
Eastern Cape Department of Transport



Strategic Plan

2003 - 2006

Contents

PART A : STRATEGIC OVERVIEW.....	4
1.1 Statement of policy and commitment by the MEC.....	4
1.2 Overview by the accounting officer	5
1.3 Vision	6
1.4 Mission and strategic goals	6
1.5 Values	8
1.6 Legislative mandates	9
1.7 Description of status quo.....	10
1.7.1 Summary of service delivery and challenges.....	10
1.7.2 Summary of organisational environment and challenges.....	10
1.8 Description of strategic planning processes.....	10
PART B : PROGRAM AND SUB-PROGRAM PLANS	11
1.9 Strategic objectives	11
1.10 Measurable Objectives, performance measures and targets.....	14
1.11 Performance targets	21
1.12 Reconciliation of budget with plan by program	23
1.13 Medium term revenues.....	24
1.13.1 Summary of revenue.....	24
1.13.2 Departmental revenue collection.....	24
1.14 Co-ordination, co-operation and outsourcing plans	25
1.14.1 Inter- departmental linkages.....	25
1.14.2 Local Government linkages.....	25
1.14.3 Public entities	26
1.14.4 Public, Private Partnerships outsourcing, etc	26
1.15 Financial Management	26
1.15.1 Strategies to address audit queries.....	26
1.15.2 Implementation of PFMA	27

PART C : BACKGROUND INFORMATION	27
1.16 Appendix one: Analysis of service delivery environment.....	27
1.16.1 Policy changes and trends.....	27
1.16.2 Environment factors and emerging challenges.....	27
1.16.2.1 Demographic profile of the province.....	27
1.16.2.2 Employment, income and (other relevant information).....	27
1.16.2.3 Profile of people in the province.....	28
1.16.3 Evaluation of current implementation performance.....	28
1.17 Appendix two: Organisational information and institutional environment.....	28
1.17.1 Organisational design.....	28
1.17.2 Delegations.....	28
1.17.3 Capital investment, maintenance and asset management plan.....	28
1.17.3.1 Long-term capital investment and asset management plans.....	28
1.17.3.2 Capital investment	28
1.17.4 Personnel.....	28
1.17.5 IT systems.....	28
1.17.6 Performance management systems.....	29
1.17.7 Financial Management.....	29
1.17.8 Audit queries.....	29
1.17.9 Internal audit.....	29
1.17.10 Implementation of PFMA.....	30
1.18 Appendix three: Analysis of changes to programmes.....	30

List of tables

Table 1: Strategic objectives of the department.....	8
Table 2: Departmental values and ethos.....	9
Table 3: Template for reporting objectives, strategies, outputs and measures.....	14
Table 4: Template for reporting performance targets and monitoring mechanisms.....	21
Table 5: Evolution of expenditure by budget programme and sub-programme.....	23
Table 6: Summary of revenue.....	24
Table 7: Departmental revenue collection.....	24
Table 8: Summary of transfers to local government.....	26
Table 9: Details of public entities	26

Part A: Strategic overview.

1.1 Statement of policy and commitment by the Member of the Executive Authority

- ❖ Respond adequately to observed needs of the great majority of our people at district and community levels, and ensure that that they are fully aware of the goals of this Strategic Plan;
- ❖ Base transportation improvements on what is realistically possible given resources, time and capacity constraints, and also allow adequate opportunity for consultations with critical stakeholders;
- ❖ Ensure that land use/transportation integrated development is consistent with longer term objectives, by amongst others, keeping a fair balance between transportation demand and supply, between productive and conservation of natural resources, between transportation needs of the present and future generations, between urban and rural development; and between providing new infrastructure and maintaining existing infrastructure;
- ❖ Ensure coordinated implementation of various transportation policies, programmes and projects with other role players;
- ❖ Create favourable conditions for increased involvement of the private sector on a Public Private Partnership (PPP) basis towards improved and more efficient service delivery;
- ❖ Provide the opportunity for continuous self- evaluation, and bringing to the attention of the Provincial Government and the National Department of Transport the need for transportation policy changes.
- ❖ Set a multi year service delivery improvement strategy for the multi period ending 2006, guided by the strategic pillars contained in the Provincial Growth and Development Strategy and other provincial development initiatives. The strategy will be updated annually to reflect priority areas identified during the provincial annual budget workshop.

