



**LIMPOPO**  
PROVINCIAL GOVERNMENT  
REPUBLIC OF SOUTH AFRICA

DEPARTMENT OF  
PUBLIC WORKS, ROADS AND INFRASTRUCTURE



# STRATEGIC PLAN

**2025/2030**



**7<sup>th</sup> Administration**

The heartland of southern Africa - development is about people!

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## ACRONYMS AND ABBREVIATIONS

AGSA	AUDITOR GENERAL OF SOUTH AFRICA
BBBEE	BROAD BASED BLACK ECONOMIC EMPOWERMENT
CAMP	CUSTODIAN ASSEST MANAGEMENT PLAN
CIDB	CONSTRUCTION INDUSTRY DEVELOPMENT BOARD
EAP	EMPLOYEE ASSISTANT PROGRAMME
EPWP	EXPANDED PUBLIC WORKS PROGRAMME
GIAMA	GOVERNMENT IMMOVABLE ASSET MANAGEMENT ACT
GNU	GOVERNMENT OF NATIONAL UNITY
IDMS	INFRASTRUCTURE DELIVERY MANAGEMENT SYSTEM
IDIP	INFRASTRUCTURE DELIVERY MANAGEMENT PROGRAMME
IDP	INTERGRATED DEVELOPMENT PLAN
IPIP	INFRASTRUCTURE PROGRAMME IMPLEMENTATION PLAN
LDPWR&I	LIMPOPO DEPARTMENT OF PUBLIC WORKS, ROADS AND INFRASTRUCTURE
IPMP	INFRASTRUCTURE PROGRAMME MANAGEMENT PLAN
MEC	MEMBER OF EXECUTING AUTHORITY
MINMEC	MINITERS AND MEMBERS OF EXECUTIVE COUNCIL
MOU	MEMORANDUM OF UNDERSTANDING
MTEF	MEDIUM TERM EXPENDITURE FRAMEWORK
MTDP	MEDIUM TERM DEVELOPMENT PLAN
NDP	NATIONAL DEVELOPMENT PLAN
NYS	NATIONAL YOUTH SERVICES
OHS	OCCUPATIONAL HEALTH AND SAFETY
LDP	LIMPOPO DEVELOPMENT PLAN
RAL	ROADS AGENCY LIMPOPO
SAICA	SOUTH AFRICAN INSTITUTE OF CHARTERED ACCOUNTANTS
SDBIP	SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN
SMME	SMALL MEDIUM AND MICRO ENTERPRISE
SONA	STATE OF THE NATION ADDRESS
SOPA	STATE OF THE PROVINCE ADDRESS
SMS	SENIOR MANAGEMENT SERVICE
UAMP	USER ASSET MANAGEMENT PLAN
VR	VIRTUAL REALITY

## Executive Authority Statement



RACHOENE ERNEST SEBATAOLO  
MEC: Public Works, Roads and  
Infrastructure

The department of Public Works, Roads and Infrastructure as a custodian of building infrastructure in the Limpopo Province continue to play a role in economic development and job creation in addressing the triple challenges of poverty, unemployment and inequality. This effort is undertaken in collaboration with Roads Agency Limpopo (RAL) which is the entity of the department.

This plan lays out Public Works, Roads and Infrastructure key deliverables and tasks over the 7<sup>th</sup> administration. It provides guidance and an evolution framework for the department around its mandate and core programmes. This Strategic Plan is guided by the National Development Plan (NDP) 2030 which set out a long-term vision for the country and provides the programme through which South Africa can advance socio-economic transformation through development planning. This plan also outlines the Medium-Term Development Plan 2024-2029 (MTDP) priorities to be implemented in the seventh democratic administration.

Comprehensive planning is an essential preparatory step to the implementation of sound service delivery. Without careful attention to planning, the service delivery value chain is compromised. The core of this plan centres around the mandate of infrastructure development and property management. State-led infrastructure development has proven itself over the course of economic history to be an impetus for the revitalisation of the most depressed economies. We must therefore redouble our efforts to drive the infrastructure agenda with purpose, prudence and creativity.

The overarching ideological point of departure in all our work is radically socio-economic transformation. In unpacking this Strategic Plan, we are obliged to give expression to the resolutions involving youth, women and people with disabilities involved in the construction sector.

The Honourable Premier in her maiden speech said that 'the Provincial Government is steadfast in its commitment to upgrading and maintaining strategic roads that connect various communities, agricultural areas, special economic zones, tourism destinations, and mining industries'. The Dikgerekgere Wednesday project is born out this narrative of stimulating economic growth and enhancing the quality of life for all residents.

The Dikgerekgere Wednesday is the programme aimed at addressing the critical issues of deteriorating roads infrastructure in the province and accelerate service delivery by re-graveling and blading strategic roads leading to the government services, growing the economical hub and improve the overall quality of life for our communities.

The programme further addresses the Provincial backlog by using the departmental resources (in-house): own personnel and own Machinery). This investment will create jobs, boost local economies and improve access to essential services.

The Expanded Public Works Programme (EPWP) as one of Government's medium to long term strategies to reduce unemployment and alleviate poverty through the creation of work opportunities using labour-intensive methods will continue to receive attention from the Department to reduce unemployment scourge in the province. The launch of Phase V will result in the creation of 494 452 work opportunities in the province.

This Strategic Plan represent a significant step forward for the Department. It will help guide our efforts in this Seventh Administration to support job creation, reduce poverty and ensure greater equality. For these interventions to be successful we will have to be smart -by continuing to improve on planning and implementing strategies and to ensure effective and sustainable service delivery by the Department.

I hereby present the 2025/2030 Strategic Plan for the department of Limpopo Public Works, Roads and Infrastructure.



MR. E.S. RACHOENE  
MEMBER OF EXECUTIVE COUNCIL  
DEPARTMENT OF PUBLIC WORKS, ROADS AND INFRASTRUCTURE

DATE 03/03/2025

## Accounting Officer Statement



Mr MJ Phukuntsi  
Head of Department

The department of Public Works, Roads and Infrastructure has pursued its mandate with zeal and commitment over the past five years, but more work is still required to fulfil our mandate. The Department's efforts are central to the government's plans of reducing unemployment, poverty and inequality through economic growth and job creation. This Strategic Plan 2025-2030 is aligned to the Statement of Intent (SOI), National Development Plan (NDP) 2030 and the MTDP 2024-2029 (Medium -Term Development Plan).

The Government of National Unity has proposed three strategic priorities that are interrelated and interlinked namely:

- Inclusive growth and job creation.
- Reduce poverty and tackle the high cost of living; and
- A capable, ethical and developmental state.

The department of Public Works, Roads and Infrastructure is in many ways than one contributing to the afore-mentioned priorities. In the Sixth administration through its coordination role the province created 510 166 work opportunities against the annual target of 475 358 which translates to 107% over-achievement. In the Seventh administration the department has a five-year target of 494 452 work opportunities.

The Department is responsible for infrastructure development, whilst simultaneously a dedicated focus and attention is placed amongst others on maintenance and construction of Provincial Government buildings; property management, co-ordination, monitoring and implementation of the Expanded Public Works Programme (EPWP).

Over the past administration, the Department developed the administrative structures and policies required to live up to its responsibilities while complying with governance requirements. The department has already put systems in place to improve its audit opinion.

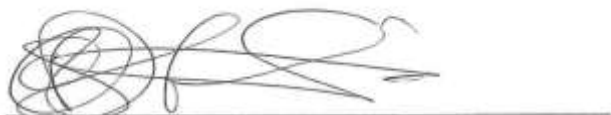
The department has launched the Dikgerekgere Wednesday which is a programme aimed at massification of job creation through re-graveling and blading strategic roads leading to the government services, growing the economical hub and improve the overall quality of life for our communities.

government services, growing the economical hub and improve the overall quality of life for our communities.

The investment will create jobs, boost local economies and improve access to essential services. The departmental strategic focus for the next planning period ahead includes a transformed built environment with sustainable infrastructure for the citizens' use, strengthening job creation initiatives coupled with skills development. The following are some of the strategies developed during our strategic planning session to be implemented in the seventh administration:

- Review and Implementation of Limpopo Infrastructure Maintenance Strategy (LIMS)
- Implement Learner Contractor Development Programme (LCDP)
- Implementation of Infrastructure Procurement in line with Framework for Infrastructure Delivery and Procurement Management (FIDPM)
- Implementation of Operation Dikgerekgere
- Review of the organisational structure to align to needs for maintenance roads.
- Strengthen the strategic relationship between RAL, SANRAL and DPWR&I.
- Review of the funding model (road upgrading) (RAL vs SANRAL).
- Exploring and implement new ways of alternative material
- Implementation of EXCO decision to repeal the RAL Act, MOA and governance structure
- Implement Phase V EPWP targets
- Integration, coordination and professionalization of EPWP: (Skills development in partnership with various SETAs)
- Develop and implement a Departmental Insourcing Strategy
- Review of the organizational structure
- Develop a customer-Centric Service Delivery Strategy to institutionalise the Service Delivery Improvement Plan
- Develop and implement an ICT Infrastructure overhaul Strategy
- Develop and implement long outstanding debts recovery strategy

We affirm the Department's commitment to the implementation of this 2025-2030 Five Year Strategic Plan to be an accountable institution that serves all the people of our province.



Mr M.J. Phukuntsi

Head of Department

Department of Public Works, Roads and Infrastructure

Date 03/03/2025

## Official Sign-Off

It is hereby certified that this Strategic Plan:

- Was developed by the management of the Department of Public Works, Roads and Infrastructure under the guidance of Mr. Rachoene S.E
- Considers all the relevant policies, legislation and other mandates for which the Department of Public Works, Roads and Infrastructure is responsible.
- Accurately reflects the Impact and Outcomes, which the Department of Public Works, Roads and Infrastructure will endeavour to achieve over the 2025-2030.

Ms. Mahlase M.S  
Corporate Services



Acting Ms Mashilwane L.F  
Property and Facilities Management



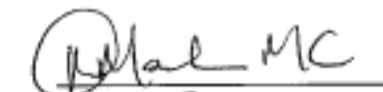
Ms. Modiba N.M  
Health Infrastructure Management



Mr. Rankwe K.D  
Education Infrastructure Management



Mr. Machubene M.C  
Provincial Departments Infrastructure Management



Mr Twala P.D.  
District Coordination



Mr. Chego A.K  
Expanded Public Works Programme



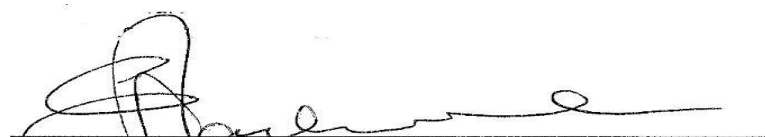
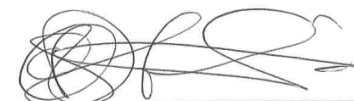
Ms. Mashilwane L.F  
Roads Infrastructure



Ms. Mhlabane M.O.C  
Chief Financial Officer



Mr. Phukuntsi M.J  
Accounting Officer



MR. E.S. RACHOENE  
MEMBER OF EXECUTIVE COUNCIL  
DEPARTMENT OF PUBLIC WORKS, ROADS AND INFRASTRUCTURE



**LIMPOPO**  
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# PART A

## OUR MANDATE



The heartland of southern Africa - development is about people!

## PART A: OUR MANDATE

In an endeavour to discharge its mandate, the department will make use of the following legislative and other mandates:

### 1. CONSTITUTIONAL MANDATE

In terms of sub-section 125 (1) of the Constitution of RSA, “the executive authority of a Province is vested in the Premier of that Province.” Sub-section (2) also provides that “The Premier exercises the Executive Authority, together with other Members of the Executive Council, by:

- Implementing Provincial Legislation.
- Implementing all National Legislation within the functional areas listed in Schedule 4 or 5 except where the Constitution or an Act of Parliament provides otherwise.
- Administering in the province, national legislation outside the functional areas listed in Schedule 4 or 5, the administration of which has been assigned to the provincial executive in terms of an Act of Parliament.
- Developing and implementing provincial policy.
- Co-coordinating the functions of the provincial administration and its departments.
- Preparing and initiating provincial legislation; and
- Performing any other function assigned to the provincial executive in terms of the Constitution or an Act of Parliament.”

In terms of Schedule 4 of the RSA Constitution, Public Works, Roads and Infrastructure is a functional area of concurrent National and Provincial legislative competence “only in respect of the needs of provincial government departments in the discharge of their responsibilities to administer functions specifically assigned to them in terms of the Constitution or any other law.”

In terms of his Constitutional prerogative, the Honourable Premier or Minister establishes the Department of Public Works, Roads and Infrastructure to provide and manage Provincial land and buildings, Roads as well as to contribute to the provincial goal of job creation and poverty alleviation through the Expanded Public Works Programme “only in respect of the needs of provincial government institutions in the discharge of their responsibilities to administer functions specifically assigned to them in terms of the Constitution.”

## 2. LEGISLATIVE AND POLICY MANDATES

**Table 1: Legislative and Policy Mandates**

The Department derives its legislative mandate and compliance imperatives from the following pieces of legislation:

Specific Legislative Mandate	
The Government Immovable Asset Management Act, 2007 (Act No.19 of 2007)	To provide for sound management of immovable government assets at Provincial Government level towards enabling service delivery
The Construction Industry Development Board Act, 2000 (Act No. 38 of 2000)	To provide for compliant procurement and delivery of infrastructure projects in the construction industry and other matters connected thereto.
Infrastructure Development Act (Act No. 23 of 2014)	To provide for a strategic socio-economically inclined coordination of public infrastructure development
The Council for the Built Environment Act, 2000 (Act No. 43 of 2000)	To provide for the transformation of the Built Environment through the establishment and functioning of the Council for the Built Environment.
State Land Disposal Act (Act No. 48 of 1961)	To provide for the disposal of certain state land and for matters incidental thereto, and to prohibit the acquisition of the state land by prescription.
Limpopo Province Roads Agency Proprietary Limited and Provincial Roads Act (Act No.7 of 1998)	To provide for a constitutive Act that establishes the Roads Agency Limited as a State-owned company to manage planning, designing, construction, maintaining and controlling of the provincial road network
Spatial Planning and Land Use Management (SPLUMA) Act No. 16 of 2013	To, among others, provide a framework for spatial planning and land use management in the Republic; and to specify the relationship between the spatial planning and the land use management system and other kinds of planning
National Building Regulations and Building Standards Amended Act No 36 of 1984	To provide for new definitions and extending existing definitions in the building environment
The Critical Infrastructure Protection Act (Act No.8 of 2019)	Ensures that National Key Points are safeguarded
Occupational Health and Safety Act (Act No. 181 of 1993)	To always ensure safe working conditions and safe equipment
Compensation of Occupational Injuries and Diseases Act, (Act No 130 of 1993)	To provide for compensation for disablement caused by occupational injuries or diseases sustained or contracted by employees in the course of their employment, or for death resulting from such injuries or diseases; and to provide for matters connected therewith
Municipal Property Rates Act (Act No. 6 of 2004)	To provide for Inspections of and objections to valuations on the general valuations roll
Deeds Registries Act, (Act 47 of 1937)	To consolidate and amend the laws in force in the Union relating to the registration of deeds.

