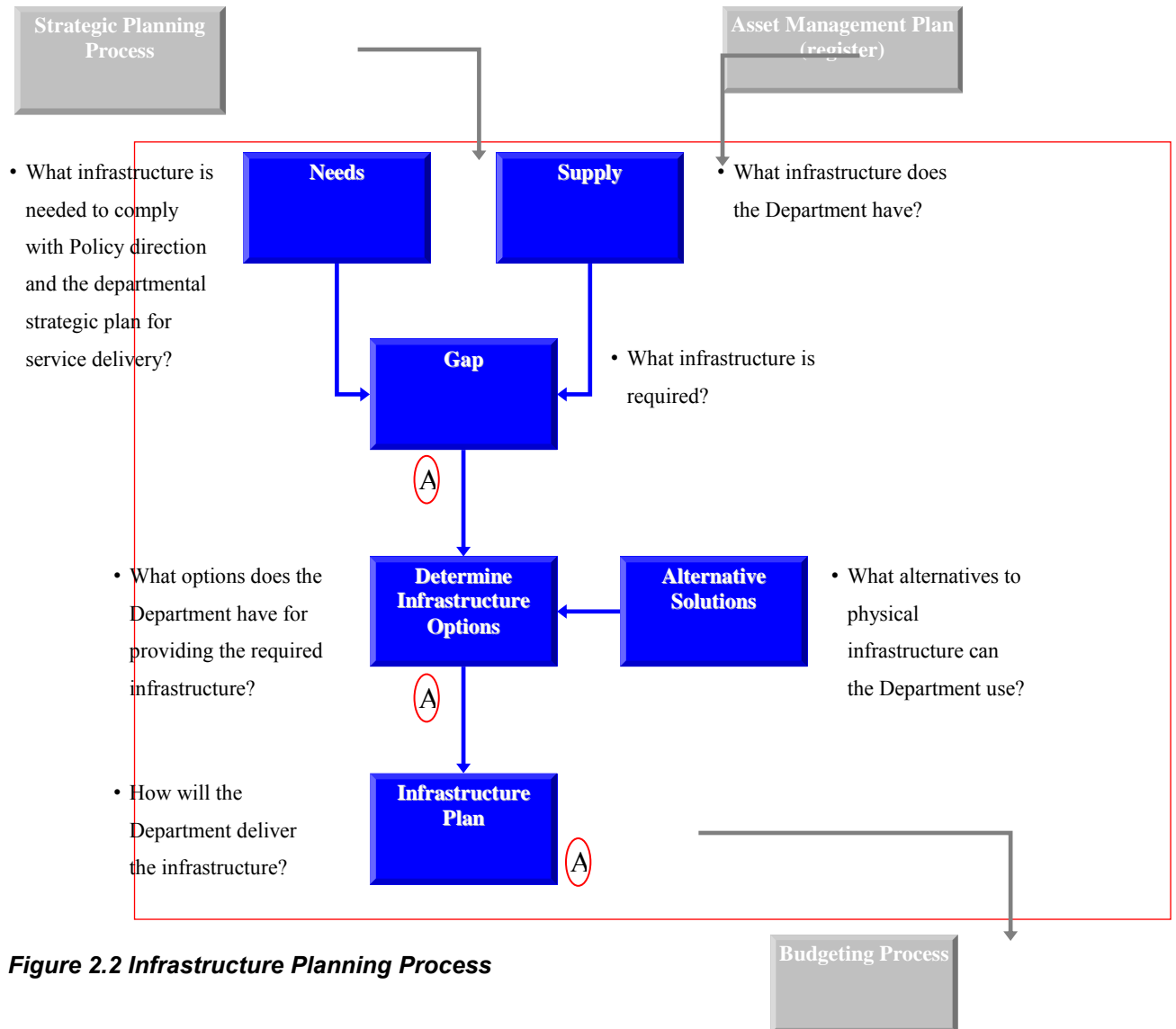


Figure 2.2 Infrastructure Planning Process

The key elements of the planning processes can be summarized as indicated below:

Infrastructure Plan

1. Needs Analysis
2. Supply Analysis
3. Gap Analysis
4. Alternative Solutions Assessment
5. Options Analysis
6. Drafting of the Infrastructure Plan

Infrastructure Organization and Support Plan

1. Organizational Analysis
2. Drafting of the Infrastructure Organization and Support Plan

Infrastructure is developed to support the Department's overall service delivery. Infrastructure development and operation is a process of planning, procuring, implementing and commissioning (or bringing into operation), maintenance, rehabilitation, and disposal with a supporting process of monitoring and control to keep delivery in line with the Department's objectives.

This infrastructure plan addresses what infrastructure is to be provided, when it is to be provided and at what cost. It is important to note that the budget estimates for the infrastructure resulting from the planning process must address both capital and operational costs – i.e. the total life-cycle costs. Infrastructure assets usually take a couple of years to develop, and their life spans run for tens of years, thus it is important to take a long term view of their development and operation.

Free State Education deals with repairs & renovations and all maintenance. Larger capital expenditure projects are given to the Provincial Department of Public Works, Roads and Transport. A formal Service Level Agreement, which is under review, exists between the two departments. The FS DoE budgets for capital spending and retains the budget. At present, Education pays contractors and consultants on the basis of payment certificates that are certified by Public Works. As from the 1st of November 2005, funds will be transferred to Public Works on a quarterly basis, who will in turn handle the payments of contractors and consultants. Copy of existing Service level Agreement attached as Appendix D.

DEFINITIONS USED IN THIS DOCUMENT:

(The definitions are in line with definitions used in the HEDCOM report)

Construction of new facilities

New works are those works that create a new infrastructure that did not previously exist, or works that upgrade or improve an existing infrastructure beyond its existing capacity. The Department of Public Works, Roads and Transport addresses these types of projects.

Rehabilitation & Renovations of facilities

This type of work is major work, which does not increase the infrastructure's design capacity but restores, rehabilitates, or renews an existing infrastructure to its original capacity. *This action implies that the asset is restored to its original condition and or effectiveness, thereby extending the life of the asset.* Work over and above restoring an infrastructure to original capacity is new works expenditure.

Upgrading of facilities

Actions aimed at improving the *capacity and effectiveness* of an asset above that of intended in the original design, in response to a change in demand and/or a change in service requirements. A "new" asset is created and the expenditure is classified as a capital expenditure. Education District Physical Resources Planning offices address this group of projects.

Additional facilities

The provision of ad-hoc classrooms at an existing school to overcome the existing overcrowding. Development of classrooms should not have an impact on existing post establishment and financial requirements for the delivery of education. Both Education District Physical Resources Planning offices and Department of Public Works, Roads & Transport address this group of projects.

Maintenance of Assets

It is defined as routine programmable action and/or remedial intervention required to ensure that the asset is retained in a serviceable condition during its specific life span. The key condition that needs to be satisfied when classifying expenditure as maintenance – is that it neither extends the life span of the asset nor increases its value. Education District Works offices address this group of projects.

It is important that the Department recognizes that departmental planning is not done in isolation from other departments. Careful consideration and integration is required with the development planning processes of the other spheres of government, which is inherent in the principles of co-operative government set out in Chapter 3 of the Constitution. Premier's Office, Local Government IDPs (Integrated Development Plans); National Spatial Development Initiatives (The National Spatial Development Initiative from the President's Office) and Provincial Growth and Development Strategies are all important spatial planning initiatives.

The key stakeholders in this plan are the National Department of Education, National - and Provincial Treasury, Free State Department of Education (Client) and the Free State Department of Public Works, Roads and Transport (Project Implementing Agent – PIA).

The organisation structure attached as Appendix A presents the macro structure in the Free State Department of Education. The organizational layout shows the location of the Physical Resources Planning Directorate (PRP) within the Department. The District Offices that provide inputs directly or indirectly to the minor capital and maintenance function are also indicated.

2.2 Goals and Objectives of Infrastructure Ownership

The Department of Education is inter alia responsible for the provisioning and maintaining of physical facilities for education purposes in the Free State Province. The Department is obliged to formulate a capital investment plan according to the funds allocated. The projects on these capital investment plans are however subject to time consuming planning and tender processes and the performance of consultants (Architects, Quantity Surveyor and Engineers) and contractors. These factors have a huge influence on the capital investment plan if problems are experienced with, for example, a contractor who cannot perform according to schedule on a capital project.

Since 1994 the Department of Education in the Free State has come a long way in its efforts to eradicate backlogs in educational infrastructure across the province. These backlogs were mostly located in rural and previously disadvantaged communities. All learners in all communities within the province should have access to schools with the necessary minimum physical facilities. Communities should become involved in ensuring that physical facilities at schools are maintained.

STRATEGIC PRIORITIES OF THE FREE STATE PROVINCE

In general a departmental Strategic Plan takes a long-term view of development planning and service delivery in line with the Department's defined mandate from national, provincial and own policies and strategies. The Free State Department of Education focuses on the following strategic objectives:

- × To enhance Economic Development and Job Creation
- × **Sustainable Infrastructure Development**
- × Investing in the Development of People
- × Ensuring a Safe and Secure Environment

- × Good and Co-Operative Governance with sustainable use of Resources

Department's Vision

To be a department that improves the quality of life of all Free State citizens by providing quality life-long education and training.

Department's Mission

To operate an efficient, effective, outcomes-based education system that works towards the overall development of Free State citizens in a dedicated, professional manner.

Department's Values

Uphold the Constitution	Foster innovation and creativity
Communicate effectively	Be professional and accountable
Re-dress past imbalances	Provide courteous, timely service
Manage human resources	Comply with the National Qualifications Framework (NQF).

A departmental Strategic Plan comprises two main components – the strategic plan for service delivery and the supporting Infrastructure Plan. Planning of both components is undertaken in parallel, ensuring full alignment.

In the context of the Department of Education, the Infrastructure Plan must typically be based on:

- × The Department's mission, goals and strategic objectives, which are aligned with National and Provincial policies, priorities and directives.
- × An analysis and integration of all relevant base data sets such as:
 - Spatially arranged current and projected population demographics including location, age profile, income and employment levels, employment sectors, centres of employment, known movements into or out of areas, school preferences, growth points, etc.

- Economic development nodes including mining, industrial and agricultural development growth points.
- Analysis and integration of data collected within the Department:
- Learner enrolment trends at each school
- Location, capacity and condition of existing physical facilities.
- Planned schools facilities and facilities in the process of being constructed.
- Planning and requests for additional facilities generated by District offices.
- Reported urgent repair and renovation work required.

SECTION 3: LEVEL OF SERVICE

This section defines clearly the levels of service that are proposed and confirm the basis of the levels of service to be provided.

Many aspects affect the level of service. Factors affecting levels of service reflect the objectives of the department and are usually based on:

- × Customer expectations: information gained from customers on expected quality of service, balanced against the price they are willing/able to pay for that service.
- × Legislative requirements: environmental standards, regulations and legislation that impact on the way infrastructure is managed (i.e. resource consent, building regulation, health and safety legislation, etc). These requirements set the minimum level of service that must be provided.
- × A department's mission and objectives
- × Availability of resources, particularly financial constraints
- × Organizational delivery mechanisms

In order to ensure that all learners have access to adequate facilities, this department has embarked on an exercise to determine the infrastructure needs at all schools within the province. This department is faced with various backlogs in new schools and major renovations. Numerous cases of "platooning" (where 2 schools are using one school building over two different sessions during a day) schools occur. Quality education is severely compromised in these conditions. It is therefore imperative that the Department dedicate a major portion of its available funds to these projects.

To provide access to schools with the basic minimum facilities and services is a major challenge within this province given its demographics and geography. In very sparsely populated areas it is difficult to provide education in a cost effective way due to small learner totals. The exercise to merge schools in order to create entities of acceptable scale is made difficult due to the distances between small rural schools. The backlog analysis provided below should also take into account the fact that there may be instances in some areas within the province where an oversupply of classrooms, toilets etc. may be prevalent. These instances are mainly due to historical factors as well as due to current migration patterns within the province.

Community Research and Expectations

There are numerous organisations, government departments (on all 3 tiers) and other bodies that have an interest in the provision, maintenance and operation of educational facilities. It is important that the Physical Resource Planners interact with these stakeholders timeously and at the appropriate level.

The process to determine infrastructure needs is best described in the Physical Resource Planner's planning process which are clearly defined in a manual: "Physical Resources Planning – November 2001".

The Physical Resource Planner in each district determines needs, through broad consultation of the relevant stakeholders and approval by the District Director, for new schools, additional classrooms, rehabilitation, and maintenance. This information is then consolidated for the province, existing priorities are reviewed, and business plans are drawn up for those projects that preliminary indications of funding allow may be identified for construction in the following financial year. After the Provincial Executive Council meeting mid November, Provincial Treasury writes to each department a letter "MTEF final allocations". This spells out what they will get (operational and capital budget) from each source and tells them what MTEF promises for the following financial year and the two financial years after that.

A key input into demand forecasting for infrastructure is a demographic profile. Factors such as population growth trends, population density, ethnicity, income, and employment will enable a profile of the likely effects of population growth and changing population to be analyzed. Land use, density of development and rate of growth contribute to the composition of the urban form and the analysis of this information and in particular changes in the use, will provide valuable information for infrastructure planning changes in demand and utilization.

The objective of infrastructure planning is to match the level of service to be provided by infrastructure with the expectations of the customer / community (normally translated through the norm). This will enable the relationship between level of service and cost of service to be determined. It should be recognized that there is a direct relationship between norms and level of service and the need to cost the service in order to be sustainable.

3.1 Strategic and Departmental Goals

The Department has adopted a holistic and a multi-pronged strategy to deal with the infrastructure situation in the province. The **Department's strategy** to achieve its" goal "Sustainable Infrastructure Development" is that:

All identified infrastructure backlog of schools needs to be eliminated and all existing facilities need to be upgraded and

renovated to an acceptable condition by 2010 and a preventative maintenance plan must be put in place.

This will be achieved by:

- ✓ Construction of new school and additional facilities at existing schools to address overcrowding.
- ✓ Use the Public Private Partnership (PPP) option to eliminate platooning by the building of new schools.
- ✓ Give more attention to rehabilitation of schools.
- ✓ Compile and manage a detailed Asset Register where the condition of these assets is known and will be used with the future rehabilitation planning process. This information can also be utilised for possible future rehabilitation PPP projects.
- ✓ Renovate identified hostels in the rehabilitation of farm schools project.
- ✓ Non-viable small schools (<20 learners, 1 educator) will receive the least priority in allocating infrastructure funds.
- ✓ Assistance with the finalization of outstanding unsigned agreements with the farm school owners.
- ✓ Eliminate unsafe structures.
- ✓ Formulate the process of Letsema whereby funds are utilized 10% to draw significant voluntary community participation into productive work.
- ✓ Link the above process with the provisioning of basic services: water, sanitation and electricity.
- ✓ Explore the possibility of transferring learners to where there are empty classes as well as the implications. Current facilities must be utilized as far as possible.
- ✓ Coordinate and sustain the collaboration with Department of Public Works, Roads and Transport, Local Government and Housing, DWAF and Municipalities and all other stakeholders.
- ✓ Assure proper liaison with other Directorates on provision of equipment, furniture, etc.
- ✓ Adhere to EPWP principles.

3.2 Legislative Requirements

The legislative mandate of the Department of Education is found in the Constitution of South Africa, the South African Schools Act, the Norms and Standards and several other legislative, functional and policy mandates that inform what the department does and how it does it.

Section 10 of the Division of Revenue Act (DOR Act) refers to infrastructure plans only, and should also be read together with the purpose of the grant outlined in schedule 4 of the DOR Act. Also read this sections with the grant framework (gazetted, 1 April 04, No 26230, from Treasury Web). DOR is an annual Act, so the requirements for this plan refer to the 2004/05 budget, and it was aligned to 3-Year MTEF cycle, which was also until this year the requirement for strategic plans. From next year strategic plans will cover 5-year horizon (this will ideally be revised after 5 years), but performance or operational plans will be done annually linked to the 3 year rolling MTEF budgets.

National Treasury would like infrastructure from next year to be aligned with the new strategic planning framework. In order to give effect to this, they have attached in the strategic plan formats prescribed for all departments by National Treasury the toolkit guide and formats for infrastructure. The idea is that the strategic plan will reflect inputs from infrastructure planning process (formats for strategic plan also include summary for infrastructure), but the complete infrastructure plan will be an annexure to the departmental strategic plan. They have also given guide in the Budget Statement on how departments should budget for infrastructure. The DOR Act for 2005 will be very specific regarding the 5-year infrastructure plan in terms of the prescribed format. Provincial Treasuries have already been alerted to these requirements because they are responsible for submitting the departments' plans to National Treasury.

Constitutional Basis:

Section 7(2) of the Constitution enjoins the state to "respect, protect, promote and fulfil the rights in the Bill of Rights". Guidance as to the meaning of these obligations can be found in international law.

South African Schools Act (Act 84 of 1996) as amended

Chapters 3,12 & 13

Documents on which Constitutional Mandate is based and implemented Free State Schools Education Act 2 of 2000:

This Act should be read with and subject to the South African Schools Act 84 of 1996. It addresses those issues that are peculiar to the Free State and are covered in the National Act, e.g. the establishment of the Free State Education and Training Council – which is a body comprising of diverse stakeholders that advise the MEC on education issues broadly, as well as the establishment of the Principals' Council and the Provincial Examination Board.

Public Finance Management Act 1 of 1999

“To regulate financial management in the provincial and national government; to ensure that all revenue, expenses, assets and liabilities of that government are managed efficiently and effectively; to provide for the responsibility of persons entrusted with financial management in that government; and to provide related matters.”

Norms and Standards for funding of Public Schools:

Provides the criteria for funding of public schools in order to address the past imbalances in the provision of education and facilities. The more disadvantaged schools receive more funding.

Procurement Policy Framework Act:

Provides the criteria for the Procurement of all goods and services, taking into account BEE"s, HDI"s, etc.

Disaster policy:

Provides guidelines on the handling of any disaster for example floods, fires, etc.

3.3 Current Level of Service

The current level of service being provided by the Directorate is described in this section.

3.3.1 Construction of new facilities

New works are those works that create a new infrastructure that did not previously exist, or works that upgrade or improve an existing infrastructure beyond its existing capacity.

The Department of Public Works, Roads and Transport currently addresses these types of projects.

A proposed Space Norms and Standards (October 2004) for the construction of new facilities was compiled recently and is currently awaiting approval from top management. This will ensure that similar facilities will be provided to all schools as far as possible. It may not be possible to replicate exact quality of materials and finishes, but classroom size, layout and design features must be exactly the same for every school.

The current backlog and platooning of schools prevent this Department from constructing any new schools when the actual need is identified e.g. when new suburbs are being developed.

3.3.2 Rehabilitation & Renovations of facilities

Actions arising from neglect and/or unsatisfactory maintenance or degeneration due to the asset reaching the end of its economic/design life. *This action implies that the asset is restored to its original condition and or effectiveness, thereby extending the life of the asset.* Education District Works offices address this group of projects according to the goals as identified in the strategic plan of the Department.

Extraordinary conditions could also create the need for rehabilitation. Examples of these conditions are floods or fires.

This expenditure is of a capital nature. This type of work is major work, which does not increase the infrastructure's design capacity but restores, rehabilitates, or renews an existing infrastructure to its original capacity. Work over and above restoring an infrastructure to original capacity is new works expenditure.

3.3.3 Upgrading of facilities

Actions aimed at improving the *capacity and effectiveness* of an asset over and above that intended in the original design, in response to a change in demand and/or a change in service requirements. A "new" asset is created and the expenditure is classified as a capital expenditure.

Education District Works offices address this group of projects. Upgrading of facilities takes place on an ad-hoc basis at the moment and no structured plan is in place.

3.3.4 Additional facilities

The provision of ad-hoc facilities at an existing school to overcome existing overcrowding or any backlog that was created during the past. Development of facilities should not have an impact on existing post establishment and financial requirements for the delivery of education.

The current level of service focuses on overcrowding, by providing extra classrooms and toilet facilities.

Both Education District Works offices and DPWR&T address this group of projects.

3.3.5 Maintenance of Assets

It is defined as routine programmable action and/or remedial intervention required to ensure that the asset is retained in a serviceable condition during its specific life span. The key condition that needs to be satisfied when classifying expenditure as maintenance – is that it neither extends the life span of the asset nor increases its value.

Education District Works offices address this group of projects. No preventative maintenance takes place. Only day-to-day repairs are currently being done.

3.4 Desired Level of Service

This section provides details on the desired level of service to be done by the Department.

3.4.1 Construction of new facilities

New works are those works that create a new infrastructure that did not previously exist, or works that upgrade or improve an existing infrastructure beyond its existing capacity.

A Project Implementation Agent (PIA) e.g. the Department of Public Works, Roads and Transport or the PPP Unit will be neared to address to the new schools.

The desired level of service will be to build new schools according to the Space Norms and Standards Policy within 3 years after the school need was identified.

3.4.2 Rehabilitation & Renovations of facilities

The desired level of service implies that the assets need to be kept to its original condition and or effectiveness.

Education District Works offices address this group of projects according to the goals as identified in the strategic plan of the Department.

3.4.3 Upgrading of facilities

Actions aimed at improving the *capacity and effectiveness* of an asset over and above that of intended in the original design, in response to a change in demand and/or a change in service requirements. A “new” asset is created and the expenditure is classified as a capital expenditure.

The desired level of service is to upgrade facilities to an acceptable standard and effectiveness and keep the facility maintained according to a maintenance plan.

3.4.4 Additional facilities

The desired level of service will be not to build schools without all facilities and therefore not have backlogs of additional facilities and only have to add facilities where overcrowding appears.

3.4.5 Maintenance of Assets

It is defined as routine programmable action and/or remedial intervention required for ensuring that the asset is retained in a serviceable condition during its specific life span. The key condition that needs to be satisfied when classifying expenditure as maintenance – is that it neither extends the life span of the asset nor increases its value.

The desired level of service is to do maintenance according to a preventative maintenance plan.

SECTION 4: COMMUNITY NEED

This Section should provide details of growth forecasts, which affect the management, and utilisation of infrastructures.

4.1 Demand Forecast

The main challenge facing the Free State Department of Education is the movement of communities from one area to another, seeking job opportunities in economically viable areas (e.g. 46% of the migrating population leave the Free State to Gauteng province- according to Stats. SA: 2001). Since 1995, the department has paid special attention to the Constitutional principles of access, redress, equity and the re-establishment of the culture of teaching and learning, especially in the township schools. Furthermore, there has been a counter-productive trend that has evolved since 1995. A number of parents in the townships who can afford to send their children to ex-Model C schools which they perceive to be “centres of quality teaching and learning” continue to remove their children from the township schools, putting more pressure on both the township schools and the ex-Model C schools.

This migration of both communities and learners has impacted negatively on the provisioning of quality education in the province. As a result of this, learner numbers in rural areas have been declining each year, particularly in township schools and as learner numbers go down, the educator numbers are affected as well. In this case, educators are either redeployed to other schools matching their curriculum needs. Where posts cannot be filled through the redeployment process, temporary educators are employed to address the principle: “no class should go on without a teacher”. The other unintended consequences of these movements have been under-utilization of some schools and some hostels in the province.

Thabo Mofutsanyana has an oversupply of classrooms. These classrooms are situated where they are not needed since the challenge of overcrowding and platoon is experienced in Northern Free State, Motheo and Lejweleputswa.

The following factors also affect the demand forecasts:

- The small and non-viable farm schools with learner enrolment below 21 learners per school. These are also one- educator schools where ineffective multi-grade teaching takes place.
- Farm owners who are unwilling to sign the agreement with the Department as required by the law. The physical facilities and basic services cannot be attended to in these farm schools.

- Inaccessibility of quality education nearest to the learners' homes. This affects mainly farm school learners who walk very long distances daily to school and back home.
- Resolving land administration issues - debate on ownership of land of schools within the Province impacts on where rental received should be accounted for. Currently the Department of Public Works Roads and Transport should account for it, according to *The Land Administration Act*. However, this has implications for the requirement of *The SA Schools Act* that indicates the MEC for Education as having to deal with issues of school property.
- Regulations in terms of *The Public Finance Management Act, 1999: Framework for Supply Chain Management* as published in Gazette No. 25767 of 25 December 2003 have significant implications, pointing to a paradigm shift being implemented in procurement and asset management.
- Internal monitoring and evaluation of infrastructure delivery. This process needs to be improved as well as the coordination and integration of planning of regular forums within the province for integration of planning and between the Department and the municipalities.

4.2 Changes in Service Delivery Approach

Options:

- ✓ Use of new technology and effects on providing future services – PPP will have an influence on the delivery of infrastructure services.
- ✓ Provision of transport to schools with under utilized classrooms.
- ✓ Expansion of hostel project

4.3 Demand Management Plan

Before any project can successfully be implemented, data collection should take place in order to ensure that the Physical Resources Planner will make an informed decision. Sources of data can vary in

their usefulness to the Physical Resources Planner and that is why it is essential that the Physical Resources Planner is involved in the process of data collection.

The Physical Resources Planner's involvement in data collection would include but not necessarily be limited to the following:

- ✓ Indicating all required information on a survey form
- ✓ Providing guidelines for completing the survey form
- ✓ Following up on feedback of completed forms to head office
- ✓ Spot checking data capturing.

The PRP must therefore interact with the relevant directorate or sections, which compile the various forms to ensure that meaningful planning data is collected. In most cases this would be the provincial EMIS section. Once the required data is collected, it is up to the PRP to process and analyse and prioritise it by means of computer databases or manually.

The underpinning principles of project prioritisation are:

- Availability of funds and
- Legislation (National and/or Provincial)

Priority lists must therefore correspond as far as possible with the estimated budget for each region.

Planning for provision of educational facilities includes the upgrading of existing facilities. Specific projects have to be identified and, since funds are limited, it should be decided beforehand, which of these projects have the highest priority.

A number of factors need to be considered in deciding about provision of new school buildings within an area. The two most important factors are:

- ✓ Average number of learners per classroom (learner density) in the community or planning unit; and
- ✓ Number of additional classrooms required addressing the backlog in the community or planning unit.

The needs and priority lists of the Directorate Physical Resources Planning can be found in **Appendix D**. These lists will be updated on a quarterly basis together with the Infrastructure Plan.

SECTION 5: INFRASTRUCTURE MANAGEMENT PLAN

This Section of the plan outlines exactly what is planned in order to manage and operate the infrastructure at the agreed levels of service (defined in the plan) while optimising lifecycle costs.

In order to manage the Major capital projects, executed by PWR&T, the two Departments engaged in a Service Level Agreement. Both Departments have certain responsibilities in order to assure successful planning & execution. The Department of Education should provide PWR&T with the names and budgets of the projects to be executed in the next financial year by September the current financial year. PWR&T should provide Education with a detailed **Infrastructure Project Implementation Plan (IPIP)** by at least February of the current financial year.

Where information is not available, the best assumptions, based on current information were used. The plan is a living document and will be updated on a quarterly basis.

5.1 Background Data

(i) Physical Parameters

The Free State Department of Education provides education services to 704 409 (including Grade R) learners, at 2 038 schools across the Province. The Free State is mainly rural and as such more than 60% of schools are farm schools. This situation plays a critical role in the development of policy guidelines, plans and implementation strategies. Its total human resource capacity including both the educator and non-educator component is equivalent to approximately 30,000.

Summary of total infrastructure parameters in table of graph formats, i.e. age distribution, size, etc. An overall plan of the infrastructure network together with the information mentioned above is available from the EMIS section on request.

(ii) Condition

The intention is to put an asset management system in place whereby the condition of all assets can be monitored.

Summary of current infrastructure condition based on best information currently available

*Brief details on how condition is monitored
Age and condition profile graphs*

(iii) Valuations

This information is necessary to monitor the trend of expenditure on maintenance of existing assets.

The information has to be available from the Asset Management Directorate.

Infrastructure replacement valuation summary

Depreciated infrastructure replacement valuation summary

Description of valuation method

Basis for determining effective lives used for valuation

Key assumptions made in preparing valuation

Details of historical valuations

The information that is currently available, are lists with needs for the Department that still need to be approved by Strategic Management (**Appendix B**). Other information available is statistical information from EMIS. Based on this information the infrastructure plan for 2005/06 is compiled.