Human resources development and planning plays a central role in the overall planning process of the Department. In the short term, the Department seeks to ensure that scarce and skilled human resources currently employed in the Department are retained and efficiently developed. In the long term, the Department's human resource strategy is to fill all vacant posts and to ensure that education and training opportunities will be sufficient to fill projected human resources demands as quickly and as cost effectively as possible. Human resource development in the Department also entails job creation as well as the absorption of the unemployed into productive work.

DENNIS S. NEER

MEC FOR SAFETY LIAISON AND TRANSPORT

1.2 Overview by the accounting officer

Demand for transport services is a derived demand, and hence its growth is largely dependent on the socio-economic development of the Province. To this effect the supply of a safe, affordable, accessible and reliable transport system and its concomitant infrastructure, is a prerequisite for the socio-economic development of our Province.

During the period covered by this Strategic Plan, the Department is committed to ensuring maximum utilisation of available resources in pursuance of both endogenous and exogenous qualities of land use/transportation integrated planning, the provision of efficient and cost effective public passenger multi-modal transportation systems including promotion of non-motorised transport system; traffic administration/control/road safety; and public private partnerships. The main key focal areas for this period include :

- ❖ Facilitation of taxi transformation and recapitalisation;
- ❖ Reviewal of public transport subsidies;
- ❖ Promotion of private participation on a PPP basis (in those areas which do not constitute the core business of the department);
- ❖ Reduction in the rate of accidents on our provincial roads; and
- ❖ Human resource development, including intensification of the fight against HIV/AIDS in the transport sector.

In view of the above, the Department's priority is to continue with the multi year projects already in progress and complete those planned to be finished during the period 2003/2006.

In line with the revised organogram the number of programmes will be restructured from six (6) to five (5) in the financial year ending 2003/4.

Civil Aviation and Government Motor Transport Programmes are incorporated under Public Transport Program. No change is anticipated in terms of size and the merging programs.

Traffic Administration will be split into two (2) separate programmes: Traffic Safety and Traffic Control.

ZOLA M. GEBEDA

HEAD OF DEPARTMENT

1.3 Vision

An Efficient, Safe, Affordable, Sustainable and Accessible Transport System.

1.4 Mission and strategic goals

1.4.1 The mission

To provide and / or facilitate a safe and affordable multi-modal transport system which is integrated with land use to ensure optimal mobility of people in the Province of the Eastern Cape in support of Provincial Growth.

1.4.2 Strategic goals.

The Department, in pursuance of both national and provincial strategic policy objectives (economic diversification, employment creation, poverty reduction, policy reform in the public sector, provision of infrastructure facilities, human resource development, integrated rural development, environment, urban renewal land use, and HIV/AIDS), has six (6) overall strategic goals with each goal embracing the objectives and activities of each programme.

Our first strategic goal is to “**render effective financial, human resources and management support services**”. Sound administration and financial management is crucial to the Department’s service delivery during this Strategic Plan period. The inadequate human resource capacity in the Department has been identified as one of the main constraints in delivering service at all levels of our Department. This problem has been identified in the last few years when it was stated that lack of adequate monitoring and accountability was a major contributor to the large gap between policy decisions and their implementation.

Human resource development is the key to the sustainable human capacity development required to undertake our core functions and implementation of our projects. Insufficient attention has been given to participatory and gender-sensitive planning in the past. The Department has therefore resolved that HRD training of managers (especially women) in project/programme identification, formulation, implementation and evaluation is instrumental in setting objectives and identifying feasible solutions to transportation problems.