## LEGISLATIVE AND POLICY MANDATES CONT.....

Specific Legislative Mandate	
Architectural Professional Act, (Act 44 of 2000)	To provide for the establishment of a juristic person to be known as the South African Council for the Architectural Profession; to provide for the registration of professionals, candidates and specified categories in the architectural profession; to provide for the regulation of the relationship between the South African Council for the Architectural Profession and the Council for the Built Environment; and to provide for matters connected therewith.
Landscape Architectural Profession Act, (Act 45 of 2000)	To provide for the establishment of a juristic person to be known as the Engineering Council of South Africa; to provide for the registration of professionals, candidates and specified categories in the engineering profession; to provide for the regulation of the relationship between the Engineering Council of South Africa and the Council for the Built Environment; and to provide for matters connected therewith.
Engineering Professions Act, (Act 46 of 2000)	To provide for the establishment of a juristic person to be known as the Engineering Council of South Africa; to provide for the registration of professionals, candidates and specified categories in the engineering profession; to provide for the regulation of the relationship between the Engineering Council of South Africa and the Council for the Built Environment; and to provide for matters connected therewith.
Property Valuers Act, (Act 47 of 2000)	To provide for the establishment of a juristic person to be known as the South African Council for the Property Valuers Profession; to provide for the registration of professionals, candidates and specified categories in the property valuation profession; to provide for the regulation of the relationship between the South African Council for the Property Valuers Profession and the Council for the Built Environment; and to provide for matters connected therewith
Projects and Construction Management Profession Act, (Act 48 of 2000)	To provide for the establishment of a juristic person to be known as the South African Council for the Project and Construction Management Professions; to provide for the registration of professionals, candidates and specified categories in the project and construction management professions; to provide for the regulation of the relationship between the South African Council for the Project and Construction Management Professions and the Council for the Built Environment; and to provide for matters connected therewith.

## LEGISLATIVE AND POLICY MANDATES CONT.....

Specific Legislative Mandate	
Quantity Surveying Profession Act, (Act 49 of 2000)	To provide for the establishment of a juristic person to be known as the South African Council for the Quantity Surveying Profession; to provide for the registration of professionals, candidates and specified categories in the quantity surveying profession; to provide for the regulation of the relationship between the South African Council for the Quantity Surveying Profession and the Council for the Built Environment; and to provide for matters connected therewith.
Town and Regional Planning Act, (Act 36 of 2002)	To provide for the establishment of the South African Council for Planners as a juristic person; to provide for different categories of planners and the registration of planners; to Authorise the identification of areas of work for planners; to recognise certain voluntary associations; to protect the public from unethical planning practices; to maintain a high standard of professional conduct and integrity; to establish disciplinary mechanisms and an Appeal Board; and to provide for incidental matters.
Rating of State Property Act, (Act 79 of 1984)	To regulate the power of a municipality to impose rates on property; to exclude certain properties from rating in the national interest; to make provision for municipalities to implement a transparent and fair system of exemptions, reductions and rebates through their rating policies; to make provision for fair and equitable valuation. methods of properties; to make provision for an objections and., appeals process; -to amend the Local Government: Municipal Systems Act, 2000, so as to make further provision for the serving of documents by municipalities; to amend or repeal certain legislation; and to provide for matters connected therewith.
Land Affairs Act, (Act 101 of 1987)	To provide for the determination of amounts of compensation, purchase prices or rents in respect of immovable property expropriated, purchased or leased by the Department of Public Works and Land Affairs for public purposes and the giving of advice with regard to the value of land, rights on or in respect of land and purchase prices or rents in respect of certain immovable property; for that purpose to make provision for the establishment of a Land Affairs Board; and to provide for incidental matters.
Land Titles Adjustment Act, (Act 111 of 1995)	To regulate the allocation or devolution of certain land in respect of which one or more persons claim ownership, but do not have registered title deeds in respect thereof; and to provide for incidental matters.

## LEGISLATIVE AND POLICY MANDATES CONT.....

Specific Legislative Mandate	
National Building Regulations and Building Standards Amendment Act, (Act 49 of 1995)	To amend the National Building Regulations and Building Standards Act, 1977, so as to delete a definition and to insert one; and to empower a local authority to accept the appointment of certain persons registered in terms of the Engineering Profession of South Africa Act, 1990, to carry out certain work; and to provide for matters connected therewith.
Housing Act, (Act 107 of 1997)	To provide for the facilitation of a sustainable housing development process; for this purpose to lay down general principles applicable to housing development in all spheres of government, to define the functions of national, provincial and local governments in respect of housing development and to provide for the establishment of a South African Housing Development Board, the continued existence of provincial boards under the name of provincial housing development boards and the financing of national housing programmes; to repeal certain laws; and to provide for matters connected therewith.
Rental Housing Act, (Act 50 of 1999)	This Act regulates the relationship between landlords and tenants, and it provides for dispute resolution by the Rental Housing Tribunal
National Heritage Council Act, (Act 11 of 1999)	To establish a juristic person to be known as the National Heritage Council; to determine its objects, functions and method of work; to prescribe the way it is to be managed and governed; to regulate its staff matters and financial affairs; and to provide for matters connected therewith.

As an entity operating in the public service space, the Department complies with the following pieces of legislation:

**Table 2: General Public Service Compliance Legislation**

General Public Service Compliance Legislation	
Public Administration Management Act, 2014	To provide for the basic values and principles that govern public service administration in line with the Constitutional remit towards a capable, ethical and developmental public service,
Basic Conditions of Employment Act, (Act No 75 of 1997)	To advance economic development and social justice by fulfilling the primary objects such as to give effect to and regulate the right to fair labour practices conferred by Section 23(1) of the Constitution
The Broad-Based Black Economic Empowerment Act, (Act 53 of 2003)	To establish a legislative framework for the promotion of black economic empowerment; to empower the Minister to issue codes of good practice and to publish transformation charters; to establish the Black Economic Empowerment Advisory Council; and to provide for matters connected therewith
Preferential Procurement Policy Framework Act, (Act 5 of 2000)	A system for proper evaluation in the provision of services;
Division of Revenue Act, (Act of 2008)	To provide for the equitable division of revenue raised nationally among the national, provincial and local spheres of government for the 2008/09 financial year and the responsibilities of all three spheres pursuant to such division; and to provide for matters connected therewith
The Public Finance Management Act, 1999 (Act No. 1 of 1999)	To secure transparency, accountability and sound management of revenue, expenditure, assets and liabilities of various public institutions
Public Service Act, (Act 103 of 1994)	The regulation of the conditions of employment, discipline and matters connected therewith.
Labour Relations Act, (Act 66 of 1995)	To promote and maintain sound labour practice.
Employment Equity Act, (Act 55 of 1998)	To promote equal opportunity and fair treatment in employment through the elimination of unfair discrimination through affirmative action measures in order to redress the imbalances of the past.
Protected Disclosure Act (Act 26 of 2000)	To make provision for procedures in terms of which employees in both the private and the public sector may disclose information regarding unlawful or irregular conduct by their employers or other employees in the employ of their employers; to provide for the protection of employees who make a disclosure which is protected in terms of this Act; and to provide for matters connected therewith.
Skills Development Act, (Act 97 of 1998)	To provide an institutional framework to devise and implement strategies to develop and improve the skills of the workplace
Promotion of Access to Information Act, (Act No 2 of 2000)	To give effect to the constitutional right of access to any information held by the State and any information that is held by another person and that is required for the exercise or protection of any rights; and to provide for matters connected therewith
Promotion of Administrative Justice Act, (Act 3 of 2000)	To give effect to the right to administrative action that is lawful, reasonable and procedurally fair and to the right to written reasons for administrative action as contemplated in section 33 of the Constitution of the Republic of South Africa, 1996; and to provide for matters incidental thereto

### 3. INSTITUTIONAL POLICIES AND STRATEGIES OVER THE FIVE-YEAR PLANNING PERIOD

Resulting from the Strategic Planning process, the following strategies will be developed and implemented over the medium-term development plan period towards the reclaiming of the departmental mandate and the realisation of the intended impact and outcomes:

***Strategies to be implemented in 2025-2030 electoral cycle:***

**Table 3: Departmental Strategies**

Departmental Outcomes	Departmental Strategies
Sustainable Roads and Building Infrastructure	<b>Infrastructure Operations</b> <ul style="list-style-type: none"> <li>✓ Review and Implementation of Limpopo Infrastructure Maintenance Strategy (LIMS)</li> <li>✓ Develop a Prioritization Strategy for Infrastructure Planning and Implementation</li> <li>✓ Implement Learner Contractor Development Programme (LCDP)</li> <li>✓ Resuscitation and Revitalisation of Infrastructure Cost Centres and Mechanical Workshops</li> <li>✓ Implementation of Infrastructure Procurement in line with Framework for Infrastructure Delivery and Procurement Management (FIDPM)</li> </ul>
Sustainable Roads and Building Infrastructure	<b>Roads Infrastructure Management</b> <ul style="list-style-type: none"> <li>✓ Implementation of Operation Dikgerekgere</li> <li>✓ Establish mini re-graveling teams aligned to local municipality.</li> <li>✓ Strengthen the strategic relationship between RAL and DPWR&amp;I.</li> <li>✓ Review of the funding model (road upgrading) (RAL vs SANRAL).</li> <li>✓ Exploring and implement new ways of alternative material</li> <li>✓ Identify internal roads that can be handed over to municipality</li> <li>✓ Implementation of EXCO decision to repeal the RAL Act, MOA and governance structure</li> </ul>
Reduced Unemployment	<ul style="list-style-type: none"> <li>✓ Implement Phase V EPWP Business Plan</li> <li>✓ Integration, coordination and professionalization of EPWP: (Skills development in partnership with various SETAs)</li> </ul>
Improved Organisational Capacity	<ul style="list-style-type: none"> <li>✓ Filling of funded critical posts</li> <li>✓ Review of the organizational structure</li> <li>✓ Develop a customer-Centric Service Delivery Strategy to institutionalise the Service Delivery Improvement Plan</li> <li>✓ Develop and implement an ICT Infrastructure overhaul Strategy</li> <li>✓ Develop and implement the Clean Audit Strategy</li> <li>✓ Develop and implement long outstanding debts recovery strategy</li> </ul>

## ALIGNMENT TO MEDIUM-TERM DEVELOPMENT PLAN (MTDP) 2024-2029 AND THE NDP 2030

The NDP states that policy change may be necessary to implement the Plan in some instances, but in most areas, it is about getting the basic right, implementing government programmes, holding people accountable for their actions, and finding innovative solutions to complex challenges.

In line with the NDP, the national government has adopted the Medium –Term Development Plan to provide strategic guidance to government programmes over the next 5 years strategic plan period. MTDP is a high-level strategic document to guide the 5-year implementation and monitoring of the NDP 2030. In line with electoral mandate identifies the priorities to be undertaken during 2024-2029 to put the country on a positive trajectory towards the achievement of the 2030 vision.

It sets targets for implementation of the priorities and interventions for the 5-year period and states the Outcomes and Indicators to be monitored. The MTDP is structured around three priority areas which LDPWR&I contributes to in different forms.

**Table 4: Departmental Priorities**

Priority No:	MTDP Priority
Priority 1	To drive inclusive growth and job creation
Priority 2	To reduce poverty and tackle the high cost of living
Priority 3	To build a capable, ethical and developmental state

The planning process of the Department took into consideration the three Government of National unity (GNU) priorities for the seventh administration as it will be illustrated later. This is evidenced in the strategic impact statement and the three departmental outcomes that emanated from the planning process which are directly aligned to these priorities:

**Table 5: Departmental Outcomes**

DPWRI Outcomes	DPWRI contribution to MTDP
Outcome 1: Improved Organisational Capacity	To reduce poverty and tackle the high cost of living
Outcome 2: Sustainable Roads and Building Infrastructure	To build a capable, ethical and developmental state
Outcome 3: Reduced Unemployment	To drive inclusive growth and job creation

## LINKS TO GOVERNMENT-WIDE PLANS

The following frameworks/ legislation guides the process of our planning.

❖ Service Delivery Improvement Plan Directive, 2019

The Service Delivery Improvement Plan Directive issued in 2019 by the Department of Public Service and Administration (DPSA) requires that, every five years, departments must submit their approved SDIPs to the DPSA by 31 March. SDIPs are thus to be aligned with departments' five-year SPs.

❖ Statistics Act, 1999

The Statistics Act provides the basis for the planning, production, analysis, documentation, storage, dissemination and use of official and other statistics. The purpose of these statistics is to help organs of state, businesses, other organisations and the public with planning, decision-making and monitoring or assessing policies. The use of official statistics strengthens the quality of government and institutional short- and medium-term plans.

❖ Spatial Planning and Land Use Management Act, 2013

The Spatial Planning and Land Use Management Act (SPLUMA) was adopted shortly after the introduction of the NDP and is intended to help ensure that South Africa achieves its goals of spatial justice, spatial sustainability, efficiency, spatial resilience and good administration. The Act establishes mechanisms for negotiating spatial conflicts, issuing guidelines and monitoring compliance. Although it does not deal directly with fragmentation of the spatial planning function, it introduces a new approach to spatial planning that can be refined and linked to overall long-term planning. Embedding spatial planning within the overall planning system is critical.

❖ Local Government: Municipal Systems Act, 2000

The Local Government: Municipal Systems Act makes it a requirement for each council, within a prescribed period after the start of its elected term, to adopt a single, inclusive Integrated Development Plan (IDP) for the development of the municipality. Section 24 of the Act makes provision for municipalities to undertake planning that aligns with and complements the development plans of other municipalities and organs of state and to participate in national and provincial development in line with the principles of cooperative governance. Section 31 of the Act allows for provincial Members of the Executive Council (MECs) for Local Government to assist municipalities with planning, drafting, adopting and reviewing their IDPs.

❖ Promotion of Equality and Prevention of Unfair Discrimination Act, 2000

The purpose of the Promotion of Equality and Prevention of Unfair Discrimination Act (PEPUDA) is to give effect to the letter and the spirit of the Constitution and to promote equality, non-racialism and non-sexism; prevent unfair discrimination; and protect human dignity as contemplated in Sections 9 and 10 of the Constitution.

❖ Government Immovable Asset Management Act, 2007

The aim of the Government Immovable Asset Management Act (GIAMA) is to provide a uniform framework for managing immovable assets held or used by national or provincial departments and to ensure that the use of immovable assets is coordinated with these departments' service delivery objectives.

❖ Construction Regulations, 2014

Sub-Regulation 11 (2) requires a structure's owner to ensure that a competent person (typically a built environment professional) inspects it at least once every six months for the first two years after its construction and thereafter yearly. The aim is to ensure that the structure is and remains safe for continued use. Thus at least annual condition assessments must be carried out and maintenance and renewal programmes must be implemented.

❖ Policy Framework for the Government-wide Monitoring and Evaluation System, 2005

This Framework states that programme performance information is one of the data terrains underpinning the Government-wide Monitoring and Evaluation System (GWMES), and in particular information collected by government institutions while carrying out their mandated work and implementing the government's policies.

❖ Framework for Managing Programme Performance Information, 2007

The Framework for Managing Programme Performance Information (FMPPI) describes how to design and implement management systems for defining, collecting, reporting on and using performance information in the public sector. It emphasises that performance information enables the public and oversight bodies, by comparing performance against budgets and service delivery plans, to determine whether public institutions are providing value for money and to alert managers to where corrective measures are needed

❖ National Development Plan 2030: Our Future - Make it Work, 2012

The NDP is a long-term vision for the country which provides a broad strategic framework to guide key government choices and actions, and focuses on the critical capabilities needed to transform the economy and society. The plan highlights that accelerated development in South Africa requires the active support of all citizens; leadership in all sectors that puts the country's collective interests ahead of narrow, short-term goals; and radically improved government performance.

❖ Medium Term Development Plan

The MTDP outlines the country priorities of the electoral mandate and provides a medium-term road map for developing five-year institutional plans to enable the NDP's goals to be achieved. Intergovernmental and interdepartmental planning is crucial to achieving government's priorities and vision for South Africa. The MTDP promotes coordination and alignment of priorities across all spheres of government and with non-government stakeholders and assists with integrating all components of national development into mainstream planning processes.

