



# LIMPOPO

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**PROVINCIAL GOVERNMENT**  
REPUBLIC OF SOUTH AFRICA

**DEPARTMENT OF PUBLIC WORKS**

**SERVICE DELIVERY IMPROVEMENT PLAN**

**1 April 2009 to 31 March 2013**  
**Rev: 001**

## **Acronyms**

SDIP: Service Delivery Improvement Programme / Plan  
IPMP: Infrastructure Programme Management Plan  
IDIP: Infrastructure Delivery Improvement Programme  
IPIP: Infrastructure Programme Implementation Plan  
SABS: South African Bureau of Standards  
QMS: Quality Management System  
ISO: International Organization for Standardization  
ICT: Information Communication Technology  
PM: Programme Management  
PSRP: Public Service Reform Project  
JMS: Junior Management Services  
MMS: Middle Management Services  
SMS: Senior Management Services  
C-AMP: Custodian Asset Management Plan  
U-AMP: User Asset Management Plan  
IAR: Immovable Asset Register  
LAD: Land Affairs Department  
PUDF: Provincial User Department Forum  
RCC: Regional Co-ordinating Center ( maintenance call center )

## **VISION**

A leader in the provision and management of provincial government land and buildings.

## **MISSION**

Optimal utilization of resources in the provision and management of provincial land and buildings and the coordination of the implementation of Expanded Public Works Programme.

## **CORE VALUES**

Professionalism,  
Humility  
Adherence to Batho Pele Principles

## **CORE FUNCTIONS**

Provide land and office accommodation to government departments  
Maintain government buildings  
Manage capital works projects  
Co-ordinate the implementation of provincial EPWP

## **1. INTRODUCTION**

The introduction of 3-year cycle runs concurrently with the new format strategic planning and MTEF period whereby the financial year 2009/10 is taken as the baseline. Our SDIP 1 April 2010 to 31 March 2013 will focus on the following key services namely: Real Estate, Maintenance, EPWP, Programme Management and Supply Chain Management. Support processes and systems interfacing with the above indicated key services shall be addressed in the contents of the plan.




The SDIP progress will be monitored quarterly and reports submitted to the provincial OTP.

The annual targets will be reported on annually and reports submitted through provincial OTP to DPSA.

The detailed 3-year cycle departmental SDIP report will be send through OTP to DPSA at the end of the cycle.

The budget for the implementation of the SDIP is incorporated in the Annual Performance Plan.

## 1. REAL ESTATE

KEY SERVICE	SERVICE BENEFICIARY	CURRENT STANDARD		DESIRED STANDARD (2009-2013)	
 Lease Management  Rental management  Land Management	All provincial government departments, Public Servants Tenants, Municipalities National department and Parastatals.	<b>Quantity:</b>	Vesting – 200/annum Disposal-40/annum Rental – Arrears	<b>Quantity:</b>	Vesting – 500-600/annum (2 000 properties vested by 2013) Disposal- 60 Rental – maximized rental collection.
		<b>Quality:</b>	Asset register is on Spreadsheet in Excel. Mapped draft business processes	<b>Quality:</b>	Approved business processes. Procedure Manual. Effective asset register (database).C-AMP & U-AMP. Software (i.e. works CMR)
		<b>Consultation</b>	Monthly meetings through Provincial User Department Forum.	<b>Consultation</b>	Meeting with tenants representatives.
		<b>Access</b>	Service Points: Head Office, 5- District Offices and 23- Cost Centers.	<b>Access</b>	100% implementation of Job-Access strategy. Online help-line. Provide information at Thusong Centres
		<b>Courtesy</b>	Average courteous behavior.	<b>Courtesy</b>	100% compliance with CRM policy.
		<b>Open. &amp; transparency. information</b>	Compliance to PAIA.	<b>Open &amp; transparency information</b>	100% compliance with PAIA and PAJA
			Less information about services given to customers.		100% compliance with PAIA & PAJA. Create a webpage for leasing and rental news, publications and brochures.
		<b>Redress</b>	At present there is no redress mechanism in place between Client Department & Implementing department.	<b>redress</b>	Written apologies

KEY SERVICE	SERVICE BENEFICIARY	CURRENT STANDARD		DESIRED STANDARD (2009-2013)	
		<b>Value for money</b>	Depreciating accommodation.	<b>Value for money</b>	100% compliance with departmental quality policy.
		<b>Time:</b> <b>Cost:</b> <b>H. Resources</b>	April 2009 Approved structure: SMS: 1 MMS: 8 JMS: 8	<b>Time:</b> <b>Cost:</b> <b>H. Resources</b>	March 2013 ( proposed structure) Staff Compensation SMS: 7 MMS: 20 JMS: 22