Increased focus will be placed on a skills demand responsive bursary scheme in order to develop competent and performance-focused employees within the Department.

Given diminishing financial resources against increasing demand for services, financial management will play a crucial role in our service delivery in this medium term period. An efficient financial management provides a crucial link between the revenue and expenditure in our Department.

It has a role in ensuring cost effective expenditure on our various projects. To this effect, the Department intends to improve on the management of its financial information systems, budgeting and expenditure control whilst maximising revenue collection.

The strategic goal thrust for civil aviation will be to aggressively market Bisho and Umtata airports in order to stimulate increased utilisation and generate additional revenues. To ensure safety and efficiency in the field of civil aviation, the Department is obliged to provide and maintain the necessary air traffic control and navigation systems and services. The Department is in the process of appointing a Transaction Advisor to investigate the feasibility of private sector participation in the management, and provision, of air traffic control services and maintenance of the navigation aid equipment in accordance with the PPP principles of National Treasury.

In brief, our strategic goal is to **manage, facilitate, regulate and control air traffic control and navigational services** in an effort to provide better civil aviation infrastructure as well as a strong safety regulatory framework in accordance with the South Africa Civil Aviation Authority.

The accident rate on the roads, and the number of casualties, has reached unacceptable levels and continue to rise. During this Strategic Plan period, the Department will continue to enforce the Road Traffic Act and regulations in pursuance of the recently launched ROAD TO SAFETY strategy ideals and goals. The Department intends to build several traffic control centres in an effort to combat overloading on our roads, and 8 vehicle testing centres in the former Transkei in order to enhance vehicle roadworthiness. Appropriate focus will be directed to road safety, and the Department will continue with the “Arrive Alive “ campaign, and the road safety awareness programme. The Department’s strategic goal is, therefore, to **“facilitate and promote traffic safety and traffic control”**.

Demand for public passenger multi-modal transport systems runs into the entire political, economic and social fabric of the Province and the country. The Department has a cardinal responsibility to protect and enable captive users especially those in the rural areas, to gain access to basic public passenger transport services. Consequently the current rural bus subsidy system will continue to be used as an instrument to encourage bus operators to provide transport services on those routes, which are economically not viable.

Meanwhile, the Department will continue with the taxi industry process by investigating the impacts of the Taxi Recapitalisation and the introduction of the 35-seater Midi bus taxis on the existing taxi ranks in both urban and rural areas. The Department is proceeding with the transformation process of Mayibuye Transport Corporation into a profitable PPP establishment. The process of Treasury Authority 1 (TA 1) is completed and has been applied for in order to proceed with Treasury Authority 2 (TA 2).

The Department is also involved together with the Nelson Mandela Metropolitan Municipality (NMMM) who appointed a consultant for the redesigning of the bus passenger transport services currently rendered by Algoa Bus Company. This project has been embarked upon in order to implement a tendered contract system in terms of the National Land Transport Transition Act (NLTTA). However the redesigning phase will be completed once the moratorium on tendered contracts is lifted by National Department of Transport. Last but not least the Department is committed to the promotion of non-motorised transport in the rural areas of the Province. Arrangements are in hand to promote the “Shova kalula” bicycle project by investigating infrastructure requirements in the project’s pilot areas.

All in all, our public passenger transport systems strategic goal is to **“provide reliable, safe, affordable and efficient public passenger multi-modal transport systems”**.

Land transport planning is one of the core functions of the Department. The responsibilities of the MEC for Transport in this regard are specified in the National Land Transport Transition Act, 2000.