❖ United Nations Sustainable Development Goals

The aim of the Sustainable Development Goals (SDGs) is to end poverty and hunger globally; combat inequalities within and among countries; build peaceful, just and inclusive societies; protect human rights; promote gender equality and the empowerment of women and girls; and ensure the lasting protection of the planet and its natural resources. Countries committed to the SDGs aim to create the conditions for sustainable, inclusive and sustained economic growth, shared prosperity and decent work for all, considering different levels of national development and capacities. The SDGs are integrated and indivisible and balance the three dimensions of sustainable development: the economic, the social and the environmental. There are 17 SDGs, demonstrating the scale and ambition of this global agenda.

❖ Agenda 2063

Agenda 2063, published by the African Union Commission in 2015, is a strategic framework for the socio-economic transformation of Africa over the next 50 years. It builds on, and aims to accelerate implementation of, past and existing continental initiatives for growth and sustainable development.

Agenda 2063 has the following aspirations: an integrated continent, politically united and based on the ideals of Pan-Africanism and the vision of Africa's Renaissance; an Africa of good governance, democracy, respect for human rights, justice and the rule of law; a peaceful and secure Africa; an Africa with a strong cultural identity, common heritage, shared values and ethics; an Africa whose development is people-driven, relying on the potential of African people, especially its women and youth, and caring for children; and an Africa that is a strong, united and influential global player and partner. These aspirations have priority areas aligned to the SDGs.

❖ International Infrastructure Management Manual

The International Infrastructure Management Manual (IIMM) provides relevant practitioners with necessary tools, resources and case studies needed for good asset management as defined by the ISO Standards. The IIMM shows infrastructure managers how to achieve the appropriate balance between cost, risk and asset performance to achieve the best service outcomes for all stakeholders.

❖ National Immovable Asset Maintenance Management Standard, 2017

The Standard establishes the principles, or practice specifications, for managing and caring for immovable assets after they have been built or acquired. It gives information about establishing asset care objectives, strategies and plans; implementing, monitoring and reviewing preventative and corrective maintenance; and the roles and responsibilities for effective maintenance of infrastructure assets.

❖ National Treasury Asset Management Framework v3.3, 2003

The Framework introduces the concept of asset management; highlights the principles of, and need for, asset management; and gives broad guidelines about it.

❖ Standard for an Infrastructure Delivery Management System, 2012

The Infrastructure Delivery Management System (IDMS) standard was developed to enable planning, implementation, monitoring and control of infrastructure in government. It describes the legislative and regulatory requirements for asset management, planning, budgeting and infrastructure procurement. These include the SIPDM. Infrastructure delivery management is made up of portfolio, programme, operations, maintenance and project management processes, with the management processes continually interacting with a performance and risk management system.

## LOCAL GOVERNMENT CONTEXT

The Department is configured into (5) five district offices namely, Capricorn, Sekhukhune, Mopani, Vhembe and Waterberg. Each district has been sub-divided into cost centres assumed to bring service delivery closer to the people. There is a total of 62 cost centres in the whole Province that offer services on Building and Properties and Roads Maintenance. Accordingly, the infrastructure projects that are intended to enable delivery of basic services over the five-year period are spatially planned for implementation at the district level, thus supporting the District Delivery Model.

The Municipal Systems Act of 2000 makes provision for Municipalities to undertake planning that aligns with and compliments the development plans of other municipalities and organs of state, and to participate in national and provincial development in the principles of cooperative governance.

Local government is at the coalface of service delivery. While the LDPWR&I continues to enhance planning with municipalities through engagement at established forums and provincial platforms and through this, secure alignment between municipal IDPs, spatial development frameworks (SDFs), and LDPWR&I sector plans, significant challenges remain. Some of these challenges includes non-reporting of EPWP work opportunities by municipalities. The department will continue to support municipalities during the development and reviews of IDPs and ensure alignment between local government priorities, and national and provincial priorities.

#### 4. RELEVANT COURT RULINGS

The following table illustrate court rulings that have a significant, ongoing impact on operations or service delivery obligations of the department of Public Works, Roads and Infrastructure:

**Table 6: Relevant Court Rulings**

CASE NUMBER: \ 907/2024	
Applicant	MEC LDPWR&I
Respondent	Mbangwa Howard Trading & Project Cc
Summary of the case	Responded demolished state houses to build a hotel and illegally evicted tenants from 6 state houses in Giyani (Kremetart)
Judgement	Illegally demolished state houses to build a hotel and evicted tenants from 6 state houses in Giyani (Kremetart)
Remedial Action (policy/strategy/ action) to reduce or avoid recurrence	Timeous monitor state houses as per Assets registry in line with deeds office



**LIMPOPO**  
PROVINCIAL GOVERNMENT  
REPUBLIC OF SOUTH AFRICA



DEPARTMENT OF  
PUBLIC WORKS, ROADS AND INFRASTRUCTURE

# PART B

## OUR STRATEGIC FOCUS



The heartland of southern Africa - development is about people!

## PART B: OUR STRATEGIC FOCUS

### 1. VISION

The leader in the provision and management of provincial land, buildings and roads infrastructure.

### 2. MISSION

Optimal utilization of resources in the provision and management of sustainable social and economic infrastructure including implementation and coordination of Expanded Public Works Programme.

### 3. VALUES

The Limpopo Department of Public Works, Roads and Infrastructure prides itself on the following core values:

**Table 7: Core Value**

Core Value	Description
Accountability	Every official will be held responsible for own action and ensuring single point accountability
Integrity	All officials will be truthful and honest in execution of duties in their area of competence
Professional Ethics	All officials will perform diligently with necessary proficiency in the execution of duties in their area of skills backed by acceptable moral codes.
Excellence in Service Delivery	All officials shall dedicate their energy and time to serve with distinction and offer quality service to the public.
Teamwork	Official in the department will always strive to deliver as a joint and cooperate amongst themselves for service
Transparency	The department will always uphold Batho Pele Principles and deliver accordingly.
Answerability	The department will collectively take liability for poor service delivery

#### 4. SITUATIONAL ANALYSIS

During the Strategic Planning Lekgotla in August 2024, the situational analysis was conducted to provide a context within which the planning activities of the department would be hinged. As an essential part of planning, this process comprised an analysis of the internal and external environmental factors that directly or indirectly affect the department in its execution of the mandate. The department developed strategies to deal with the weaknesses identified in the SWOT analysis. The strategies identified will be implemented during the period of the strategic plan.

##### ❖ Institutional SWOT Analysis

**Table 8: SWOT Analysis**

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>✓ Availability of regulations, policies and directives.</li> <li>✓ Capacitated and competent personnel.</li> <li>✓ Budget availability</li> <li>✓ Clear programmes objectives (We know what to do and how to do it).</li> <li>✓ Approved Organizational Structure</li> <li>✓ Availability of high Technology</li> <li>✓ Profiling and Communication of programme activities</li> <li>✓ Transversal financial management Policies, Departmental policies, SOP's and financial systems.</li> <li>✓ Revenue sources.</li> <li>✓ Management of credible movable assets</li> <li>✓ Availability of budget over MTEF</li> <li>✓ Internal Registered Professionals in Built Environment</li> <li>✓ Approved policies and guidelines</li> <li>✓ Political support and buy-in.</li> <li>✓ Creation of work opportunities</li> <li>✓ Maximized Community interaction</li> <li>✓ Skills capacitation</li> <li>✓ Income relief</li> <li>✓ Internal resources (yellow fleet)</li> <li>✓ Implementing Agents (RAL)</li> <li>✓ Work Opportunities (EPWP)</li> <li>✓ RAMS (Road Assets Management System)</li> </ul>	<ul style="list-style-type: none"> <li>✓ Budget driven Organizational Structure (Non-responsive structure)</li> <li>✓ Lack of tools of trade</li> <li>✓ Lack of storage of documents.</li> <li>✓ Inadequate information management</li> <li>✓ Inadequate Access Control</li> <li>✓ Lack of Implementation of consequence management by line managers.</li> <li>✓ Overlapping and duplication of functions (yellow vs white fleet management)</li> <li>✓ Stagnant audit opinion and regressing audit outcomes</li> <li>✓ Ageing personnel</li> <li>✓ Poor contract management.</li> <li>✓ Under spending of budget</li> <li>✓ Inadequate monitoring of the procurement processes</li> <li>✓ Provincial infrastructure maintenance strategy not finalised and institutionalized.</li> <li>✓ Turnaround time on repairs</li> <li>✓ Failure to meet community/stakeholders needs</li> </ul>

## CONFIDENTIAL DOCUMENT

OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>✓ Availability of stakeholders</li> <li>✓ Conditional Grants</li> <li>✓ Cuban Technical Support (CTA'S) Support from National Department (Grant)</li> <li>✓ MOA's/MOUs with SETA, TVET, RAL, municipalities and Strategic partnership/ MOU's (farmers and mines)</li> </ul>	<ul style="list-style-type: none"> <li>✓ Community protests due to lack of service delivery</li> <li>✓ Litigations</li> <li>✓ Cyber attacks</li> <li>✓ Inability to attract and retain skilled personnel</li> <li>✓ Theft (equipment and machinery)</li> <li>✓ Theft of movable assets outside departmental premises</li> <li>✓ Fraud and corruption</li> <li>✓ Climate change</li> <li>✓ High maintenance costs</li> <li>✓ Disruption of large and mega infrastructure projects</li> <li>✓ Automation and artificial intelligence</li> <li>✓ Use of undocumented immigrants</li> <li>✓ Grant reduction</li> <li>✓ Global economic shock</li> <li>✓ Low economic growth</li> <li>✓ Litigations</li> <li>✓ Incompetent term contractors</li> </ul>

#### 4.1 EXTERNAL ENVIRONMENT ANALYSIS

Conducting an external analysis strategically assists the department to keep its finger on the pulse of the implementation environment which, although it may be outside its control, may help improve or threaten the department's operations. To determine the effect of external factors on the department, a PESTEL (Political, Economic, Sociological, Technological, Environmental and Legal) analytical method was conducted, as shown below:

##### POLITICAL FACTORS

After the National Elections in May 2024 the province has maintained its political position, unlike other provinces that are under Government of National Unity (GNU). as a result, it makes government to take decisions without dissenting views. The pronouncement by the President of South Africa on the infrastructure coordinating role of the reconfigured National Department of Public Works and Infrastructure has direct implications for the department: "The department has also realised that our infrastructure provision is too fragmented between the different spheres of government. It does not fully integrate new housing development with economic opportunities and with the building of dams, water pipelines, schools and other amenities." Furthermore, infrastructure investment is also targeted as a catalyst for economic transformation and job creation. This impacts on how the Sector will be galvanised and monitored to deliver in concert on the infrastructure projects in an integrated fashion, particularly in line with the District Development Model as adopted across government.

The department is inundated with calls for better roads daily. Almost every protest that erupts is about or has an impact on roads infrastructure. These acts impact the fiscus thus setting back the infrastructure development agenda. The department and its implementing agency, Road Agency Limpopo (RAL), will continue to engage communities to facilitate community-based planning and implementation thus reducing politicising of road infrastructure project development. This exercise is expected to inform development of a comprehensive provincial priority list, which will guide how and when roads infrastructure projects will be implemented. The department has furthermore established oversight body to advice MEC on RAL issues and ensure alignment of RAL and Departmental Strategic Plans to strengthen corporate governance arrangements with RAL.

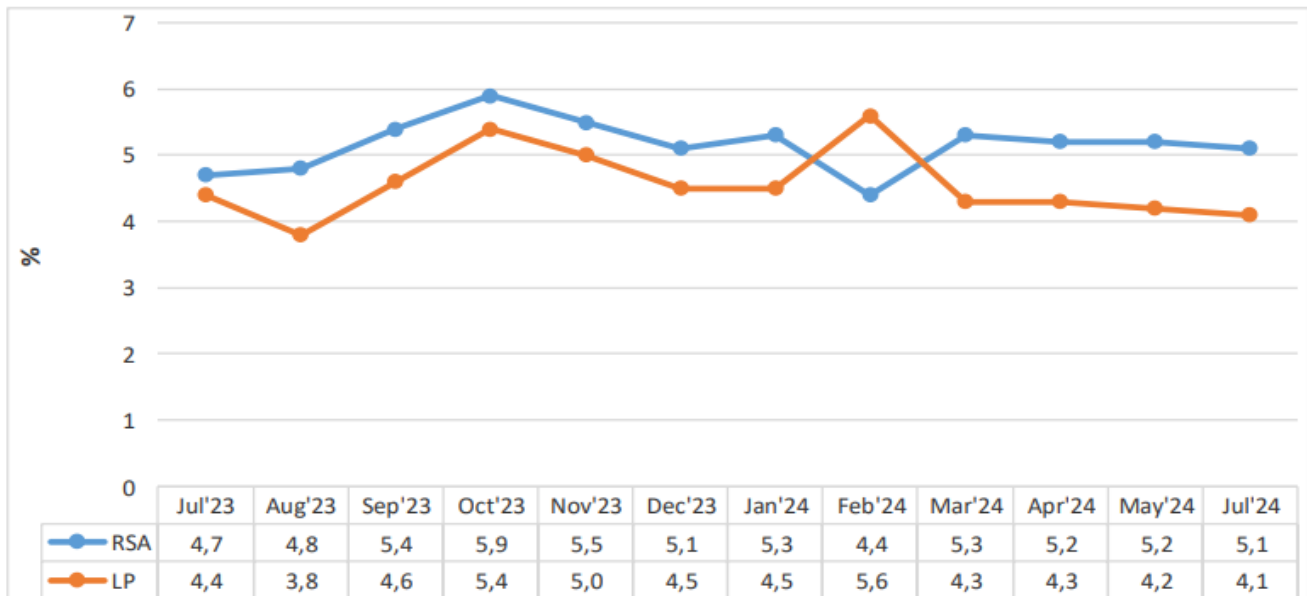
## ECONOMIC FACTORS

### KEY ECONOMIC INDICATORS

**Consumer Price Index (CPI)** The CPI is a measure of the average price level of consumer goods and services purchased by households. The CPI information can be used as a/an:

- ◆ Key indicator of price changes in the economy as well as the changes in the standard of living.
- ◆ Key indicator used by the South African Reserve Bank (SARB) in determining the level of interest rates for the country.
- ◆ Escalator in legal agreements, pensions and salary adjustments, and as a benchmark in interest bearing financial instruments (e.g. bonds).

**Figure 1: Consumer Price Index: year-on-year rates**



Source: Stats SA, Consumer Price Index, July 2023 – June 2024

Figure 1 above shows that:

- ◆ In a period of 12 months, the consumer price inflation for Limpopo province was below that of the country, except for the month of February 2024.
- ◆ Annual consumer price inflation in Limpopo decreased for the second consecutive month in July 2024, moving 4,2 % from to 4,1%.