5.2 Unplanned Maintenance (Day-to-day repairs)

Routine maintenance is the regular ongoing day-to-day work that is necessary to keep infrastructures operating, including instances where the portions of the infrastructure fail and need immediate repair to make the infrastructure operational again.

(i) Maintenance Plan

The schools will report in writing to the Physical Resources Planning and Administration Division in the Districts to register complaints. The complaints are attended with immediate effect by selecting three contractors to submit their quotations and the Quotation Committee will approve the lowest. The contractor will be sent out immediately to attend to urgent jobs and thereafter the inspector will carry out inspection and if the job is done satisfactorily the payment will be authorized.

Under Unplanned Maintenance the following are attended as a matter of urgency:

- ✓ Building work
- ✓ Electrical work
- ✓ Mechanical work
- ✓ Fire equipment
- ✓ Elevators / Escalators
- ✓ Pest control

Letsema

The Department allocates a certain amount per school for general maintenance. The school request the community to assist with labour in executing the needed services.

(ii) Summary of Future Costs

The allocated amounts for maintenance and Letsema is summarised in **Appendix C**.

5.3 Rehabilitation & Renovation and Upgrading Plan

Renewal expenditure is major work, which does not increase the infrastructure's design capacity but restores, rehabilitates, or renews an existing infrastructure to its original capacity. Work over and above restoring an infrastructure to original capacity is new works expenditure.

(i) Rehabilitation Plan

It is the policy of the Department to rehabilitate and renovate its educational facilities. The Department has a responsibility for alleviating wear and tear but cannot be held accountable for damage caused by vandalism.

General rehabilitation and renovation is done periodically and includes those steps which contribute to the continued effective life of a building, even though the building does not pose a threat to life or health.

These include:

- ✓ Repainting or repair of roof
- ✓ Repainting external surfaces and indoor surfaces
- ✓ Service or upgrading water supply services, monitor the water consumption to ensure that there is no possibility of underground leakage, which may cause subsidence.
- ✓ Servicing or upgrading the sewages systems
- ✓ Servicing or upgrading the storm water system.
- ✓ Servicing or upgrading electrical and intercom systems
- ✓ Reviewing or upgrading all specialist function areas.

Where the necessary technical expertise is lacking within the Department, consultants will be appointed to attend to the renovation and rehabilitation projects.

(ii) Summary of Future Costs

The costs are summarised in Section 6 and **Appendix C**.

5.4 New Infrastructure and Additional facilities

The identified new infrastructure and additional facility projects that will be attended to in 2005/06 is attached as **Appendix C** (MTEF).

These projects are managed and executed by PWR&T. A SLA between the two Departments exists, which states exactly what the responsibilities of each department are, the reporting systems and the regularity thereof.

Generally the principal agents will monitor the professional teams of architects, quantity surveyors and engineers on the different projects and report to the implementation agency via Department Works, Roads & Transport, who will in turn report to the primary client via Department of Education.

Monthly site meetings will be held, where the principal agents, the professional teams, Department of Works, Roads & Transport (PWR&T), Department of Education (Inspectors and/or Physical Planners) and the contractor are present. These meetings will review the progress and the quality of the projects, labour disputes as well as the financial status of the projects. Site meetings minutes will be taken and kept as reports of project progress and status.

Reporting will be in terms of:

- ✓ Expenditure versus budget
- ✓ % of work completed
- ✓ Labour force

SECTION 6: FINANCIAL SUMMARY

This section contains the financial requirements resulting from all the information presented in previous sections. The financial forecasts outline a department's future financial requirements based on all information related to the full life-cycle of infrastructure – creation / acquisition, operation and maintenance, rehabilitation and disposal.

6.1 Financial Statements and Projections

Life cycle costing allows government to assess the lifetime cost of infrastructure against alternative service delivery solutions. It is a logical, systematic process for estimating the total cost of an infrastructure. Life cycle costing should blend all of the known costs over the infrastructure's life into a coherent view of the true overall cost of the infrastructure to a department.

Actual costs of existing infrastructure should be systematically measured and recorded. This will provide a baseline to estimate costs for future acquisition projects and provides the data with which to analyze the performance of existing infrastructure against predicted life-cycle costs.

Two basic types of costs are associated with infrastructure, namely capital costs and operating costs.

Capital costs: include the acquisition cost of the infrastructure, inclusive of commissioning costs. If the infrastructure must be developed or constructed, capital costs might include the design, testing, construction, installation and training costs.

Operating costs: are all those incurred in utilizing the infrastructure. Life cycle costs may be viewed in terms of the life cycle itself and costs may be associated with life cycle of the infrastructure providing the function of time together with costs incurred.

Best practice has shown that lifecycle costing should include an assessment of the following:

- ✓ Planning Costs – Costs associated with developing the infrastructure solution to a stage ready for acquisition (feasibilities, EIA , etc)
- ✓ Acquisition Costs – Costs associated with the initial acquisition of the infrastructure (construction cost, commissioning, etc)
- ✓ Operational and Maintenance Costs – recurrent expenditure on a day-to-day basis (utilities, maintenance, etc)

- ✓ Disposal Costs – Potential losses or gains dependent on the increase or decrease in value of the infrastructure over time (gain or loss on disposal)

6.2 Funding Strategy

Treasury gave the following indicative allocations for the next two financial years:

Attached, as **Appendix C** is a detail summary on the funding strategy for 2005/06 to 2007/08.

6.3 Key Assumption Made in Financial Forecasts

When the costing forecasts are done, it is assumed that the contractors that will be appointed by the PIA will be able to progress and spend according to the S-curve formula.

Estimates for future schools are based on market related costs per square meters.

SECTION 7: REFERENCES AND APPENDICES

7.1 References

References should be recorded in sufficient detail so that users in the future will be able to access the information without difficulty.

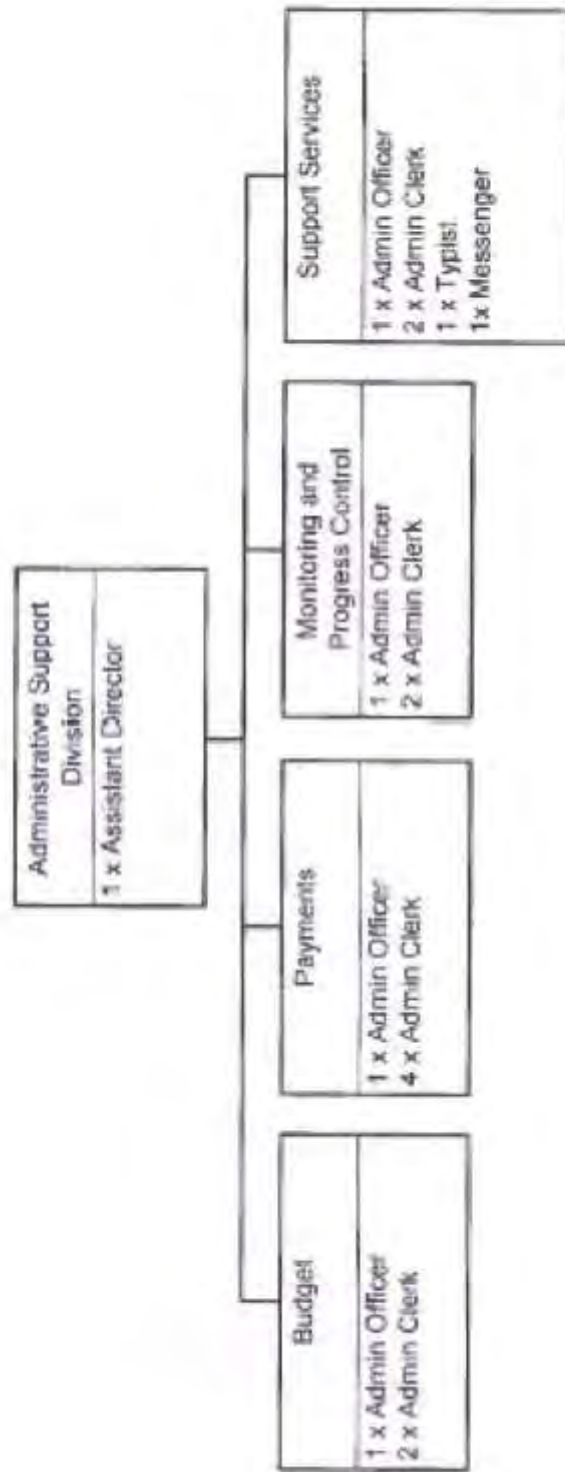
7.2 Appendices

Appendix A: Approved Macro Structure

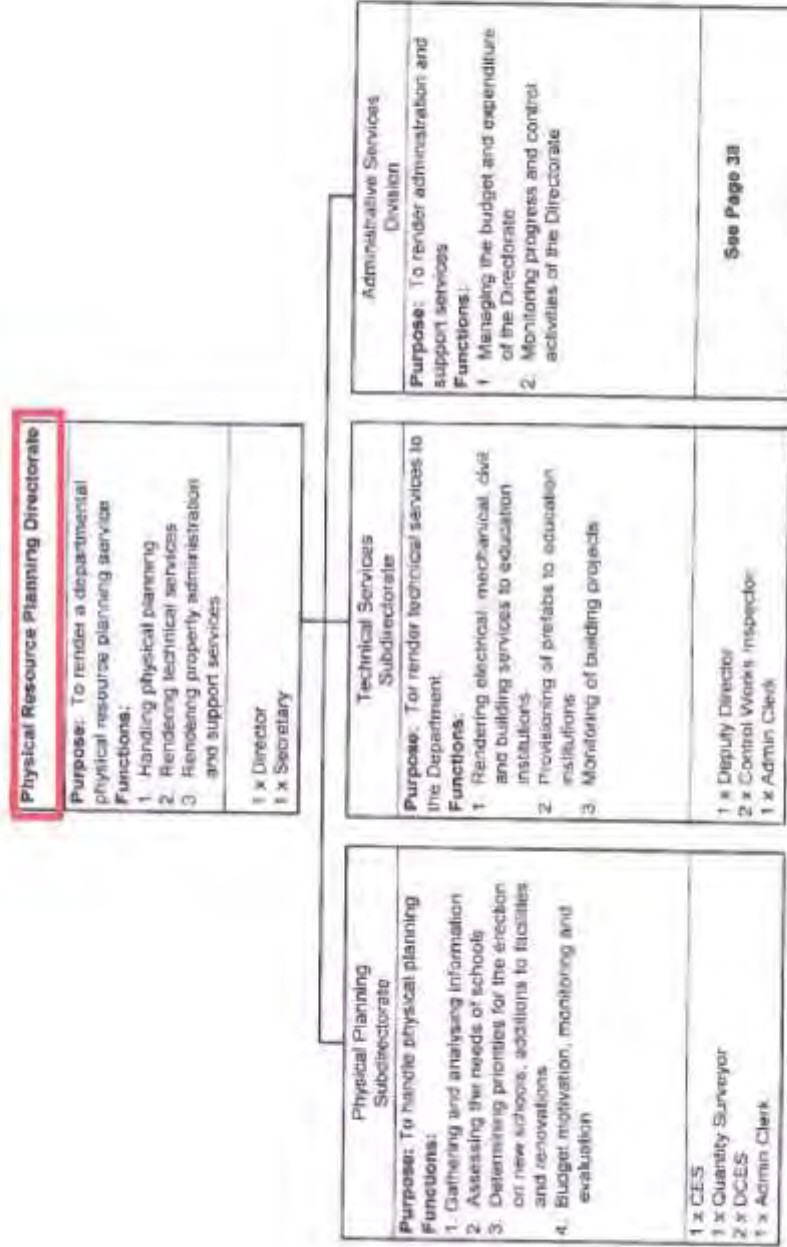
Appendix B: Needs lists from districts

Appendix C: Infrastructure Funding Strategy

**APPROVED ORGANISATION STRUCTURE AND STAFF ESTABLISHMENT:
 PHYSICAL RESOURCE PLANNING (continue)**



**APPROVED ORGANISATION STRUCTURE AND STAFF ESTABLISHMENT:
PHYSICAL RESOURCE PLANNING DIRECTORATE**



Exel 2

Exel 3

DEPARTMENT OF PUBLIC WORKS, ROADS AND TRANSPORT
CHIEF DIRECTORATE ROADS AND TRANSPORT
INFRASTRUCTURE PLAN 2005/2006

SECTION 1: EXECUTIVE SUMMARY

1.1 THE PURPOSE OF THE PLAN

- Demonstrate responsible management through well-motivated and strategic reasoning on infrastructure related issues.
- Communicate and justify funding requirements.
- Comply with regulatory requirements.

1.2 DESCRIPTION

Infrastructure funds allocated to this department are utilised for the design or implementation to create new infrastructure, to do preventive maintenance or normal day-to-day maintenance.

Infrastructure covered by this department:

- Free State provincial government land and buildings, including mechanical and electronic installations.
- The Free State road network, excluding roads belonging to the National Roads Agency and municipal owned roads.
- Provincial government infrastructure security installations
- The provincial radio network
- Public transport infrastructure

However, this report only deals with the roads and transport infrastructure.

1.3 LEVELS OF SERVICE

- In the past, extensive engineering and architectural research has provided optimum life cycles and maintenance plans for buildings and roads infrastructure. However, current-funding levels could not sustain these optimum maintenance needs. This led to a situation where large maintenance backlogs developed and the larger part of the budget is utilized for emergency reparations instead of preventive maintenance.
- The previous roads norm, where less than 25 per cent of the roads were allowed to fall in the poor and very poor condition, are not feasible any more. In this year, the department strives to

decrease the percentage of poor and very poor roads from the current 62 percent to below 50 percent.

1.4 COMMUNITY NEED

Factors influencing future demand

- For Roads, the impact of the National Roads Agency's take over of the R30 Bloemfontein – Welkom – Kroonstad, N6 Bloemfontein to Smithfield and N8 – Maseru to Bloemfontein and N5 – Winburg to Harrismith provincial routes somewhat relieved the pressure for funding of this department. However, as toll roads are introduced, the surrounding road network is taking more heavy freight than previously, as operators try to avoid paying toll fees. As most of these roads have already exceeded their design life and was initially not designed to take the increased axle loads this now increases the need for road repair funds.

1.5 LIFE-CYCLE MANAGEMENT PLAN

- Most of the existing roads network was initially designed for 20 to 25 years life span with strict preventive maintenance requirements. These preventative maintenance actions have not been implemented and 70 percent of the network has exceeded the initial design life. In order to make the best use of the available budget, some roads which are in a very poor condition, but which will not deteriorate further, may be left unattended for a while, in order to better utilise the funds on roads that can still be saved from further deterioration.
- This department does not own the land on which the roads are built. As such, the department does not dispose of roads or road furniture. When roads are closed the applicant pays an administrative fee and the land reverts back to the rightful owner.
- In all cases, day-to-day maintenance is done at a district level.

1.6 FINANCIAL SUMMARY

This department has the following funding sources:

R thousand	Actual Outcome			Revised estimate 2004/05	Medium-term estimates		
	Audited 2001/02	Audited 2002/03	Audited 2003/04		2005/06	2006/07	2007/08
Equitable share	488,920	621,588	550,211	576,801	606,999	637,293	669,158
Own Revenue		23,200	25,266	27,740	30,470	31,600	33,180
Provincial Conditional grants	85,000	95,000	111,207	106,793	120,000	130,000	136,500
Infrastructure grants	19,342	37,500	45,967	85,998	82,983	90,825	142,856
Infrastructure Grant (Floods)	60,000	23,200	2,817	5,584			
Total receipts	653,262	800,488	735,468	802,916	840,452	889,718	981,694

- As it stands, the Division of Revenue Act only requires specific reporting on infrastructure grants, which include flood grants and not all the other funding sources.
- With the new classification of capital works, this department realised that it cannot continue to utilise the full infrastructure grant and provincial conditional grant for work that is classified as capital while the maintenance need is neglected. For this reason, the grants are used for maintenance as well as capital work.
- The allocation for infrastructure grants are shared between programme 2: Public Works, programme 3: Roads Infrastructure and programme 6: Expanded Public Works Programme. Included under Public Works are security installations, land and buildings for office accommodation and maintenance of lifts and machines.
- The infrastructure grants (floods) were specifically allocated for road projects due to flood damage.
- In addition to the above-mentioned infrastructure grant, provincial conditional grants were implemented in 2001 with the intention of ring-fencing funds for roads. This whole amount is used for roads rehabilitation as well as some maintenance work such as re-gravel, bridge repair, road markings and replacement of roads signs.
- Currently, this department pays for the construction and maintenance of all roads infrastructure. Although the vehicle licences, abnormal load permits and traffic fines collect road related funds, this is absorbed in the provincial income fund and is not reallocated to roads to relieve the pressing needs.
- The department is required to use some national integrated systems such as PERSAL for personnel management, LOGIS for procurement and BAS for financial management.

1.7 ORGANISATIONAL AND SUPPORT PLAN

Staff component:

- The department is not yet optimally staffed to address the infrastructure needs. At the supervisory and technical levels, there are many vacancies, which are regularly filled and then become vacant again. Further, at the lower and unskilled levels the staff component is ageing with the average age above 43 years and very few under 25 years. Also, these lower level staff is unequally distributed between the Free State regions. Considering the age profile, it is not possible at present to transfer these staff to different regions or districts. To address this problem, the department will continue to recruit and appoint staff in positions of scarce skills. The lower level staff is addressed on a 4 year plan where those that are willing will be transferred, some will wait for retirement and the department will only appoint in the critically needed posts.
- The department organisational structure has been approved for the 5 new provincial districts. Full implementation of these regions is still not possible due to the budget constraints.

1.8 MONITORING AND IMPROVEMENT OF THIS PLAN

- Performance of the plan will be monitored by the relevant departmental project managers, works inspectors and engineers as well as project reports of the consulting engineers and architects, along with the monthly project site meetings. Summaries of these are then discussed and monitored at departmental quarterly reporting sessions.
- The projects listed in this plan were included in the departmental strategic and business plans. However, if political priorities change, reviews of the plan may be needed. It is foreseen that this plan will be revised every year.

SECTION 2: INTRODUCTION

Although the Department consists of Works, Roads and Transport, this plan only deals with the Roads and Transport components of the department. A separate plan is available for the Works component.

2.1 BACKGROUND

- **Purpose of the Plan**
 - The purpose of this Road Infrastructure Plan is to provide a background to the road infrastructure in the Free State Province, to emphasise the needs and to pursue measures that will ensure an acceptable level of service

on the road network in the Province. The plan also discusses the responsibility for the establishment and/or maintenance of the network, as well as the financial implications of implementing the plan.

- The Infrastructure Plan highlights information concerning capital as well as maintenance infrastructure projects as discussed in the departmental strategic plan and business plan.
- The Infrastructure Plan is also assists in planning for adherence to legislative requirements such as Extended Public Works Programmes
- The plan seeks to justify and communicate funding requirements. This plan also briefly summarises the reasoning behind the funding requirements for projects.
- The plan is needed to comply with regulatory requirements of the Division of Revenue Act (DORA) and Treasury Regulations. (TR)

Although the DORA requirements only require the department to report on infrastructure grant funds, sound planning processes requires the department to extend this infrastructure plan to include provincial conditional grant funds as well as infrastructure maintenance budgets.

- ***Relationship with other Planning Documents***

This Infrastructure Plan has been compiled within the scope of the Free State Provincial Land Transport Framework and specifically deals with the provision and maintenance of infrastructure for a five year period 2005 to 2010. It should also be read in conjunction with the latest Generic Strategic Plan, and Business Plans of the Department.

- ***Infrastructure Included in the Plan***

Under the provision of infrastructure, this department differentiates amongst the following major components:

- Directorate of Works owned land and building infrastructure
- Directorate of Works, externally rented infrastructure
- Parking spaces in government buildings
- All Expanded Public Works Programme projects
- Directorate of Roads infrastructure and furniture including surfaced and gravel roads, road signs, bridges and fences.
- Transport infrastructure such as taxi and bus terminals are also planned by this department, although the funding there off should be done by local authorities.
- Traffic related infrastructure such as weighbridges
- Community based infrastructure construction and maintenance through Extended Public Works Programme

- **Key Stakeholders in the Plan**
 - All provincial government departments and political office bearers that occupy rented or owned office accommodation, clinics or hospitals.
 - Private people and officials renting land, parking space or residences.
 - Communities who have a need for infrastructure through the Public Works Programme system.
 - All road users, vehicle owners, drivers, passengers, cyclists and pedestrians.
 - The freight transport industry
 - The taxi and bus industry
 - The railway authorities.
 - Farmers and landowners whose land have been proclaimed for roads or borrow pits.
 - Local authorities who is served by the road network and who partakes in the infrastructure development planning.

- **Organisation Structure**

The Department of Public Works, Roads and Transport is part of the Free State Provincial Government. The department consists of six programmes namely:

- Administrative and support programme which is not dealt with in the infrastructure plan
- Public Works programme including construction, maintenance, security services and property management. This programme also constructs and maintains infrastructure for client departments such as Health, Education, Social Welfare, Agriculture and the Legislature. (This component is dealt with in the Work infrastructure plan.)
- Roads planning, construction and maintenance programme. (Included in this plan)
- Transport management and taxi registrar programme. (Included in this plan)
- Traffic management programme which includes activities through provincial traffic officials and vehicle licensing and registration authorities. (Although this is part of the Roads and Transport Chief Directorate, it is not an infrastructure programme and is not fully analysed in this document.)
- Public Works Programme and Expanded Public Works Programme (EPWP). (This programme is dealt with in the Works infrastructure plan. Only the EPWP aspects and influences on road projects are discussed here.)

2.2 GOALS AND OBJECTIVES OF INFRASTRUCTURE OWNERSHIP

- ***Justification for Infrastructure Ownership***

The constitution prescribes under Schedule 5 Part A that Provincial Roads and Traffic is a functional area of exclusive provincial legislative competence, with the result that the province must take responsibility for road infrastructure in the province other than roads managed and maintained by municipalities or by the South African National Roads Agency (SANRAL).

- ***Links to Vision, Mission, Goals and Objectives***

The Province's Vision, namely, "***A prosperous and equitable Free State Province through safe and efficient transport and infrastructure***", can only be achieved if a comprehensive road network of acceptable standard is provided.

The Mission for transport in the Free State specifically refers to the provision of road infrastructure, namely: "***To ensure the provision, promotion and sound management of assets, transportation and infrastructure systems, which are safe, affordable, reliable, accessible and sustainable.***"

The following departmental strategic goals provide guidance on the manner in which infrastructure should be provided and what should be endeavoured with infrastructure provisioning, namely:

- Delivery of basic needs accelerated;
- Sustainable economic growth and job creation facilitated;
- Refocus on core functions (e.g. policy formulation, regulation and management);
- Revenue and cost recovery maximised;
- Efficiency, effectiveness and transparency promoted; and
- Poverty alleviated

- ***Plan framework***

In line with the above, this plan illuminates the roads infrastructure, network planning, preventive and normal maintenance as well as new roads and structures. Further the Transport modal interchange stations and other transport needs are discussed.

SECTION 3: LEVEL OF SERVICE

3.1 COMMUNITY RESEARCH AND EXPECTATIONS

Research on community needs and expectations with regards to road infrastructure was determined through the following processes and assimilated in the formal planning documents:

- The compilation of Current Public Transport Records in the different districts included comprehensive public participation processes aimed at obtaining the public's input on transport and roads related services.
- As part of the compilation of the *Provincial Land Transport Framework*, extensive public consultation was undertaken.
- Specific projects were undertaken in the different districts to determine road infrastructure needs and requirements. The *Infrastructure Records and Strategic Planning Projects* investigated existing infrastructure and various interest groups such as municipalities, business, farmers, etc were consulted to determine their specific requirements. The infrastructure requirements contained in the various Integrated Development plans were also considered.
- Ad hoc requests and -input are regularly received from the public and are considered in the formal planning of infrastructure.

3.2 STRATEGIC AND DEPARTMENTAL GOALS

The research and expectations guided the department to compile departmental goals and objectives. The table below summarises the strategic goals and accompanying objectives that impacts on infrastructure discussed in this document.

TABLE 1: PROVINCIAL STRATEGIC GOALS AND STRATEGIC OBJECTIVES

DEPARTMENTAL GOALS		STRATEGIC OBJECTIVES	
1.	Delivery of basic need accelerated.	1.1	Ensure the preservation of the road network.
		1.2	Enhance the serviceability of the core road building equipment fleet.
		1.3	Protect investment and promote road safety.
		1.4	Increase access roads to rural communities.
		1.5	Promote non-motorised transport in rural areas.
		1.6	Increase social infrastructure for rural communities.
		1.7	Ensure a safe and secure public transport environment.
		1.9	Promote community participation in developmental programmes in line with Letsema Projects.
2.	Sustainable economic growth and job creation facilitated.	2.1	Utilise government property optimally.
		2.4	Train SMME's in business skills.
3.	Refocus on core functions (e.g. policy formulation, regulation and management).	3.2	Promote labour intensive construction and maintenance.
		3.4	Investigate alternative service delivery models for non-core activities.
4.	Revenue and cost recovery maximised.	4.1	Improve income and revenue collection from the existing revenue sources.
		4.2	Increase and maintain debt collection.
		4.3	Identify additional revenue sources.
		4.4	Prioritise and facilitate the improvement of revenue collection facilities.
		4.5	Manage an effective and efficient loss control system.
5.	Efficiency, effectiveness and transparency promoted.	5.1	Improve and maintain the existing systems and information technology.
		5.2	Implement and monitor special programmes for the development, care and protection of the vulnerable groups (women, disabled, youth, children and those affected with HIV/Aids).
		5.3	Facilitate departmental strategic management processes in line with treasury regulations.
		5.4	Develop and empower departmental personnel and relevant stakeholders.
		5.5	Improve internal and external communication and build the image of the department.
		5.6	Install and maintain effective emergency communication network.
6.	Poverty alleviated.	6.1	Ensure utilisation of local labour with job creation.
		6.2	Facilitate empowerment of contractors and suppliers from Historically Disadvantaged Individuals.

3.3 LEGISLATIVE REQUIREMENTS

Background legislation or regulations which affect infrastructure operation or require certain levels of service. The management of road infrastructure is guided by the following legislative and policy directives:

- Public Finance Management Act (PFMA), 1999 (Act 1 of 1999) as amended by Act 29 of 1999 and the Treasury Regulations.

The PFMA is seeking to synchronise planning; budgeting; monitoring; and reporting.

- Public Service Regulations emphasising that the Strategic Plan of the Department should include core objectives based on Constitutional and other legislative mandates, functional mandates and the Service Delivery Improvement Programme.
- The Roads Ordinance (Ordinance No.4 of 1998), which deals with the overarching management and implementation of roads projects.
- Advertising on roads and the Ribbons Development Act, 1940 (Act 1 of 1940) dealing with the advertisement and development adjacent to the roads network.
- The National Land Transport Transition Act (NLTTA), 2000 (Act 22 of 2000) covering the following related functions:
 - Planning and the integration of transport and land use;
 - The regulation of public transport; and
 - The institutional relationship between role-players.
- Free State on the Move Policy Document, which guides the restructuring of the Department of Public Works, Roads and Transport.
- The National Road Traffic Act, 1996 (Act 93 of 1996) dealing mainly with the regulation of traffic.
- The Local Government Demarcation Act, 1998 (Act 27 of 1998) that guides the Department in the selection of the main centres to develop regional head offices.
- The Local Government Municipal Structures Act, 1998 (Act No. 117 of 1998) differentiating between the activities that should be performed by local authorities and the Province.
- Other acts relevant to transport functions include the following:
 - Mineral Act, 1991 (Act No. 50 of 1991)
 - Expropriation Act, 1975 (Act No. 63 of 1975)
 - Environment and Conservation Act, 1989 (Act No. 117 of 1989)

3.4 CURRENT LEVEL OF SERVICE

Various aspects or performance measures have to be considered in determining levels of service of the road network. Some aspects can to some degree be quantified while other are less quantifiable. The following aspects are considered in determining the level of service of the road network:

- Level of compliance with legislation and policy.
- Physical characteristics of the network, i.e. pavement condition.
- Levels of service as perceived by users.

3.4.1 Level of compliance with legislation and policy

Based on the Vision and Mission of the province it must first be determined whether the road network is “safe, affordable, reliable, accessible and sustainable.”