Besides undertaking the above tasks, the Department is undertaking the rehabilitation of the East London/Umtata Railway Line Project Phase 3: Preliminary and Detailed Design. The Department is also undertaking the extension of the East London/Berlin rail commuter service to King William's Town as part of the proposed public passenger transport intermodal services. Transport planning is also undertaken in determining and prioritising of essential transport infrastructure needs and ensuring road safety engineering standards on the provincial roads. Consequently, the strategic goal is to **“formulate, promote, and implement integrated transport planning and policies”**

The last strategic goal of the Department is to **“provide efficient, safe and sustainable government transport services to user Departments”**. During this financial year the Department intends to finalise the process of restructuring Government Motor Transport with a view of transforming Government Garages and fleet management services into profitable entities on a PPP basis.

Our strategic goals are listed in Table 1 below

Table 1: Strategic goals of the Department of Transport

<ol style="list-style-type: none"> 1. Render effective financial, human resource and management support services 2. Manage, facilitate, regulate and control air traffic control and navigational services 3. Facilitate and promote traffic safety and traffic control 4. Provide reliable, safe, affordable and efficient public passenger inter-modal (multi-modal) transport systems, 5. Formulate, promote, and implement integrated transportation planning and policies, 6. Provide efficient, safe and sustainable government transport services
--

1.5 Values

The Departmental values are guided by the following strategies :

- ❖ The Batho Pele Principles,
- ❖ The Provincial Growth and Development Strategy,
- ❖ The Integrated Sustainable Rural Development Strategy,
- ❖ The Reconstruction and Development Programme,
- ❖ The Spirit of Masakhane,
- ❖ The White Paper on Public Sector Transformation
- ❖ The Human Resource Development Plan,
- ❖ The Provincial Spatial Development Plan,
- ❖ Vukuzenzele

The values of the Department of Transport are given in Table 2 below.

Table 2: Departments' Values / Ethos

Departmental values/ethos
<ul style="list-style-type: none">❖ Transparency is the cornerstone of our core functions❖ Accountability is the foundation of our existence❖ Integrity is the pillar of our service delivery❖ Consultation is the fulcrum of our development❖ Professionalism is our aspiration❖ Commitment is our life❖ Service delivery is our destiny❖ The moving link is our trademark

1.6 Legislative and other mandates

Constitution: Bill of Rights

Public Service Act, 1994

Public Service Act Regulations 1999,

Labour Relations Act, 1995

Basic Conditions of Employment Act,

Preferential Procurement Policy Framework Act, 2002,

State Tender Board User Manual,

Public Finance Management Act, No.1 of 1999 and its regulations,

Provincial Exchequer Act, 1994,

White paper on human resources,

Employment Equity Act (Government Gazette No.55 of 1998),

Compensation for Occupational Injuries and Disabled Act (Government Gazette No.130 of 1993)

National Road Traffic Act No. 22 of 2000

Provincial White Paper on Transport Policy

The National Land Transport Transition Act (NLTTA) 2000

Passenger Transportation (Interim Provision) Act No.11 of 1999 (Eastern Cape)

The Provincial Land Transport Framework, 2002

1.7 Description of status quo

1.7.1 Summary of service delivery and challenges

Service delivery

- Promote the planning and provision of adequate urban and rural transport facilities through appropriate procurement reform programmes relating to land and civil aviation, in line with principles of Integrated Development Planning.
- Formulate and implement an integrated provincial transport policy, including HIV/AIDS and other social security improvements for people with disabilities.
- Facilitate and promote traffic safety and traffic law enforcement
- Provide reliable, safe, and efficient public passenger transport system in the province as a contribution towards integrated sustainable rural development.
- Provide efficient, safe and sustainable transport services, maintenance and repair service of government fleet to all the departments, MEC and other dignitaries
- Render effective administrative and management support service in the department, in accordance with the policies and principles relating to the transformation and development of the public service.