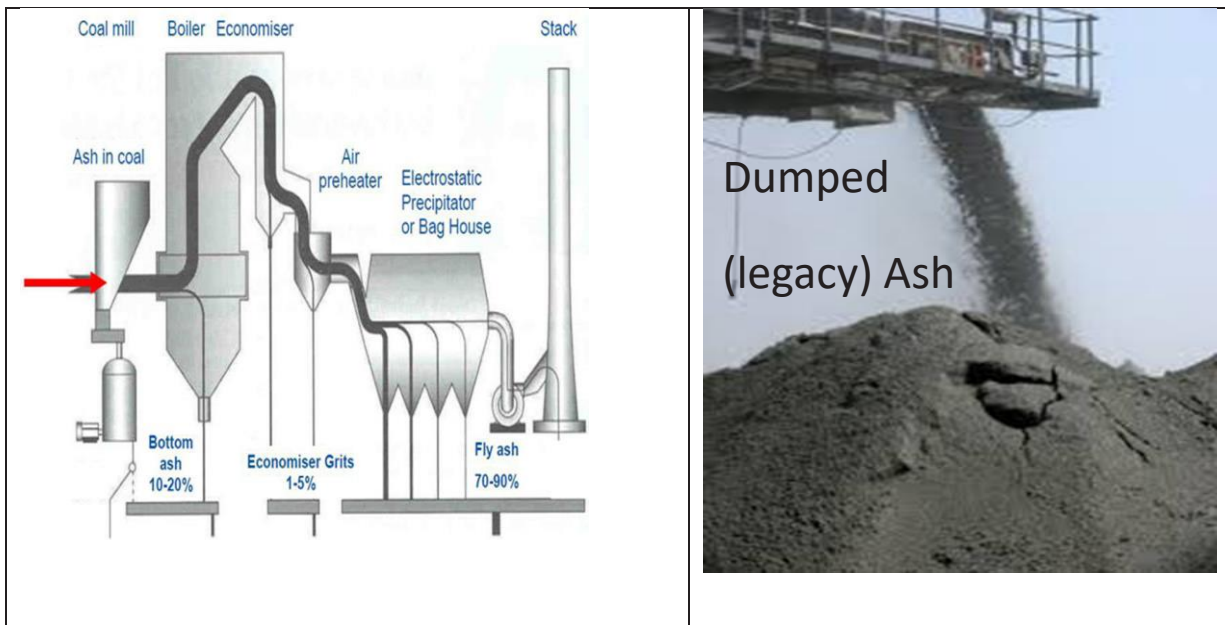
When the Consumer Price Index (CPI) rises it negatively impacts infrastructure development by increasing the cost of construction materials and labour, thereby making it more expensive to undertake infrastructure projects, potentially leading to fewer projects being initiated or scaled back to budget constraints.

When CPI rises, the price of building materials like cement, steel, and other components also increases, directly impacting the cost of infrastructure projects, it also leads to increased labour costs as workers' demands higher wages to compensate rising living expenses, further adding to project expenses.

The financial viability of infrastructure projects can decrease, potentially causing delays or cancellations, especially for projects with tight budgets. If inflation is high, government funds allocated for infrastructure development may need to be diverted to manage rising costs in other sectors, limiting available resources for new projects.

Fluctuations in the CPI can create uncertainty for contractors, leading to potential delays in project timelines as they navigate price changes. As a mitigation to this challenge the department is researching on the use of alternative building materials. In partnership with CSIR, the Department is researching on how to use fly ash as an alternative construction material. Fly ash has been found to be a sustainable alternative to cement for stabilizing road layers, promoting longer-lasting road infrastructure.

#### The Untapped-Local Resource as Alternative Construction Method



## TECHNOLOGICAL FACTORS

The past two decades have seen the rapid adoption of game changer technology. What used to take several inefficient steps can now be automated with a rapid reduction in costs but also at the expense of many jobs. Digitisation is disrupting the travel, banking, auditing, retail and many other industries. The fourth industrial revolution is already in effect and there are already exciting and impactful innovations applicable to the property sector. Virtual Reality (VR) technology is a great way to show planned building to various stakeholders as it allows for the creation of 3D real estate tours and get properties staged for stakeholders to view.

The use of building information modelling (BIM) systems is another area that is gaining traction in the property environment. BIM is used to design the document building and infrastructure designs, whereby every detail of a building is modelled in BIM. The model can be used for analysis to explore designs options and create visualisations that help stakeholders understand what the building will look like before it's built. Practical maintenance solutions can also be designed with BIM. It is imperative that ICT in the department should invest in this form of technology that will make the implementation of infrastructure smooth.

In construction, drones are primarily used for aerial surveying and data collection, providing high-resolution images and videos to monitor project progress, identify potential safety hazards, create detailed 3D models of the site and improve planning and design process, ultimately leading to increased efficiency and cost savings across various stages of a construction project. The department is researching the use of drones to identify potholes in the province as part of effectively and efficiently dealing with pothole patching.

**View of Construction activities for the Steel Bridge Rehabilitation and Upgrade of Bridge B1004 in Sekhukhune District**



The above pictures were captured using drone technology which the department has invested in for infrastructure development. As part of projects identification, the department is also using Global Positioning System (GPS).

## ENVIRONMENTAL FACTORS

The country is faced with severe weather patterns which require a change in our approaches to infrastructure delivery. During rainy season more potholes develop that requires regular maintenance of the roads, to address these maintenance conditions the department will invest in quality and sustainable maintenance material. Construction of our infrastructure projects is negatively affected during rainy seasons resulting in delays in the finalisation. The implementation of green and environmentally friendly projects to support environmental sustainability, is no longer a choice but rather the new normal to counter the effects of global warming and climate change.

The department has developed a green building strategy which will be implemented in the current planning cycle. The Green Building Strategy is built on the following principles which will be applied within buildings that are owned, operated, or occupied by LDPWRI:

- Energy, water and waste management.
- Indoor environmental quality and comfort.
- Product and materials management.
- Acceptable horticulture and landscaping construction practices.
- Green Procurement; and

The overall objective of this Green Building Strategy is to ensure that activities of the construction and property industries actively support the green economy and improve the quality of the natural environments by improving the performance of the asset in terms of energy and water usage; application of green procurement; enhancing social well-being; creating new and decent green jobs; and facilitating the reuse of materials and elements at the asset's end-of-life stage.

The picture below depicts the primary sources of energy in South Africa, and the secondary sources of energy for Polokwane Local Municipality (LM) for the year 2011. Current information regarding the complete sources and users of energy within the Limpopo province is limited; however, the 'State of Energy Capital Report for the Polokwane Municipality' (SALGA, 2013) offers a general overview of the situation of the municipality that may be extended to the province. Coal is still the main source of energy in a national level, as well as in the provincial level, followed by crude oil and gas in a smaller proportion.

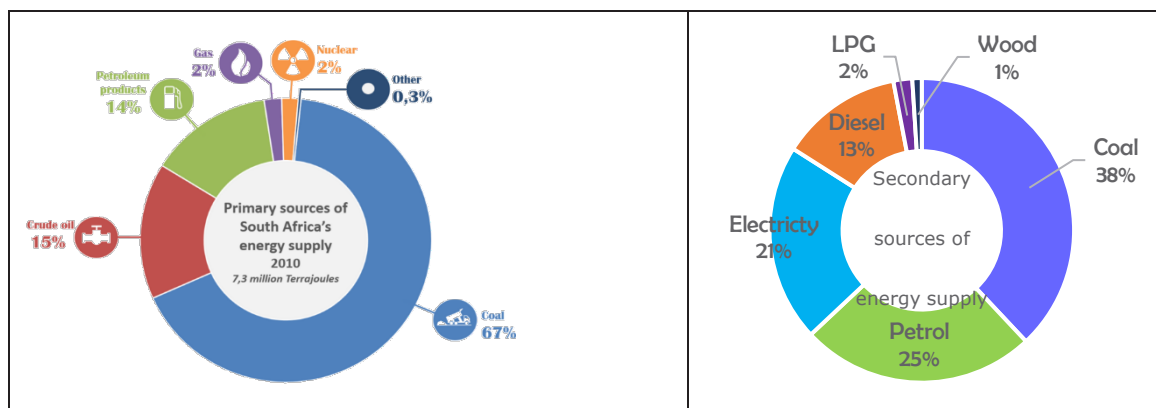


FIGURE 1: SOUTH AFRICA'S PRIMARY SOURCES OF ENERGY IN 2010 (LEFT); AND POLOKWANE LM'S SECONDARY SOURCES OF ENERGY IN 2011 (STATSSA, 2015; SALGA, 2013)

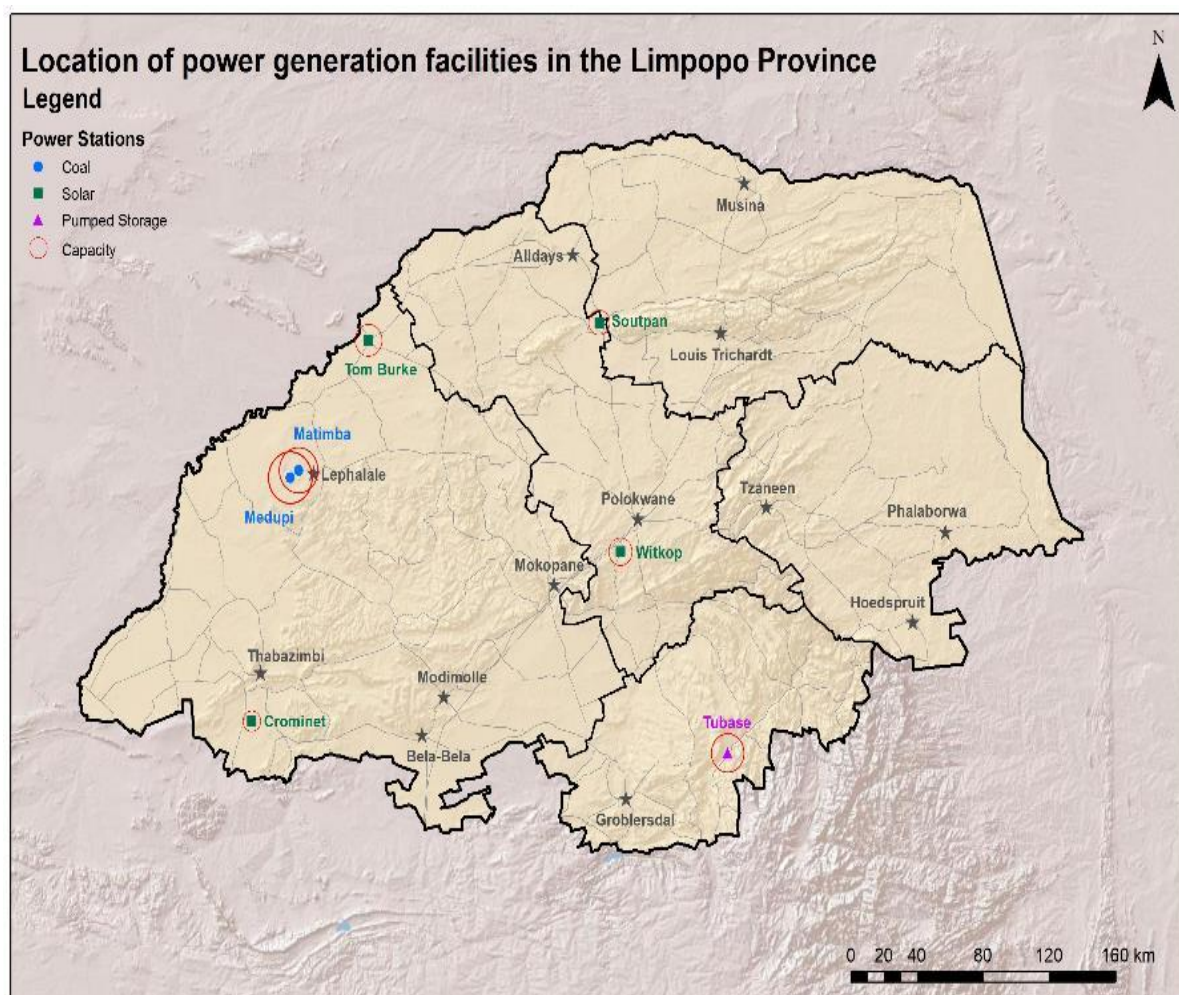


FIGURE 2: LOCATION OF ENERGY GENERATION PROJECTS IN THE LIMPOPO PROVINCE

## LEGISLATIVE FACTORS

There are ongoing claims against the department because of motor vehicle accidents happening on the roads, disputed employment contracts, property infringements, and tender related litigations.

The condition of our road's infrastructure network continues to deteriorate due to insufficient budget allocation for road maintenance. There are numerous issues with roads that require constant rehabilitation construction. Many of these that are most harmful to the vehicles that drive over them are potholes. These are eroded areas of the road that sink a tyre or other part of the car into more of the road and could have sharp areas that damage tyres or scrape metal. Other defective roadway issues could include guardrail damage, medians lacking lines, lanes without lines, curves that need adjustments, traffic signal problems; vegetation that has overgrown and obstructed view of warning signs and similar problems. These normally result in litigations. The department will conduct regular road maintenance to avert the claims against the department, the savings realised will be diverted to other departmental projects.

The invention of the Dikgerekgere programme will assist in minimising litigations against the state contributed by potholes on our roads. The programmes aim at maintaining and rehabilitating our road network effectively and efficiently.

## STAKEHOLDER ANALYSIS

**TABLE 9: STAKEHOLDER ANALYSIS**

STAKEHOLDER	INTEREST	POTENTIAL/CONTRIBUTION
National/Provincial Departments	Office Accommodation	Access to basic Services Economic Growth
CIDB	Grading	Regulate construction industry Skills development
RAL	Roads Infrastructure Development	Access to amenities and economic growth
Cuban Technical Advisor (CTA)	Technical Support	Skills development
Traditional Leaders	Tribal offices	Access to basic Services Economic Growth
Communities	Roads Infrastructure, Work Opportunities and Community Development	Labour Force

## 4.2 INTERNAL ENVIRONMENT ANALYSIS

The ability of the DPWR&I to deliver on identified outcomes and the priorities outlined in the MTDP mainly depend on the resources the Department possesses and its ability to manage these. That is Firm resources facilitate successful implementation of strategies if they are valuable, rare, imperfectly imitable and imperfectly substitutable. The Department of Public Works Roads & Infrastructure capabilities to deliver on the 2025-30 strategy and its annual plans is outlined below.

The table below indicate the progress on High level targets of the previous Strategic Plan 2020-2025 of different programmes.