- Considering the relatively high accident rate in the province and the condition of the road network (see Section 5) it is doubtful that the current network complies with this required performance measure. Accessibility in some areas is also still problematic.
- Various strategic objectives, such as preservation of the road network and increased access to rural communities are also not yet fully met.

3.4.2 Physical characteristics of the network, i.e. pavement condition

The following measures are used to facilitate the tracking of performance and thus the level of service of the road system in the larger societal context:

- Mobility
- Accessibility
- Sustainability

3.4.2.1 Mobility

Mobility measures the ease with which individuals can move about on highways or other transportation modes measured in terms of the blading, resealing, provision of road signs and the provision of pavement markings which all have an influence on the mobility of the travelling public. Each criteria in terms of the level of service provided and the required service is discussed below.

- **Blading of the gravel road network**

The blading of the gravel road network is extremely important to improve the riding quality of the roads as well as to provide bearing capacity to the gravel road. The current blading frequency of the different road levels is as follows:

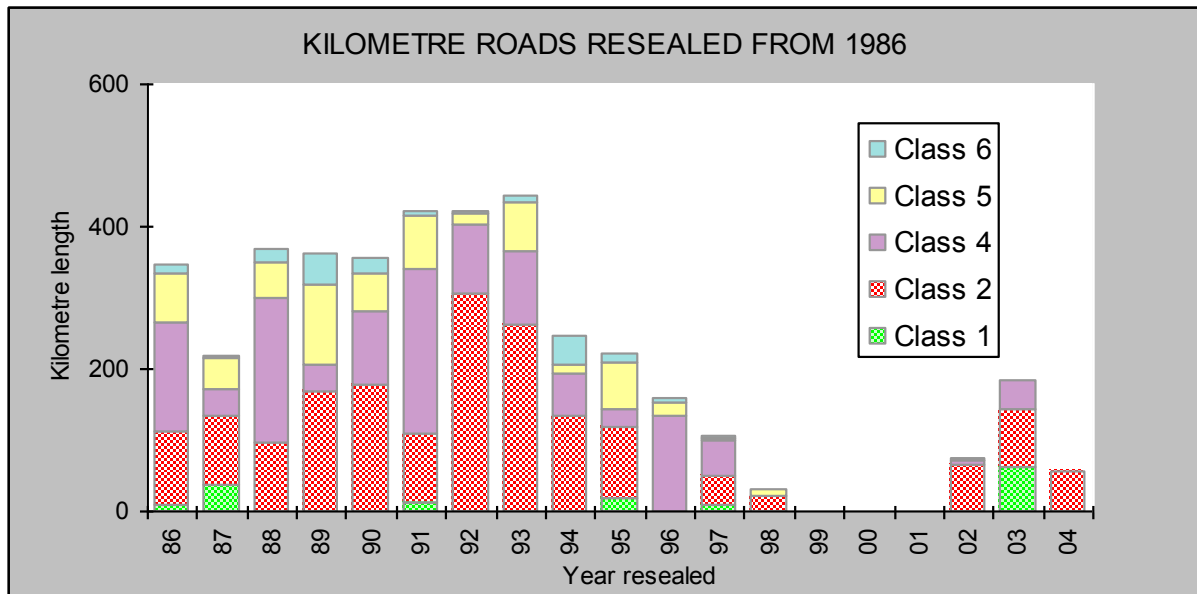
Maintenance activity: Blading of gravel roads		
Road level (classification system)	Current blading frequency	Km blading
Level 4	1533 km @ 3 times per year	4599 km
Level 5	9883 km @ 2 times per year	19 766km
Level 6	9620 km @ 1 time per year	9720 km
Current level of service provided		34 085 km/year

The current level of service (34085 km/yr) provided is far below the desired level of 135 600 km/yr resulting in numerous complaints from road users.

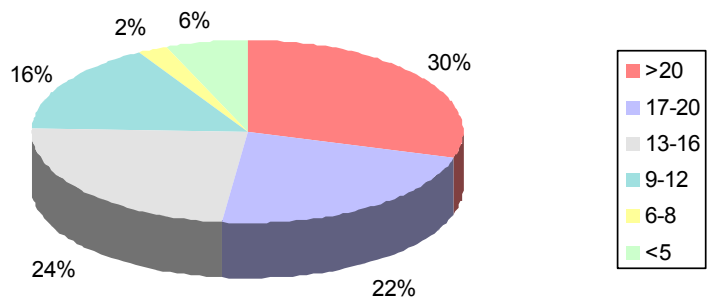
- **Resealing of the surfaced road network**

The surface seal is the thin black layer that is placed over the underlying layers of the road. It has no structural strength, but is extremely important to protect the very expensive and load carrying layers from wheel, wind and rain actions. It also provides a safe all weather, dust free riding surface for traffic with adequate skid resistance. The initial maintenance free life of these surfacing seals can vary considerably depending on climate conditions and driver abuse. The optimal resurfacing cycle is between 7 and 12 years.

On a resealing cycle of 12 years, (an acceptable norm in the industry) approximately 526 kilometres of road in the Free State should be resealed annually. The current figure is less than 60 kilometres, which calculates to a 105-year cycle. There are presently 4800 kilometres (76% of the network) with a seal older than 12 years in the Free State road network.



PAVED ROADS - SEAL AGES



From the graph above it can be seen that the kilometre roads resealed decreased from +/- 400 km annually in the early 90's to basically nothing from 1999 to 2001.

If it is assumed that resealing is needed once every twelve years and that only 8% of the network can have a seal older than 12 years then the backlog in resealing is 4294 km. If ten (10) years is used as a realistic time to address the backlog, the backlog and annual need to provide the required level of service is 825 km/yr.

- **Provision of road traffic signs**

Road traffic signs play a significant part in ensuring overall road safety. Lack of appropriate signage can also be used against the road authority in accident litigation cases.

The functionality of warning and regulation signs is substandard due to theft, accident damage, veld fires, vandalism, older format and deterioration by age. Insufficient guidance signs cause road users to be misled. On tourism routes where people from other provinces or abroad use the road, a poor image of the Department and Free State province is portrayed when people get lost or get into dangerous traffic situations.

Currently 23% of the signs on paved roads and 60% of the signs on gravel roads are in a very poor condition. To address the annual need and the backlog within 10 years, the department has to replace 18 185 signs per year.

- **Provision of road pavement markings**

The lack of adequate road markings was identified as a contributing factor to the high number of accidents. Lack of appropriate marking can also be used against the road authority in accident litigation cases. During the past few years quite extensive remarking of the roads were completed

Generally road markings should last from 2 to 4 years depending on the traffic and weather conditions. The current level of service provided is indicated in the table below.

Maintenance activity: pavement markings				
	% Very Poor	% Poor	% Fair	% Good
White lines	31	30	30	9
Yellow lines	45	21	26	8

To provide the required level of service 4648 km must be repainted per year.

3.4.2.2 Ensuring accessibility

Accessibility measures the ease at which access is provided to communities and towns. In most cases, communities expect to be provided with paved access roads. As a result of economic growth and development, several new access roads are required. Further, several previously isolated rural communities require improved access.

Network improvement (Enhanced rural mobility & accessibility):

HIGHEST PRIORITY: REQUIRED NETWORK IMPROVEMENT PROJECTS		LENGTH	ESTIMATED VALUE
DC16: XHARIEP			
	Bethulie – Springfontein	35,0 km	R60,5 million
	Trompsburg – Jagersfontein	40,0 km	R60,0 million
	Smithfield – Wepener	80,0 km	R130,0 million
	Oppermans – Jacobsdal (Wine Route)	30,0 km	R30,0 million
	Witput Road, S128 (Along irrigation canals, Luckhof)	44,0 km	R25,0 million
DC17: MOTHEO			
	Thaba Nchu – Verkeerdevlei	45,0 km	R50,0 million
	Thaba Nchu – Dewetsdorp	45,0 km	R50,0 million
	Bloemfontein – Eastern outer ring road	29,0 km	R50,0 million
DC18: LEJWELEPUTSWA			
	Boshof – Bultfontein (East-West Corridor)	100,0 km	R150,0 million
	Boshof – Hertzogville	55,0 km	R83,0 million
	Bothaville: Betterment of internal corridor	2,0 km	R4,0 million
DC19: THABO MOFUTSANYANA			
	Verkykerskop – Memel (Maloti Route)	50,0 km	R75,0 million
	Heuweltop Road (Golden Gate – Monontsa border post)	20,0 km	R30,0 million
	Bethlehem: Eastern By-pass	7,0 km	R15,0 million
	S7 (Clocolan) – Marquard Road	2,5 km	R5,0 million
	Qwaqwa Highlands Route to KZN	10,3 km	R40,0 million
DC20: NORTHERN FREE STATE			
	Deneysville – Vaal Triangle (Re-alignment of network)	11,0 km	R17,0 million
	Deneysville – Oranjeville (Vaal dam corridor)	40,0 km	R30,0 million
	Kroonstad: Northern By-pass	6,0 km	R15,0 million
	Parys: Tourism route along Vaal River	20,0 km	R30,0 million
TOTAL			R 949,5 million

HIGHEST PRIORITY: ACCESS TO COMMUNITIES REQUIRED		LENGTH	ESTIMATED VALUE
DC16: XHARIEP			
	Jagersfontein: Eastern access to Itumeleng	2,0 km	R3,5 million
DC17: MOTHEO			
	Dewetsdorp: Eastern access to Morojaneng	1,0 km	R2,0 million
	Ladybrand: Northern Interchange	-	R10,0 million

HIGHEST PRIORITY: ACCESS TO COMMUNITIES REQUIRED		LENGTH	ESTIMATED VALUE
	Ladybrand: Southern Interchange	-	R15,0 million
DC18: LEJWELEPUTSWA			
	Winburg: Western access to Makeleketa	1,5 km	R2,5 million
	Welkom: Access Southern access to Thabong (P82/1)	9 km	R14,5 million
DC19: THABO MUFUTSANYANA			
	Qwaqwa: Access to Rietpan (S1502)	9 km	R18,0 million
	Bethlehem: Northern access to Bohlokong	9km	R25,0 million
DC20: NORTHERN FREE STATE			
	Parys: Eastern Access to Tumahole	7 km	R11,0 million
	Sasolburg: Interchange to Minnaar Str	-	R25,0 million
	Sasolburg: Interchange to Industrial area	-	R25,0 million
TOTAL			R151,5 million

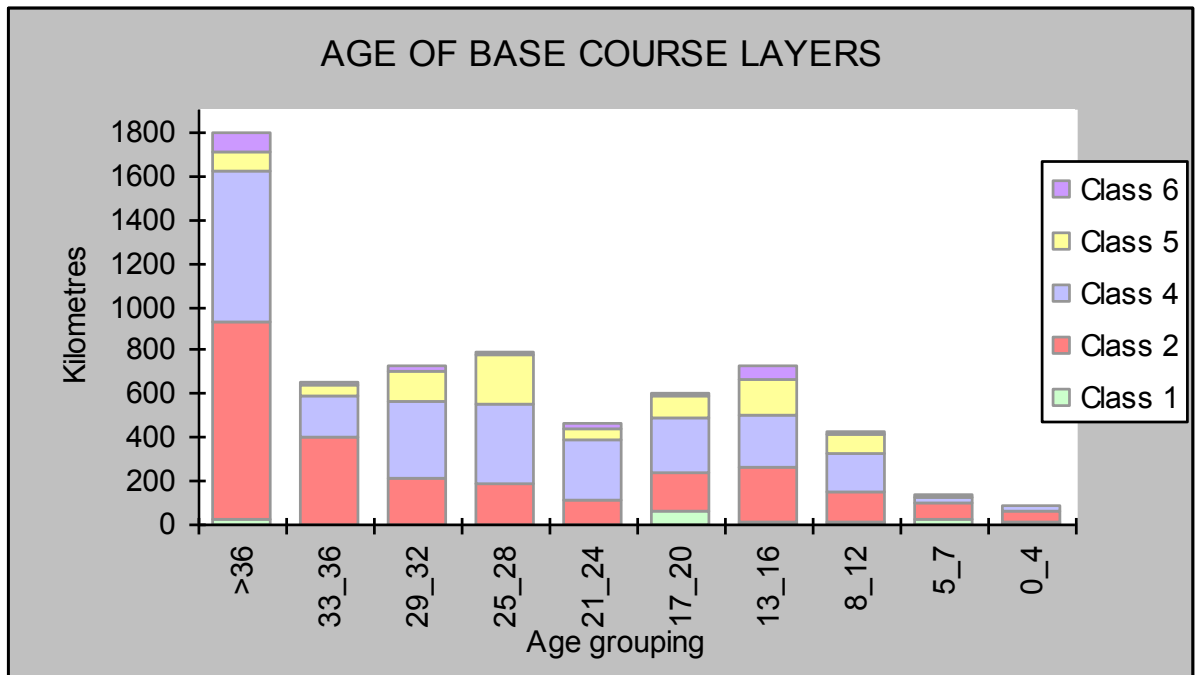
3.4.2.3 Sustainability

This is the ability of transportation facilities and services to meet travel needs of the present without compromising future generations in terms of impacts on natural resources and the environment measured in terms of rebuilding of the paved roads and the re-gravelling of the gravel roads. Each criterion in terms of level of service provided and the required level of service is discussed below.

- **Rebuilding of paved roads**

Paved roads are generally designed for a serviceable life of between 25 and 30 years. The Free State with its diverse weather conditions (extremely dry southern part and wetter eastern part) and traffic volumes (Average annual daily traffic, AADT, ranging from 100 vehicles per day to 12000 vehicles per day) does have roads that exceed these norms. During the design life the road would normally also require a major rehabilitation to restore the pavements riding quality and to reduce the routine maintenance requirements.

Assuming an average pavement (base course) life of 25 years, about 253 kilometres of road should be either rehabilitated or reconstructed annually. Currently less than 40 kilometres are rehabilitated annually.



To address the backlog and annual need the department has to rebuild or rehabilitate 379 km per financial year.

- **Re-gravelling of gravel roads**

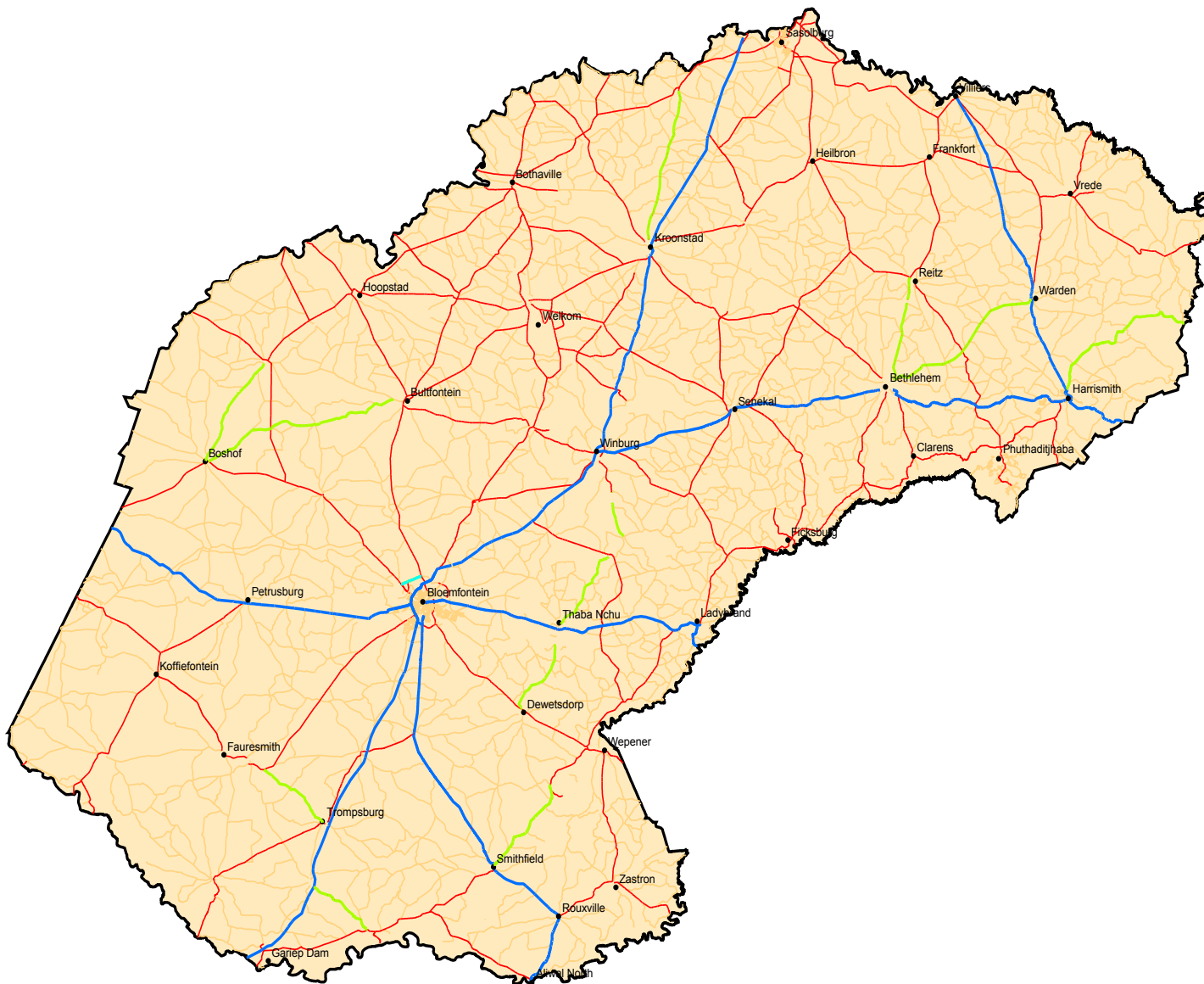
The wearing course of a gravel road provides the hard load bearing surface that protects the pavement layers. The average gravel road losses about 10 to 12 mm of gravel per year depending on various factors such as traffic volumes, quality of material, number of times bladed per year etc. The wearing course of a gravel road should be replaced every 8 to 12 years when the thickness falls below the acceptable norm of 50 mm. The current level of service in terms of gravel thicknesses provided is as follows:

Maintenance activity: Re-gravelling of gravel network	
Gravel thickness	Percentage of network
Less than 50 mm	37%
50mm – 100 mm	22%
100mm – 150 mm	25%
More than 150 mm	16 %

Current level of service provided is far below the required level of service as 37% of the road network has a gravel thickness below 50 mm compared to the allowable maximum of 10%. To address the backlog and annual need the department needs to regravell 2471 km per financial year.

- **New surfaced road links to complete routes**

The road network must not only provide links on all levels of accessibility (between communities, linking towns, linking economical centres, providing links to adjacent provinces, through routes, etc) but also provide this service at the right level. The level of accessibility is more clearly defined by the functional classification system, which takes into account the traffic volumes and the tourism routes. Additional needs to ensure an appropriate road network in the Free State have been identified as indicated on the next map.



- **Levels of service as perceived by users**

Although this performance measure is difficult to quantify, based on comments received from the community through the public participation processes and ad hoc input received, it can be concluded that the community is not fully satisfied with the current situation and that most road users are dissatisfied with one or more of the following:

- Road condition;
- Accessibility;
- Elimination of hazardous conditions;
- Traffic congestion and lack of road capacity especially in growing urban areas and
- Traffic safety;

3.5 DESIRED LEVEL OF SERVICE

The desired levels of service are prescribed by the goals and objectives of the Department. Physical levels of service are discussed in Section 5.

In principle the levels of service of the road network should be as follows:

- The province should be well served by a road network with no community, or areas with economic potential without access to the road network.
- The road network should have a proper hierarchy with higher order roads aimed at mobility whilst lower order local roads should be focused on providing access to adjacent land. Intermediate roads should provide a combination of mobility and access.
- The road network and especially access to the network should be well managed and based on practical and nationally accepted standards.
- A balance should be reached between limiting the extent of the road network in order to minimise maintenance and loss of land,, and ensuring sufficient coverage to stimulate socio-economic development.
- In the planning process provision should only be made for acquisition of land for implementable projects.
- Decisions on upgrading, extension and maintenance of the network should be based on a holistic model taking into consideration aspects such as operational conditions and socio economic consideration.
- The network should be planned and maintained in a manner that will optimise preservation of the network, especially with regards to prevention of damage due to overloading.
- The network should be formally classified according to the functioning of the network and management of the network should be based on this classification.

The responsibility for the different sections of the road network should be clarified to ensure that the relevant authorities have the necessary funding and expertise to manage and maintain the roads under their jurisdiction.

SECTION 4: COMMUNITY NEED

4.1 Demand forecast

The demand for road infrastructure is influenced by many factors of which the following are the most important:

- Population growth
- Vehicle ownership
- Traffic volumes
- Economic growth
- Unemployment

- **Population Growth**

According to the 2001 Census the population in the Free State has grown from 2 633 504 in 1996 to 2 706 775 in 2001, which constitutes a 2.8% population growth. During the same period the road network has had a 0% growth in size. Although not a particularly high growth rate, the increase in population can be expected to lead to an increase in the demand for infrastructure.

- **Vehicle Ownership**

Current statistics indicate that approximately 23.4% of households have access to at least one vehicle. Although no definite statistics are available on the actual growth in car ownership, it is an accepted fact that car ownership is on the increase, which will lead to an increased need for road infrastructure.

- **Traffic Volumes**

The province has extensive historical data on traffic volumes in the province and has only recently commenced with a project to update traffic counts which will provide detail growth rates. Initial indications are that the average growth rate on rural roads is ??? per year, which should translate to an increased demand for road capacity.

- **Economic Growth**

The Free State economy has shown a decline of 0,8% from 1994 to 1998 in terms of its contribution to the national Gross Domestic Product (GDP)³ which indicates that other provinces are presently outperforming the Free State. There has however been an increase of 11,2% within the Free State Gross Geographical Product (GGP)⁴ for the same period (DBSA, 2000).

The GGP of the Free State compares competitively in terms of the agricultural and mining sectors with the rest of the South Africa. The mining industry is based on gold and diamonds, as well as the SASOL petrochemical plant. However, sectors such as manufacturing, construction, trade and transport need to be further developed in order to compete more competitively with the rest of South Africa.

It is however evident that there is considerable economic growth in specifically the urbanised areas. The IRSP project has shown a considerable need for road infrastructure to support residential and industrial development and in particular exploitation of tourism potential.

- **Unemployment**

According to the latest census figures, 25 % of people in the Free State Province are unemployed. This is significantly lower when compared with the 1996 figure of 34%. The increase in job opportunities must have had an influence on the demand for road infrastructure.

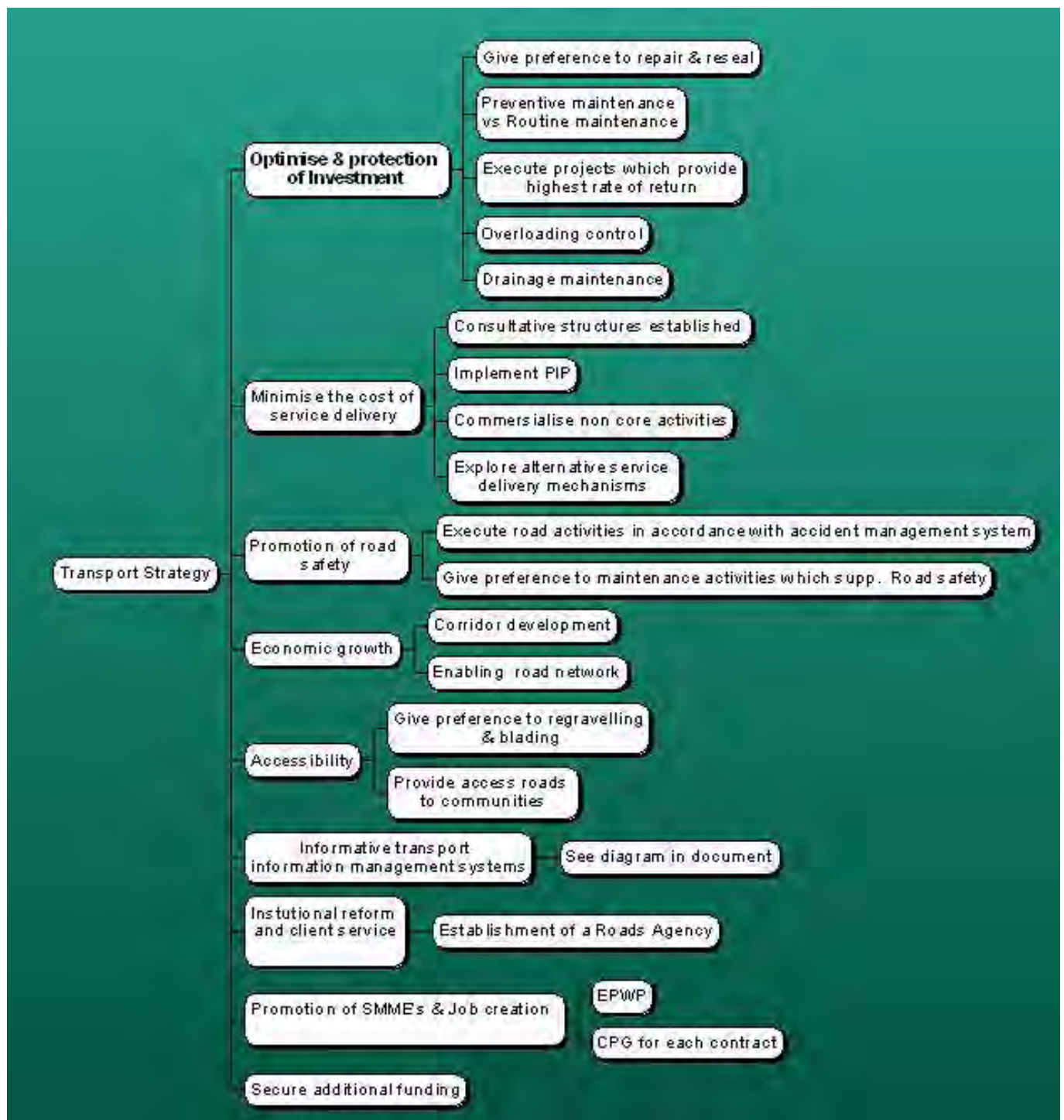
4.2 *Changes in technology*

- Projects must be aligned to comply with the Expanded Public Work Programmes.
- Alternative construction methods, Expanded Public Works Programmes and new materials are used in an effort to enhance service delivery of the department.
- The department has to develop strategies to transfer skills to local authorities.
- Alternative sources of funding for normal maintenance and for the reduction of backlogs in the rehabilitation of provincial roads must be obtained.
- The feasibility of a PPP approach e.g. (overloading control, speed management, incident management and traffic control centres along defined corridors) must be investigated;
- Road needs studies should be commissioned urgently for provincial and municipal roads. Standards and levels of service

would also have to be re-appraised (where practical) as part of this investigation;

- Revisit the road network and define a network which will enable economic growth. Investigate the feasibility of establishment of a road agency, similar to the ones in Limpopo and Johannesburg;
- Investigate alternative service delivery models for non core activities eg road maintenance;
- Ensure that integrated information management system is developed and maintained and
- The road distinct boundaries have been aligned to the 5 new district municipal boundaries. (Lejweleputswa, Northern Free State, Thaba Mofutsanyane, Xhariep and Motheo).