Challenges

- The implementation of the approved organogram shall present a challenge in terms of its funding.
- Restructure the activities at Umtata and Bisho airports with a view to enter into a PPP with an aviation management company to manage the airports already started and is a process that has to be monitored on a consistent basis.
- Some challenges are foreseen on the building of vehicle testing stations and the department has entered into agreement with Public Works to fast-track the process.
- The Provincial Permissions Board as well as the Permissions Appeal Tribunal had been established, whilst the Provincial Taxi Registrar and Assessors have not been engaged as yet.
- Mayibuye Transport Corporation is currently undergoing a restructuring process. The Department has applied for Treasury Authority 1 (T/A 1) before proceeding with Treasury Authority 2 (T/A 2).
- Feasibility studies on the restructuring of Government Motor Vehicles have started.

1.7.2 Summary of organisational environment and challenges

Uncertainty exists in respect of the restructuring that is taking place, which might affect the morale of the workforce and productivity.

1.8 Description of strategic plan processes

The department reviews the strategic plan assumptions of the current year in line with the provincial priorities as set out by the Premier in his state of the province speech, in March. The assumptions inform the oncoming strategic plan. The Executive Authority; Head of the department; senior managers; programme and district managers; all budget officers per programmes and assistant directors upwards attend the departmental strategic plan meeting.

The review is conducted against the performance of the previous and the current year's strategic plans. This review is aligned to the budget performance for the same period as the strategic plan. The outcome of the meeting informs the annual report for the previous financial year.

After the review of the past, the meeting charts the way forward and the directorates/programmes and district managers are mandated to review the future strategic plan and forward their inputs to an appointed panel for consolidation. The consolidated input is reviewed by the management which is composed of Executive Authority; Head of the department; chief directors; directors; programme and district managers and one budget officer per programme. The review panel is mandated to make amendments to the plan. When the plan is finalised, it is signed by the Head of the department and the Executive Authority and submitted to provincial Treasury. The first submission is done in June/July.

During August/September the programme and district managers craft an operational plan from the strategic plan. A meeting is arranged with the same composition as above.

Provincial meetings on the strategic plan take place during the year and the plan is subject to latest developments and alignment with the latest budget estimates. The meetings are held between October and December.

The Premier of the province sets out priorities of the province during the speech of the state of the province. The speech is delivered after the state of the nation by the State President and the budget speech by the Minister of Finance in February/March. The strategic plan is then tabled in legislature at least seven (7) days before the discussion of the departmental budget.

Part B: Program and sub-program plans

1.9 Strategic Objectives

The strategic objectives for each program are as follows:

Programme 1: Administration

This Programme is the unofficial nerve centre of the Department. Its main role is twofold. The first role with respect to the Department's finances is to ensure the soundness and transparency of our revenue and expenditure and to facilitate the implementation of both national and provincial monetary policies. The second role is to ensure cost effective human resource capacity, and demand responsive human resource development. As a result the strategic objectives for this Programme during this financial year will be to:

- ❖ Manage financial information systems, budgeting and expenditure control,
- ❖ Manage and maximise revenue collection
- ❖ Ensure sound management administration,
- ❖ Recruit staff and manage human resource development,
- ❖ Implement special programmes, and
- ❖ Develop competent and performance focused employees within the Department

Programme 2: Civil Aviation

Whilst the Government is obliged to provide and maintain provincial airports, and coordinate the development and operations of private airstrips, emphasis during this financial year will be to:

- ❖ Manage provincial air space and airports by improving air traffic control and navigational systems and, implementing national and provincial civil aviation policies;
- ❖ Maintain and manage provincial airport assets by developing a proposal to restructure both Umtata and Bisho airports on a PPP basis. In addition it will investigate Umtata and Bisho airports linkages with various municipal (private) landing strips; and the ways and means of attracting private, military and charter flights to Bisho and Umtata airports in an effort to increase utilisation of the airports and to enhance tourism,
- ❖ To manage, facilitate, regulate and control air traffic control and navigational services, maintenance of navigation systems and airport operations in terms of the Civil Aviation Act, Civil Aviation Regulations and Schedule six (6) of the Constitution.