**Table 10: High level targets of the previous Strategic Plan 2020-2025**

Targets	Progress
<b>ROADS INFRASTRUCTURE</b>	
Community-driven prioritisation of roads	<ul style="list-style-type: none"> <li>The roads infrastructure backlog of unpaved roads remains unchanged at 33%.</li> <li>improved to 67% of surfaced roads.</li> </ul>
Review and implement the current Provincial Road Infrastructure Master Plan	<ul style="list-style-type: none"> <li>RAL is currently developing the Provincial Roads Infrastructure Master Plan.</li> </ul>
Intensify and standardise road maintenance projects	<ul style="list-style-type: none"> <li><b>Periodic road maintenance:</b> Road maintenance works carried out in intervals of years aimed at preserving the structural integrity of roads. These are activities aimed at rejuvenating the road surface and carrying out repairs over long stretches of the road. We are currently implementing 8 three-year term contracts for fog spray and road marking in the province.</li> <li><b>Routine road maintenance:</b> focus on the repairs of existing defects and unblocking drains on the road. Currently, there are 22 household routine road maintenance contracts with the focus being on repair of potholes across all the five districts in the province. Applicable standards are the SANRAL Routine Road Maintenance Manual and the departmental Roads Maintenance Manual.</li> </ul>

Targets	Progress
	<ul style="list-style-type: none"> <li>• <b>Preventative maintenance:</b> involves planning to avoid reactive road maintenance where possible. Road condition assessments and updating of the Road Asset Management System (RAMS) are regularly done. RAMS is used as the guiding tool to process project prioritisation especially in terms of road rehabilitation and preventative maintenance. Project planning and implementation is reviewed annually through the Road Asset Management Plan</li> </ul>
Construct a competitive and comparative road network	<p>The following is the progress about construction of road network in the province:</p> <p>The total road network is approximately 19 855(34% paved and 64% gravel).</p> <ul style="list-style-type: none"> <li>• The Department, through RAL upgraded 240 kilometres of gravel roads to bituminous surface during the period under review.</li> </ul>
Amendment of RAL Act	<ul style="list-style-type: none"> <li>• The draft Bill has been sent to the State Law Advisors in the office of the Premier for vetting.</li> <li>• Confirmation of the alignment of the Bill to the EXCO Decision before it can be disseminated for comments.</li> </ul>
Establish oversight body to advice MEC on RAL issues	<ul style="list-style-type: none"> <li>• The Department has established the <b>Entity Oversight unit</b> within the Head of Department `s office.</li> </ul>
Strengthen corporate governance arrangements with RAL.	<ul style="list-style-type: none"> <li>• Alignment of both Strategies from the Department and its Entity into a single and integrated road infrastructure plan. Roll out implementation in the next financial year. - The Road Asset Management System is in place and is regularly updated. The Department and RAL are in the process of institutionalizing the system for prioritization and implementation of projects.</li> <li>• Provincial Road Infrastructure Master Plan to be completed in the current financial year.</li> <li>• Consultations with districts and local municipalities have been conducted and priority lists of roads received from all municipalities.</li> <li>• The province applies standard specifications Applicable to the roads sector. The standards are applied according to the road classifications.</li> </ul>

<b>Targets</b>	<b>Progress</b>
	<ul style="list-style-type: none"> <li>Improvement in design methodology and construction techniques to manage costing without compromising quality. New methods of constructing roads such as Nano technology are in the process of being explored guided by NDoT.</li> <li>Improvement in Project Management Techniques during construction to maintain quality, time management, contract management and alignment to approved designs, specifications and standards.</li> <li>Project risk matrix has been developed and is being implemented.</li> </ul>
Revitalisation of our mechanical workshops.	The process of revitalizing the mechanical works is underway. Polokwane workshop has been selected for piloting and the costing has been concluded.
<b>EXPANDED PUBLIC WORKS PROGRAMME</b>	
Internship Programme	<ul style="list-style-type: none"> <li>70 Interns placed in the Department from 2019 to date.</li> </ul>
Learnership Programme	<ul style="list-style-type: none"> <li>110 Learnership for Cleaning &amp; Hygiene</li> </ul>
Mentorship Program (Recognition of Prior Learning (RPL) and skill development with various SETAS.)	<ul style="list-style-type: none"> <li>87 apprenticeships</li> <li>33 Artisans</li> </ul>
Integration, co-ordination, and professionalization of the Programme: (Skills development in partnership with various SETAS)	<ul style="list-style-type: none"> <li>The Department concluded partnerships with SETAs for skills development.</li> </ul>
Use programme for Socio-economic Development for decent employment through inclusive economic growth.	<ul style="list-style-type: none"> <li>EPWP is implemented in four sectors. Infrastructure Environment and Culture Non-State Social</li> <li>To date 430 211 work opportunities have been created, which is 91% of the five-year target 475 358 for phase IV</li> <li>The minimum wage is adjusted annually in line with CPI as determined by Department of Employment and Labour.</li> <li>The EPWP is governed by Ministerial Determination and Code of Practice to avoid casualization.</li> </ul>

Targets	Progress
<b>PROPERTY AND FACILITIES</b>	
Develop a strategy to address Property and Facilities Management challenges	<ul style="list-style-type: none"> <li>Disposal policy is approved.</li> <li>Rental Policy is in a process of being approved.</li> <li>Acquisition strategy is developed and to be finalised in the 2024/25 Financial Year.</li> </ul>
Renovate and donate government houses to Military Veterans.	<ul style="list-style-type: none"> <li>The identification of assets that can be donated to municipalities will be undertaken through IGR structures in line with the District Development Model.</li> <li><b>Infrastructure Maintenance Strategy</b> will provide guidance in terms of prioritising buildings to be renovated.</li> <li>Status on the Moratorium on selling and disposal of the government assets will also be considered prior implementation of the above strategies.</li> </ul>
Disposal of redundant government property	<ul style="list-style-type: none"> <li>Disposal of Immovable asset Policy was approved on 22<sup>nd</sup> November 2023 and the department is finalizing a report on the uplifting of moratorium</li> </ul>
Develop and manage a complete Asset/Property Register	<ul style="list-style-type: none"> <li>The department is doing immovable asset verification on annual basis. And reconciliation of immovable asset registers and house registers.</li> <li>The National department of Public Works has appointed 5 service providers to assist with the surveying of SDFs.</li> <li>To date 1 619 assets have been recorded in the Asset Register.</li> </ul>
Relocation of Sekhukhune District offices in Lebowakgomo to Sekhukhune District	<ul style="list-style-type: none"> <li>Pedi Mamone Traditional Authority has donated 53 ha of land for the development of government offices.</li> <li>The Surveyor General (SG) approved the surveyed diagram on 14 June 2023. DALRRD has commenced with their internal processes for the approval of transfer of land.</li> <li>The department is awaiting approval of the donation of land by the Minister of Agriculture Land Reform and Rural Development (DALRRD).</li> </ul>
Implementation of Limpopo Infrastructure Provincial Master Plan	<ul style="list-style-type: none"> <li>The Office of the Premier (OTP) and LDPWR&amp;I held a meeting on the 12 September 2023 and further resolved that the LIIMP should be driven from OTP.</li> </ul>

Targets	Progress
Operationalization of Strategic Infrastructure Hub.	<ul style="list-style-type: none"> <li>The Infrastructure Strategic Planning Hub (ISPH) has been incorporated into the approved organizational structure effective from May 2021. The ISPH consist of built environment professionals with the aim to integrate infrastructure planning and implementation.</li> <li>The key focus is to ensure that each Infrastructure Head has a professional team in multi-disciplinary built environmental fields that will be able to plan, implement, maintain the programmes and projects in an integrated manner.</li> </ul>
<b>CORPERATE SERVICES</b>	
Establish GITO to resolve ICT – related challenges	<ul style="list-style-type: none"> <li>ICT Strategic Plan approved: <b>31 March 2023</b></li> <li>ICT Policy Approved</li> <li>ICT Continuity Plan approved.</li> <li>Upgrade of Head Office Dataline from 08 Mbps to 20Mbps has been approved/implemented.</li> <li><b>ICT Steering Committee meetings convened: 30 June 2023</b></li> <li>Reviewed ICT Policy (to cater for Security features as part of CGICTPF Deliverables)</li> </ul>
Development and Implementation of ICT Master Plan	<ul style="list-style-type: none"> <li>ICT Master Plan/ICT Plan developed and Approved</li> </ul>
Implementation of clean Audit Strategy	<ul style="list-style-type: none"> <li>Each financial year, the department develops an Audit Action Plan that is monitored on a weekly basis through Internal Audit steering committee.</li> <li>The department has developed an audit action plan</li> <li>Head Office provides strategic support/advice and monitor implementation to the districts. (Bilateral, engagement sessions, awareness sessions)</li> <li>Line manager report progress during monthly &amp; quarterly meetings.</li> </ul>
Implementation of the Employment Equity Plan	<ul style="list-style-type: none"> <li>The Department will be targeting women who meet the inherent requirements to fill the 07 vacant funded SMS positions in the 2024/2025 FY in line with the approved recruitment plan.</li> </ul>

Targets	Progress
	<ul style="list-style-type: none"> <li>• The Department has developed policies and institutional arrangements e.g. Gender, Job Access Strategy, Disability, Sexual harassment, and Disability mainstreaming policies.</li> <li>• There is an Employment Equity Forum to guide implementation.</li> <li>• An Action Plan was developed providing a Framework for the advancement of Women in the Workplace and evaluation of progress made so far.</li> </ul>
Proper Staffing and responsive Organisational Structure	<ul style="list-style-type: none"> <li>• The approved structure is budget driven and not responsive to the departmental mandate.</li> <li>• Proposal: Review of the structure (At least once every 60 calendar months,</li> </ul>
Policy reviews and policy development	<ul style="list-style-type: none"> <li>• A total number of 29 policies have been reviewed and approved, 1 policy reviewed waiting for approval (Rental Management Policy)</li> </ul>
Efficient, effective and development oriented public service	<ul style="list-style-type: none"> <li>• Capacitated, professional, responsive and meritocratic (appointment based on merits) public servants to strengthen relations and efficiency.</li> <li>• Improved communication, consultation and engagement by government with key stakeholders, particularly citizens, will give the state legitimacy and build public trust (integrated planning).</li> <li>• A developmental state needs strong leaders that can lead development planning, enabling policies, legislation and budgets to trigger developmental change that reduce inequalities and improve the quality of life.</li> <li>• A developmental state needs effective governance and accountability capability that intervenes to deal with the structural causes of economic and social underdevelopment. It is accountable and meets the expectations and needs of citizens.</li> </ul>

## ADMINISTRATION

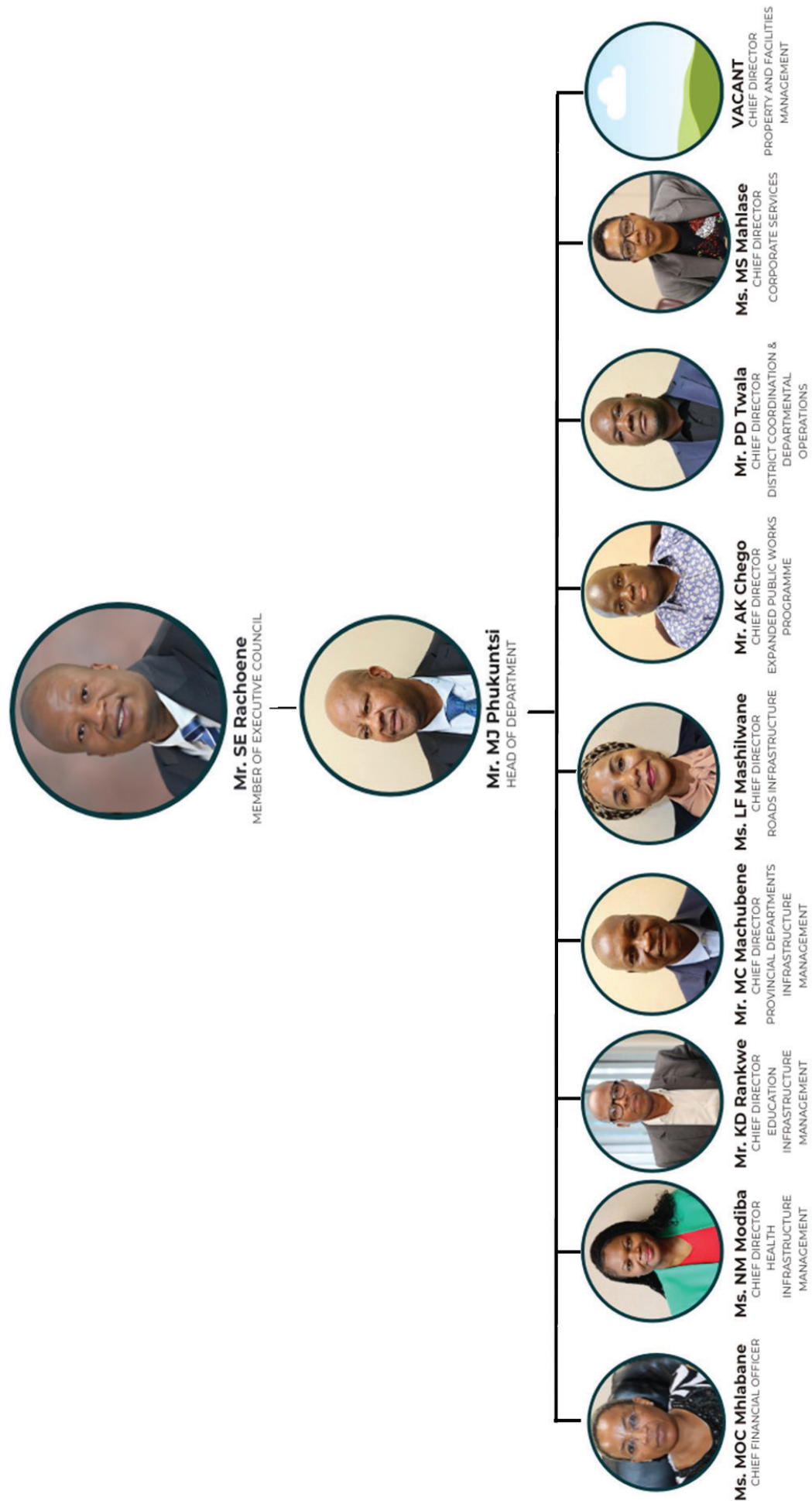
Administration provides support to Infrastructure Operations, EPWP and Roads Infrastructure within the department. The programme consists of corporate services and financial management. Corporate services have the following directorates:

- Human resource development and performance management
- Human resources services
- Information communication and technology management
- Communication and stakeholder management
- Strategic Management
- Legal services
- Employee health and wellness special programmes and labour relations
- Auxiliary services

### Organisational Structure of the department

The organisational structure was reviewed in 2021, to ensure that it is responsive to the mandates of the department, and that is fit for purpose. Based on the report from Organisations Development (OD) in the department it has been found that the organisational structure is not responsive. Subsequently the department has taken a decision to review the structure in the current administration. To this end OD is currently in the process of reviewing Service Delivery Model to support the review of the organisational structure.

## The organisational structure



The table below indicates the number of SMS employed in the department. The total number of SMS is 44, out of the 44, 27 are males while 15 is females. There is one (1) vacant SMS position which will be filled in 2025/2026 Financial Year.

The age analysis of Departmental personnel shows that many staff is above the age 55 and this is a cause of concern.

To deal with the high number of vacancy rate, positions are filled as and when vacated.

Table below shows the number of posts filled and vacant in terms of the organisational structure.

**Table 11: Summary of Establishment as of 2025**

LEVEL	VACANCY	FILLED	VACANT
13	34	34	0
14	9	8	1
15	1	1	0
<b>TOTAL</b>	<b>44</b>	<b>43</b>	<b>1</b>

## HUMAN RESOURCES PLAN

As required by the Public Service Regulations 2016, read in conjunction with the Public Service 1994, The Department develops an HR Plan for a period of five (05) years. The HR Plan is reviewed annually and as and when necessary. An HR Plan Implementation Plan is also compiled and submitted to the DPSA annually, and at the end of the five (05) years. The HR Plan helps the department to identify current and future human resources needs to achieve its strategic goals. It links human resource management to the overall strategic plan of the department.

The aim of the HR plan is to ensure that the Department of Public Works, Roads and Infrastructure has the right number of employees with the right competencies and in the right positions as and when they are required. The development of the HR plan will ensure that shortages and surplus can be anticipated, and an action plan developed, implemented prior to experiencing skills challenges.

## Human Resource Development

The past five financial years have been plagued in large by a deficit in the budget for Training and Development. 2020/21 and 2021/22 financial year were in the main Covid years with no allocated budget for training.

**TABLE 12: Previous 5 Years Cycle Training Report**

No.	Item	2020/21	2021/22	2022/23	2023/24	2024/25
1.	Total Programmes Implemented	01	01	15	23	19
2.	Total Officials Trained	24	11	338	838	484

The above table illustrates the programmes implemented per financial year and total beneficiaries of the programmes implemented. The Interventions were not totally derived from the budget allocated but includes trainings that were covered from funding received from other sources (SETA's, Free Programmes and private funding).

The categories of the Interventions ranged from **Compliance Training**: - SHE Rep, Fire Fighting, First Aid, CIP); **Continuous Professional Development**(CPD):- Valuers Assessment, Young professionals, Engineering Route to registration; **WSP linked Trainings**:- Driver Operator Training, Sign Language, Construction OHS, PROMAN System [maintenance modules, Facilities management, Conditions assessment], Archives and record Management, Property Management, GIS, Article Writing, Labour Dispute resolution, End User Computing, Artisan Recognition of Prior Learning, AET; **AG Responsive Training**:- ICT{Certified Information System Auditor, Power Platforms, Asure Hybrid, Microsoft 365 Torgaf Version 10}; **Leadership Development Training**(Linked to Competency Assessments):- Change Management, Leadership Development for Provincial Government, Economic Planning Dev & Investment Promotion, Infrastructure Planning and Project Management, Project and Programme Management, Emotional Intelligence;**Training of officials in excess**(moved to other directorates):- Basic records Management, Monitoring and Evaluation, Skills Development Facilitator.