4.3 Transport strategy

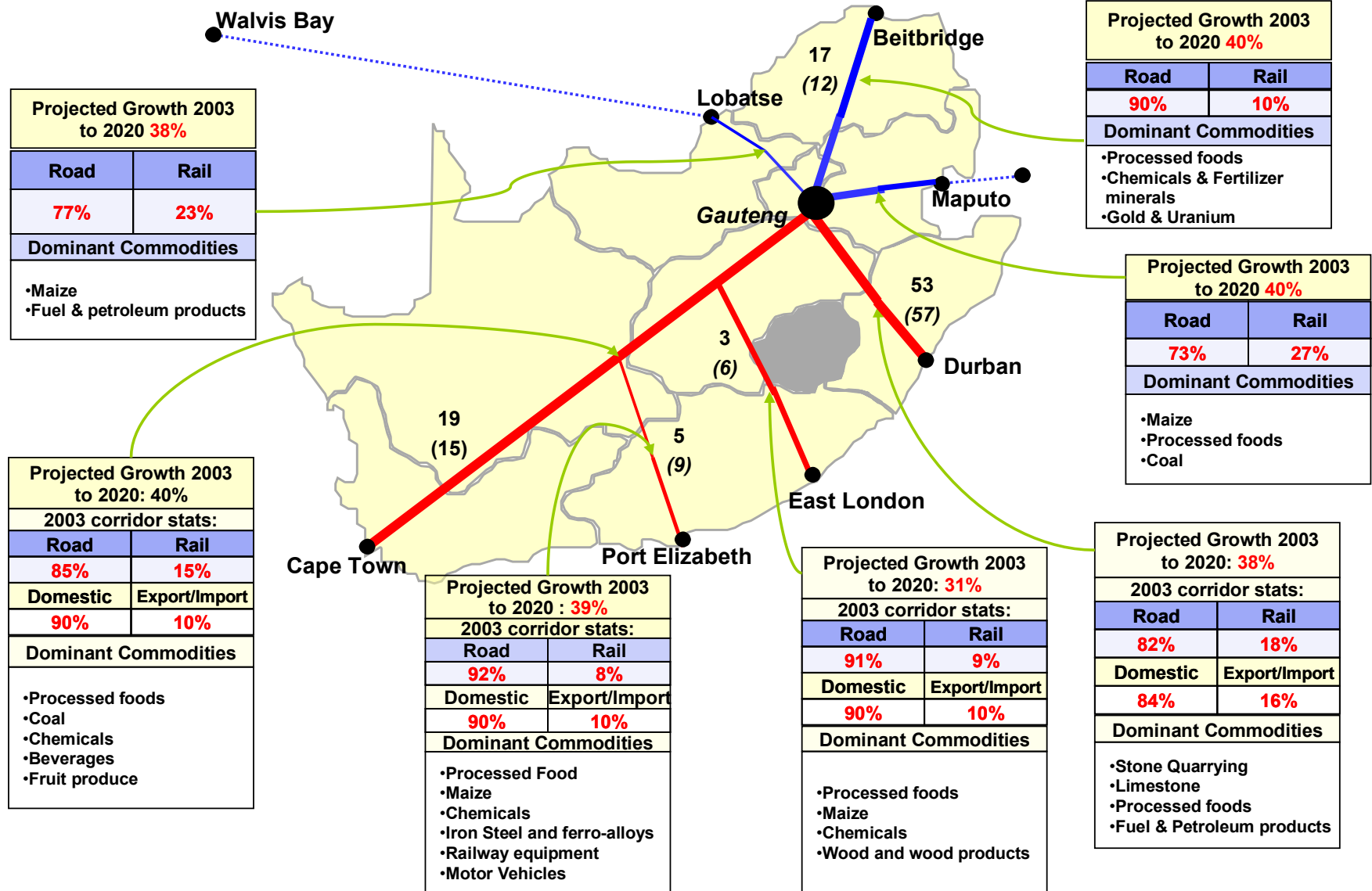


4.4 Demand management plan

4.4.1 Maintenance backlogs for Road Infrastructure

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

4.4.2 Economic Growth Projections



SECTION 5: INFRASTRUCTURE MANAGEMENT PLAN

5.1 Background data

Physical parameters

The department is responsible for the following lengths of road network:

Paved			Gravel		
Class 1	190	km	Class 1	579	km
Class 2	2379	km	Class 2	9	km
Class 3	11	km	Class 3	0	km
Class 4	2602	km	Class 4	1533	km
Class 5	1084	km	Class 5	9883	km
Class 6	260	km	Class 6	9620	km
Class 7	18	km	Class 7	66	km
TOTAL	6544		TOTAL	21690	



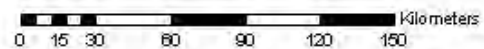
Legend

- TOWNSHIPS
- DISTRICTS
- FUNCTIONAL CLASSIFICATION**
- CLASS 1 (Green line)
- CLASS 2 (Red line)
- CLASS 3 (Brown line)
- CLASS 4 (Purple line)
- CLASS 5 (Yellow line)
- CLASS 6 (Light Green line)
- CLASS 7 (Light Brown line)



DEPARTMENT OF TRANSPORT
FREE STATE

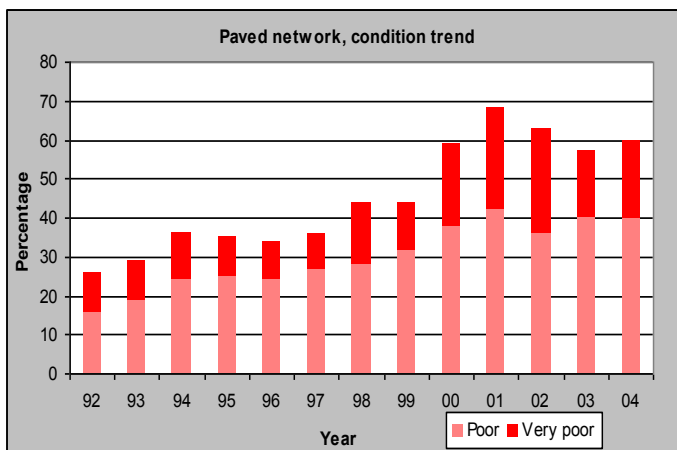
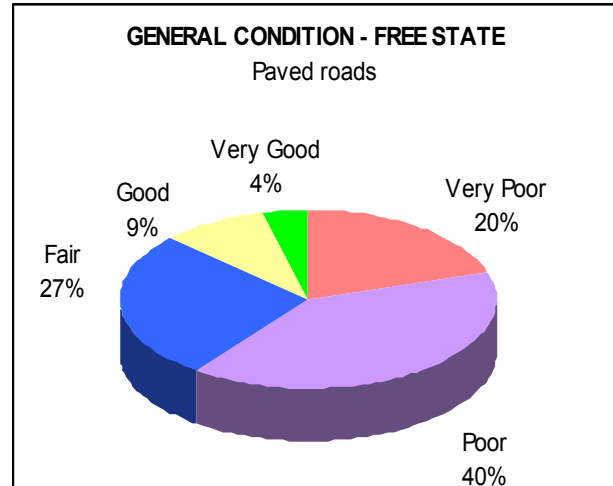
**FUNCTIONAL CLASSIFICATION OF
ROADS IN THE FREE STATE
ACCORDING TO EXISTING USE**



5.1.1 Condition

Paved roads

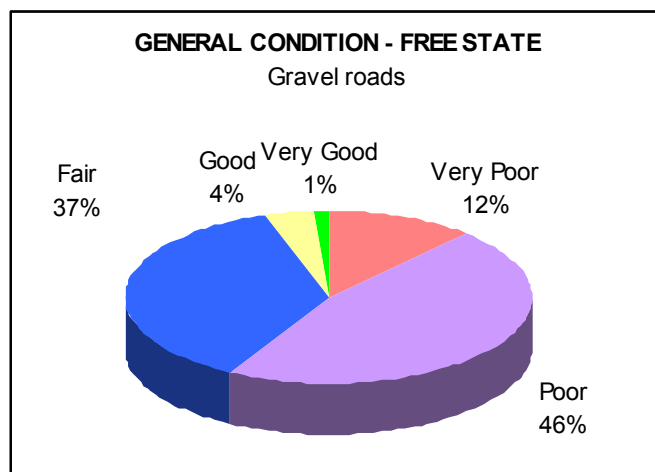
The percentage of poor and very poor paved roads has increased dramatically since 1991, when only 25% was in a poor or very poor condition to 67% in 2001, and increased to 60% in 2004 which represents 3790 kilometres. The main reason for the decrease in 2003 was the large number of poor and very poor roads taken over by the NRA and the extensive short-term preventive maintenance that has been done on regional level. The map on the following page indicates which of the surfaced roads are in a poor or very poor condition.



The overall condition of the surfaced roads now reflects the ageing of the pavements of the road network accurately. From the graph below it can be seen that the road network of the Free State has deteriorated annually at an alarming rate up to 2001 and it seems as if this trend was curtailed. This was only due to the number of roads taken over by SANRAL and the extensive short-term maintenance work that was done towards the end of the 2002/2003 year.

Gravel roads

The percentage of poor and very poor gravel roads are currently 57%, which represents +/- 12800 kilometres of road

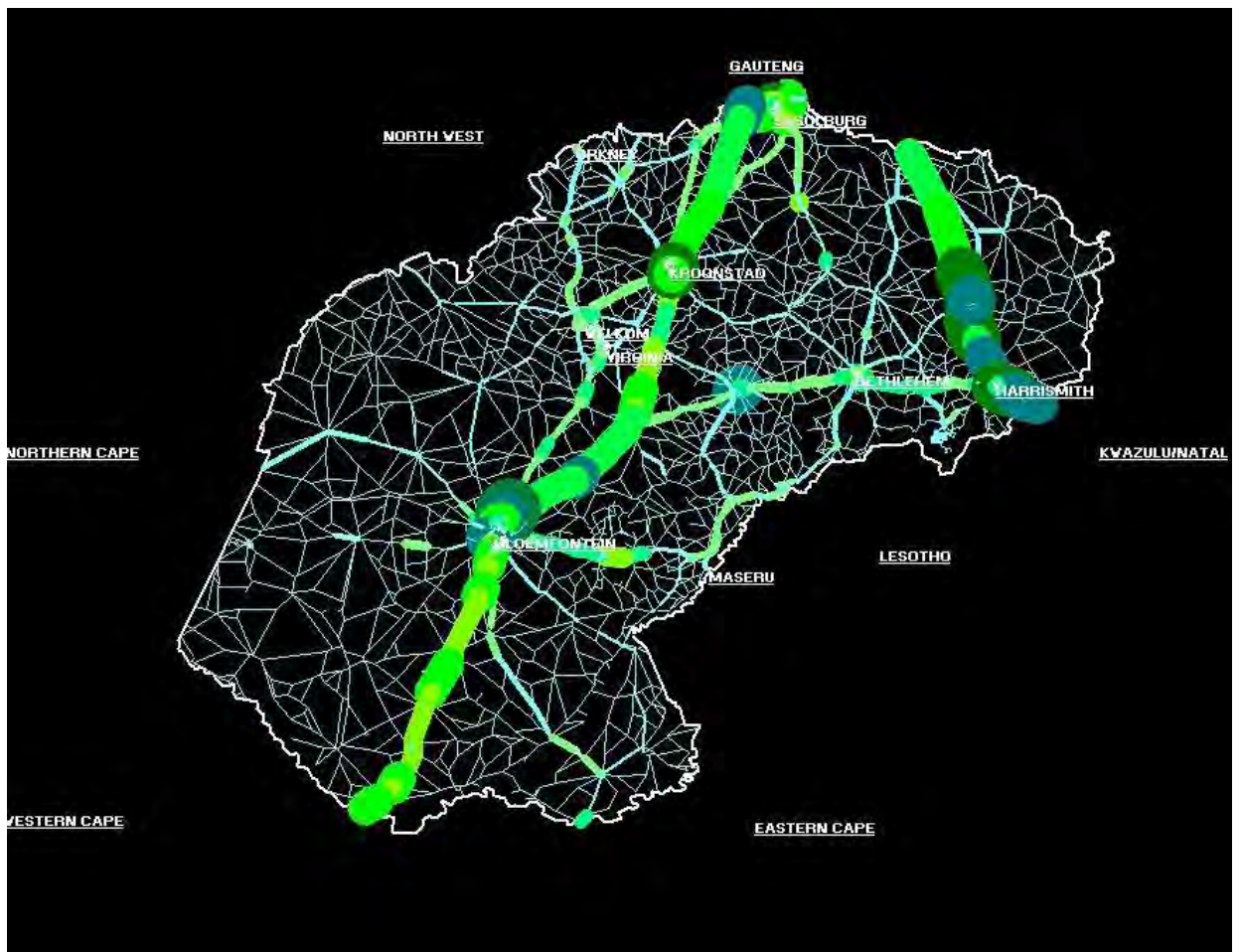


5.1.2 Procedure to monitor condition

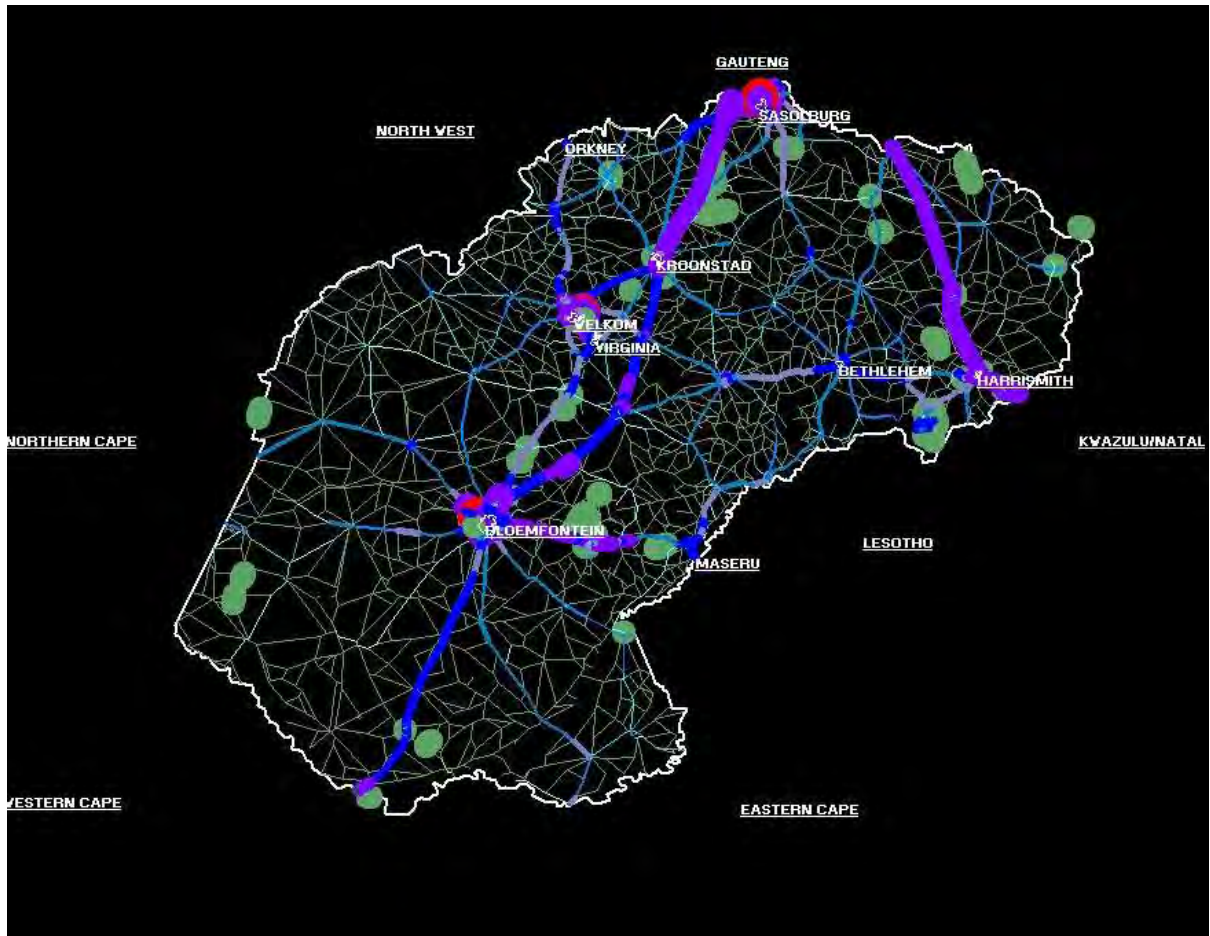
Collecting the relevant data is by far the most important component of the system. It comprises visual condition and pavement data. The traffic data use to be sourced from the traffic counting subsystem but since 1996 (when the traffic counting was substantially scaled down) the same traffic data is used with an escalation factor applied.

Most of the visual inspections are done by personnel from the department which also serves as training for the new technicians and engineers on the evaluation procedures and the condition of the network. The appropriate degree and extent for every condition is identified for a certain link section of road. It is then stored in the database and can be visually expressed in the GIS.

Flow of heavy vehicles through the Free State



Flow of all vehicles through the Free State



5.1.3 Valuations

Because most of the roads and building infrastructure have already exceeded their lifespan, valuation thereof is more difficult. Further, although a road has a cost and economic value it is difficult to attach a financial value to an asset which cannot be sold. For this reason, old roads are brought on to the assets register at an estimated replacement value ranging from R1 million to R2.5 million per kilometre.

Buildings can be brought on the asset register at a more or less market value, even if some buildings such as an old hospital cannot be sold as a going concern.

Infrastructure replacement valuation summary

Paved roads		Cost/km (millions)	Replacement value (Millions)
Class 1	190 km	R 2.50	R 475.00
Class 2	2379 km	R 2.00	R 4,758.00
Class 3	11 km	R 1.50	R 16.50
Class 4	2602 km	R 1.40	R 3,642.80
Class 5	1084 km	R 1.00	R 1,084.00
Class 6	260 km	R 1.00	R 260.00
Class 7	18 km	R 0.80	R 14.40
<u>6544</u>			R 10,250.70

Gravel roads		Cost/km (thousands)	Replacement value (millions)
Class 1	579 km	R 120.00	R 69.48
Class 2	9 km	R 80.00	R 0.72
Class 3	0 km	R 80.00	R 0.00
Class 4	1533 km	R 50.00	R 76.65
Class 5	9883 km	R 40.00	R 395.32
Class 6	9620 km	R 30.00	R 288.60
Class 7	66 km	R 30.00	R 1.98
<u>21690</u>			R 832.75

The valuation method used is based on the unit cost of road based on current contracts and unit prices. The different classes of roads have different unit prices due to the pavement requirement that differ. There are also different unit prices for gravel roads and surfaced roads.

5.2 ROUTINE MAINTENANCE PLAN

5.2.1 Maintenance plan

- **Trends and Issues**

The total paved network length of provincial roads in the Free State consists out of 6369 kilometre of road and the gravel road network consists of 21605 kilometres of secondary roads and 22000 kilometres of tertiary roads.

Since 1991 the condition of the road network deteriorated mainly because of insufficient funding and the resultant scaling down on road maintenance activities. In 1991 25 % of the paved roads were in a poor or very poor condition and this figure has increased to 60 % in 2004. The situation on the condition of the gravel road network is even worse due to the fact that very little or no re-gravelling of gravel roads has been done since 1996 and that the department could not afford to subsidize the maintenance on tertiary roads since 1997.

A huge backlog in resealing and rehabilitation of paved roads and re-gravelling of gravel roads exists. About R 415 million will be needed annually over the next 10 years just to address the backlog (not including the normal annual need for road maintenance activities. This situation forced the department to change its road maintenance strategy from preventive road maintenance to re-active road maintenance. This situation is very unsatisfactory and will lead to bigger backlogs and will cost the taxpayer much more over the longer term.

Due to the ever-increasing deterioration of the road network, the complaints and claims (due to road accidents) have increased significantly over the past few years. Many of the complaints and claims can be related to unacceptable road conditions such as pot-holes, edge-breaking, sub-standard road signage and road markings, etc.

- **Current and past levels of service**

As already mentioned above, the condition of the road network deteriorated over the past 13 years dramatically due to under-funding of road maintenance. Due to inflation and the decrease of the Rand-value over the mentioned period, the Directorate Road Infrastructure's budget has decreased with between 50 and 60 % in real terms.

The Department had been forced to scale down on all in-house projects that were classified as "machine-intensive projects". All departmental Construction Units and Re-gravelling/Rehabilitation

Units were closed down. Most of the road maintenance work done presently, is being done on a labour-intensive basis. The Department cannot afford to execute small to medium maintenance projects like for example shoulder rehabilitation, re-gravelling, resealing, etc. any more.

Due to PSCBC Resolution 7 of 2002 and departmental policy, the Directorate Road Infrastructure could not fill vacancies as needed. Several key posts had been vacant over the past 3 years and had affected efficient and effective management and service delivery. This situation is being addressed presently and will be normalized in the near future.

In summary it can be accepted that the level of service has decreased with about 50% over the past 13 years.

- **Maintenance decision-making process**

The decision-making process follows a strict up/down line-function hierarchy of management that is from Chief Director to Director to Deputy Director to Assistant Director to Middle management (Engineers) to lower management (Road Superintendents and Foremen). Certain powers of decision-making have been delegated to lower level of management, for example when unplanned emergency actions have to be taken. Decisions are mostly formulated in writing like letters, documents, job instructions, business plans, etc.

Most of the formal decision making processes take place and are minuted on the weekly – and monthly management meetings in the Directorate Roads Infrastructure. The management meetings are structured in the same format on the different levels of management, thus ensuring that decisions can flow up or down in the organization.

5.2.2 Standards and Specifications

All road maintenance activities are executed according to procedures and specifications as determined by departmental procedural manuals, material specifications, tender- and contractual procedures, etc. Policies like the PFMA, Road Ordinance, PPPFA and others regulate the way in which service is delivered.

Basically all maintenance work is tested for quality according to the specifications as generally being developed and utilized in the civil road industry in South Africa. Efficiency and effectiveness are measured with productivity programmes like the Productivity Improvement Programme (PIP) and Roadworker Empowerment Programme (REP) and production standards are bench-marked to norms in the private sector. Only superior materials are utilized in the road maintenance industry. All materials are submitted to testing and new technology is being utilized.

A wide range of road maintenance materials are being utilized, for example natural gravels, processed gravels, bituminous products, crushed stone, cement, concrete, road paint, road signage, etc.

- **Risks associated with alternative standards**

Risks are limited to the minimum or can be determined accurately in utilizing alternative standards. New technology or new materials are always submitted to thorough testing and assessment before introduced as an alternative standard or procedure. Established authorities like CASRA, SANRAL, CSIR and others are involved in research and development of new technology and ensure that road construction and maintenance is based on a firm foundation.

5.2.3 Summary of Future Costs

- **Forecast of planned and unplanned maintenance work and costs**

Refer to guideline figures as shown in the MTEF plan of the Chief Directorate Roads and Transport.

All indications are that the present unfavourable funding situation regarding road maintenance will continue over the medium term and that service delivery will be handicapped. The existing backlog in road maintenance will increase to such a degree that it will basically be impossible to provide a safe road network to the road-users. The approved (unacceptable) budget will be utilized for re-active maintenance work that will end up in crisis management. Insufficient funding will not allow the department to address the urgent needs for planned (programmed) maintenance projects like rehabilitation of surfaced roads, regravelling of gravel roads, resealing, etc.

Transfer and funding of road functions to local authorities are still unclear and have to be addressed at top-level management.

- **Maintenance deferred and associated risk**

- Unsafe road conditions: more accidents
- Increase in claims against department
- Increase in complaints
- Poor maintenance of infrastructure will lead to total collapse of road network and an astronomical future funding to re-instate a new road network or to address the back-log.
- Affecting the economy of the country due to poor links between main centres in the country

- **Outline on how maintenance will be funded**

The Director Roads Infrastructure determines on how the Directorate's budget will be distributed between Capital- and Current Funds. Road maintenance is mainly funded out of the Current Budget. The Capital budget is distributed according to approved capital projects for a specific financial year. The current budget for road maintenance is distributed on the basis of vehicle-kilometres generated on the road network per region. The budget is accordingly distributed to the 5 regions. Each of the 5 regions then distributes the funds on the same basis to the road offices (Road District Offices) in the region. A strategy is also followed that about 70% and 30% respectively of the budget will be awarded to surfaced and gravel roads.

Road maintenance activities (about 155 activities) are grouped in 13 sub-elements that are for example blading, pavement repairs, drainage repair, etc. About 85% of the total maintenance budget has to be allocated to sub-elements that will have a direct effect on the mobility of the road network. In simple terms this means that 85% of the budget will be spent on "on-road" sub-elements like blading, pavement repairs, edge-breaking, etc. and 15% will be spent on the "off-road" sub-elements like repair of fencing, road reserve cleaning, etc.

A business plans for all the district- and regional offices are drawn up and approved on the basis as mentioned above. The execution of all activities is being done on a project basis. Progress on the projects is continuously being monitored and evaluated regarding the utilization of personnel, resources, expenditure and quality. Any deviation on approved business plans are only allowed with the approval of the next level of management.

The Department will establish a formal policy on the development of SMME's in the Free State for the 2005/2006 financial year. Dedicated funds will have to be made available for awarding maintenance contracts and learnerships to SMME's.

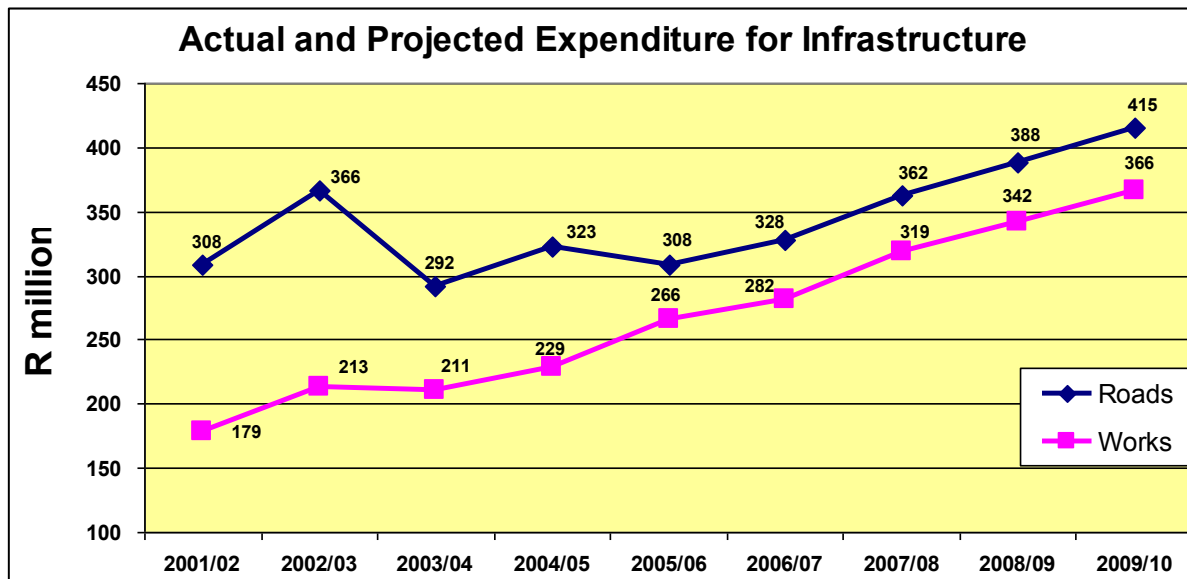
SECTION 6: Financial summary

This section contains the financial requirements resulting from all the information presented in the previous sections. As plans become more advanced, various levels of service /costs scenarios may be included.

6.1 Financial statements and projections

- Cashflow forecasts by year

R thousand	Outcome			Estimate	Medium-term estimates				
	Audited	Audited	Audited		2004/05	2005/06	2006/07	2007/08	2008/09
	2001/02	2002/03	2003/04						
1. Administration	78,724	116,610	114,124	126,487	130,794	137,343	148,101	156,987	166,406
2. Public Works	174,103	205,289	200,434	215,803	254,804	267,102	297,393	318,211	340,485
3. Road Infrastructure	308,059	366,496	291,898	323,013	307,840	327,770	403,298	431,529	461,736
4. Transport Management	8,422	9,596	16,028	14,492	17,735	18,605	21,966	23,504	25,149
5. Traffic Management	78,900	94,443	102,493	112,916	118,161	124,473	130,075	137,880	146,152
6. Expanded PWP	5,054	8,054	10,491	12,760	11,118	14,425	22,000	23,540	25,188
Total	653,262	800,488	735,468	805,471	840,452	889,718	1,022,833	1,091,650	1,165,116



6.2 Funding strategy

Roads projects are primarily funded from departmental funds and grant funds. When there is a request from a private company or person for a

specific road or infrastructure, that company is responsible for the costs of their share of the project.

Funding of works projects depends on the users of the infrastructure. If the one-stop-centres are implemented, participating departments will have to share the cost of the new infrastructure.

6.3 Valuation forecasts

Forecasts for future valuation of infrastructure and valuation methodology for cost of depreciation because most of the roads and building infrastructure have already exceeded their lifespan valuation and appreciation there off is more difficult. Further, although a road has a cost and economic value it is difficult to attach a financial value to an asset, which cannot be sold. For this reason, old roads are brought on to the assets register at a unit price of an estimated replacement value per kilometre but not depreciated.