Programme 3: Traffic Administration

Traffic administration is probably the most sensitive programme known to the public because of the day-to-day interaction with the motorised and non-motorised communities. This programme engages in all aspects of traffic control and road safety with a view of promoting a smooth flow of persons and goods in our province. In this strategic plan it is the Department's intention to focus on the following strategic objectives;

- ❖ To promote and facilitate traffic safety knowledge by actively pursuing the ideals and objectives of the national Road to Safety programme which embraces the "Arrive Alive" campaign,
- ❖ To maximise traffic control and law enforcement through the construction of several weighbridges and vehicle testing stations.
- ❖ To enhance the management of national traffic information systems (NaTIS) in terms of the registration and licensing of motor vehicles and its impact on maximising revenue collection from motor vehicle licensing, fees and penalties.

Programme 4: Public Transport

The Department's cardinal responsibility is to ensure maximum access to public passenger transport services by the captive users especially those who live in the vast rural areas of our province. The main strategic objectives for this Programme will be to:

- ❖ Implement and promote the various facets of the transformation of the mini-bus taxi industry.
- ❖ Facilitate and monitor current and new bus subsidies with special focus on the restructuring and monitoring of the Transkei bus services in order to provide a safe, reliable, efficient and affordable public passenger transport system as well as the regulation and control of road transportation operating licences
- ❖ Ensure intermodal public passenger transport development and integration as well as the promotion of the "Shova kalula" bicycle project and other non-motorised transport modes
- ❖ Ensure financial viability of Mayibuye Transport Corporation in order to provide high capacity and affordable public transport especially in the rural areas.

Programme 5: Transport Planning

Many of the problems facing our urban and rural communities are complex and not altogether obvious; traffic and transport problems are clearly prominent, confronting the public on a day-to-day basis. Whilst there exists a wide goals achievement matrix on how to solve the transportation problems, our main aim with transport planning is to search for the best solutions given the resources available. Thus, transport planning, as a professional activity of our Department, can be justified to the community only if problems and solutions are considered in a rigorous manner, including a detailed analysis of all relevant parameters and their coefficients. During this financial year emphasis will be placed on the following strategic objectives:

- ❖ Developing a cost effective land use and/or transportation integrated planning process by reviewing the Provincial Transport Policy completing the rural transport strategy, and the Provincial Land Transport Framework;
- ❖ Facilitating and implementing both the national and provincial transport policies,
- ❖ Determining and prioritising essential transport infrastructure needs by focusing on the completion of Phase 3 of the East London-Umtata Railway line project the completion of the proposed extension of the rail commuter service from East London to King William's Town and assisting local authorities in providing urgently required public transport infrastructure facilities in rural areas;
- ❖ Ensuring road safety engineering standards on the existing and new provincial road network by undertaking road safety audits and promoting proper signage on provincial roads;
- ❖ An effective, efficient, well structured and integrated planning process through which all stakeholders can contribute to high quality transportation in the Province.

Programme 6: Government Motor Transport

This Programme is internally central to the functioning of the entire civil service in the Province and yet it has in the recent years become the most amoebic programme of the Department. Whilst decentralisation of its services has lessened its burden, the Department finds itself in the middle of transforming its services and goals. For this financial year the Department intends to focus on the following strategic objectives:

- ❖ To determine and supply suitable vehicles to user Departments, and facilitating general hire (pool) vehicle replacement and to complete the restructuring of the Government Motor Transport Garages;
- ❖ To implement provincial and national policies on the provision of government transport by completing the investigation of the PPP strategy.