## THE INFORMATION AND COMMUNICATION TECHNOLOGY

There are currently no modelled, mapped and clear core business processes with related policies and procedures. As a result, the current systems are not in congruence with business requirements. There is a lack of intelligent reporting such as a centre of excellence which will empower business with dashboards to predict trends and future interventions. The business lacks a coherent collaboration and information sharing platform; hence no single customer relationship strategy exists. Inadequate alignment of business needs and ICT priorities has resulted in multiple disparate systems which creates its own complexities in costs and management.

There is a need to upgrade Local Area Network (LAN) switches and support upgrade as well as adding redundancy and resiliency. This includes upgrading the voice infrastructure, server and video conferencing. This will enable seamless communication between all districts.

The SWOT analysis was undertaken to reflect on the capacity issues which may impact in the realisation of the identified strategic outcomes. At least the following were identified from the exercise:

- strong governance,
- sound financial management.
- a culture that deals decisively with fraud and corruption as well as experienced built professionals and other staff in key positions; and
- The stability in the political leadership and at executive level were also cited as contributory factors towards effective performance.

Some weaknesses cited included poor organisational design capacity as this is key in improving efficiency. This was also cited as a limitation in the review of the organisational structure. The Department also noted the need to reclaim its mandate for seamless service to client Departments. The department has a compulsion to demonstrate capacity to client departments if serious about reclaiming of the mandate. In view of age category of staff, skills development needs to be prioritized to build adequate capacity and foster a culture of a learning organisation. This would limit overreliance on outsourced services in infrastructure delivery thereby minimizing construction costs.

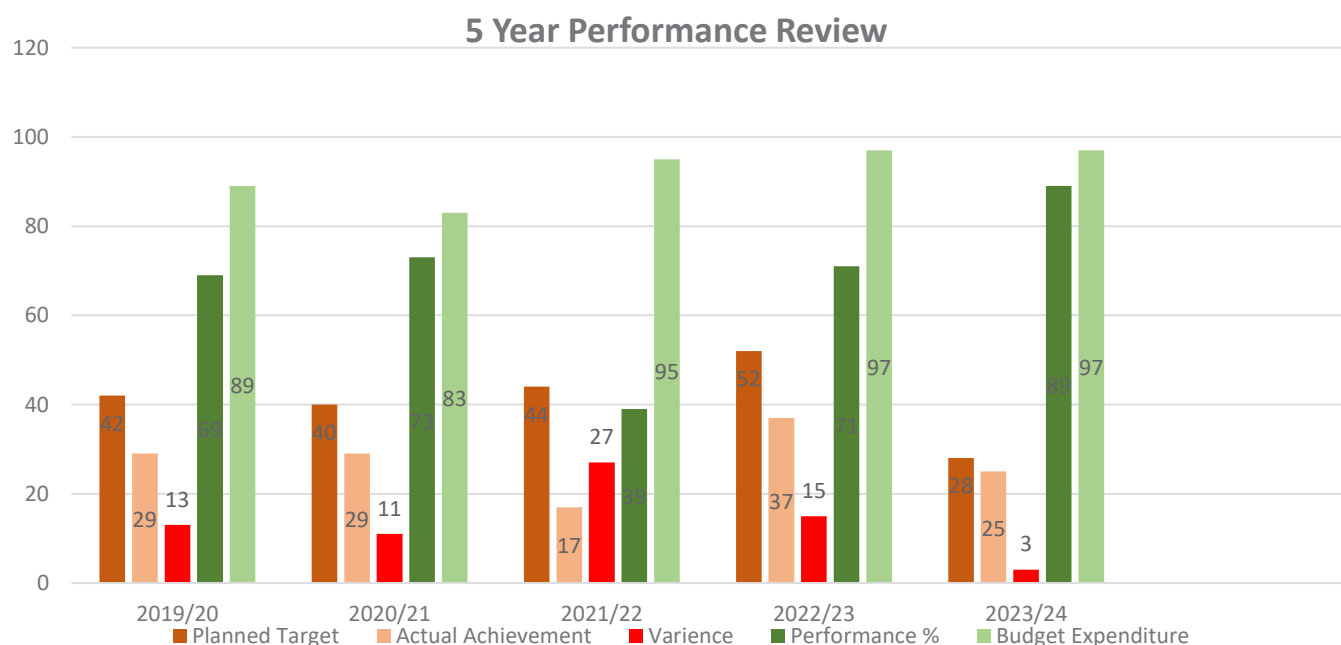
The current economic conditions and climate change present opportunities for the Department to take a lead in creation of sustainable infrastructure and generating innovative and creative ideas to address changes in socio-economic conditions. The use of PPP would also mitigate against limited maintenance budget and should therefore be pursued for immovable asset management. The Department noted the need to improve its approach to project management to improve efficiency, effectiveness and timeous delivery of services.

## FINANCIAL MANAGEMENT

Financial Management is responsible for managing and facilitating the provision of financial management services. The Chief directorate has the following directorates:

- Financial Accounting and administration
- Procurement management
- Internal controls and compliance
- Management account
- Logistic and assets management

In the previous administration the department has on average spend 92% of its allocated budget from 2019/20 to 2023/24 financial years. With respect to performance the average rate was 68.2%.



In the past financial years, the department has paid 99.9% of its eligible suppliers within 30 days. In the financial years 2021/22 to 2023/24 the department overachieved in the estimated amount of revenue collected.

The overall current departmental budget amounts to R5.627 billion in 2025/26, R4,754 billion in 2026/27 and R4.894 billion in the outer year of the MTEF. Equitable share constitutes 63.2 percent, and Conditional grants represent 36.3 percent of the total receipts. In comparison to the 2024/25 budget allocation, there is a growth of 6.7 percent in 2025/26, decline of 18.4 percent in 2026/27 and growth of 2.8 percent in 2027/28 financial year.

### Alignment of NDP, MTDP, LDP, Departmental Outcomes and Impact statement

Table 13: LDPWR&I Strategic Map



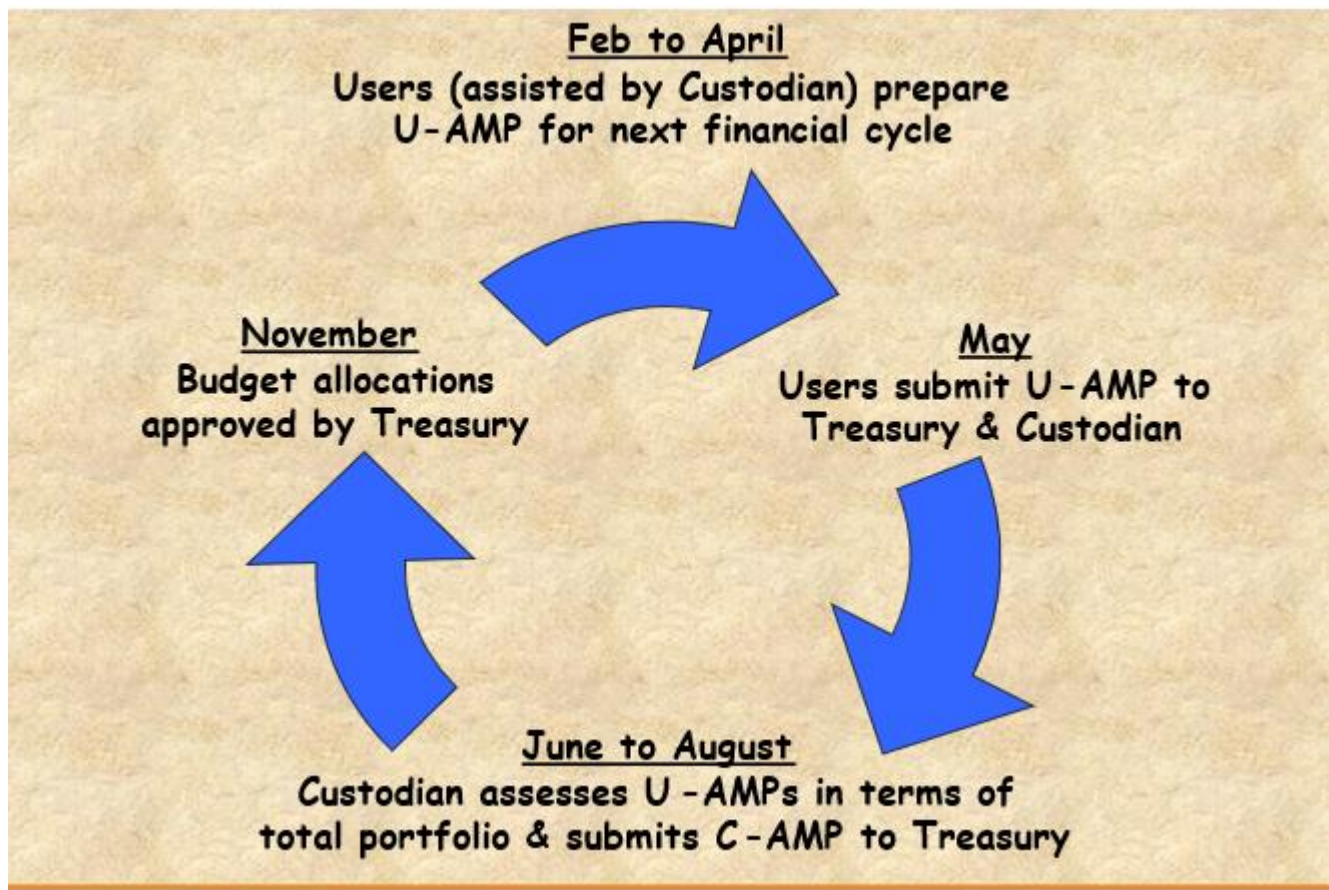
## INFRASTRUCTURE OPERATIONS

In terms of the relevant provisions of the RSA Constitution, (Act 108 of 1996) and the Public Service Act, (Proclamation 103 of 1994), a functional mandate was assigned to the Department in respect to Public Works. The Provisions of the Northern Province Land Administration Act (Act 6 of 1999) confirms the legislative departmental mandate of the department in matters pertaining to the acquisition and disposal of provincial land and building.

It is abundantly clear that the Department of Public Works, Roads, and Infrastructure is assigned the role of custodian and manager of all provincial government land and buildings for which other legislation does not make other departments or institutions responsible. This mandate includes the determination of accommodation requirements, rendering expert-built environment services to client departments as well as the acquisition, management, maintenance and disposal of such provincial government land and buildings.

In terms of the GIAMA planning cycle as directed by the Provincial Treasury Practice Note 3 of 2013, the Department as the custodian will continue to assess all the User Asset Management Plans (U-Amps) and develop a Custodian Asset Management Plan (C-Amp) as expected. The department will continue to conduct condition assessments of all governmental facilities within its portfolio to guide investment decisions for the future and schedule appropriate plans to ensure value maximisation of the assets across its lifecycle. The Department will implement education, health, libraries, traditional council offices, nature reserves, transport and agriculture facilities over the MTDP period.

The figure below outlines the GIAMA life cycle



### Immovable Asset Register

The Department of Public Works, Roads and Infrastructure as delegated by the Premier in accordance with section 9 of the Northern Province Land Administration Act, 4 of 2001 and section 4 of the Government Immovable Asset Management Act 19 Of 2007 Management Act, 19 Of 2007, is the custodian of state immovable assets within Limpopo Province. LDPWR&I as a custodian has established and maintains the consolidated immovable asset register for all registered immovable assets of the Limpopo Province.

The immovable asset register is maintained according to the minimum requirements prescribed in the Accounting Manual for Departments of the Modified Cash Standard (MCS) Accounting Framework. As of 31 December 2024, LDPWR&I recorded 1640 land parcels in the immovable asset register i.e. 336 Dwellings, 257 Heritage assets, 275 Vacant Land, 819 Non-Residential Buildings (Schools, hospitals, Clinics, Offices etc.) and 12 Other Fixed Structures. The immovable asset portfolio is worth R5 747 007 975.76.

### **Provision of clients' departments infrastructure projects**

The department of Public Works, Roads and Infrastructure is mandated to deliver infrastructure projects for department of Education, Health and other provincial departments.

Provision of education infrastructure focuses on new schools, acute infrastructure challenges and storm damaged. The education facilities include classrooms, administration blocks and sanitation. The completed education infrastructure is expected to provide conducive environment for rendering of quality education services. During the period 2020/21 to 2023/24 the department constructed 17 schools in various districts.

The provision of health infrastructure on the other hand includes revitalisation of hospitals, construction of clinics, emergency medical service stations and upgrading of hospital laundries. The health infrastructure is expected to provide conducive environment for the provision of quality health care services. The department has also completed Maphuta-Malatjie outpatient department and clinical support building, Letaba hospital in Mopani District, Mothiba Clinic in Capricorn District and construction of Bosele EMS in Sekhukhune District.

The department is also responsible for the construction of libraries and theatre on behalf of department of Sport, Arts and Culture. To this end the department has completed the construction of Vleifontein Library in Vhembe District. Traffic college and testing stations are constructed on behalf of department of Transport and Community Safety.

The department has also completed the construction of Letaba Ranch and Legalameetse Nature Reserve on behalf of Limpopo Department of Economic Development Environment Tourism (LEDET).

As part of providing infrastructure delivery within the province the department has constructed ten (10) Traditional Council Offices in various districts. The following are the completed Traditional Offices:

- Davhana Traditional Council
- Raphahlelo Traditional Council
- Bakone ba Matlala Traditional Council
- Bakwena ba Matsepe Traditional Council
- Mphaphudi Traditional Council
- Masia Traditional Council
- Ditlou Manchidi Traditional Council
- Dikgale Traditional Council
- Madavula Traditional Council
- Rambuda Traditional Council

## EXPANDED PUBLIC WORKS PROGRAMME

Expanded Public Work Programme is responsible to coordinate and support the implementation of EPWP across all sectors, departments and municipalities. The Department continues to provide work opportunities and income support to poor and unemployed people using labour-intensive methods in the delivery of public and community assets and services, thereby contributing to development. The planned targets are funded through Equitable share, Incentive grant and Municipal Integrated Grant.

The province has coordinated the creation of 510 166 work opportunities against the five-year target of 475 358. these work opportunities were created within four different sectors, thus Infrastructure, Environment and Culture, Social and Non-State Sector. Out of the overall 510 166 beneficiaries 72% are women, 36% youth and 1% people with disabilities.

**Table 14: Work opportunities against the 5-year target**

Financial years	Depts	FTEs	Municipalities	FTEs	Total Targets	Total WOs Achieved	%	Non-State WO	Total	Achieved
2019/2020	30 499	19 327	26 038	9 763	56 537	55 169	98%	29 090	93,400	96, 574
2020/2021	31 609	19 974	26 183	9 810	57 792	62 409	108%	29 784	94,655	103,438
2021/2022	32 111	20 160	26 236	9 827	58 347	60 775	104%	29 987	95,210	104, 194
2022/2023	32 650	20 373	26 222	9 821	58 872	56 583	96%	30 194	95,735	99,720
2023/2024 (Q4 Final)	33 249	20 618	26 246	9 828	59 495	61 634	104%	39 340	96,358	106 240
<b>TOTAL</b>	<b>160 118</b>	<b>100 452</b>	<b>130 925</b>	<b>49 048</b>	<b>291 043</b>	<b>296 570</b>	<b>102%</b>	<b>184,315</b>	<b>475,358</b>	<b>510 166</b> <b>(107%)</b>

In the Phase V the Limpopo province will create 494 452 work opportunities. The demographic employment target for Women has been increased from 55% to 60% whilst that for Youths and People with Disability respectively remain unchanged at 55% and 2%.