Buildings can be brought on the acid register at a more or less market value, even if some building such as an old hospital cannot be sold as a going concern.

6.4 What are the key assumptions made in financial forecasts?

To be able to understand the accuracy of the information presented as well as providing an insight as to how the accuracy of future financial forecasts would be improved, a sensitivity analysis is included quantifying variations in the forecasts resulting from possible scenarios relating to key assumptions.

In making budget projections it is assumed that the economy will grow at a steady rate of at least four per cent per year and that the budgets of infrastructure provision departments such as this will be more than the inflation rate. It is expected that this department will have a growth in budget allocation of at least five to seven percent in the following years.

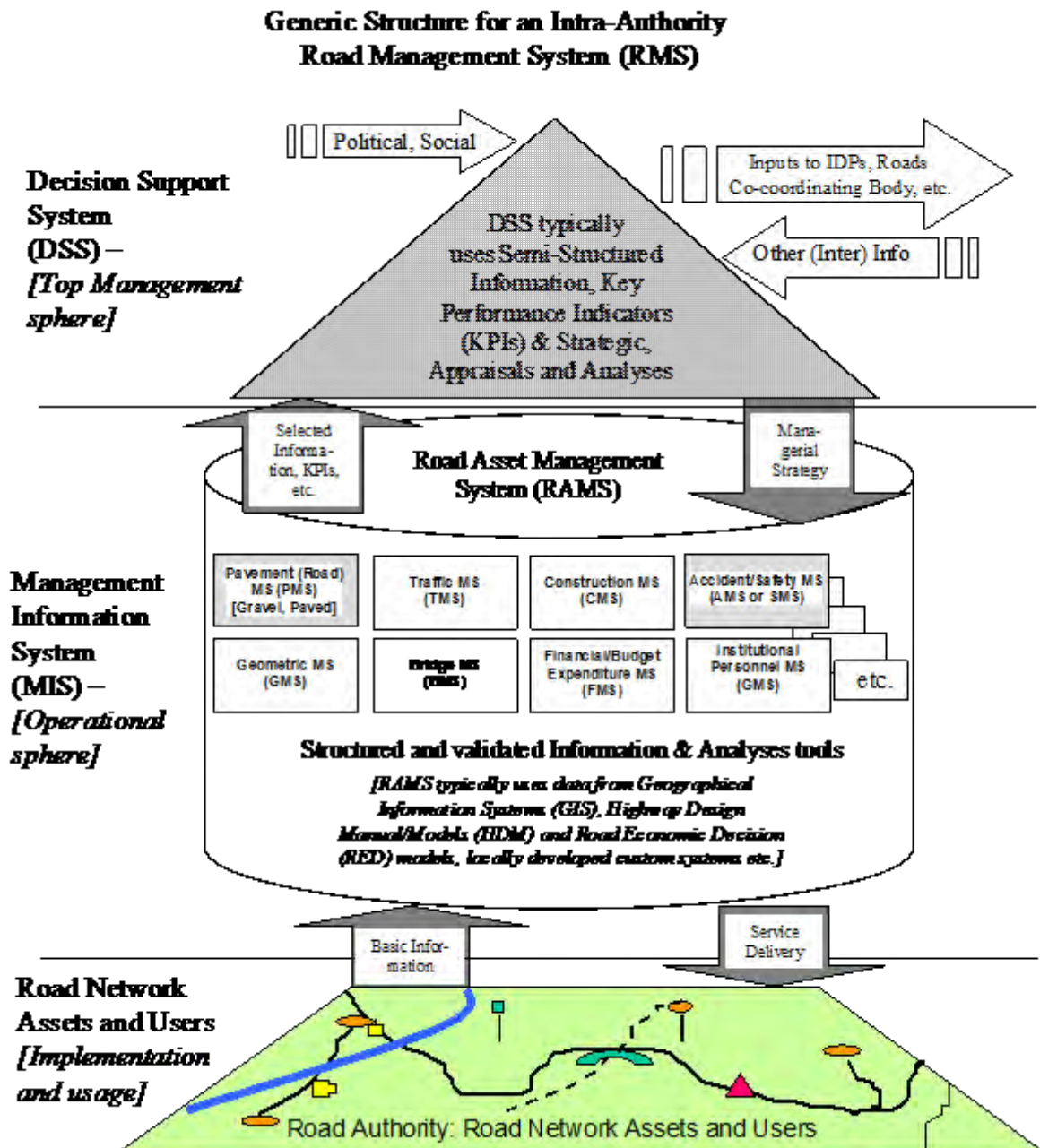
This department also includes administrative functions and personnel intensive services such as security service and traffic management. When the departmental budget is distributed, these services have equal rights to be funded. It is assumed that these services will in future receive the same proportion of the departmental budget as in the current year.

Until now, the department received all of its funding from the National allocation. Other funding options are investigated and options such as public private partnerships will be considered in future. However, in this document it is assumed that the status quo will remain the same.

3 Organisational and support plan structure

Section 1: Human Resources, Organisational, Financial, Systems and Processes

Generic Structure for a Roads Authority (Road Infrastructure Strategic Framework. 3rd Draft)



This section outlines the supportive organisational and support plan

- Road Building Equipment
To deliver the road maintenance services, this department relies heavily on the supply of road-building equipment. The internal road building equipment directorate is currently only renting out

machines internally. However, it is foreseen that the same machines may be rented out to local authorities or other clients. If this can be done effectively, it will reduce the cost structure of road building equipment and make some additional funds available, possibly for use in roads maintenance.

- **Maintenance teams**
Both in the Works - and Roads Directorate, infrastructure, maintenance and especially preventive maintenance becomes more important as the infrastructure ages and the backlogs are not addressed. Previously, most of this maintenance work was done internally with district based maintenance teams. Efficiency requirements may necessitate that future maintenance be done with private maintenance contractor's, supervised by internal or external project managers.
- **Stakeholders and client departments**
All Works Directorate infrastructure work that is done for client departments can only be initiated after approval and commitment of the funds from the client department. When these approvals are changed on short notice or funds are not available this department has to restructure the workforce.

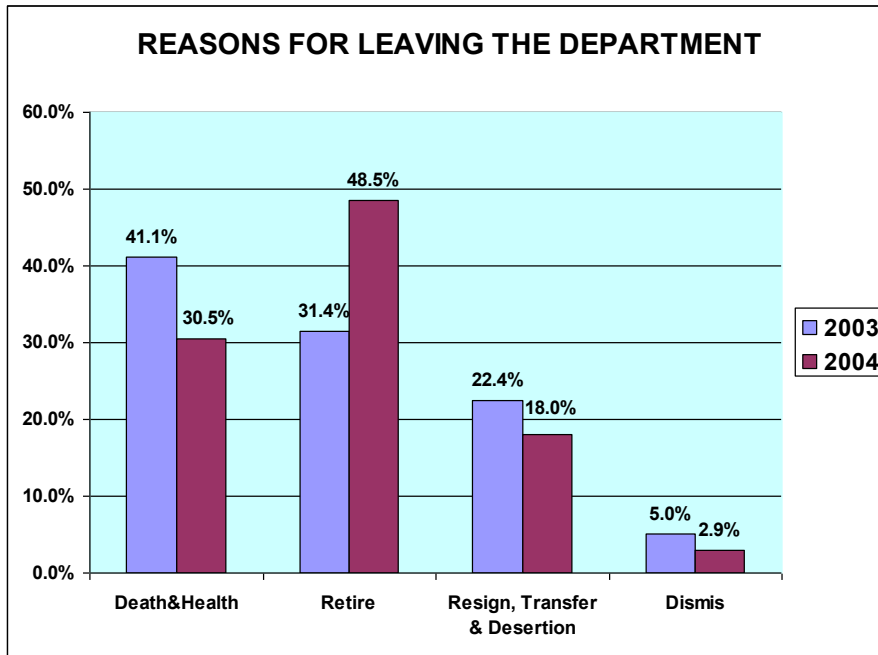
1.1 Human resources

The fairly rigid civil service personnel structures with some personnel, disproportionately placed in the Free State led to a situation where there is an oversupply of labourers in some districts and a shortage in some other districts. The high age profile of these workers, reluctance of personnel to transfer and with the high transfer cost restricts the equalisation process.

A number of experienced supervisors have left the Roads Department in the past 10 years and although training and development programmes are in place, and the filling of 125 supervisory posts in 2004, the department is still functioning with less than 75 per cent of the approved supervisory posts filled.

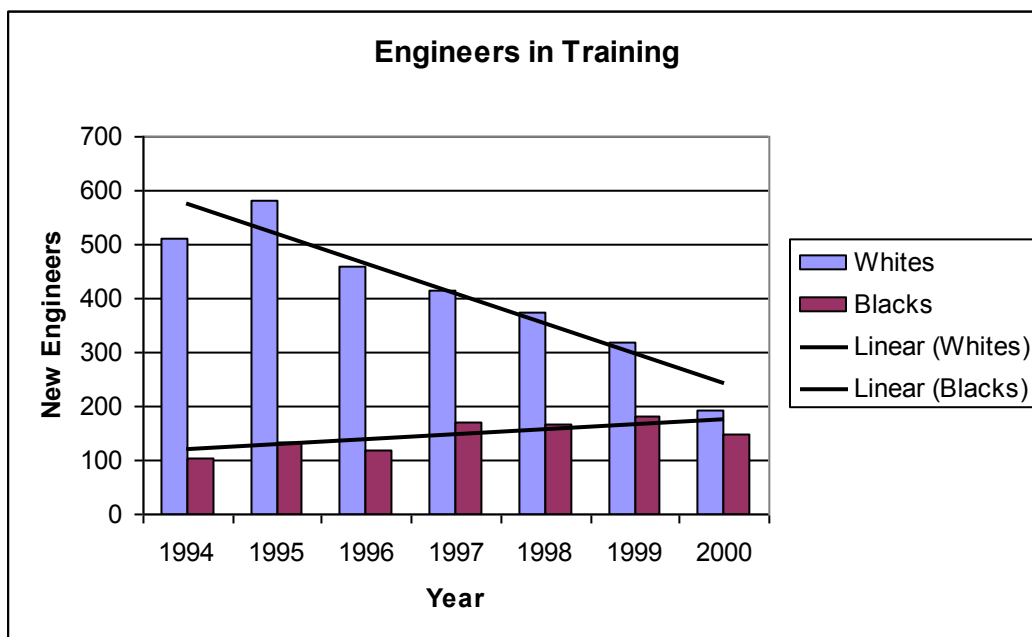
In the past four years the Roads Department has reduced the workforce between three and four per cent of per year. (including new appointments)

Graph showing the reasons why officials are leaving the department in 2003 and 2004



- Skills required
The countrywide problem in the shortage of experienced qualified engineers is also felt in this department.

Registration demographics for new engineers in training
(Road Infrastructure Strategic Framework for South Africa)



1.2 Organisational

- The following organogram shows the ideal roads structure



1.4 Systems and processes

1.4.1 Accounting /financial systems

The department uses the following national computer systems:

- Basic Accounting System for financial management
- LOGIS procurement system
- PERSAL personnel accounting system

Several in house systems such as the roads costing system and ProMan project management system are also used.

1.4.2 Infrastructure management systems

All roads are annually evaluated and the Annual Pavement Management System report are compiled. In this report, all provincial surfaced roads are evaluated in terms of condition, functional classification, seal age, pavement age vehicle volumes, and traffic purpose such as freight, taxi/bus route or, tourism.

From these weighted criteria an accurate priority list is compiled which serves as input for the project list.

A similar Gravel Road Maintenance System also helps to identify gravel roads needs.

The Bridges Management System reports on conditions of bridge structures in the Free State. These structures are evaluated on a 4 year cycle and priorities are addressed as and when identified.

The Traffic Counting System reports on traffic volumes on all the roads in the Free State, but more importantly also traffic growth patterns.

Accident Management System records all accident statistics on the provincial road network and this data assists in identifying hazardous locations that require remedial attention, either as law enforcement, educational or engineering solutions.

Annual road condition surveys ensure quality/reliability/adequacy of the “network” level survey

1.4.3 Information flow requirements and processes

Decision criteria

- Technical information from the management systems is one of the criteria in deciding on priorities for projects.
- Community needs as identified in the Integrated Development Plans of district municipalities are considered.
- Strategies are aligned to National requirements and policies.

1.4.4 Standards and guidelines

- INAKS Manual
- Materials Manual
- Traffic Signs Manual
- Preferential Procurement Policy Framework Act
- Guidelines for the implementation of Expanded Public Works Programme
- Productivity Improvement Documentation and Specifications
- Road Ordinance
- Geometric Design Manual
- Departmental Standard Plans
- Way leave Policy
- Expropriation Policy
- Contract Documents and Specifications

Section 2: Plan improvement and monitoring

The performance of programmes are monitored at regular monthly site meetings and reported to the political head and head of the department at quarterly meetings.

2.1 *Performance measures*

Progress as stipulated in this plan will be monitored at the quarterly meetings and the plan will form an integrated part of the department's strategic documents, which are revised once a year.

2.2 *Improvement programme*

At the annual revision of the strategies, the effectiveness of this plan will be evaluated.

2.3 *Monitoring and review procedures*

The internal audit committee will audit the efficiency of implementation. This report will also be reflected on at regular Departmental Management meetings.

4. *References and appendices*

4.1 *References*

The following documents were used as references for the compilation of this report:

- Annual Pavement Management Report
- Departmental Annual Report
- Departmental Strategic Plans
- Provincial Land Transport Framework.
- Provincial Budget Statement
- Departmental Business Plan
- BAS Accounting System
- Minutes of project site meetings
- IDP documents

DEPARTMENT OF AGRICULTURE

INFRASTRUCTURE PLAN 2005/06

SECTION 1: EXECUTIVE SUMMARY

1.1. Purpose of the Plan

The purpose of this plan is to demonstrate the manner in which infrastructure projects implemented by the Department is managed, as well as how they comply to regulatory requirements and lastly how allocated funding to these projects are justified.

1.2. Description

The following types of infrastructure are covered by this plan:

- Conservation works
- Animal housing
- Irrigation schemes
- Broiler houses
- Storage and marketing facilities
- Processing facilities
- Stock handling facilities

1.3. Levels of Service

All relevant projects are supported with the following services:

- Funding
- Technical support
- Technical training
- Theoretical training
- Extension aftercare

1.4. Community Need

The following factors are viewed as having an influence on demand:

- Availability of suitable land
- Availability of sufficient funding
- Local economic climates
- Physical climatically conditions
- Technological changes/advances

1.5. Lifecycle Management Plan

Lifecycle management is not relevant to the type of projects implemented by the Department. These projects are funded via grants and are alienated immediately after completion. It then becomes the property of its beneficiaries.

1.6. Financial Summary

Projects are funded via the following:

- LandCare
- Provincial Infrastructure Grant (PIG)
- Comprehensive Agricultural Support Programme (CASP)

1.7. Organisational and Support Plan

LandCare projects are implemented by the Soil Conservation Unit of the Department, by means of works contracts to suppliers and beneficiaries.

CASP and PIG projects are planned and implemented by contractors under the supervision of managers in the Extension and Development divisions of the Department.

Financial commitment is acquired via the funds mentioned in point 1.6 above.

1.8. Monitoring and Improvement Plan

All projects are monitored by the Extension and Development Divisions of the Department according to project specific indicators captured in the business plans of each project.

A Provincial Project Appraisal Committee (PPAC) formally approves project business plans, where after it is regularly monitored in terms of physical progress, expenditure and deviations.

The infrastructure plan will be formally revised on an annual basis and informally bi-annually.

SECTION 2: INTRODUCTION

2.1. Background

The purpose of this plan is to demonstrate the manner in which infrastructure projects implemented by the Department is managed, as well as how they comply to regulatory requirements and lastly how allocated funding to these projects are justified.

This document relates directly to the Departmental Strategic Plan, the Free State Development Plan and the guidelines of LandCare, CASP and PIG.

The following types of infrastructure are covered by this plan:

- Conservation works

- Animal housing
- Irrigation schemes
- Broiler houses
- Storage and marketing facilities
- Processing facilities
- Stock handling facilities

The key stakeholders in this plan are as follows:

- Free State Provincial Government
- Free State Department of Agriculture
- Free State Treasury
- National Treasury
- National Department of Agriculture
- Local Municipalities
- Project beneficiaries
- Commonage participants
- Local populations (ito. Project spin-offs)

2.2. Goals and Objectives of Infrastructure Ownership

The Department has a very clear responsibility in the efforts to conserve natural resources, such as agricultural land, as well as to the stimulation of local economies and the economy of the province. By implementing projects in the province, as well as by creating agro-processing hubs, the Department is contributing to job creation, income generation and food security.

All Departmental projects are planned and implemented within the guidelines of its vision, mission and goals, which are as follows:

➤ **Vision**

“To be the leader in the field of agriculture which ensures that there is a place for those who wish to farm and achieves social and economic development for our community through the services we deliver.”

➤ **Mission**

“To provide agricultural development and support to the people of the Free State through:

- *Commitment to new and established farmers;*
- *Co-operation with all our stakeholders; and*
- *Innovative and creative research and development.”*

- Our **Strategic Goals 2005 – 2008** are as follows:

- Goal 1: Improvement of primary production and advancement of agro-processing
- Goal 2: Economically sustainable agricultural development
- Goal 3: Optimisation of plant and livestock health, production and product safety
- Goal 4: Improved stakeholder relations
- Goal 5: Natural resource and infrastructure utilisation and management
- Goal 6: Household food security
- Goal 7: Farmer settlement support
- Goal 8: Knowledge and information management
- Goal 9: Formal and Non-formal training
- Goal 10: Intra-departmental excellence
- Goal 11: Effective and efficient financial management

2.3. Plan Framework

The key elements of this plan are:

- Level of service
- Community needs
- Infrastructure Management Plan
- Financial summary
- Organisational support

2.4. Basic and Advanced

NA

SECTION 3: LEVEL OF SERVICE

3.1. Community Research and Expectations

The Research unit of the Free State Dept. of Agriculture specialises in the field of Research on Agricultural Production and how to improve on current production systems with regards to the effectiveness and efficiency of these systems as well as Research into alternative agricultural systems (other than the traditional) as options for diversification of farming systems in an effort to reduce the risk of the farming business as a whole.

Research undertaken during the last year and ongoing is presented ***Appendix 1.***

Findings from the Research trials are translated into other levels of services through the following activities with regards to technology transfer:

- the development of information packages
- farmer information days organised and doing presentations at farmers' days
- the analyses of soil and water samples and making recommendations with regards to fertilizer requirements and water use suitability.
- publications, both scientific and popular.
- demonstrations to farmers
- assistance to extension officials with regards to technical problems experienced.
- assistance with training programmes of farmers.

Research mostly translates, through the above media, into other levels of service through our linkage with the Extension services, not to exclude direct contact between Research and farmers.

3.2. Strategic and Departmental Goals

Our Strategic Goals 2005 – 2008 are as follows:

- Goal 1: Improvement of primary production and advancement of agro-processing
- Goal 2: Economically sustainable agricultural development
- Goal 3: Optimisation of plant and livestock health, production and product safety
- Goal 4: Improved stakeholder relations
- Goal 5: Natural resource and infrastructure utilisation and management
- Goal 6: Household food security
- Goal 7: Farmer settlement support
- Goal 8: Knowledge and information management
- Goal 9: Formal and Non-formal training
- Goal 10: Intra-departmental excellence
- Goal 11: Effective and efficient financial management

3.3. Legislative Requirements

Refer to *Appendix 2*.

3.4. Current level of Service

Due to the nature of agricultural and conservation project implemented by the Department, only beneficiaries directly involved with these projects will benefit its services.

Performance measures to indicate the level of services provided by the relevant infrastructure are explained in the individual business plans of each project, and will therefore not be discussed in this document.

3.5. Desired level of Service

NA

SECTION 4: COMMUNITY NEED

4.1. Demand Forecast

It is not foreseen that changes in demand will have a direct impact on infrastructure already established. The demand for new infrastructure could be affected by the following factors:

- Changes in production trends and practises
- Changes in national and international product demand
- Changes in climatic conditions
- Availability of funding
- Availability and access to resources such as land and water

Community expectations are expected to change in reaction to possible effects of the mentioned critical factors.

4.2. Changes in Technology

With regards to the effect of using new technology in providing future services it is probably the use of computers, computer applications, cellphones and technologies attach to cellphones and GIS that will have the biggest effect on the provisioning of future services.

In farming these technologies assist in record keeping, using these records to generate information that can be used for decision-making. Although this was also possible without new technologies, new technologies are able to bring in a lot more permutations into the computation of different scenarios and therefore enable better decision-making. New technologies also enable farmers to do precision farming which saves a lot on input costs.

To ensure that the services provided are relevant and adding value to farming businesses, services will have to be adapted to the changing needs of farmers as they increasingly start to make use of new technologies.

4.3. Demand Management Plan

Refer to **Appendix 3**, as well as individual project business plans.

SECTION 5: INFRASTRUCTURE MANAGEMENT PLAN

5.1. Background data

5.1.1. Physical parameters

Infrastructure projects planned for the next three years are located in all 5 District Councils of the Free State Province. Most projects are located in rural areas on agricultural land and are projects, which are implemented as new infrastructure.

The most common materials utilised in these projects are as follows:

- Building material
- Irrigation equipment (sprinkler systems, pivot systems)
- Milk parlour equipment
- Milk machines
- Milk tanks
- Chicken feeders
- Water troughs
- Heaters (IR lamps)
- Plastic storage containers
- Layer cages

5.1.2. Capacity/performance

Not applicable.

5.1.3. Condition

Ninety percent of infrastructure to be developed are currently not existent and will therefore be established as new. The remaining 10% refers to existing infrastructure, mostly in a very dilapidated state.

The conditions of completed infrastructure will be monitored via the Extension Services of the Department. Due to the fact that projects are alienated once completed, maintenance on these projects are not done as routine, but handled as new project applications.

5.1.4. Valuations

Due to the fact that infrastructure projects are alienated at completion, replacement valuations are not done.

5.1.5. Historical data

No historical expenditure data is available for projects planned for the coming MTEF period.

5.2. Routine Maintenance Plan

5.2.1. Maintenance Plan

Once the Department has completed the implementation of an infrastructure project, it is alienated and becomes the property of its beneficiaries. Maintenance of the assets is then the responsibility of its direct beneficiaries. For this reason, the Department does not have a routine maintenance plan for infrastructure.

5.2.2. Standards and Specifications

See above.

5.2.3. Summary of Future Costs

See above.

5.3. Renewal/Replacement Plan

5.3.1. Renewal Plan

Due to the above mentioned alienation process, renewal plans are not done by the Department. Projects may however apply for additional funding, but will be handled as a new project when approved.

5.3.2. Renewal Standards

See above.

5.3.3. Summary of Future Costs

See above.

5.4. Creation/Acquisition Plan

5.4.1. Selection Criteria

Infrastructure projects implemented by the Department are ranked foremost according to location in **development nodes** as identified by the Provincial Government, as well as requirements of the Provincial Plan of Action and the Free State Development Plan (agro-processing hub development), secondly based on the political priorities as stipulated by the Provincial MEC for Agriculture and lastly based on the requirements of CASP, PIG and the National LandCare Fund.

The ranking process is also heavily influenced by the following factors, due to its critical influence on the medium to long-term feasibility of projects:

- The availability and ownership/LT lease contracts of agricultural or other suitable land;
- Access to water
- Access to electricity
- Stable group dynamic amongst project beneficiaries
- Viability and feasibility of project concepts

Projects are mostly selected according to the following main criteria:

- LRAD projects will receive preference
- Projects must show evidence of viability and sustainability
- CASP, PIG, Redirected Fund and the LandCare Fund will be utilised for funding of developments
- Only projects requiring on/off farm infrastructure development will be considered.
- No projects with negative environmental impacts will be considered.

5.4.2. Standards and Specifications

Materials, methods and design standards are explained in the individual project business plans. Specialised units in the Department, such as Engineering and Agricultural Economics, verify the relevant information.

5.4.3. Summary of Future Costs

Not applicable.

5.5. Disposal Plan

The Department is currently in process of developing a disposal plan for infrastructure assets developed for project beneficiaries.

SECTION 6: FINANCIAL SUMMARY

6.1. Financial Statements and Projections

Normally infrastructure projects established by the Department are completed within 6 to 36 months, where after the assets are alienated. Cost estimates for projects planned for the coming MTEF period are explained in **Appendix 3** and relevant cash flow information is presented in the individual project business plans (not included in this document).

6.2. Funding Strategy

All Departmental infrastructure projects planned will be funded via the following sources:

- CASP
- Infrastructure Grant (PIG)
- LandCare

6.3. Valuation Forecasts

Not applicable.

6.4. Key assumptions made in Financial Forecasts

Not applicable.

ORGANISATIONAL AND SUPPORT PLAN STRUCTURE

SECTION 1: HUMAN RESOURCES, ORGANISATIONAL, FINANCIAL, SYSTEMS AND PROCESSES

1.1. Human Resources

External implementers, to be contracted by the Department, will implement the infrastructure plan of the Department. The implementation processes will be overseen and monitored by Departmental Extension Officers located in the relevant areas where development will take place.

It is required that project implementers have minimum NQF 4 & 5 levels of training in various disciplines. The Department has approximately 315 field staff involved with farmers support and development (this programme is responsible for most departmental infrastructure development).

The human resource count for implementers, yet to be contracted, is currently not available.

1.2. Organisational

The District Offices, as mentioned above, will support infrastructure projects. These offices have multi-disciplinary capacity, with special reference to extension staff, engineering support, agricultural economic support, soil conservation support, veterinary support and general administrative support.

As mentioned previously, extension staff at district level will oversee and monitor the planning and implementation of all infrastructure projects. They will report directly to the Chief Director Agricultural Development and Technical Services, who will in turn, keep the Head of Department abreast of developments.

1.3. Financial

Refer to **Section 6** above.

1.4. Systems and Processes

1.4.1. Accounting/Financial Systems

BAS is utilised as official accounting system for infrastructure projects.

1.4.2. Infrastructure Management Systems

All project data is captured on relevant departmental databases. The current reliability of data is currently not good and processes are being put in place to increase reliability to at least 80%.

The Department currently has not general database of agricultural infrastructure and do not intend to develop one in the near future. A history of established projects and its infrastructure will however be maintained.

1.4.3. Information flow requirements and processes

Key information flows to and from the plan are based on the following:

- Project budget
- Project expenditure
- Beneficiary details
- Job opportunities
- Project specific milestones

The ranking of project is discussed in Section 5.4 above.

1.4.4. Standards and Guidelines

Standards and guidelines to be followed are prescribed by the various funding sources utilised to finance planned projects.

SECTION 2: PLAN IMPROVEMENT AND MONITORING

2.1. Performance Measures

Progress on projects, as indicated in **Annexure 3**, will be measured in terms of financial expenditure, and progress against project specific milestones. The project specific milestones are not generic, as the name suggests, and will therefore be indicated in the business plans of the various projects.

The effectiveness of this plan will therefore be measured by means of measuring the various projects it refers to.

2.2. Improvement Programme

In the light of the fact that this is the first plan developed by the Department, an improvement plan will only evolve during the coming year. It will therefore be captured in the plan to be submitted in 2006/07.

2.3. Monitoring and Review Procedures

Performance reporting on the projects proposed by this plan will take place on a monthly basis and will be based on the formats as prescribed by the various project funders.

Reporting on this plan as a whole will take place based on Treasury requirements, yet to be supplied to provincial departments.

An internal audit will be done on annual bases. External audits will be commissioned based on the discretion of the HOD and no timetable will therefore be available.