1.10 Strategic Objectives, performance measures and performance targets

1.10 Measurable objectives, strategies/activities and outputs.					
Table 3: Template for reporting objectives, strategies, outputs, measures					
1	2	3	4	5	6
Programme structure Measurable objectives	Output	Performance Measures			
		Cost Measure	Quantity Measure	Quality Measure	Timeliness Measure
1. Programme 1: Administration	A support service rendered to all divisions, to ensure optimal transparent, effective and efficient utilisation of all resources focusing on human, finances and provisioning services.				
Promote sound management of human resources, procurement and finances.	Render effective financial, human resource and management support services				
<i>1.1. Sub-programme 1: Management</i>	Ensure a sound management administration				
Implementation of the new organisational structure	Complete population of the new organogram including person to post matching Development of a programme for excess staff Critical posts are filled A complete organogram in terms of the core	Resettlement costs = R4,15m Filling Critical Posts = R978 000	<ul style="list-style-type: none"> Excess staff and vacant posts are identified Provincial database of excess personnel utilised to fill vacant posts 		Redeployment of staff = 30/06/2003
Decentralisation of core functions to the district levels	Fully operational district offices				
Development and implementation of an Information Management System	IT infrastructure installed Establishment of DGITO An agreed service level agreement with SITA	Infrastructure upgrading = R2m Service Level agreements with SITA = R4m	200 users to access the system		30/03/2006 200 users to access the system
Review and align strategic planning to service delivery	Finalise a service delivery improvement plan and a Service Charter				
Develop an integrated communication system	A communication plan				
<i>1.2. Sub-programme 2 HRM and Development</i>	<i>Recruit, develop and manage human resources for the department</i>				
Develop and implement a personnel recruitment and retention strategy	Recruitment policy. Plan for the retention of scarce skills including exit strategies INSET program.		Integrated Human Resource Plan which incorporate retention and succession plans		30 June 2003
Prepare and implement a Project Management Training Programme for all relevant staff in the Department in order to enhance performance management	Every performance plan is written in a project management format		All SMS Managers		Yearly w.e.f. 2003/04

1.10 Measurable objectives, strategies/activities and outputs.					
Table 3: Template for reporting objectives, strategies, outputs, measures					
1	2	3	4	5	6
Programme structure Measurable objectives	Output	Performance Measures			
		Cost Measure	Quantity Measure	Quality Measure	Timeliness Measure
Establish an EAP programme	Operational EAP programme with competent personnel.	R195 000	Appointment of EAP Officer		30.06.2003
A performance management system fully implemented at all levels in the department	Prepare and implement performance plan staff	<ul style="list-style-type: none"> 2nd/3rd Notches from 2000/01 to 2003/04 = R5m Admin costs = R2,5m 	All staff have performance plans	<ul style="list-style-type: none"> Directorates are able to develop and review workable business plans Individual performance plans are linked to business plans 	31.03.2004
Develop and implement a project management framework	Annual project plans				Yearly reviews
Develop a Human Resource Management Plan	<p>A demand responsive skills Development plan and Bursary programme.</p> <p>Review HR plan, including consequences of HIV/AIDS.</p> <p>Updated personnel records</p> <p>Job descriptions for all posts</p>	R10m over period of plan	Dept supports minimum of 10 outside students per year in transport related fields		Yearly
1.3. Sub-programme 3 Financial Management	Render sound financial management				
Assess, review and manage risk	Establishment of anti-fraud unit / anti corruption unit.			Reduction of fraud	Yearly
Constant review of control measures and improvements thereof	Systems descriptions, flowcharting and procedures in place			Existence of adequate controls	Yearly reviews
Maintenance and update of asset registers	Asset registers			Assets are safeguarded	Ongoing
Management of budget, monitoring of expenditure and timely reporting	MTREF budgets and monthly monitoring reports; suspense accounts cleared.			Reliable and relevant financial reports	Ongoing
Maintenance of documentation centre	Storage and archiving of financial documentation. records and vouchers			Secured financial documents	Ongoing
Prepare and implement a training programme on procurement of goods and services requirements and procedures	Establish appropriate procurement system			Effective procurement committees	Ongoing
Manage, maximise revenue collection and investigate alternative revenue collection strategies	Improved revenue collection and strategy			Reports and reduction of debts	31.3.2004 zero debts from revenue