The national target for Phase V for the period 2024/25 to 2028/30 has been set at 5.04 million Work Opportunities (WO) or 2.38 million Full Time Equivalent (FTEs). The percentage of women participants has been increased from 55 to 60% in Phase V.

**Table 15: Work opportunities to be created in the next 5 years 2025/30.**

Limpopo Province Overall	Provincial (WO) & Municipal (WO)	Non-State Sector	Total (WO)
2024/2025	67,514	28,847	96,361
2025/2026	69,045	28,847	97,892
2026/2027	70,124	28,847	98,971
2027/2028	71,213	28,847	100,060
2028/2029	72,32`	28,847	101,168
Total	350,177	144,235	494,452

The implementation of turn-around strategy will be monitored closely to ensure that all objectives and pillars are realised for the maximisation of work opportunities.

The EPWP Phase V nationally targets to create 5 490 078 million Work Opportunities - WOs (equivalent of 2 200 691 FTEs) across its four sectors. While at national level, the infrastructure sector is expected to contribute the highest number of Work Opportunities, in Limpopo Province it is the Non-State Sector that is planned to deliver the highest WO, followed by the Infrastructure Sector. The Limpopo Province, following, more or less the same pattern and commensurate proportions as the national, is to deliver a total of 525 597 Work Opportunities; and (218 951 FTEs) which is 9.6% of the national target in its EPWP Phase V as shown in table 5 below.

**TABLE 16: LIMPOPO PROVINCE EPWP PHASE V WO AND FTE TARGETS'**

Sector/ Year	Infrastructure		Social		Environment and Culture		Non-State Sector		Totals	
	WO	FTE	WO	FTE	WO	FTE	WO	FTE	WO	FTE
2024/25	28,281	9,176	29,161	13,762	11,165	5,462	34,201	14,968	102,808	43,368
2025/26	29,777	9,436	29,198	13,782	11,200	5,462	34,065	14,894	104,240	43,573
2026/27	30,824	9,702	29,286	13,825	11,207	5,462	33,996	14,856	105,312	43,845
2027/28	31,892	9,977	29,362	13,863	11,213	5,462	33,707	14,697	106,174	43,999
2028/29	32,984	10,260	29,430	13,897	11,216	5,462	33,434	14,548	107,064	44,167
Totals	153,757	48,552	146,437	69,129	56,001	27,308	169,402	73,962	525,597	218,951

The EPWP phase V's objectives over and above creation of work opportunities should ensure that exit strategies are prioritized and implemented. These exit strategies include training and enterprise development. This will ensure that the participants when they exit the programme, they become employable or are able to start their own businesses.

## ROADS INFRASTRUCTURE

The department has an obligation to promote accessibility and safe affordable movement of people, goods and services through the delivery and maintenance of roads infrastructure that is sustainable, integrated and environmentally sensitive, and supports economic growth of the province.

In the building and maintenance of the road infrastructure, the Department through its Agency Roads Agency Limpopo (RAL) utilises SMMEs, employs local labour including youth, women and persons with disabilities thereby contributing to the objectives of the NDP, that is, eliminating poverty and reducing inequality. The agency has also adopted an integrated approach to its road infrastructure development by aligning with the Limpopo Infrastructure Implementation Master Plan (LIIMP). RAL's approach to road infrastructure development is based on stronger partnerships between the public and private sectors, and with local communities.

The Department continues to be at the forefront of ensuring that roads infrastructure development and services meet the demands to ensure social development and economic growth. It is only through an efficient, affordable and reliable proper roads infrastructure system that the people of Limpopo can participate in activities that bring better economic conditions and facilitate trade regional integration. The Department acknowledge and recognise that central to its plan is to deliver on the mandate to improve roads infrastructure that will support economic activities within the province.

**Table 17: Roads Network Distribution per District**

District	Paved (Km)	Gravel/Unpaved(Km)	Total (Km)
Capricorn	1 311	3 149	4 460
Mopani	1 230	1 520	2 750
Sekhukhune	1 331	1 352	2 683
Vhembe	1 323	2 236	3 559
Waterberg	1 463	4 940	6 403
Total	6 658 (34%)	13 197 (66%)	19 855

The total road network is **19 855 km**. The paved network has served its life and is ageing. Most of the roads are old and have gone beyond the stages of routine maintenance and ordinary preventative maintenance to heavy rehabilitation. Insufficient maintenance coupled with adverse weather conditions and increased traffic volumes are the main contributors to the increased rate of deterioration of ageing roads. There are about **13 197 km** of gravel/dirt roads in the province which constitute about 66% of road network.

The department through its implementing agency RAL has commenced with a process of consulting each District and local Municipalities on their respective roads' infrastructure needs. This exercise is expected to inform development of a comprehensive provincial priority list, which will guide how and when roads infrastructure projects will be implemented.

Infrastructure development is an enabler of socio-economic development; it provides a framework for the governance of infrastructure development, illustrates that a renewed focus is being placed on infrastructure development in South Africa, and concludes that state capacity is a pivotal determinant of successful infrastructure development.

As the constitutionally mandated department responsible for providing facilities required to enable provincial government service delivery, the department plays a central role in providing access for communities to education, health and social services.

Infrastructure programme management plans (IPMP) are developed by client departments to specify how these departments will execute, monitor and control their infrastructure programmes over the MTEF period. Where the LDPWR&I is the implementing department for carrying out programme implementation and project delivery, IPMPs are required in order to define the scope, deliverables, targets and requirements of the programmes assigned to the department. Once the actual scope of work for each project allocated to it has been determined, the LDPWR&I is required to prepare and submit infrastructure programme implementation plans (IPIPs) to the Department Education and the Department of Health. The IPIP details how the infrastructure programme will be formulated, planned, managed and implemented by the LDPWR&I. An important aspect of the IPIP is the inclusion of monthly cash flow projections for each project during its implementation.

Since the LDPWR&I Annual Performance Plan process is concluded before the IPMP and IPIPs can be prepared, the planned targets that are reflected in the performance tables of the Annual Performance Plan (APP) cannot be adjusted. As a result, there will be discrepancies between planned targets in the APP and the IPIPs, and subsequent amendments to these plans, in consultation with these client departments.

In terms of the GIAMA planning cycle as directed by the Provincial Treasury Practice Note 3 of 2013, the Department as the custodian is expected to assess all the User Asset Management Plans (U-Amps) and develop a Custodian Asset Management Plan (C-AMP).

More than 1079 properties have been vested and registered in the name of the province. There is a nationwide project led by the Department of Rural Development and Land Reform and National Department of Public Works, Roads and Infrastructure which aims to fast track the vesting process. The Limpopo Department of Public Works Roads and Infrastructure has arranged with the Office of the Chief Surveyor-General to assist with surveying of land parcels that are on communal land. Valuation rolls collected from all municipalities in the current financial year were utilised to update the Immovable Asset Register (IAR) to fair value the properties valued at R1.

The department will continue to seek sustainable solutions that provide resilient infrastructure that can adequately respond to climate change and other environmental challenges. It is critical that a whole-offset approach is followed through which every effort is made to introduce climate resilience into the provincial asset portfolio first and foremost before the building of new infrastructure is considered. The historic maintenance backlog in respect of social infrastructure requires immediate attention and the focus will continue to fall on addressing emergencies brought about by poor maintenance and normal wear and tear. The stresses of climate change, including severe weather events, will exacerbate the current maintenance backlog. The department continues to conduct condition assessments of all governmental facilities within its portfolio to guide investment decisions for the future and schedule appropriate plans to ensure value maximisation of the assets across its lifecycle. Dealing with the infrastructure backlogs in social infrastructure to ensure appropriate standards are maintained requires substantial budgetary provision over the medium to long term.

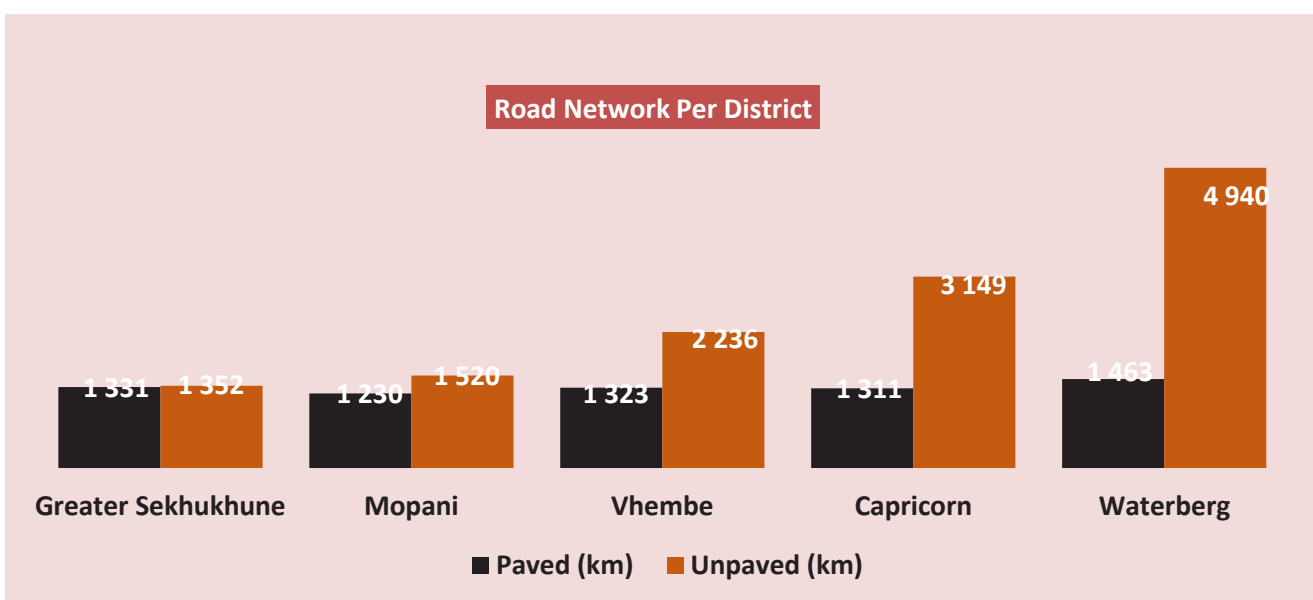
The table below indicates the performance of the department in the previous five (5) years

**Table 18: Previous Five (5) years 2020/25 Roads Infrastructure Management**

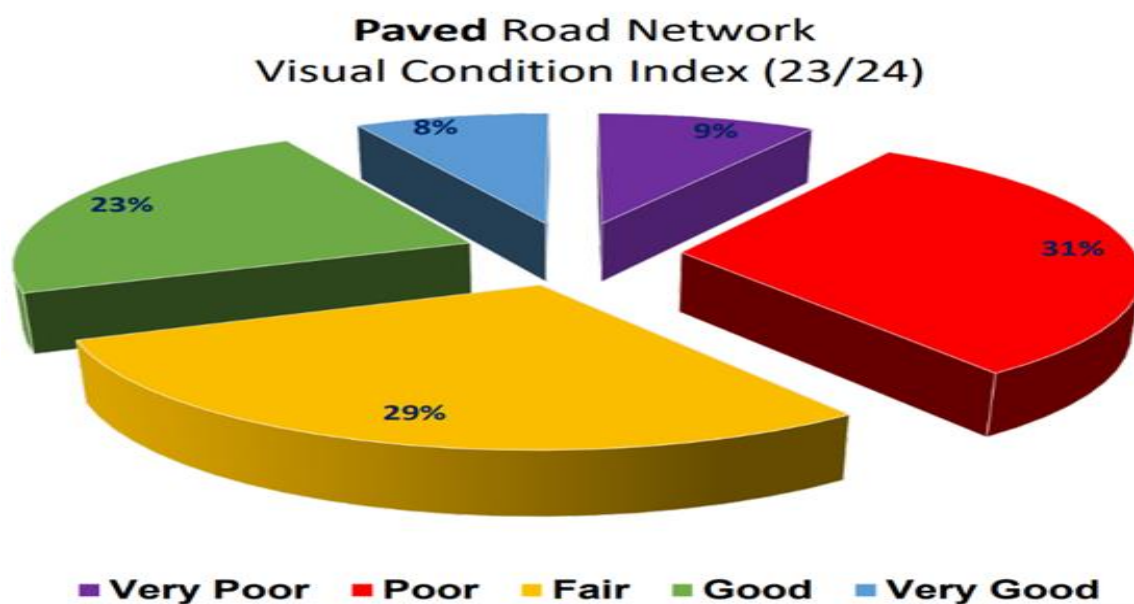
Output Indicators	Planned Target	Actual Achievement
Number of square metres of blacktop patching.	1 157 623.80	1 348 264.3
kilometres of gravel roads re-gravelled	650.58	685.08
square metres of blacktop patching	1 157 623.80	1 348 264.3

**Table 19: The table below reflect road network distribution per district area**

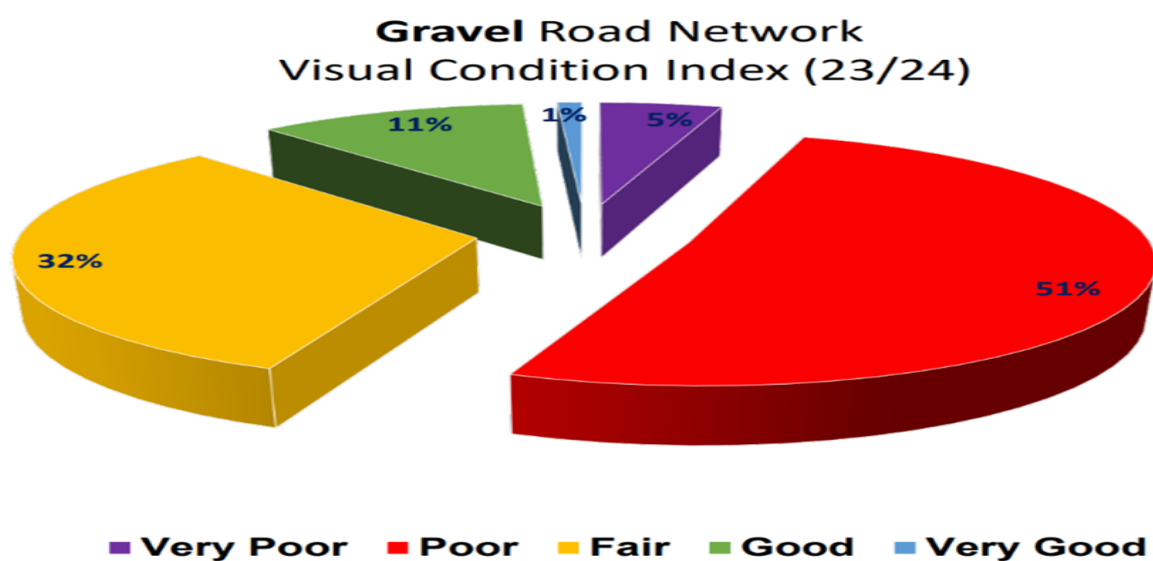
Network Distribution per District			
District	Paved (km)	Unpaved (km)	Total (km)
Greater Sekhukhune	1 331	1 352	2 683
Mopani	1 230	1 520	2 750
Vhembe	1 323	2 236	3 559
Capricorn	1 311	3 149	4 460
Waterberg	1 463	4 940	6 403
<b>Total</b>	<b>6 658 (34%)</b>	<b>13 197 (66%)</b>	<b>19 855</b>



## Paved Road Network VCI Status 2023/2024



## Gravel Road Network VCI Status 2023/2024





**LIMPOPO**  
PROVINCIAL GOVERNMENT  
REPUBLIC OF SOUTH AFRICA

DEPARTMENT OF  
PUBLIC WORKS, ROADS AND INFRASTRUCTURE



# **PART C**

## **MEASURING OUR PERFORMANCE**



The heartland of southern Africa - development is about people!