REFERENCES AND APPENDICES

Appendix 1

Research Projects list

Nr	Project Name	<u>Short Description and problem statement</u>	<u>Project objectives</u>	<u>Remarks</u>
1	<u>Development of practical techniques to determine rangeland potential from rangeland condition in Xhariep.</u>	<u>This project is very important for any resource user that is farming with game or livestock on range-land to determine the correct carrying capacity of the farm on an easy scientific reliable method and ensure sustainable long-term animal production.</u>	<ul style="list-style-type: none"> 1 <u>Classify the Southern Free State in homogeneous plant communities</u> 1 <u>Quantify veld condition in each homogeneous plant community as follows:</u> <ul style="list-style-type: none"> .1 <u>Develop veld degradation gradients</u> a. <u>Determine the ecological value of plant species</u> <u>Identify key species for veld condition</u> <u>Describe easy useable techniques to calculate veld condition</u> <u>Determine the relationship between soil characteristics and rangeland degradation.</u> 1 <u>Calculate the relationship between veld condition and grazing capacity for each homogeneous plant community.</u> 	<u>This project is done with numerous collaborators in the Xhariep district. It is near completion and is making an impact through a simpler method of establishing veld condition, which is easily grasped by commercial and emerging farmers who are trained in the method.</u>
2	<u>Quantifying the dry matter production and management of planted pastures in Thabo Mofutsanyane.</u>	<u>To calculate the correct fodder--flow for a farm the production of the pastures must be correct. Mostly the requests are from dairy farmers.</u>	<ul style="list-style-type: none"> 2 <u>Determine the production of adapted pastures.</u> 3 <u>Determine the management of pastures.</u> 4 <u>Determine the quality of the pastures.</u> 	<u>This project is executed with commercial black farmers in the Qwa Qwa area as well as a plot at Weltevrede. A farmers" day is held annually.</u>

3	<u>Quantifying the dry matter production and management of planted pastures in Xhariep.</u>	<u>To calculate the correct fodder--flow for a farm the production of the pastures must be correct. Mostly the requests are from dairy farmers.</u>	<ul style="list-style-type: none"> 2 <u>Determine the production of adapted pastures.</u> 3 <u>Determine the management of pastures.</u> 4 <u>Determine the quality of the pastures.</u> 	<u>This project has only started recently. The introduction of a micro-organism substance is also introduced in this project. This can possible also makes a contribution to rehabilitation of veld, especially in the communal areas.</u>
4	<u>To develop and maintain a record keeping system for extensive animal farming (FarmRec)</u>	<u>The commercial farmers requested a computer-based system to assist them with decision-making.</u>	<ul style="list-style-type: none"> 2 <u>Development of the programme and adding requests</u> 3 <u>Maintenance and assistance to users</u> 4 <u>Training and advertising of programme</u> 5 <u>Scanning of maps, writing of CD's and distribution to users.</u> 	<u>This programme is further developed and maintained as requests from users come in.</u>
5	<u>To determine the dry matter production and management of the common reed in Xhariep.</u>	<u>Many common reed on the river banks of the Modder and Riet rivers are been utilized by the farmers with cattle, but they don't know the management and carrying capacity.</u>	<ul style="list-style-type: none"> 2 <u>Determine the production.</u> 3 <u>Determine suitable resting frequencies.</u> 4 <u>Determine the quality of material.</u> 5 <u>Determine the contribution to animal production.</u> 	<u>Common reed is a source of fodder, which is not utilised to its potential and might, if properly managed, make a contribution towards feed availability especially in times of drought.</u>

6	<u>To determine the most economic planting method to rehabilitate old cultivated fields for planted pastures and natural rangeland in the Free State</u>	<u>Many old cash crop areas are not ploughed in the Free State and left to return to natural rangeland. This process is slow and different methods to enhance it are needed.</u>	<ol style="list-style-type: none"> 2. <u>Determine different planting methods</u> 3. <u>Compare different plant species and combinations.</u> 4. <u>Compare different soil characteristics.</u> 5. <u>Determine different levels of rehabilitation needs or planted pasture.</u> 	<u>This project has started two years ago. The first plantings were not successful, due to a drought period, but it is now up and running. Findings from this might be helpful in rehabilitating of veld, especially in the communal areas where veld degradation has reached a stage where it can only be rehabilitated through drastic measures.</u>
7	<u>Growth, feed conversion and economic evaluation of rabbit meat production</u>	<u>No data and information relating to rabbit meat production in the Free State were available to use for technology transfer concerning farmers. Five feeding treatments are investigated</u>	<ol style="list-style-type: none"> 1 <u>To provide answers and solutions to the production problems facing rabbit farmers.</u> 2 <u>To investigate the influence of different roughage concentrate ratios on production parameters.</u> 	<u>This project's testing phase was completed. Data must now be captured and interpreted.</u>
8	<u>Improving reproductive efficiency in small stock by controlled breeding</u>	<u>Little is known about the various controlled breeding methods and employment of fixed AI for Dorper sheep.</u>	1 <u>To evaluate time of administration of PSMG and type of progestagen on synchronization efficiency in Dorper sheep</u>	<u>This project was done as part of an Ethiopian student's PhD studies. It is completed.</u>

<p><u>9</u></p>	<p><u>Creation of a super fertile beef herd for maximum reproduction performance</u></p>	<p><u>The mean calving percentage of beef herds in the RSA is estimated at 57%. This leads to inefficient and uneconomical beef enterprises. This may be rectified through correct management practises.</u></p>	<ol style="list-style-type: none"> <u>1 To show that fertility in a beef herd may be significantly improved by following correct management principles.</u> <u>2 To investigate the influence of different management practises on the fertility of the beef cattle herd.</u> <u>3 To use the herd and data generated, for training of farmers and students.</u> <u>4 To use the herd for demonstration purposes.</u> 	<p><u>This project, although being planned a number of years back, is only being implemented recently due to infrastructure problems (fencing and stock watering). Although this is a long-term project (10 years) the cost involved in the project is the same as if the animals were in a normal production system. It might however, when results are achieved, contribute to bigger revenue for the department. Findings from this study will be beneficial to both commercial and emerging farmers and can make a considerable contribution to the livestock project planned for Xhariep and Motheo.</u></p>
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<p><u>10</u></p>	<p><u>Creation of a hardy, fertile dairy breed suitable for sustainable milk production under less favourable managerial and environmental conditions</u></p>	<p><u>Most emerging farmers do not have the means to produce high-bred dairy cows. There is a need to farm with a hardy type of dairy cow, capable of producing milk satisfactorily from predominantly native pasture.</u></p>	<ol style="list-style-type: none"> <u>1 To create a hardy and efficient cow capable of producing milk from predominantly native pasture, which will keep overhead costs to the minimum, thereby increasing the profit margin for the emerging farmer.</u> <u>2 To test and evaluate the milk production of the crossbred Friesland/Nguni cross under native pasture conditions and semi-intensive conditions.</u> <u>3 To use the animals for training and demonstration purposes.</u> 	<p><u>This project, although being planned for a number of years now has also been implemented quite recently, due to problems as listed above. It will still take some time before any data can be captured because the crossbreds must first come into milk. It can, if results are positive, make a contribution to small-scale dairy farming.</u></p>
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<p><u>11</u></p>	<p><u>On-site demonstration of zero grazing or “cut-and-carry” feeding systems in the Borwa-Dawiesville-Tweespruit Community Kraal.</u></p>	<p><u>The principle of zero-grazing or “cut-and-carry” feeding systems is relatively unknown to the emerging farmer in South Africa. It offers a potential solution to the underfed cattle in the peri-urban communities in the Free State.</u></p>	<ol style="list-style-type: none"> <u>1 New technology for this type of farming will shed light on the problems of feeding, breeding (the use of artificial insemination) and overall management of beef and/or dairy type of cattle kept in the community kraal.</u> <u>2 To demonstrate the principle of zero-grazing.</u> 	<p><u>This project is running for a number of years. Problems are experienced with the community and therefore results achieved are not what we would like. We however have a foot in the door in the community and if proper community participation and contribution can be achieved it can be very useful as a demonstration trial which can also highlight new research opportunities.</u></p>
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<p><u>12</u></p>	<p><u>Free State Wool Project</u></p>	<p><u>As a result of the steady decline in woollen sheep numbers in the Free State, as well as the income derived there from, various role-players have decided to initiate a project to try and reinstate the wool enterprise in the Province to its former levels.</u></p>	<ol style="list-style-type: none"> <u>1 Compare various systems ecologically (veld & pastures), physiologically (animal performance) and economically (both) on an annual basis.</u> <u>2 Adapt veld management system if applicable.</u> <u>3 Provide practical training for students and set up primary training structures for short courses</u> 	<p><u>This project is running for a number of years now, but due to vermin problems no conclusive results are available. Various initiatives were implemented recently to curb the losses due to vermin with variable results. The cost of this project is the same, if not less, than what the cost for the Department would have been if the animals were farmed with in a normal way. This project can, and already have, made a big contribution in the Woolled sheep project planned for Motheo</u></p>
<p><u>13</u></p>	<p><u>Natural enemy programme for wheat aphids in the Free State (Petrusburg)</u></p>	<p><u>To mass rear and release parasitic wasps for the control of wheat aphids</u></p>	<ol style="list-style-type: none"> <u>1 To combine natural enemies with resistant wheat cultivars to prevent the developing of a Russian wheat aphid biotype - Aphid control by natural enemies will lower pesticide cost and promote higher yields</u> 	<p><u>This project is done on two locations with emerging wheat farmers. Variable results are achieved.</u></p>

14	<u>Adaptability of Olive trees in the Free State</u>	<u>In the business plan (1999-2000) of the DoA olives is listed as one of the commodities which can be considered as an enterprise to empower the emerging farmers</u>	2 <u>To determine the adaptability of olive production in the Free State.</u>	<u>This project is now finalised due to negative results with regards to the adaptability of Olive trees in the Free State apart from maybe some places where a suitable micro-climate might exist.</u>
15	<u>Verifying crop factors of wheat and summer crops (Rietrivier/Petrus burg)</u>	<u>In recent years new cultivars with shorter growing periods and growth habitats are on the market available. With this in mind and the need to standardise the Eto with the international formula of the FAO, it is important that the crop factors during the growing season must be adapted.</u>	1 <u>To upgrade crop factors which are used in the irrigation scheduling with the adapted Penman-Monteith formula.</u> 2 <u>To promote effective use of irrigation water.</u>	<u>This project is running for a number of years. Although it is done with commercial farmer co-workers the results can be positive for the irrigation project planned for Oppermans gronde. Since irrigation scheduling will be more effective.</u>
16	<u>Effect of inter-cropping on Aphids and Diamond Back Moth (Xhariep)</u>	<u>Rising prices of pesticides is a burden to smallholder farmers and home garden growers. Hence there is a need for alternative, none pesticide cropping practices to be developed.</u>	1 <u>To control aphid and diamond back moth on cabbage through inter-cropping</u>	<u>Apart from the testing of the influence of inter-cropping on aphid and diamond back moth control, the trial is also used as a training ground for the emerging vegetable farmers of the area.</u>

17	<u>The production of Oyster Mushrooms in the Free State</u>	<u>The feasibility of the production of Oyster and Medicinal Mushrooms in the Free State</u>	1 <u>To investigate the technical and practical problems in the small-scale production of Gourmet mushrooms.</u>	<u>The trial is in its second year running. It is very specialised and preparations are being made to test production in a low cost environment where production will be done in a grass hut.</u>
18	<u>Indigenous vegetable trial (Thabo Mofutsanyane)</u>	<u>Investigate the different application and introductions of indigenous vegetables in the Free State</u>	1 <u>To evaluate the production and adaptability of indigenous vegetables and their place in the diets of malnutrition people.</u>	<u>The trial is ongoing.</u>
19	<u>Soybean cultivar and strip trials (Glen)</u>	<u>Soybeans as a crop in the Southern parts of the Free State are not well known. Soybeans is a crop that has many advantages with regards to value adding and therefore a crop, if it can be introduced in the Southern parts of the Free State, which can make a huge contribution towards economic development and job creation.</u>	1 <u>To evaluate the adaptability of soybeans in the Southern parts of the Free State under irrigation as well as dryland.</u> 2 <u>To evaluate different cultivars for its adaptation to the region.</u>	<u>This trial has completed its second year and results are encouraging. A farmers' day was already held and others will be held as soon as more results becomes available.</u>

20	<u>Comparing of vegetable production and quality under shade vs open plots (Bothaville)</u>	<u>Due to harsh environmental conditions of the Free State vegetable production is very seasonal.</u>	<ol style="list-style-type: none"> 1 <u>To evaluate the contribution that shade netting can make to allow a longer season of production.</u> 2 <u>To evaluate the contribution that shade netting can make to the production of higher quality vegetables.</u> 3 <u>To use the trial as a training ground for the beneficiaries in the project.</u> 	<u>The trial was interrupted due to the official being away on maternity leave. Problems are also experienced from time to time with the contribution of the community in the trial.</u>
21	<u>An investigation of the application of management techniques in community development projects of the Department of Agriculture with particular reference to the food security programme.</u>	<u>The management techniques applied in community development project of the department are investigated and compared with project management principles. A lot of community development projects might fail due to proper project management principles not being applied.</u>	<ol style="list-style-type: none"> 1 <u>To investigate management techniques applied in community development projects.</u> 2 <u>To compare management techniques applied with project management principles.</u> 3 <u>To make recommendations in regards to the management of community development projects.</u> 	<u>This project was started in the year and a number of community projects were included in the investigation. Analysing and interpreting of the results must now be done and recommendations made.</u>

<p><u>22</u></p>	<p><u>Dairy and Beef production systems (Thabo Mofutsanyane: Seothlong)</u></p>	<p><u>From a farmers day held at Weltevrede it became apparent that farmers do not know how different grass species fits into a beef or dairy production system.</u></p>	<ol style="list-style-type: none"> <u>1 To put up a small scale Beef and Dairy production system in the Qwa Qwa region.</u> <u>2 This can be used for practical demonstration purposes.</u> <u>3 Can serve as a training ground for farmers and students.</u> <u>4 Farmers to become aware of the holistic picture of farming especially fodder flow planning.</u> 	<p><u>This project is still in planning and because it is intended for implementation at the Seothlong school in Qwa Qwa problems is experienced to get it implemented.</u></p>
<p><u>23</u></p>	<p><u>Lucerne cultivar evaluation</u></p>	<p><u>A lot of lucerne cultivars are on the market. These cultivars are however not evaluated anywhere in the Free State and therefore farmers must use data from other areas to base their decisions on. These data is not applicable to our environment and therefore can result in costly decisions.</u></p>	<ol style="list-style-type: none"> <u>1 To evaluate the adaptability of the different cultivars to the region.</u> <u>2 To measure the dry matter production of the different cultivars.</u> <u>3 To assess the quality parameters for the different cultivars.</u> <u>4 To use the trial as a training ground for students and farmers.</u> 	<p><u>This trial was only implemented the beginning of this year. Experiential training students already benefited from the trial in that they were involved in the planting of the trial.</u></p>

Appendix 2:

The Department of Agriculture is an integral part of the South African Public Service established in terms of section 197 of the Constitution as read with section 7(1) and 7(2) of the Public Service Act (Act No. 103 of 1994).

It derives its administrative mandate from both national and provincial executive authority.

The mandate is currently vested in the following statutes:

A. Transformation legislation.

- The Constitution of the Republic of South Africa Act, 1996 (Act No. 108 of 1996)
- Employment Equity Act, 1998 (Act No. 55 of 1998)
- Preferential Procurement Policy Framework Act, 2000 (Act No. 5 of 2000)
- Labour Relations Act, 1995 (Act No. 66 of 1995)
- Basic Conditions of Employment Act, 1997 (Act No. 75 of 1997)
- Skills Development Act, 1998 (Act No. 97 of 1998)
- Skills Development Levies Act, 1999 (Act No. 9 of 1999)
- South African Qualifications Act, 1995 (Act No. 58 of 1995)
- South African Qualifications Regulations
- National Education Policy Act, 1996 (Act No. 27 of 1996)
- Further Education and Training Act, 1998 (Act No. 98 of 1998)
- General and Further Education and Training Quality Assurance Act, 2001 (Act No. 58 of 2001)
- Employment of Education and Training Act, 1998 (Act No. 76 of 1998)
- Higher Education and Training Act, 1997 (Act No. 101 of 1997)
- Adult Basic Education Training Act, 2000 (Act No. 52 of 2000)
- Land Redistribution Policy for Agricultural Development
- Designated Areas Development Act, 1997 (Act No. 87 of 1997)
- Land Reform Act, 1997 (Act No. 3 of 1997)

[Note: Some of the Acts listed under this heading are vital components of the Transformation Legislation enacted by our government which are also part of the mandates under Land and Land Reform, Land Care and so on. Where this is the case, the Act in question is repeated under the appropriate heading.]

B. Veterinary and animal health related legislation

- Veterinary and Para-Veterinary Professions Act, 1982 (Act No.19 of 1982)
- Animal Diseases Act, 1984 (Act No. 35 of 1984)
- Abattoir Hygiene Act, 1992
- Problem Animals Control Ordinance, 1978 (ORD No. 38 of 1965)

- Livestock Brands Act, 1962 (Act No. 87 of 1962)
- Livestock Improvement Act, 1977 (Act No. 25 of 1977)
- South African Abattoir Corporation Act, 1992 (Act No. 120 of 1992)
- Meat Safety Act, 2000 (Act No. 40 of 2000)
- Animal Improvement Act, 1998 (Act No. 62 of 1998)
- South African Medicines and Medical Devices Regulatory Authority Act, 1998 (Act No.132 of 1998)
- The International Animal Health Code of the World Organisation for Animal Health (OIE-Office International des Epizooties)
- The International Code for Laboratory Diagnostic Procedure for Animal Diseases of the World Organisation for Animal Health.
- The Sanitary and Phytosanitary Agreement of the World Trade Organisation (WTO)

C. Plant and Crop related legislation

- Water Services Act, 1997 (Act No.108 of 1997)
- Act on Marketing of Agricultural Products, 1996 (Act No. 47 of 1996)
- Codex Alimentarius of the World Health Organisation (WHO) and Food and Agricultural Organisation (FAO) (International Code on Food Safety).
- Agricultural Pests Act, 1983 (Act No. 36 of 1983)
- Agricultural Research Act, 1990 (Act No. 86 of 1990)
- Agricultural Product Standards Act, 1990 (Act No. 119 of 1990)
- Agriculture Produce Agents Acts, 1992 (Act No. 12 of 1992)
- Agricultural Development Fund Act, 1993 (Act No. 175 of 1993)
- Perishable Product Export Control Act, 1982
- Agricultural Products Standards Act, 1990
- Fertilisers, Farm feeds, Agricultural remedies and Stock remedies Act, 1947
- Agricultural Credit Act, 1966 (Act No. 28 of 1966)
- Marketing Act, 1968 (Act No. 59 of 1968)
- Plant Breeder's Right Act (Act No. 15 of 1976)
- Plant Improvement Act, 1976 (Act No. 53 of 1976)

D. Soil Conservation and Land Care

- Engineering Services Act (Act No. 46 of 2000)
- Land Redistribution Policy for Agricultural Development
- Designated Areas Development Act, 1997 (Act No. 87 of 1979)
- Soil user planning ordinance (Ordinance 15 of 1985)
- Fertilisers, Farm feeds, Agricultural Remedies and Stock Remedies Act, 1947 (Act No. 36 of 1947)
- Conservation of Agricultural Resources Act, 1983
- Atmospheric Pollution Prevention Act, 1973
- National Water Act (Act No. 43 of 1998)

- National Environmental Management Act, (Act No. 107 of 1998)
- Environment Conservation Act (Act No. 73 of 1989)
- Generally Modified Organisms Act, 1997 (Act No. 15 of 1997)

E. Land and land reform

- Land Reform Act, 1997 (Act No. 3 of 1997)
- Conservation of Agricultural Resources Act (Act No. 43 of 1983)
- Subdivision of Agricultural Land Act, 1970 (Act No. 70 of 1970) (pending repeal)
- Provision of Land and Assistance Act, 1993 (Act No. 126 of 1993)
- Nature and Environmental Conservation Ordinance 19 of 1974
- Nature Reserve Validation Ordinance, Ordinance 3 of 1982

F. Administrative Legislation

The Department of Agriculture's administrative functions are regulated by a number of national transversal laws and regulations.

- Employment Equity Act (Act No. 55 of 1998)
- Local Government: Municipal Property Rates Act, (Act No. 6 of 2004)
- Public Finance Management Act (Act No. 1 of 1999 as amended by Act No. 29 of 1999)
- Division of Revenue Act (Annually)
- Preferential Procurement Policy Framework Act (Act No. 5 of 2000)
- Companies Act (Act No. 61 of 1973)
- Extension of Security of Tenure Act (Act No. 62 of 1997)
- Public Service Act (Act No. 103 of 1994) and Regulations, 2001
- Labour Relations Act (Act No. 66 of 1995)
- Basic Conditions of Employment Act (Act No. 75 of 1997)
- Skills Development Act (Act No. 97 of 1998)
- National Archives Act (Act No. 43 of 1996)
- Promotion of Access to Information Act (Act No. 2 of 2000)
- Occupational Health and Safety Act (Act No. 85 of 1993)
- Compensation for Occupational Injuries and Diseases Act (Act No. 130 of 1993)
- Collective Agreements
- National Treasury Regulations
- Provincial Treasury Instructions
- Administrative Justice Act (Act No. 3 of 2000)
- Public Holidays Act (Act No. 6 of 1994)
- The National Constitution of South Africa (Act No. 108 of 1996)
- Adult Basic Education and Training Act (Act No. 52 of 2000)
- Skills Development Act (Act No. 98 of 1998)
- Skills Development Levies Act (Act No. 9 of 1999)

- South African Qualifications Act (Act No. 58 of 1995)
- South African Qualifications Regulations
- National Education Policy Act (Act No. 27 of 1996)
- Further Education and Training Act (Act No. 98 of 1998)
- General and Further Education and Training Quality Assurance Act (Act No. 58 of 2001)
- Employment of Education and Training Act (Act No. 76 of 1998)
- Government Employees Pension Law (1996)
- Unemployment Insurance Act (Act No. 30 of 1966)
- Income Tax Act, 1962 – 4th standard
- Higher Education and Training Act (Act No. 101 of 1997)
- Higher Education and Training Act (Act No. 101 of 1997)
- Further Education and Training Act (Act No. 98 of 1998)

Exel 5

DEPARTMENT OF SPORT, ARTS, CULTURE, SCIENCE AND TECHNOLOGY

INFRASTRUCTURE PLAN 2005/06

1. EXECUTIVE SUMMARY

1.1 The Purpose of the Plan

- To provide information relating to capital as well as maintenance infrastructure projects as outlined in the Department's Strategic Plan.
- Required for planning for adherence to legislative requirements
- Communicate and justify funding requirements.
- Comply with regulatory requirements of the Division of Revenue Act (DORA) and Treasury Regulations.
- To monitor performance and progress

1.2 Description

The Provincial Infrastructure Grant allocated to the department are utilised for the construction of new facilities and the upgrading, rehabilitating and maintenance of existing facilities.

The following infrastructure is included in the plan:

- Arts & Cultural Centres
- Provincial and National Museums
- Libraries
- Archives
- Sport facilities

1.3 Levels of Service

Research on community needs and expectations especially with regards to Sport facilities and Libraries are done within the different programmes.

Due to constraints in budget and resources the provisioning of sport, arts, culture, and library facilities throughout the Free State Province is not taking place at the desired rate. A project-implementing agent handles the execution of capital projects. The procedures for handling of maintenance items are clearly defined and with the exception of some minor problems are running fairly smoothly. Very little preventive maintenance takes place at this stage.

The goals and objectives of the Department clearly indicate the desired level of service. The Department is in the process of finalising a service level agreement with PWR&T. Clearly identified timeframes and plan of action to address deviations are included in the agreement. With the cooperation and adherence of both parties to the agreement the desired level of service within the allocated budget will be reached.

1.4 Community Need

The demand for sport, arts, culture, and library facilities is influenced by factors such as population growth, economic growth and literacy. With the growth in population the need for recreational facilities such as sport fields rises. Literate people want to grow and further develop themselves and the demand for libraries will therefore increase.

Taking the needs of the community in mind and in line with the state of the nation address by the President, the Department is embarking on a route to establish a one-stop facility in each of the five districts of the Province providing in all of these needs. This is done at a very high level with the involvement of the MEC and the Council of the district municipalities.

At these one-stop facilities communities will have access to a library, arts & culture centre/market, computer/internet facilities and sport facilities.

1.5 Life-cycle Management Plan

The Department Public Works Roads and Transport is responsible for the implementation of the bulk of infrastructure projects of the Department. A Service Level Agreement (to be signed) clearly identifies the role and responsibilities of the two Departments. The Department is awaiting the result of an audit on the general condition of buildings. At this stage it is very difficult to exactly indicate the status of the buildings. In general the conditions can be summarised as below:

- Libraries across the Province are generally in a fair condition.
- Arts and culture centres differs from fair to poor.
- Museums are in a fair to very poor condition.

The Department has only received funding for the maintenance of buildings as from the 2003/04 financial year. In the past all funding was handled by PWR&T resulting in variation of allocation of funds between departments. The Department make every effort to ensure that buildings are maintained adequately with the available funds. However with the limited funds available it will be very difficult to implement a preventative maintenance programme.

Maintenance to buildings is executed according to procedures and specifications as compiled by PWR&T, the National Building Regulations, tender- and contractual procedures.

The Department strive to rehabilitate and renovate its infrastructure facilities at regular intervals. This is especially important with regards to

museums, which are all housed in old historic buildings. The Rehabilitation and Renovation decision-making process is a joint effort between the Department, PWR&T and experts in various fields if needed.

Currently the Department has no intention to dispose of any properties. If the situation arises where property must be disposed it will be done by means of tender or auction.

1.6 Financial Summary

The following table indicate cash-flow forecasts per year.

<i>DEPT SPORT ARTS CULTURE SCIENCE & TECHNOLOGY</i>								
Table: Details of expenditure for infrastructure by category								
Total Infrastructure (Estimates)								
	Expenditure R'000		Estimate	Future estimate				
	Actual	Actual		2004/05	2005/06	2006/07	2007/08	2008/09
FINANCIAL YEAR	2002/03	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10
1. New Construction/ Acquisition	-	625	7,671	12,963	15,742	16,836	21,973	28,943
2. Rehabilitation	-	3,365	10,862	6,490	4,786	4,576	9,097	2,984
3. Routine maintenance	-	531	2,478	2,115	1,850	2,110	3,138	4,114
4. Feasibility, Planning and Design		704	3,271	3,433	3,623	3,779	5,483	5,634
Total	-	5,225	24,282	25,000	26,000	27,300	39,690	41,675

All infrastructure projects are funded from the Provincial Infrastructure Grant.

1.7 Organisational and Support Plan

The bulk of the infrastructure plan of the Department will be implemented by PWR&T. The implementation processes will be overseen and monitored by the infrastructure manager of the Department with support from the different programme managers. The Department is in the process of expanding its staff establishment and provision is made to appoint an administrative officer to assist with infrastructure management.

1.8 Monitoring and Improved Programme

Performance of the programmes is monitored by means of fortnightly technical and site meetings. Performance will be measured against specific milestones, financial expenditure and progress.

The effectiveness of this plan will be evaluated continuously. Improvements will be made in the following plan to be submitted. Progress will be monitored at the monthly monitor meetings between the Department, PWR&T and Provincial Treasury. This plan is linked to the Department's Strategic Plan and will therefore be reviewed collectively.

2. INTRODUCTION

2.1 Background

- **Purpose of the Plan**

- To provide information relating to capital as well as maintenance infrastructure projects as outlined in the Department's Strategic Plan.
- Required for planning for adherence to legislative requirements
- Communicate and justify funding requirements.
- Comply with regulatory requirements of the Division of Revenue Act (DORA) and Treasury Regulations.
- To monitor performance and progress

- **Relationship with other Planning Documents**

This document relates directly to the Departmental Strategic Plan, Annual Performance Plan and the Free State Growth and Development Strategy.

- **Infrastructure Included in the Plan**

The following infrastructure is included in the plan:

- Arts & Cultural Centres
- Provincial and National Museums
- Libraries
- Archives
- Sport facilities

- **Key Stakeholders in the Plan**

- The Department of Sport Arts Culture Science & Technology (SACS&T)
- The Department of Public Works Roads and Transport (PWR&T) as implementing agent for most of the projects and lead department for the implementation of the EPWP infrastructure sector
- Free State Provincial Treasury
- Various local municipalities

- **Organisational Structure**

The Department of Sport Arts Culture Science & Technology is part of the Free State Provincial Government. The department consists of four components/programmes namely:

- Administrative and support component (Programme 1)
- Cultural Affairs (Programme 2)
- Library and Archival Services (Programme 3)
- Sport and Recreation ((Programme 4)

The infrastructure section in the Department is part of Programme 1 and is responsible for the management of infrastructure for all the other programmes of the Department. In cooperation with the Department of Public Works Roads and Transport, the Department is responsible for new construction projects, upgrading, renovation, rehabilitation and maintenance of existing facilities.