## 2. MAINTENANCE

KEY SERVICE	SERVICE BENEFICIARY	CURRENT STANDARD		DESIRED STANDARD (2009-2013)	
Maintenance of Government Buildings	All Government Departments. Tenants. Municipalities	<b>Quantity:</b>	Public Works Portfolio	<b>Quantity:</b>	Public Works Portfolio plus client department portfolio (provincial asset register). According to GIAMA (C-AMP)
		<b>Quality:</b>	NBR SABS	<b>Quality:</b>	Approved business processes. Procedure Manual. Quality as stated in SLAs. Conditions assessment & Facility dataset. (NBR)
		<b>Consultation</b>	Adhoc basis	<b>Consultation</b>	Planned meetings. Forum meetings.
		<b>Access</b>	95% compliance physical accessibility.	<b>Access</b>	100% implementation of Job-Access strategy.
		<b>Courtesy</b>	No courtesy mechanism between maintenance and customers. An RCC phone client after	<b>Courtesy</b>	100% compliance with CRM policy.

KEY SERVICE	SERVICE BENEFICIARY	CURRENT STANDARD		DESIRED STANDARD (2009-2013)	
			the job has been done.		
		<b>Open. &amp; transparency information</b>	Mistrust Customer Relationship.	<b>Open &amp; transparency information</b>	100% compliance with CRM policy.
			Information not satisfactorily.		100% compliance with PAIA. Provide information on C-AMP.
		<b>Redress</b>	As per individual employee.	<b>redress</b>	Full utilization of redress mechanism. Official apology.
		<b>Value for money</b>	As per departmental standards.	<b>Value for money</b>	Adherence to maintenance & inspection time frames. NBR, departmental service standards and quality policy.
		<b>Time: Cost: H. Resources</b>	April 2009 R0 SMS: 2 MMS: 16 Inspectors: 78 Cost Center Managers/SAS:11(24)	<b>Time: March 2013 Cost: R0 H. Resources</b>	Staff Compensation SMS: 2 MMS: 19 Inspectors:78 Cost Center Managers/ SAS: 23

### 3. EPWP (DEPARTMENTAL)

KEY SERVICE	SERVICE BENEFICIARY	CURRENT STANDARD		DESIRED STANDARD( 2009-2013)	
Alleviation of poverty and unemployment.	Communities	<b>Quantity:</b>	No. of projects =7 (refurbishment -landscaping -environmental) as on APP No. employed=291 No. of contractors developed = 40 No. of NYS= 500	<b>Quantity:</b>	Projects =18 Employed =2500 No. of contractors to be developed = 120 NYS = 1 500
		<b>Quality:</b>	Average /mediocre Consultations with Public Bodies through Steering Committee meetings, Workshops	<b>Quality:</b>	Approved business processes. Procedure Manual. SLA,NBR
		<b>Consultation</b>	Consultation with Communities applied for project.	<b>Consultation</b>	Imbizos at all municipalities detailing EPWP plans.
		<b>Access</b>	Centralized at Head Office	<b>Access</b>	100% compliance with Job-Access strategy. Providing information at Thusong Centers. Know your service rights campaigns
		<b>Courtesy</b>	Good	<b>Courtesy</b>	100% compliance with CRM policy.
		<b>Open. &amp; transparency.</b>	Compliance to PAIA.	<b>Open &amp; transparency</b>	100% compliance with PAIA. Performance plans & reports and M&E plans & reports through departmental internet.
		<b>information</b>	EPWP Information Dissemination Strategy	<b>information</b>	100% compliance with PAIA. Departmental website, local radio stations,

KEY SERVICE	SERVICE BENEFICIARY	CURRENT STANDARD		DESIRED STANDARD( 2009-2013)	
					Communication strategy introduced to all stake holders
		<b>Redress</b>	Departmental redress flowchart.	<b>redress</b>	Awareness campaigns. Prompt payment to service providers. Offer official written apologies for not achieving targets.
		<b>Value for money</b>	Monitoring small size projects sample. Projects impact on communities not evaluated.	<b>Value for money</b>	Monitoring & Evaluation of projects and reporting back to all stakeholders. (M&E System)
		<b>Time:</b> <b>Cost:</b> <b>H. Resources</b>	April 2009 Approved structure: SMS: 3 MMS: 4 JMS: 2 AO: 6 PA: 1 Bursary Holder: 1	<b>Time: March 2013</b> <b>Cost:</b> <b>H. Resources</b>	Staff compensation SMS: 3 MMS:4 JMS: 6