## PART C: MEASURING OUR PERFORMANCE

### 1. INSTITUTIONAL PERFORMANCE INFORMATION

A theory of change that was applied in the planning process and explains the process to reach a commonly understood impact as outlined in Part B above. The planning process that was initiated on 26-28 August 2024, span over a period of 5 months to ensure a proper diagnosis of the problem identified in various Thematic Areas since the identified participating stakeholders had to be precise about the type of changes they want to achieve over the 5-year implementation period. The key stakeholders who participated during this period at least included:

- Office of the Premier
- Office of the MEC
- Provincial Treasury
- Roads Agency Limpopo (the implementing entity of the DPWR&I)

#### 1.1 MEASURING THE IMPACT

As a point of departure during the planning session held in August 2020, and in line with the Results-based Methodology followed by the Department, the result or impact that the organisation identified as an area of measure to determine the value of its effort in the results chain was crafted. In the current administration 2025/2030 the department has resolved to maintain the same impact statement as follows:

#### 1.2 MEASURING OUR OUTCOMES

**Table 20: Impact Statement**

Impact statement	Accessible, Integrated and sustainable infrastructure for socio-economic and economic develop
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#### 1.3 EXPLANATION OF PLANNED PERFORMANCE OVER THE FIVE-YEAR PLANNING PERIOD

- a) The outcomes' contribution to achieving the aims of the Medium -Term -Development Plan (MTDP)

The Department mainly responds to the following Government priorities:

- Inclusive growth and job creation
- Reduce poverty and tackle the high cost of living; and
- A capable, ethical and developmental state

- b) Mandate of the institution including, priorities in relation to women , youth and people with disabilities; provincial priorities

In line with the NDP, transformation of the economy must involve the active participation and empowerment of women.

The department has targeted to award 25% of infrastructure projects to women owned enterprises as per the annual approved procurement plan. The target will increase every year by 5%.

During the period 2024/25-2028/29 the Province will create 494 452 work opportunities, 60% women, youth 55% and people with disability 2% respectively.

- c) Enablers to assist with achieving the five-year targets

Human Capital, budget and legislation will enable achievement

- d) Explanation of the outcomes' contribution to achieve the intended impact

Infrastructure development and empowerment initiatives employed by the Department will ensure that the planned impact will be realised

The table below depicts the Outcome Indicators, baselines and 5-year targets for the three departmental outcomes:

**Table 21: EXPLANATION OF PLANNED PERFORMANCE**

<b>MTDP Priorities:</b> <ul style="list-style-type: none"> <li>✓ To reduce poverty and tackle the high cost of living</li> <li>✓ To build a capable, ethical and development state</li> <li>✓ To drive inclusive growth and job creation</li> </ul>			
Outcome	Outcome Indicator	Baseline	Five-year target
Improved Organisational Capacity	% improvement in organisational capacity	55%	70%
Sustainable Roads and Building Infrastructure	% of new roads constructed for easy access	60%	70%
	Number of buildings constructed	60%	75%
Reduced Unemployment	% work opportunities created through Public Works initiatives	60%	80%

## 2. KEY RISKS

Table 22: Key Risk

Outcome	Key Risks	Risk Mitigation
Improved Organisational Capacity	<b>Inability to achieve unqualified audit opinion.</b> <ul style="list-style-type: none"> <li>✓ Non-compliance to Prescripts e.g. PFMA and Treasury Regulations</li> <li>✓ Internal controls deficiency on SCM prescriptions.</li> <li>✓ Internal controls deficiency on rental stock management</li> <li>✓ Inadequate accountability on SIAS and AGSA findings</li> </ul>	<ul style="list-style-type: none"> <li>✓ Continuously Implement Departmental Turnaround strategy, clean audit strategy, policies, SOPs, checklists, monthly, quarterly, and annual reports</li> <li>✓ Continuous implementation of Procurement Management Policy, SOP, checklist, pre and post audit on advertised bids.</li> <li>✓ Continuous training of officials serving in procurement committees on SCM prescripts</li> <li>✓ Implementation of rental management forensic investigation report, rental management policy and SOP</li> <li>✓ Monthly Audit Steering Committee meetings.</li> <li>✓ All SMS performance agreements include audit issues.</li> <li>✓ Implementation of consequence management for SIAS reports.</li> <li>✓ Implementation of consequence management for AGSA report.</li> </ul>
	<b>Inability to retain professional / technical officials.</b> <ul style="list-style-type: none"> <li>✓ GPSSBC's salary offered are low.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Conduct benchmarking with other provincial and national departments.</li> <li>✓ Offer a higher notch within the grade.</li> </ul>

Sustainable Roads and Building Infrastructure	<b>Deteriorating provincial road infrastructure.</b> <ul style="list-style-type: none"> <li>✓ Over-commitment of budget by RAL.</li> <li>✓ PRMG (Provincial Roads Maintenance Grant) not used for intended purposes by RAL.</li> <li>✓ Poorly maintained road infrastructure.</li> <li>✓ Inadequate of planned and preventative maintenance.</li> <li>✓ Roads not implemented in accordance with laid down specifications and guidelines.</li> <li>✓ Unavailability of machinery, equipment, and operators for maintenance.</li> <li>✓ Inclement / Severe weather conditions.</li> </ul>	<ul style="list-style-type: none"> <li>✓ RAL Act to be repealed.</li> <li>✓ New Shareholder Compact to be entered into by both RAL and Department of Public Works Accounting Officers.</li> <li>✓ Ensure proper utilization of the PRMG by the Department.</li> <li>✓ Conduct quarterly reviews on financial and non-financial performance line with Equitable Share.</li> <li>✓ Priorities the road construction infrastructure in line with Asset Management Plan and stakeholder engagements.</li> <li>✓ Prioritize the road construction infrastructure in line with Asset Management Plan (RAMP) and stakeholder engagements.</li> <li>✓ Implement the Road Asset Management System (RAMS) within the Department.</li> <li>✓ Approval to be obtained for additional funding for procurement / replacement of additional machinery and equipment. (MTEF).</li> <li>✓ National Disaster Management Fund approved funding for re-construction of damaged roads and bridges.</li> </ul>
	<b>Deteriorated provincial building Infrastructure.</b>	<ul style="list-style-type: none"> <li>✓ To prioritise the recruitment of technical personnel</li> </ul>

	<ul style="list-style-type: none"> <li>✓ Inadequate technical capacity to plan and implement projects.</li> <li>✓ Inadequate condition assessment for building portfolios.</li> <li>✓ Inadequate maintenance of building infrastructure in accordance with condition assessments.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Development of the Implementation plan.</li> </ul>
	<p><b>Loss of Institutional mandate</b></p> <ul style="list-style-type: none"> <li>✓ Poor infrastructure planning.</li> <li>✓ Poor project management.</li> <li>✓ Poor workmanship</li> <li>✓ Inability to complete projects timeously.</li> <li>✓ Inadequate technical capacity.</li> <li>✓ Withdrawal of projects by client department.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Effective implementation of infrastructure planning in line with IDMS.</li> <li>✓ Effective implementation of infrastructure planning in line with IDMS.</li> <li>✓ Enhance Monitoring and Performance plan tracking.</li> <li>✓ Strengthen internal and external technical capacity.</li> <li>✓ Enforce project management &amp; contract management.</li> <li>✓ Prioritise filling of technical vacant posts and continuous training of technical staff.</li> <li>✓ Effective implementation of IDMS in respect of project execution plan.</li> </ul>
	<p><b>Incomplete and unreliable Immovable Asset Register (IAR)</b></p>	<ul style="list-style-type: none"> <li>✓ Approach the Department of Land Reform and Rural</li> </ul>

	<ul style="list-style-type: none"> <li>✓ Un-surveyed &amp; unregistered State Domestic Facilities (SDFs).</li> <li>✓ Lack of capacity to conduct regular asset verifications.</li> </ul>	<p>Development for donation of all surveyed SDFs.</p> <ul style="list-style-type: none"> <li>✓ Expedite the registration of the state domestic facilities and record them in the asset register.</li> <li>✓ Conduct asset verification given the capacity constraints.</li> </ul>
	<p><b>Illegal occupation of government properties and land invasion.</b></p> <ul style="list-style-type: none"> <li>✓ Non-conducting of regular inspection.</li> <li>✓ Lack of security measures for unoccupied Properties.</li> <li>✓ Non-existence of lease agreements.</li> </ul>	<ul style="list-style-type: none"> <li>✓ 12 Regular inspections will be conducted for the year.</li> <li>✓ Collaboration with law enforcement.</li> <li>✓ Provide Lease Agreements to the illegal occupants.</li> </ul>
Reduced Unemployment	<p><b>Non-optimal job creation in infrastructure development.</b></p> <ul style="list-style-type: none"> <li>✓ Inadequate alignment of procurement documents.</li> <li>✓ Inadequate funding from the equitable share to implement EPWP projects by implementing bodies.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Enforce the utilisation of approved checklist by programmes.</li> <li>✓ Request Internal Control to conduct probity audit at the specification stage to ensure incorporation of LI methods.</li> <li>✓ Infrastructure projects procurement Standard Operating Procedure (SOP) to comply with LI.</li> <li>✓ Request funding from Provincial Treasury.</li> </ul>

	✓ Inadequate knowledge of Labour-Intensive methods by project managers and service providers	✓ Continuous capacitation of Service Providers and Project Managers on LIC.
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### 3. PUBLIC ENTITIES

**Table 23: Public Entities**

Name of Public	Entity Mandate	Outcomes	Current Annual Budget (R thousand)
RAL (Roads Agency Limpopo)	The Limpopo Province Roads Agency Proprietary Limited and Provincial Roads Amendment Act, (Act 7 of 1998) The Companies Act (Act 71 of 2008)	Improved roads infrastructure network by 2030	R 958 617



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DEPARTMENT OF  
PUBLIC WORKS, ROADS AND INFRASTRUCTURE



# **PART D**

## **TECHNICAL INDICATOR DESCRIPTIONS (TIDS)**



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## Part D: Technical Indicator Descriptions (TIDs)

Table 24: Governance Index

Indicator Title	% Improvement in Organisational Capacity
Definition	The outcome is measuring the capacity of the department to deliver on its mandate and the support to the core.
Source of data	Corporate services, ICT, Human Resources, Finance, Risk and Monitoring and Evaluation
Method of Calculation / Assessment	Simple count on systems in place
Assumptions	All necessary enablers will be in place for department to reach 85% which is a five-year target
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Desired performance	85% by the end of the five-year term
Indicator Responsibility	CFO, Strategic Management, CRO

Table 25: Roads Index

Indicator Title	% of constructed and maintained roads for easy access
Definition	Improved roads infrastructure network by 2030
Source of data	RAMS condition assessment report
Method of Calculation / Assessment	Simple count of Kilometres (Km) and m <sup>2</sup>
Assumptions	All necessary enablers will be in place for department to reach 70% which is a five-year target
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Desired performance	70% by the end of the five-year term
Indicator Responsibility	Chief Director: Roads Infrastructure

Table 26: Building Infrastructure Index

Indicator Title	Number of buildings constructed
Definition	New buildings constructed and maintained
Source of data	List of properties where facilities management services are being rendered. Reports
Method of Calculation / Assessment	Cumulative Year end
Assumptions	All necessary enablers will be in place for department to reach 70% which is a five-year target
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Desired performance	70% by the end of the five-year term
Indicator Responsibility	Chief Director: Properties and Facilities

Table 27: % Sustainable Jobs Created Index

Indicator Title	% work opportunities created through Public Works initiatives
Definition	By the end of the five term 80% work opportunities would have been created
Source of data	Annual EPWP Annexure Reports
Method of Calculation / Assessment	Simple count
Assumptions	All necessary enablers will be in place for department to reach 80% of work opportunities which is a five year target
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Desired performance	80% Work Opportunities
Indicator Responsibility	Chief Director: EPWP and Roads Infrastructure



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# **ANNEXURES**

## **TO THE STRATEGIC PLAN**



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### Annexure A: NSDF and the District Delivery Model

Table 28: DDM

Areas of Intervention in the NSDF and DDM	Five-year planning period								
	Project Name	Project Description	Budget Allocation	District Municipality	Specific Location	Project Leader	Social Partners	Longitude (East/West/-X)	Latitude (North/South/-Y)
Building Infrastructure	Chita Kekana Secondary	Refurbishment and additions	R19.40m	Capricorn	Lepelle-Nkumpi	Education Infrastructure	Community	29.32353	-24.36376
	Dikoloi Secondary	Refurbishment and additions	R5.65m	Capricorn	Blouberg	Education Infrastructure	Community	29.00094	-23.2086
	Matsobane Primary (Taken from Phooko Primary)	Refurbishment and additions	R15.03m	Capricorn	Lepelle-Nkumpi	Education Infrastructure	Community	29.64131	-24.30508
	Rakgoatha Primary	Refurbishment and additions	R15.52m	Capricorn	Lepelle-Nkumpi	Education Infrastructure	Community	29.36069	-24.35041
	Makhwese Secondary	Refurbishment and additions	R10.28m	Sekhukhune	Fetakgomo Greater Tubatse	Education Infrastructure	Community	30.31919	-24.33948
	Rebone Secondary	Refurbishment and additions	R38.91m	Sekhukhune	Makhudut hamaga	Education Infrastructure	Community	-24.79603	-24.79603

Areas of Intervention in the NSDF and DDM	Five-year planning period								
	Project Name	Project Description	Budget Allocation	District Municipality	Specific Location	Project Leader	Social Partners	Longitude (East/West/-X)	Latitude (North/South/-Y)
Building Infrastructure	Nkatini Secondary	Refurbishment and additions	R1.08m	Vhembe	Collins Chabane	Education Infrastructure	Community	30.706084	-22.94071
	Pfumbada Primary (Replaced Onane Primary)	Refurbishment and additions	R1.34m	Vhembe	Thulamela	Education Infrastructure	Community	29.74316	-25.00949
	Vutivi Primary	Refurbishment and additions	R19.8m	Vhembe	Collins Chabane	Education Infrastructure	Community	30.4025	-22.5816
	Makgopele Secondary	Refurbishment and additions	R0.84m	Mopani	Greater Letaba	Education Infrastructure	Community	30.56041	23.42915
	Runnymede Primary	Refurbishment and additions	R1.30m	Mopani	Greater Tzaneen	Education Infrastructure	Community	30.44096	-23.65492





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DEPARTMENT OF  
PUBLIC WORKS, ROADS AND INFRASTRUCTURE

Private Bag X9490  
POLOKWANE  
0700

**HEAD OFFICE**

Works Towers, 43 Church Street, Polokwane, 0699  
Tel: (015) 284 7000/1/2  
newsroom@dpw.limpopo.gov.za

**CAPRICORN DISTRICT**

15 Landros Mare Street, Polokwane (Next to Correctional Services)  
Tel: (015) 287 5600

**MOPANI DISTRICT**

Old Parliament Building, Giyani (Next to SAPS Offices)  
Tel: (015) 812 0320

**SEKHUKHUNE DISTRICT**

Lebowakgomo Zone A (Next to Traffic Department)  
Tel: (015) 632 8300

**VHEMBE DISTRICT**

Next to Raluswielo Secondary, Thohoyandou  
Tel: (015) 963 4202

**WATERBERG DISTRICT**

Cnr Thabo Mbeki and Elias Motsoaledi Street, Modimolle  
Tel: (014) 718 3000

**ROAD AGENCY LIMPOPO (RAL)**

26 Rabe Street, Polokwane  
Tel: (015) 284 4600/4236  
E-mail: info@ral.co.za



dpw.limpopo.gov.za  
ral.co.za



Limpopo Department of Public Works, Roads and Infrastructure.  
Roads Agency Limpopo



@LDPWRI  
@RoadsAgency



@limpopo\_works



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