2.2 Goals and Objectives of Infrastructure Ownership

- **Reasons and Justification for Infrastructure Ownership**

The mandate of the Department was to manage and promote sport and recreation development; arts and culture; and to render library, information and technology services in the Province.

Since its inception on 18 December 1996, the Department established specific corporate and line function units for the day-to-day functioning of its components, and to realize its mandate. The following highlights are worth mentioning:

- ❖ The Department was successful in obtaining a grant of \$ 650 000 over a period of three years (July 2001 to June 2004) from the Carnegie Corporation for the upgrading of library services in the Maluti-a-Phofung municipal area in Qwaqwa. The project was successfully completed in June 2004
- ❖ The official opening on 5 November 2004 of the Free State Sport Science Institute – the only government-supported high performance and coaching development centre.

Given the legacy of an immense backlog with regard to sport and recreation; heritage; library, information and technology; and arts and culture development in specifically the historically disadvantaged communities from the pre-1994 era – and in contrast with the under-resourced and limited capacity of the Department, the Department has already made a significant impact on the development of sport, arts, culture and libraries in the province.

The Department has therefore a clear responsibility in the provisioning and maintaining of arts & culture centres, museums, libraries, archives and sport facilities in the Free State Province. Within the parameters of the allocated funds a capital investment plan is formulated to best achieve these goals.

- **Links to Departmental Vision, Mission, Goals and Objectives**

The Department’s Vision:

“To enhance the quality of life of the Free State people through sport, arts, culture, science and technology.”

The Mission for the Department is:

“Effective service delivery to the people of the Free State through:

- *collaboration with all relevant stakeholders,*
- *a committed workforce,*
- *implementation of departmental policies and sustainable programmes and*
- *people-centered development,*

thereby raising the profile of Sport, Arts, Culture, Science and Technology.”

Departmental Values

Departmental ethos	Core values
<ul style="list-style-type: none"> ○ All services must be rendered in a manner which is effective, efficient equitable, accessible, unbiased and of satisfactory quality. ○ The Department’s services should respond to people’s needs ○ The public should be encouraged to participate in policy making, keeping in mind accountability, transparency and development ○ All services must be in line with the Batho Pele policy of taking the services to the people. ○ Services and personnel must adhere to the Code of Conduct. ○ Governance of the Department should be in line with the King II principles of organisational/ corporate governance. ○ Good human resources management and career development practices to maximise human potential must be cultivated. ○ Public administration must be broadly representative of the South African people, with employment and personnel management practices, based on ability, objectivity, 	<p>The core values that the Department espouses to are:</p> <ul style="list-style-type: none"> ○ A high standard of professional ethics ○ Trust built on truth, integrity and reconciliation ○ Open communication, transparency and consultation ○ Commitment to performance ○ Courage to learn, change and be innovative ○ Goal- and objective-driven performance ○ Inter-line functional support

<p>fairness and the need to redress the imbalances of the past to achieve broad representation.</p> <ul style="list-style-type: none"> ○ Services must be provided on an impartial, fair and equitable basis and without bias. ○ Efficient, economic and effective use of resources must be promoted. 	
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The Department's Strategic Goals are to:

- To create a sound administrative and financial infrastructure to support the Department's functions and objectives.
- To support the creation of jobs within the infrastructure (construction, upgrading and maintenance of buildings) project of the Department.
- To promote the full diversity of arts, culture and heritage services in the province, with emphasis on visual arts in order to create a craft market which will ensure skills development, job creation and the alleviation of poverty.
- To ensure the constitutional rights of the people by encouraging the use and development of languages used in the Province
- To contribute to the enhancement of the quality of life of all inhabitants in the Free State through the provision of library and information services which:
 - are free, equitable and readily accessible, and
 - provide in the learning, information, cultural and recreational needs of the communities
- To promote science and technology in the Province through empowering people with information technology skills and, in the process, to effect proper job placement in the labour market.
- To contribute to transparent and accountable governance and the equitable access to government information with archival and records management services
- To use sport and recreation as an appropriate vehicle for nation building, economic development and a pivot around which national pride can easily be achieved, which includes the following measures:
 - Promotion of sport tourism market share of the province in line with the Growth and Development Strategy
 - Provision of sport facilities
 - Support the Free State Sport Science Institute
 - Development of sport leadership and coaching

3. LEVEL OF SERVICE

3.1 Community Research and Expectations

Research on community needs and expectations especially with regards to Sport facilities and Libraries are done within the different programmes. The sub-directorate community library services will determine the needs and priorities for the construction of new libraries. Priorities are determined through consultations with the district and local municipalities and representatives from the communities. On the same basis the directorate community sport will research and determine priorities with regard to the provisioning of sport facilities. Ad hoc requests and -input received from the public and different stakeholders are also considered in the formal planning of infrastructure.

3.2 Strategic and Departmental Goals

The table below summarises the strategic goals and accompanying objectives that *impacts on infrastructure delivery* for the Department.

DEPARTMENTAL STRATEGIC GOALS AND STRATEGIC OBJECTIVES

Strategic Goals	Strategic Objectives
Arts & Culture Maintain and further develop community arts centres in Thaba Nchu, Thabong and Zamdela to serve the arts and culture needs of the communities so that people development and job creation takes place	The promotion and development of visual and performing arts, the development of catering for the surrounding community and the preparation of children to attend formal schooling at community arts centres

Strategic Goals	Strategic Objectives
Library Services Provide free, equitable and accessible library and information services which support people development and life-long learning and contribute to the improvement of quality of life	<u>Community Library Services</u> a) Provide and maintain the infrastructure (buildings and ICT) required for public library services b) Provide and manage public library services

Strategic Goals	Strategic Objectives
<p>Sport & Recreation</p> <p>To development, multi-purpose facilities that will ensure equitable access to everybody as well as the development of the human resource potential for the effective management of these facilities.</p>	<p>To develop and upgrade of multi-purpose sport and recreation facilities</p> <p>To provide facility management training and support services</p>

3.3 Legislative Requirements

Background legislation or regulations affect infrastructure operation or require certain levels of service. The following legislative and policy directives are applicable:

- Public Finance Management Act (PFMA), 1999 (Act 1 of 1999) as amended by Act 29 of 1999 and the Treasury Regulations.
- Preferential Procurement Policy Framework Act, 2000 and related policies
- Treasury Regulations
- Division of Revenue Act (Annually)
- Labour Relations Act (Act No. 66 of 1995)
- Occupational Health and Safety Act (Act No. 85 of 1993)
- White Paper on Arts, Culture and Heritage services
- Free State Provincial Archives Act, 1999 (Act No 4 of 1999) and Regulations
- National Archives Act (No 43 of 1996)
- Free State Provincial Library and Information Services Act, 1999 (Act No 5 of 1999)
- Free State White Paper on Sport and Recreation
- National Sport and Recreation Act, 1998
- National Archives Act (Act No. 43 of 1996)
- Promotion of Access to Information Act (Act No. 2 of 2000)
- Compensation for Occupational Injuries and Diseases Act (Act No. 130 of 1993)

3.4 Current Level of Service

- **Current Level of Service**

Due to constraints in budget and resources the provisioning of sport, arts, culture, and library facilities throughout the Free State Province is not taking place at the desired rate. The execution of capital projects are handled by a project implementing agent. Currently 90% of these capital projects are executed by PWR&T. On some projects the Department also make use of other implementing agents such as district/local municipalities. Problems experienced with the implementation and completion of capital projects can be link to a number of factors. This will then result in an under expenditure on the infrastructure budget. Where rollover funds are not approved projects must be reprioritised resulting in a greater backlog.

The maintenance of assets is managed by the Department with the cooperation of PWR&T. The procedures for handling of maintenance items are clearly defined and with the exception of some minor problems are running fairly smoothly. Very little preventive maintenance takes place at this stage.

- **Performance Measures**

In measuring performance the following are considered:

- Compliance with specifications and regulations.
- Physical characteristics and condition of the facilities
- Completion time and budget
- Remarks and comments by patrons.

3.5 Desired Level of Service

The goals and objectives of the Department clearly indicate the desired level of service. The Department is in the process of finalising a service level agreement with PWR&T. Clearly identified timeframes and plan of action to address deviations are included in the agreement. With the cooperation and adherence of both parties to the agreement the desired level of service within the allocated budget will be reached. When the services of other implementing agents such as municipalities are used individual project implementing agent agreements are drafted. The Department has experience satisfactory results with this process. With the implementation of the service level agreement the Department will also be able to draft an achievable maintenance plan.

4. COMMUNITY NEED

4.1 Demand forecast

The demand for sport, arts, culture, and library facilities is influenced by factors such as population growth, economic growth and literacy. With the growth in population the need for recreational facilities such as sport fields rises. Literate people want to grow and further develop themselves and the demand for libraries will therefore increase. Artists and craftsmen want a market outlet to sell and display their work of arts and crafts.

4.2 Changes in Technology

The construction of facilities for the Department is already labour intensive and with some adjustments the Department can comply on most of the projects with the Expanded Public Work Programmes.

4.3 Demand Management Plan

Taking the needs of the community in mind and in line with the state of the nation address by the President, the Department is embarking on a route to establish a one-stop facility in each of the five districts of the Province providing in all of these needs. This is done at a very high level with the involvement of the MEC and the Council of the district municipalities.

At these one-stop facilities communities will have access to a library, arts & culture centre/market, computer/internet facilities and sport facilities. Facilities can be shared reducing construction, operating and maintenance costs. Facilities will be positioned so that it is easy accessible for the community. The Department is also looking at converting existing facilities and to form partnership with other stakeholders such as Department of Education in Phuthaditjhaba.

5. INFRASTRUCTURE MANAGEMENT PLAN

As indicated earlier the Department make use of project implementing agents for most of the infrastructure projects. PWR&T is responsible for the implementation of the bulk of the projects. The Service Level Agreement clearly identifies the role and responsibilities of the two Departments. Regular bilaterals are held to monitor the progress of the projects.

5.1 Background Data

(i) Physical Parameters

The department is responsible for the maintenance of the following facilities:

District	Libraries	Museums	Art & Culture Centres	Sport centres	Other	TOTAL
Xhariep	18	3	3		3	27
Motheo	13	3		1	2	19
Lejweleputswa	27	3	1	1	1	33
Thaba Mofutsanyana	24		1			25
Northern Free State	20	3	1			24
TOTAL	102	12	6	2	6	128

(ii) Capacity / Performance

Although the Department is providing the physical infrastructure the local municipalities are responsible to provide the library service to the community. The Department will need an additional R32.0m per year to take over the functions of the local municipalities in this regard. The Department is busy with the expansion of its staff establishment and all museums and cultural centres will be fully managed and operational in the 2005/06 financial year.

(iii) Condition

The Department is awaiting PWR&T on the result of an audit on the general condition of buildings. At this stage it is very difficult to exactly indicate the status of the buildings. In general the conditions can be summarised as below:

- Libraries across the Province are generally in a fair condition.
- Arts and culture centres differs from fair to poor.
- Museums are in a fair to very poor condition.

(iv) Valuations

Accurate information on the replacement valuation of infrastructure is not available at this stage.

(v) Historical Data

The Department has received an infrastructure budget for the first time in 2003/04 financial year. Very little historical data is therefore available.

5.2 Routine Maintenance Plan

(i) Maintenance Plan

▪ *Trends and Issues*

The institution will request in writing to the applicable PWR&T District Office to register complaints. Emergency cases are handled immediately by requesting a contractor to attend to the work. (Example burst pipes, potentially unsafe situations, etc) With non emergency items quotations are obtained and forwarded to the Department SACS&T. An order will be issued and upon completion of work payment will occur upon receiving of a certified invoice.

▪ *Current and Past Levels of Service*

The Department has only received funding for the maintenance of buildings as from the 2003/04 financial year. In the past all funding was handled by PWR&T resulting in inconsistency of allocation of funds between the different departments. The Department make every effort to ensure that buildings are maintained adequately with the available funds. However with the limited funds available it will be very difficult to implement a preventative maintenance programme.

▪ *Maintenance Decision-making Process*

Depending on the scope of the work, the decision-making process has been delegated to different levels in the hierarchy in the Department. It is mostly the responsibility of the responsibility manager in consultation with the programme manager and the Head of Department.

(ii) Standards and Specifications

Maintenance to buildings is executed according to procedures and specifications as compiled by PWR&T (W99), the National Building Regulations, tender- and contractual procedures. Policies like the PFMA, Preferential Procurement Policy Framework Act and others regulate the way in which service is delivered.

- *Risks associated with alternative standards*

Not applicable.

(iii) Summary of Future Costs

- *Forecast of planned and unplanned maintenance work and costs*

Indicated in table in financial summary (Section 6).

- *Maintenance deferred and associated risk*

- Unsafe buildings causing possible claims against the Department
- Closing down if not complying with Occupational Health and Safety Act
- Increase in replacement costs of items that could have been maintained.
- Total dilapidation of buildings
- Increase in backlog

- *Outline on how maintenance will be funded*

Maintenance is funded from the Provincial Infrastructure Grant. Whilst the backlogs in providing facilities to previously disadvantage communities are priority emphasis must also be placed on the maintenance thereof.

5.3 Renewal / Replacement Plan

(i) Renewal Plan

The Department strive to rehabilitate and renovate its infrastructure facilities at regular intervals. This is especially important with regards to museums which are all housed in old historic buildings.

Rehabilitation and renovation will include:

- Repainting of buildings interior and exterior
- Replacement of worn-out fittings/components of the buildings
- Servicing or upgrading the sewages systems
- Servicing or upgrading the storm water system.
- Servicing or upgrading electrical systems

The Rehabilitation and Renovation decision-making process is a joint effort between the Department, PWR&T and experts in various fields if needed.

(iii) Summary of Future Costs

- *Forecast of planned renewals / rehabilitations costs*

Indicated in table in financial summary (Section 6).

5.4 Creation / Acquisition Plan

(i) Selection criteria

The identified new infrastructure is indicated on the attached table. The priority list is determined from inputs from the various programme managers bearing in mind the strategic goals and objectives of each programme.

(ii) Standards and Specifications

Projects are executed according to procedures and specifications as compiled by PWR&T, the National Building Regulations, tender- and contractual procedures. Policies like the PFMA, Preferential Procurement Policy Framework Act, EPWP and others regulatory documentation will also dictate the manner in which a project is executed. As indicated earlier these projects are managed and executed by PWR&T who acts as implementing agent. A consultant team is appointed by PWR&T for the planning, execution and monitoring of the individual projects. The Department is involved in all of these processes. Individual project meetings will be held to monitor progress and expenditure. Monthly bilaterals with PWR&T will also cover all projects to review the progress and the quality of the projects, labour disputes as well as the financial status of the projects.

(iii) Summary of future costs

See attached table

5.5 Disposal Plan

Currently the Department has no intension to dispose of any properties. If the situation arises where property must be disposed it will be done by means of tender or auction.

6. FINANCIAL SUMMARY

This section contains the financial requirements resulting from all the information presented in the previous sections. As plans become more advanced, various levels of service /costs scenarios may be included.

6.1 Financial Statements and Projections

The following table indicate cash-flow forecasts per year.

<i>DEPT SPORT ARTS CULTURE SCIENCE & TECHNOLOGY</i>								
Table: Details of expenditure for infrastructure by category								
Total Infrastructure (Estimates)								
	Expenditure R'000		Estimate	Future estimate				
	Actual	Actual		2004/05	2005/06	2006/07	2007/08	2008/09
FINANCIAL YEAR	2002/03	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10
1. New Construction / Acquisition	-	625	7,671	12,963	15,742	16,836	21,973	28,943
2. Rehabilitation	-	3,365	10,862	6,490	4,786	4,576	9,097	2,984
3. Routine maintenance	-	531	2,478	2,115	1,850	2,110	3,138	4,114
4. Feasibility, Planning and Design		704	3,271	3,433	3,623	3,779	5,483	5,634
Total	-	5,225	24,282	25,000	26,000	27,300	39,690	41,675

6.2 Funding Strategy

All infrastructure projects are funded from the Provincial Infrastructure Grant.

6.3 Valuation Forecasts

The value of infrastructure assets of the Department is unknown at this stage.

6.4 What are the Key Assumptions made in Financial Forecasts?

When financial forecasts and assumptions are made it is based on the principles of the S-curve expenditure that is normal practise in the construction industry. Estimates for construction of new facilities are based on historical cost data (where available) or current costs of similar structures. Where no historical or comparable data are available various other estimating techniques are used to determine the costs.

7. ORGANISATIONAL AND SUPPORT PLAN STRUCTURE

7.1 Human Resources, Organisational, Financial, Systems and Processes

7.1.1 Human Resources

The bulk of the infrastructure plan of the Department will be implemented by PWR&T. The implementation processes will be overseen and monitored by the infrastructure manager of the Department with support from the different programme managers.

The Department is in the process of expanding its staff establishment and provision is made to appoint an administrative officer to assist with infrastructure management. Currently three assistant managers for community library services responsible for the different districts assist with the infrastructure delivery and maintenance process of libraries. With the establishment of one-stop centres in the five districts this assistance will also be available for sport facilities, museums and arts & culture centres.

7.1.2 Organisational

Infrastructure projects will be supported by the District Offices, as mentioned above. The ideal structure will be to appoint a technical person in each district to oversee the infrastructure delivery and maintenance process.

7.1.3 Financial

The attached table provides the financial detail.

7.1.4 Systems and Processes

7.1.4.1 Accounting/Financial Systems

- BAS.
- LOGIS

7.1.4.2 Infrastructure Management Systems

According to the draft service level agreement with PWR&T an annual audit of the condition of buildings must take place. From this audit priorities can be determined. Individual project data is captured on the relevant departmental database. The Department has a database of buildings but information regarding the general condition of the buildings is limited.

7.1.4.3 Information flow requirements and processes

Key information flows to and from the plan are:

- Project budget
- Project expenditure
- Progress percentage
- Jobs created
- Specific milestones

7.1.4.4 Standards and Guidelines

- National Building Regulations
- Preferential Procurement Policy Framework Act
- Guidelines for the implementation of Expanded Public Works Programme
- General and specific contract documents and specifications

7.2 Plan improvement and monitoring

7.2.1 Performance measures

Performance of the programmes is monitored by means of fortnightly technical and site meetings. Performance will be measured against specific milestones, financial expenditure and progress.

7.2.2 Improvement programme

The effectiveness of this plan will be evaluated continuously. Improvements will be made in the following plan to be submitted.

7.2.3 Monitoring and review procedures

Progress will be monitored at the monthly monitor meetings between the Department, PWR&T and Provincial Treasury. This plan is linked to the Department's Strategic Plan and will therefore be reviewed collectively. Internal audit of the plan will be done on an annual basis.

8. REFERENCES AND APPENDICES

8.1 References

- Departmental Strategic Plan
- Departmental Annual Performance Plan
- Budget speech of the MEC
- State of the Nation Address
- State of the Province Address
- Provincial Budget Statement
- BAS Accounting System
- Minutes of project site meetings
- Minutes of bilaterals

Exel 6

FREE STATE DEPARTMENT OF SOCIAL DEVELOPMENT INFRASTRUCTURE PLAN 2005/06

SECTION 1: EXECUTIVE SUMMARY

EXECUTIVE SUMMARY

- ❖ The Department of Social Development's core business is poverty alleviation and development, care and protection of vulnerable individuals and communities. This is derived from the stated vision namely:

“ A holistic and accountable services to enhance the quality of life of all people in the Free State Province by Social Development needs within a caring and enabling environment”.

This must be read together with the mission of the Department:

“ To serve and build a self –reliant nation in partnership with all stakeholders through an integrated social welfare system, which maximizes its existing potential and which is equitable, sustainable, people – centered and developments”.

To achieve the core business of the Department suitable office accommodation as well as suitable Institution accommodation always play a key role for effective improvement of service delivery towards achieving the core business.

PURPOSE OF THE PLAN

- ❖ The purpose of the plan is to ensure that all the infrastructure projects are completed within the time frames, within budget, be of a good quality, comply with all regulatory requirements and rented office accommodation also comply with regulatory requirement and is value for money.

This plan is also based on making social welfare service accessible and available to people in the rural, peri-urban and informal settlement as well as ensuring equality in service provision which is critical to the transformation process.

DESCRIPTION

- ❖ The infrastructure plan covers the upgrading, renovation of infrastructure, renting of office accommodation, minor and major maintenance of infrastructure.

LEVEL OF SERVICE

- ❖ The infrastructure project will be of a high quality, meet the needs analysis of the Department and complies with Occupational Health and Safety Act, National Building Regulations, Fire Regulation and Electrical Regulations. The upgrading and renovations of the buildings will be completed within time frames, within budget and be of good quality as set by Department of Public Works, Roads and Transport. This project will be executed in line with project management requirements.

COMMUNITY NEEDS

- ❖ The entire Departmental infrastructure must be accessible and present the image and respect, which the Department of Social Development has for its beneficiaries. The infrastructure must also meet the demand of the growing nation, and making social welfare service accessible and available to people in the rural, peri-urban and informal settlement as well as ensuring equality in service provision which is critical to the transformation process.

LIFE CYCLE MANAGEMENT PLAN

- ❖ The life cycle of the projects will be determine by Department of Public Works, Roads and Transport and will be monitored in line with project management skills.

FINANCIAL SUMMARY

- ❖ Please see attached table for projections for each significant infrastructure.

ORGANISATIONAL AND SUPPORT PLAN

- ❖ The maintenance and development of infrastructure are executed as a team effort between the Department of Social Development and Department of Public Works, Roads and Transport.

MONITORING AND IMPROVED PLAN

- ❖ The infrastructure projects are monitored in line with project schedule submitted by the contractors and approved by Department of Public Works, Roads and Transport. These projects are monitored by means of regular site meetings, technical meetings and site visits in line with project management skills. Performance evaluation of the plan is done quarterly.

SECTION 2: INTRODUCTION

BACKGROUND

- ❖ The purpose of the plan is to ensure that all the infrastructure projects are completed within the time frames, within budget, be of a good quality, comply with all regulatory requirements and rented office accommodation also comply with regulatory requirement and is value for money.

This plan is also based on making social welfare service accessible and available to people in the rural, peri-urban and informal settlement as well as ensuring equality in service provision is critical to the transformation process.

- ❖ This plan relates with other planning documents which is crucial for this Department to achieve its goal and if this infrastructure plan is not implemented, it will have disastrous results. The appointment of officials, procurement of equipment and furniture will not proceed if there are shortage of office accommodation and institutional accommodation.
- ❖ Please refer to attached table for infrastructure included in the plan.
- ❖ The key stake holders in the plan are: Department of Social Development, Provincial Treasury, Department of Public Works, Roads and Transport, Non Governmental Organization, Landlords, Contractors and Consulting Engineers.

- ❖ All these projects will be driven by the component in Chief Directorate Corporate Service, which is Physical Planning section. This section is composed of Deputy Manager, Assistant Manager, Administration officer and Health and Safety officer.

GOALS AND OBJECTIVE OF INFRASTRUCTURE OWNERSHIP

- ❖ In order for the Department of Social Development to render effective, efficient service delivery and to be able to provide the working environment that is accessible, safe, free of hazards for all the employees and beneficiaries it must take the ownership of the infrastructure.
- ❖ The Department will only comply with its vision, mission, goals and objective if it renders its services in the environment that will show respect, which this Department has to its beneficiaries. The environment must also contribute towards enhancing the quality of life of all the people of the Free State.

PLAN FRAME WORK

- ❖ The key element of the plan is to be able to complete the projects within time frames, within budget, be of good quality and meet the requirement of the Department.

BASIC AND ADVANCED

- ❖ Basic to advanced approach is to be able to apply effectively the project management skills, technical skill and financial management skills within the project.
- ❖ The plan will only be executed within budget, time frames and be of a high standard and quality.

SECTION 3: LEVEL OF SERVICE

COMMUNITY RESEARCH AND EXPECTATIONS

- ❖ The infrastructure is provided based on the needs of the Department, which were driven by the community needs.

STRATEGIC AND DEPARTMENTAL GOALS

- ❖ To alleviate poverty
- ❖ Development, care and protection of vulnerable groups
- ❖ Transformation of service delivery.
- ❖ Establish of partnerships with all the stakeholders in service delivery

LEGISLATIVE REQUIREMENT

- ❖ The infrastructure must comply with the requirements of Occupational Health and Safety Act, Building Regulation, Electrical Regulation, Fire regulation and Machinery act.

CURRENT LEVEL OF SERVICE

- ❖ Some of the infrastructure presently in use by the Department does not comply with the requirement of Occupational Health and Safety Act, Building Regulation, Electrical Regulation, Fire regulation and Machinery act. Some are also due for renovation due to poor maintenance service provided.
- ❖ The infrastructure to comply with all legislative requirements.

DESIRED LEVEL OF SERVICE

- ❖ The infrastructure to comply with all legislative requirements and be of a high standard.
- ❖ The difference between the current level and the desired level is that the infrastructure does not meet all legislative requirements.

SECTION 4: COMMUNITY NEEDS

DEMAND FORECAST

- ❖ Factors influencing the demand of infrastructure are policy changes, population growth or declined, Economical growth or declined and reduction of poverty.

- ❖ Details of project growth or declined depend on the increase or decrease of Departmental needs, which are based on community needs.
- ❖ Community expectation will change based on how the Department delivers on its core function, and if more job opportunities are created.
- ❖ Impact on change demand of infrastructure might lead to the new development of infrastructure or poor utilization of infrastructure.

CHANGE IN TECHNOLOGY

- ❖ The electronic filing system may influence the filing space according to Social Security they require approximately 3 000 000 square meters just for filing.
- ❖ The absolute structures are normally disposed by Department of Public Works, Roads and transport as a lead Department with regard to infrastructure development.

DEMAND MANAGEMENT PLAN

- ❖ The non- infrastructure solution as the alternative is the leasing of infrastructure for maximum of five years. This alternative will outsource the maintenance responsibility and enable the Department to focus on its core business.
- ❖ Summary of new works programme are normally provided by Department of Public Works, Roads and Transport.

SECTION 5: INFRASTRUCTURE MANAGEMNT PLAN

BACKGROUND DATA

- ❖ The Department of Public works, Roads and Transport as the lead Department on the infrastructure development normally provide the physical parameters of the infrastructure.
- ❖ Most of the infrastructures occupied by the Department are utilized in full capacity and there is even a need of additional infrastructure to be occupied.

- ❖ The accurate condition of infrastructure and how it is monitored can be provided by Department of Public Works, Roads and Transport.
- ❖ Department of Public works, Roads and Transport can provide the infrastructure valuations summary.
- ❖ Department of Public works, Roads and Transport can provide the historical data of infrastructure.

ROUTINE MAINTENANCE PLAN

- ❖ The maintenance plan, standards, specifications and future costs are normally been done by Department of Public Works, Roads and Transport.

RENEWAL/ REPLACEMENT OF THE PLAN

- ❖ The renewal of the plan, standards and summary of future costs are normally been done by Department of Public Works, Roads and Transport.

DISPOSAL PLAN

- ❖ Disposal of infrastructure, forecast future disposal of infrastructure and cash flow income/expenditure from infrastructure disposal are normally been done by Department of Public Works, Roads and Transport.

SECTION 6: FINANCIAL SUMMARY

FINANCIAL STATEMENT AND PROJECTION

- ❖ For cash flow forecasts, breakdown of expenditure into routine maintenance, renewal and new works, see attached table.
- ❖ Trends for 2-3 years see attached financial statement.

FUNDING STRATEGY

- ❖ Expenditure will be funded based on attached table.

- ❖ The planning required is the compiling of tender documents in line with the allocated funds.

VALUATION FORECASTS

- ❖ Department of Public Works, Roads and Transport normally do forecasts of future value of infrastructure, valuation methodology and forecasts of depreciation.