#### 4. Programme Management Executive Programme (Monitoring & Evaluation)

KEY SERVICE	SERVICE BENEFICIARY	CURRENT STANDARD		DESIRED STANDARD (2009-2013)	
<b>Infrastructure Delivery</b>  <i>Departmental standard statement:            (All capital works programmes as approved and funded by client departments (IPMP) will be planned, procured (IPIP) and implemented across the province within agreed time frames).</i>	Department of Education, Department of Health & Social Development, Communities, Consultants and Contractors.	<b>Quantity:</b>	80% IPIP implementation for 2007/ 08 financial year.	<b>Quantity:</b>	100% of prioritized projects on IPMP implementation completed.
		<b>Quality:</b>	Partial compliance as per contract documents.	<b>Quality:</b>	Approved business processes. Procedure Manual. Contract documents and NBR.
		<b>Consultation</b>	IDIP working group meetings. Monthly meetings.	<b>Consultation</b>	Invite key customers to strategic planning workshops & progress reporting
		<b>Access</b>	Established service points. Programme Management is centralized at head office.	<b>Access</b>	100% implementation of Job-Access strategy. Gradual decentralization of Programme Management. Installation of reliable ICT at all service delivery points. Provide services at Thusong Centers
		<b>Courtesy</b>	Above average behavior towards customers.	<b>Courtesy</b>	100% adherence with CRM policy
		<b>Open. &amp; transparency.</b>	Compliance to PAIA.	<b>Open &amp; transparency</b>	PAIA Awareness campaigns.
		<b>information</b>	Information provided in print form hard copies on the following: IPIP, Reports.	<b>information</b>	Avail information on department website in time. (plans & reports) Put bill boards at all sites under construction.

KEY SERVICE	SERVICE BENEFICIARY	CURRENT STANDARD		DESIRED STANDARD (2009-2013)	
					Quarterly reporting system with DoE & DoH.
		<b>Redress</b>	At present there is no redress mechanism in place between Client Department & Implementing department	<b>redress</b>	Open dialog between the two departments. Offer official written apologies for not achieving planned targets.
		<b>Value for money</b>	On site quality test of material and workmanship not conducted.	<b>Value for money</b>	Projects executed within budget, time and quality. Conduct weekly quality checks at all projects
		<b>Time: Cost: H. Resources</b>	April 2009  SMS: 8 MMS:37 JMS: 3	<b>Time: Cost: H. Resources</b>	March 2013 Staff compensation SMS: 15 MMS:38 JMS:3

## 5. SUPPLY CHAIN DIRECTORATE (Monitoring & Evaluation)

KEY SERVICE	SERVICE BENEFICIARY	CURRENT STANDARD		DESIRED STANDARD (2009-2013)	
Bids management and advisory services.	Project Management	<b>Quantity:</b>	Processing of bids Advertising = 5/week Scheduling= 20/week Capturing= 20/week Evaluation = 8/week Awarding = 100% submitted /week	<b>Quantity:</b>	Processing of bids? Advertising = 30/week Scheduling= 30/week Capturing= 30/week Evaluation = 30/week Awarding = 100%
		<b>Quality:</b>	95% compliance with approved SCM policy	<b>Quality:</b>	Approved business processes. Procedure Manual. 100% compliance with approved policy.
		<b>Consultation</b>	Adhoc consultation between Project Management and Supply Chain Management.	<b>Consultation</b>	IDIP forums'/ committees meetings.
		<b>Access</b>	100% compliance physical accessibility.	<b>Access</b>	100% adherence with Job-Access strategy. Departmental website and intranet.
		<b>Courtesy</b>	No courtesy mechanism between SCM & PM.	<b>Courtesy</b>	100% adherence with CRM policy.
		<b>Open. &amp; transparency</b>	Mistrust Customer Relationship Management	<b>Open &amp; transparency</b>	100% adherence with CRM policy.
		<b>information</b>	Information hiding	<b>information</b>	Provide information on infrastructure programme planning and delivery.

KEY SERVICE	SERVICE BENEFICIARY	CURRENT STANDARD		DESIRED STANDARD (2009-2013)	
		<b>Redress</b>	Through HOD intervention	<b>redress</b>	Utilization of departmental Redress mechanism.
		<b>Value for money</b>	Bottle-necks with regard to processing of bids.	<b>Value for money</b>	Speedy processing of bids. Introducing ISO 9001 QMS.
		<b>Time:</b> <b>Cost:</b> <b>H.Resources</b>	April 2009 R0 SMS: 0 MMS:8 JMS: 7	<b>Time:</b> <b>Cost: R0</b> <b>H.Resources</b>	March 2013 Staff compensation SMS:1 MMS:9 JMS:17

The SDIP was developed in consultation with the following Programme Managers:

EPWP: General Manager: Malele T

Maintenance: Senior Manager: S. Hlongwane & M. Raganya

Real Estate: General Manager: A. Kaseke

Programme Management: T. Maswanganyi

Supply Chain Management: M. Seboko

Signed: ..... (HOD)

Date: 1 JUNE 2010

Signed: ..... (MEC)

Date: 8 JULY 2010

Name of SDIP Champion: MP Manamela

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# APPENDIX 1 ACCESS TO INFORMATION PROCESS (PAIA 2000)