SECTION 7: ORGANISATIONAL AND SUPPORT PLAN STRUCTURE

HUMAN RESOURCES

- ❖ To support the delivery of infrastructure plan there is a need to capacitate Department of Public Work, Roads and Transport.
- ❖ The human resources requirements regarding posts are: Deputy Manager, Assistant Manager, Health and Safety office and Administration Officer.
- ❖ Technical skills, Project Management skills and financial management skills are required.

ORGANIZATIONAL

- ❖ The organizational structure to support the plan must made provision for officials with technical skills and Project management skills.
- ❖ The roles and responsibilities of the team will be to provide technical skills to ensure that suitable infrastructure is provided.

FINANCE

- ❖ For cash flow forecasts, breakdown of expenditure into routine maintenance, renewal and new works, see attached table.
- ❖ Trends for 2-3 years see attached financial statement.
- ❖ Expenditure will be funded based on attached table.

- ❖ The planning required is the compiling of tender documents in line with the allocated funds.

INFRASTRUCTURE MANAGEMENT SYSTEM

- ❖ Infrastructure management system is done by Department of Public Works, Roads and Transport.

INFORMATION FLOW REQUIREMENT

- ❖ Key information flow is whether the project is on track with regard to quality, time and costs.
- ❖ The best decision is taken by the Department of Public Works, Roads and Transport and the Department of Social Development as team effort, taking into account the impact that this decision will have on the project.

STANDARD AND GUIDE LINE

- ❖ Department of Public Works, Roads and Transport provide standard and guideline with regard to infrastructure projects.

SECTION 8: PLAN IMPROVEMENT AND MONITORING

- ❖ Performance measure, improvement programme, monitoring and review procedures must be provided by Department of Public works, Roads and transport as a lead Department on infrastructure development.

Exel 7

**DEPARTMENT OF TOURISM, ENVIRONMENTAL AND
ECONOMIC AFFAIRS**

INFRASTRUCTURE PLAN 2005/06

SECTION 1: EXECUTIVE SUMMARY

Tourism is one of the fastest growing industries in the world today. South Africa has seen a massive growth in foreign visitors since 1994. This Department is a major role-player in this industry in the Province as we provide visitor accommodation in most of the Provincial Nature reserves.

Some Reserves with enormous tourism potential has no visitor infrastructure.

1.1 The Purpose of the Plan

To show the importance of receiving funds through the conditional grant for the next MTEF period.

Maintenance and development on infrastructure is not done from the budget of Public Works, as was the case before.

The operational budget of the Directorate Conservation cannot support proper maintenance, left alone development of new facilities.

It is thus of critical importance that we receive the conditional grant for at least the next 5 year MTEF period.

1.2 Description

For the past 3 years the Department has received R10m per year to start on maintenance and development of facilities on the Provincial Nature Reserves.

Due to backlog and the unavailability of funds the following Nature reserve has still no or inadequate visitor facilities;

Koppiesdam N/R

Erfenisdam N/R

Kalkfonteindam N/R

Seekoeivlei N/R

Soetdoring N/R

Rustfonteindam N/R

30% of the R10 million funds are applied for maintenance, such as repainting refurbishment and the construction of fence lines.

The rest is to construct tourism accommodation and to provide management infrastructures such as entrance control gates, proper sewerage and electricity supply and upgrading of tourist roads (Bridge at Tussen die Riviere nature reserve).

1.3 Levels of Service

The need for infrastructure development come from requests from the visitors to the Reserves as well as where no development exist look at the market place demand for that specific region of the Province.

1.4 Community Need

Neighbouring communities use the Nature Reserves as a springboard to draw visitors to their town/region.

It is thus of great importance to them that the Reserves are develop to such extend that it does draw visitors.

1.5 Lifecycle Management Plan

No input

1.6 Financial Summary

Attached is the long-term financial plan for development.

1.7 Organisational and Support Plan.

The new organisational structure of the Department includes a sub – program for development and maintenance.

Capital developments are done by Public Works on a contractual basis for the Department.

All planning, tenders and monitoring are done by Public Works while this Department foot the bill.

1.8 Monitoring and Improved Programme

The plan is monitored by the sub – program responsible and is reporting to the Conservation Director.

Inputs from the Tourism Chief Directorate on a constant basis.

The plan gets reviewed annually.

SECTION 2: INTRODUCTION

This department does have a backlog in the development of Tourism infrastructure.

Maintenance is not done on infrastructure from the budget of Public Works as was the case a couple of years ago.

The operational budget of the Directorate Conservation cannot support proper maintenance, left alone development of new facilities.

2.1 Background

30% of the R10 million funds are applied for maintenance, such as repainting refurbishment and erection of fence lines.

The rest is to construct tourism accommodation and to provide management infrastructures such as entrance control gates, proper sewerage and electricity supply and upgrading of tourist roads (Bridge at Tussen die Riviere nature reserve)

A list of all the projects is attached as per MTEF budget.

Key stakeholders:

Department of Tourism, Environmental and Economic Affairs.

Communities surrounding the nature Reserves.

Dept of Public Works, Roads and Transport.

2.2 Infrastructure delivery goals and Objectives (refer to legislation)

To develop Nature reserves in order to meet National and International standards

To supply tourist infrastructure to meet demands

To lure visitors into the poor rural areas

To create jobs and ultimately eradicate poverty

To conform to the EPWP program

2.3 Plan Framework

No input

2.4 Basic and Advanced

No input

SECTION 3: LEVEL OF SERVICE

The Department have a specific official who are directly involved in these projects on a full time basis and deals with the implementing agent in order to make sure the needs of the primary client are addressed.

The Department also has a construction team who deal with the smaller development and a maintenance team who do all repainting of current facilities.

Monthly site meeting are held on all project sites, to look at progress and look at the status and the level of service of each project.

Reporting are in terms of a:	monthly report from the implementing agent. monthly financial status report expenses against budget. Performance report % work completed.
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3.1 Community Research and Expectation

No input

3.2 Strategic and Departmental Goals.

Some of the Departments strategic goals and priorities that have a direct bearing on this report are:

Enhance Economic Development and job creation.

Increase tourism market share and investment.

Provide and facilitating sustainable infrastructure.

3.3 Legislative requirements.

The implementing agent does all Legal requirements. (Public Works, Roads and Transport

3.4 Current Level of Service

Some Resort"s facilities are substandard and need to be upgraded in order to provide services of an acceptable standard.

Some Reserves have no basic infrastructure like offices and stores and this need to be addressed.

Some roads and bridges are of such standard that tourist cannot travel on this roads with sedan cars.

Fences of some reserves do not exist and some are more than 30 years old and need replacing.

3.5 Desired Level of Service

The visitor facilities must be of an acceptable standard for both local and international visitors.

Basic infrastructure must exist in order to streamline management of these areas.

Visitors must be able to drive the roads set aside for them in order to see what the Reserves have on offer.

Fences must be in such a state that no animals are lost.

The Reserves and Resorts are a large income generator for the Department.

In order to increase revenue generation some funds have to be spent to upgrade and put facilities in place.

SECTION 4: BASIS FOR INFRASTRUCTURAL NEEDS OF THE COMMUNITY NEED

4.1 Demand Forecast

More and more visitors from abroad stream into South Africa. The Province has to position itself in order to share in these riches and the job opportunities that are created through Tourism

All Reserves and Resorts are situated around state dams in the Province and thus draw not only the Wildlife enthusiast but also the water sports people and anglers.

As these Reserves and Resorts are situated in the poor rural areas of the Province the neighbouring communities rely heavily on these places to draw people into their areas.

The current shortage of infrastructure will be alleviated.

4.2 Changes in Technology (is there any change in technology that will affect your demand)?

New technology will not affect the type of structures that need to be built.

Older building in the Reserves are renovated or used as storing space and thus do not get disposed of.

Older equipment get disposed of according to set guidelines of the Treasury regulations.

Each Reserve/Resort do have a waste disposal site.

4.3 Demand Management Plan (platooning)

No input

SECTION 5: INFRASTRUCTURE MANAGEMENT PLAN

5.1 Background Data

(i) Physical Parameters

Place	Current structures	Comments
Tussen die Riviere	Office block with stores and abattoir Staff housing Entrance gate 6 Chalets with hall Caravan stands	3 Family chalets almost completed. Low water Bridge from entrance gate to chalets 6 months of year under water.
Gariiep Nature Reserve	2 Older chalets. 3 New upmarket chalets completed last year. Use old compound of the Dam construction year as offices and stores but is 14 km from the entrance to the reserve. 50% of the Reserve do have a game proof fence.	Repainted and maintained. Very sub-standard and no control over Reserve. Planning for new structure underway.

Kalkfontein dam	<p>1 Ablution facility for campers and day visitors</p> <p>Staff housing.</p> <p>No proper entrance gate and stores.</p> <p>No overnight facilities.</p>	Not a high priority area to develop now.
Caledon Nature Reserve	<p>1 Floating bush camps</p> <p>New entrance gate, offices, stores abattoir and staff houses.</p>	Floating camps need serious upgrading and repairs.
Maria Maroka	<p>Offices stores and housing rented from Bloem water.</p> <p>No infrastructure owned except old bushcamp</p>	<p>No entrance control gate.</p> <p>Need infrastructure and upgraded visitor facilities.</p>
Rustfontein N/R	<p>Entrance gate</p> <p>Staff housing</p> <p>Stores</p> <p>Ablution facility</p>	<p>No fence for 28 km. (concrete fence under construction)</p> <p>Need to upgrade old farmhouse into a guest house.</p>
Bathurst	<p>Stores of Construction and maintenance team</p> <p>Stores of Game capture team.</p> <p>Staff houses</p>	Need medical facility for animals.
Soetdoring N/R	<p>Staff houses</p> <p>Entrance gates</p> <p>Stores and abattoir.</p>	<p>Need overnight facilities and Eco park.</p> <p>Facilities at Krugersdrift dam in a bad state.</p>
Erfenisdam N/R	<p>Entrance gate</p> <p>Old Stores</p> <p>Ablution facilities</p> <p>Staff houses</p>	<p>Overnight visitor facilities under construction.</p> <p>Need small abattoir.</p>

Willem Pretorius	Rest camp with halls and restaurant Staff houses and stores. Bush camp	Need entrance gate into reserve. Tar road in Reserve in state of disrepair. Need abattoir. Visitor facilities upgraded in 2003.
Sandveld	New entrance gate Chalets Hall Offices, stores Staff housing New sewerage system	Tar road from main road to entrance gate. Visitor facilities upgraded 2003/4
Koppies dam N/R	Entrance gate Ablution facilities. Offices, stores and abattoir Staff housing (limited) New sewerage and electricity and water reticulation completed for new proposed rest camp development.	Rest camp will be developed in 2005. Services installed already.
Seekoeivlei N/R	No infrastructure in Reserve except for small asbestos ranger house and store. Offices and staff housing in town. No tourist roads or visitor facilities. New Hippo proof fence installed and completed in 2004.	Memel community on Poverty funds obtained approval to develop visitor facilities in the reserve. We need to put in roads and other management infrastructure
Sterkfontein N/R	Tourist rest camp with 17 chalets and hall. Offices and stores	Need proper entrance gate. Abattoir Maintenance and

	Limited staff houses Last of fence completed in 2004.	upgrading underway.
Philip Saunders Resort	Biggest tourist rest camp with supporting infrastructure.	Current busy with upgrading and refurbishment. Need better day visitor facility like amfiteatre

Detailed information on all structures can be obtained from the Dept. of Public Works, Roads and Transport of the Free State Provincial Government.

(ii) Capacity/Performance

No input

(iii) Condition

The condition of the infrastructure is monitored by Public Works. In the past they also did all maintenance work, as they are responsible for all these buildings.

This Department must now do the maintenance we but the portion of the Budget that Public Works got for the maintenance of the said buildings was not transferred to this Department.

The conditional grant that we receive is not sufficient to do all maintenance and development.

(iv) Valuations

The info on the value and replacement value as well as historic value can be obtained from the Department of Public Works, Roads and Transport.

(v) Historical Data

No input

5.2 Routine Maintenance Plan

Routine maintenance is the regular ongoing day-to-day work that is necessary to keep infrastructures operating, including instances where the portions of the infrastructure fail and need immediate repair to make the infrastructure operational again.

(i) Maintenance Plan

A maintenance plan only exists for larger maintenance projects and targets the busiest Resorts first.

When the maintenance team are busy they redo all structures at that Reserve /Resort and not only the visitors facilities.

Day to day maintenance is done when it occurs and not part of a plan.

Own staff and private contractors from the neighbouring town are used for these urgent repairs.

(ii) Standards and Specifications

The standards and specifications for paint are received from Public Works.

Old Geysers are replaced with the best value for money and latest products on the market.

The standard of materials used are normally higher than the materials used during the construction of the buildings.

(iii) Summary of Future Costs

Creating jobs in using casual/contract workers from neighbouring communities does planned maintenance.

R1 million per year is used for this and half go to salaries and half to materials.

Day to day maintenance comes from the operational budget of the Reserve/Resort. These funds are not nearly enough to do proper maintenance. Only the critical gets done.

R1 million per year go to fence maintenance. This is enough to only work 6 months of the year on fences. R2 million per year is needed. 60% will go job creation and 40% on material.

R3 million per year from the conditional grant is used for maintenance and is broken down to the following:

R1 m to maintenance

R1 m to refurbishment

R1 m to fences

5.3 Renewal / Replacement Plan

(i) Renewal Plan

All old Resorts have to be renewed.

The places that have the highest visitor pressures are done first.

Normally 2 places per year are done. This is the R1 million from the conditional grant and the R1 million refurbishment that deals with this task.

(ii) Renewal Standards

According the set standard of Public Works.

(iii) Summary of Future Costs

R1 million per annum from the conditional grant.

5.4 Creation / Acquisition Plan

New works are those works that create a new infrastructure that did not previously exist, or works, which upgrade or improve an existing infrastructure beyond its existing capacity. They may result from growth, social or environmental needs. Infrastructures may be required at no direct cost to the department (i.e. sub divisional development for local authorities).

(i) Selection Criteria

The needs of all Reserves and Resorts were listed.

In a meeting priorities are linked to the needs.

These priorities are then linked to the MTEF budget.

(ii) Standards and Specifications

The standards and specifications are drawn up by private consultants and evaluated by Public Works.

Then submitted to DTEEA for evaluation as well to see of all needs are attended to.

(iii) Summary of Future Costs

The needs/ priorities are included in the MTEF budget.

5.5 Disposal Plan

None of the buildings are decommissioned.

If that should happen it will be done by Public Works.

Section 6: Financial Summary

6.1 Financial Statements and Projections

Place and project	2003-2004	2004-2005	2005-2006	2006-2007	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013
Maintenance	R1m	R1m	R1m	R1m	R1m	R1m	R1m	R1m	R1m	R1m
Refurbishment	R1m	R1m	R1m	R1m	R1m	R1m	R1m	R1m	R1m	R1m
Fence lines	R1m	R1m	R1m	R1m	R1m	R1m	R1m	R1m	R1m	R1m
Sandveld N/R										
Sewerage system	R1,5m	R0,6m	0	0	0	0	0	0	0	0
Entrance gate	R,05m	0	0	0	0	0	0	0	0	0
Abattoir	0	0	R1,5m	0	0	0	0	0	0	0
Tar entr. road	0	0	0	R1m	R1m	0	0	0	0	0
Bush-camp	0	0	0	0	0	R3m	R1m	0	0	0
Koppies dam										
Rest camp –										
Sewerage, elec	R1,7m	0	0	0	0	0	0	0	0	0
Chalets, entr	0	0	R2m	R3m	0	0	0	0	0	0
Hall/conference	0	0	0	0	0	0	0	R3m	R2m	0
Staff housing	0	0	0	0	0	0	R1m	0	0	0
Gariiep N/R										
Chalets	R3.8m	R0,8m	0	0	0	0	0	0	0	0
Office, gate, stores, abattoir	0	R0,5m	R3m	R5m	R2m	0	0	0	0	0
Tussen die riviere										
Chalets	R0,8m	R2m	0	0	0	0	0	0	0	0
Water purificate	R0,6m	R,05m	0	0	0	0	0	0	0	0
Bridge	0	0	0	R3m	0	0	0	0	0	0

Caledon N/R										
Office, stores abattoir, houses.	R7,7m	R2m	0	0	0	0	0	0	0	0
Upgrade camps	0	0	R0,15	R,15	0	0	0	0	0	0
Patrol house	0	0	0	0	0	0	0	R,8m	0	0
Visitor facilities	0	0	0	0	0	0	0	0	0	R2m
Erffenisdam N/R										
Bungalows	0	R,3m	R,5m	R,2m	0	0	0	0	0	0
Chalets	0	0	0	0	0	0	0	R,5m	R2m	R1m
Willem Pretorius										
Abattoir	0	0	R1,5m	0	0	0	0	0	0	0
Tar road	0	0	0	R2m	R1m	0	0	0	0	0
West gate upgrade	0	0	0	0	0	0	0	0	R1m	R3m
Soetdoring N/R										
Bush camp	R,1m	R,1m	R,1m	R,2m	R,2m	0	0	0	0	0
Electricity T camp	0	R1,1m	0	0	0	0	0	0	0	0
Upgrade T camp	0	0	0	0	R3m	0	0	0	0	0
Office, abattoir	R,4m	R,3m	0	0	0	0	0	0	0	0
Ablution facility	0	0	0	0	0	R1,5	0	0	0	0
Water purification	R,46m	0	0	0	0	0	0	0	0	0
Rustfonteindam										
Abattoir	0	0	0	0	0	R1m	0	0	0	0
Mellville upgrade	0	0	0	R1m	R,5m	0	0	0	0	0
Philip Saunders										
Water system	R,05m	0	0	0	0	0	0	0	0	0
Amphi theatre	0	0	0	0	0	0	R1m	R2m	0	0

Sterkfontein dam											
Ablution facility	0	0	0	0	0	R1m	0	0	0	0	0
Housing	0	0	0	0	0	0	R1m	0	0	0	0
Maria Maroka											
Office complex	0	0	0	0	R1m	R3m	0	0	0	0	0
Housing	0	0	0	0	0	R1m	R,5m	0	0	0	0
Camp upgrade	0	0	0	0	0	0	R1m	R1m	0	0	0
Kalkfontein											
Office, stores	0	0	0	0	0	0	0	0	R1m	R1m	
Seekoeivlei											
Office complex	0	0	0	0	0	R1m	R3m	0	0	0	0
Housing	0	0	0	0	0	0	0	R1m	R,2m	0	0
Roads	0	0	0	0	R2m	R2m	R2m	R2m	R2m	R2m	R2m

6.2 Funding Strategy

Funding will be in the form of a conditional grant on the budget of the Department.

6.3 Valuation Forecasts

To be done by Public Works.

6.4 What Are the Key Assumption Made in Financial Forecasts?

Price forecast are subject to building cost escalations as well as need analyses that might change especially in the latter part of the table (2009 – 2013)

3. ORGANISATIONAL AND SUPPORT PLAN STRUCTURE

Section 1: Human Resources, Organisational, Financial, Systems and Processes

1.1 Human Resources

A new Sub- Directorate has been established that will deal specifically with construction and maintenance.

Each of the 5 regions of the Province will have a maintenance team of 5 people as well as a Construction team of 5 people.

Skills required will mainly be Artisans and it will be of an added advantage if the Department could employ a quantity surveyor and architect.

1.2 Organisational

Deputy Director

Maintenance
Asst Director

Construction
Asst Director

5 Regional teams
Artisan in charge of each team
team.
of 5 Handy man.

5 Regional teams
Artisan in charge of each
of 5 Handy man.

1.3 Financial

As in table above

1.4 Systems and Processes

1.4.1 Accounting / Financial Systems

According to the PFMA and LOGIS.

1.4.2 Infrastructure Management Systems

As per Dept of Public Works, Roads and Transport.

1.4.3 Information Flow Requirements and Processes

ACCOUNTABILITY CHAIN.

PRIMARY CLIENT.

Name: Free State Dept. of Tourism, Environmental &
Economic Affairs.
Contact person: CFO
Tel: 051 – 4004916

IMPLEMENTING AGENCY.

Name: Department of Public Works, Roads and Transport.
Contact person: Chief Director – Public Works
Tel: 051 – 405 4692
Fax: 051 – 405 4490

PROJECT MANAGER.

Department of Public Works, Roads and Transport.

SECTION 2: PLAN IMPROVEMENT AND MONITORING

2.1 Performance Measures

Initial consultation has already taken place.
The Department has completed a Strategic Environmental Assessment (SEA) in order to assist with the speedy planning and zoning of Reserves to address future development.
The department works closely with all roll players in this industry.

2.2 Monitoring and Review Procedures

The principle agents will monitor the professional teams of architects, engineers and quantity surveyors on the different projects.

The Department have a specific official who are directly involved in these projects on a full time basis and deals with the implementing agent in order to make sure the needs of the primary client are addressed.

The Department also has a construction team who deal with the smaller development and a maintenance team who do all repainting of current facilities.

Monthly site meetings are held on all project sites, to look at progress and look at the status of the projects.

Reporting are in terms of a:

Monthly report from the implementing agent.

Monthly financial status report. Expenses against budget.

Performance report. % work completed.

Exel 8

**DEPARTMENT OF PUBLIC WORKS ROADS AND TRANSPORT
CHIEF DIRECTOR: PUBLIC WORKS
DIRECTORATE: WORKS INFRASTRUCTURE**

INFRASTRUCTURE PLAN 2005/06

1. EXECUTIVE SUMMARY

THE PURPOSE OF THE PLAN

- The purpose of the plan is to render professional and technical services to client departments.
- To guide client departments in this Department's development of policy for infrastructure delivery.
- To lead transformation of the construction industry according to principles laid down by Government.
- Communicate and justify funding requirements.

DESCRIPTION

Client Departments continually table their needs for construction development of existing and new projects as well as for office accommodation however it is being prioritized and budgeted for by the various client departments. Infrastructure funds allocated are utilized to do preventive maintenance or normal day-to-day maintenance.

Infrastructure covered by this Directorate includes Free State Provincial Government Land and Buildings, including mechanical and electronic installations.

LEVELS OF SERVICE

The general state of repair in Provincial Government buildings has declined since the early nineties. Given the estimated size of the building portfolio of the Provincial Government of approximately R16 billion. It means that an amount of approximately R6 billion is needed to bring all buildings back to the state of repair that prevailed in the early to mid nineties. This estimated amount can, however, be smaller in

practice, because some buildings in the portfolio became or will become redundant in future and the need to revamp them therefore ceases to exist.

The maintenance backlog is evident in the finishes both externally and internally of buildings as well as in the service elements, that is the electrical network, water supply, sanitation, drainage, air conditioning, and boiler and lift installations.

Due to budget constraints, preventative maintenance programmes were either absent or scaled down to a bare minimum. However the various Client Departments must also budget for maintenance work to be executed. The following table indicates the state of repair of Government buildings.

	Condition of state-owned buildings (number and percentage)										Total	
	Very good		Good		Fair		Poor		Very poor			
Health Department	60%	77	5%	6	10%	13	5%	6	20%	26	100%	128
Education Department	30%	629	15%	315	15%	315	20%	419	20%	419	100%	2 097
Social Development Department	70%	26	5%	2	10%	4	10%	4	5%	2	100%	38
Other Clients combined	50%	476	10%	95	15%	143	10%	96	15%	143	100%	953
Unutilized	0%	0	0%	0	30%	1	35%	2	35%	2	100%	5

COMMUNITY NEED

The various Client Departments determine the actual community need for infrastructure by means of their own statistical records and the need are being prioritized by the Client Departments accordingly.

This Directorate's job creation role is particularly critical in the sense that it is mostly targeted at transforming the construction sector towards increased use of unskilled and low skilled labour. Smaller enterprises are being integrated into construction and property operations through the transformation of the tender processes. The availability of sufficient cash flow is often problematic for these contractors and delivery times are badly affected. Client Departments likewise do not facilitate the process by continuing to demand short delivery periods for construction projects.

The construction CETA is engaged to assist with skills and development training of contractors and staff on site.

LIFE-CYCLE MANAGEMENT PLAN

Several of the larger government buildings such as office buildings, hospitals and traffic testing stations need upgrading to provide for the higher expectations and requirements of clients and legislation. When a Client Department requires work to be done on a building, the total building is analyzed to implement the most cost effective improvements.

The Registering Authorities are especially problematic with regard to maintenance and upgrading.

- Most of these authorities were established 30 to 40 years ago. The centers they serve have outgrown the facilities and service delivery is suffering.
- According to Legislation most test tracks are no longer suitable for the testing of learner drivers and must be upgraded to K53 standards.
- Mechanical testing equipment at testing centers is, in most cases, beyond the design lifespan and is in urgent need of renovation.

It is estimated that an annual amount of R34 million is needed for preventative maintenance to maintain the state of repair for buildings under direct control of Works Infrastructure. Furthermore it is estimated that an amount of R127 million is needed per year to eradicate the maintenance backlog over a 3 year period and likewise an amount of R62 million per year is needed to eradicate the backlog over a 10 year period for buildings under direct control of Works Infrastructure.

Budget scenario for addressing the maintenance backlog for buildings under control of Works Infrastructure					
Capital expenditure category	Backlog in millions	Period to address backlog	Backlog need per year	Normal need per year	Total need per year
Works Infrastructure buildings	R280	3	R93	R34	R127
Works Infrastructure buildings	R280	10	R28	R34	R62

1.6 FINANCIAL SUMMARY

This Directorate has the following projects for the next MTEF period.
(R thousand)

Project Name				Medium term estimates		
	Region	Municipality	Project description	2005/06	2006/07	2007/08
One Stop Centre Bfn	Motheo	Mangaung	New Office Block	1000	2400	2800
One Stop Centre Thabo Mofutsanyane	Thabo Mofutsanyane	Thabo Mofutsanyane	Upgrade of Buildings	1000	2400	2800
One Stop Centre Xhariep	Xhariep	Xhariep	New Office Block	1000	2400	2800
One Stop Centre Lejweleputswa	Lejweleputswa	Lejweleputswa	Upgrade of Buildings	1000	2000	2000
One Stop Centre Northern FS	Northern FS	Northern FS	New Office Block	1000	2400	2800
Hamilton New Offices	Motheo	Mangaung	New Office Block	1000	3000	3000
Medfontein Building	Motheo	Mangaung	Upgrade of Buildings	7000	4000	3000
C.R Swart Building	Motheo	Mangaung	Upgrade of Buildings	2000	2500	3000
Lebohang building	Motheo	Motheo	Upgrade of Buildings	6000	7000	7000
Kopano Welkom	Lejweleputswa	Lejweleputswa	Upgrade of Buildings	1000	1500	2000
Testing Centres	All FS	All FS	Upgrading to K53	7000	8400	9000
Lifts Upgrading	All FS	All FS	Renewal	5000	6000	7000
Safety Compliance	All FS	All FS	Upgrading of safety equipment	1000	1500	2000
MEC'S Official Residences	Motheo	Motheo	Residences	3000	3500	4000
Registration Offices	All FS	All FS	Safety aspects of money keeping offices	3000	3600	4000

1.7 ORGANISATIONAL AND SUPPORT PLAN

Staff component:

- The department is not yet optimally staffed to address the infrastructure needs. At the supervisory and technical levels, there are many vacancies, which are regularly filled and then become vacant again. Further, at the lower and unskilled levels the staff component is ageing with the average age above 43 years and very few under 25 years. Also, these lower level staff is unequally distributed between the Free State regions.

Considering the age profile, it is not possible at present to transfer these staff to different regions or districts. To address this problem, the department will continue to recruit and appoint staff in positions of scarce skills. The lower level staff is addressed in a 4-year plan, to wait for retirements and then to only appoint in the critically needed posts.

- The department organizational structure has been approved for the 5 new provincial districts. Full implementation of these regions is still not possible due to the budget constraints.

1.8 MONITORING AND IMPROVED PROGRAMME

- Performers of the plan will be monitored by the relevant departmental project managers, works inspectors and engineers as well as project reports of the consulting engineers and architects, along with the monthly project site meetings. Summaries of these are then discussed and monitored at departmental quarterly reporting sessions.
- The projects listed in this plan were included in the departmental strategic and business plans. However, if political plans change, reviews of the plan may be needed. It is foreseen that this plan will be revised after the quarterly meetings.

Exel 9