1.10 Measurable objectives, strategies/activities and outputs.					
Table 3: Template for reporting objectives, strategies, outputs, measures					
1	2	3	4	5	6
Programme structure Measurable objectives	Output	Performance Measures			
		Cost Measure	Quantity Measure	Quality Measure	Timeliness Measure
1.4. Sub-programme 1.4 Special programmes	Rendering special programmes				
Transformation of the Department.	A departmental transformation plan Monitor and evaluate gender, disability, youth and children's rights programmes				Ongoing
Co-ordinate HIV/AIDS activities	A departmental HIV/AIDS prevention plan				30.6.2003

2. Programme 2: Civil Aviation	Manage, facilitate, regulate and control air traffic control and navigation services				
Improve the air traffic control, navigational aid systems and passenger service facilities at Bisho and Umtata airports	Civil Aviation restructuring plan in order to improve economic viability			Restructuring and PPP reports	2004 to 2005
Prepare and implement a restructuring programme for Bisho and Umtata airports	The participation of a private partner			Restructuring and PPP reports	2004 to 2005
Investigate Umtata Airport linkages with private and municipal airstrips to enhance tourism	Integrated utilisation of the existing facilities			Restructuring and PPP reports	2004 to 2005
Develop and undertake a marketing strategy to attract private and military utilisation of the Bisho and Umtata airports	Maximum utilisation of the existing facilities and promotion of tourism			Restructuring and PPP reports	2004 to 2005
3. Programme 3: Traffic Administration	Facilitate and promote traffic safety and traffic control				
3.1 Sub-programme 1: Traffic Safety	Promote and facilitate traffic safety knowledge				
Implement and monitor Road to Safety strategy	Increased road safety awareness through education programmes				
3.2 Sub-programme 1: Traffic Control	Maximise traffic control and law enforcement				
Improved driver quality, knowledge and skills	Upgrade and building of Driving Licence Testing Centres	NDOT funding	9	Standardized Vehicle Testing Stations	31 March 2004
Improved vehicle fitness/roadworthiness	Build new Vehicle Testing Stations in strategic places	R43m in total	8	Standardized Driving Licence Testing Centres	30 March 2004 to 2005
Increased overloading control through private participation	Rehabilitate, build and manage weighbridges on a PPP basis	Nil	Nil	Manage the existing Overload Control Centre	Ongoing
Build capacity to collect motor vehicle licence fee arrears	Decreased unlicensed vehicles on the provincial roads.	Nil	Nil	Complete the process of signing contracts	Target 31 March 2004 to zero

4. Programme 4: Public Transport	Provide reliable, safe, affordable and efficient public passenger multi-modal transport					
Sharpen business acumen within the taxi industry	An economically viable taxi industry					2005
To develop a uniform taxi rank management system	Regulations passed					15 March 2004
Facilitate bus passenger services in the former Transkei.	Subsidised bus services rendered in rural Transkei on identified priority routes	R21 million	Priority routes identified and new 5-year contract implemented	Identified priority routes to be serviced within budget		1 April 2003 – 31 March 2008
Monitor subsidised bus services in the former Transkei	Supervising & Monitoring Firm (SMF) appointed and contracted services effectively monitored	R2 million		Services rendered in terms of the contract		1 April 2003 – 31 March 2008
Complete and implement the redesigning of the Algoa Bus Company contract	Redesigning report (NB. NDOT has placed a moratorium on new tendered contracts)	R65m (Funded by NDOT)		Efficient subsidised bus service in NMMM area		1 April 2003 – 31 March 2004
Undertake and complete the formation of a provincial bus operators representative body	A central organisation/forum for the bus operators	Administrative costs	1 Central representative organisation/forum	Effective information dissemination and decision-making		30 June 2003
Implement a viable alternative to restructure the Mayibuye Transport Corporation	Restructuring of Mayibuye Transport Corporation.	R20 million	47 routes serviced by 54 buses	Efficient services rendered by contractor and effective monitoring thereof		15 March 2005
Provide low cost transport system dedicated to learners in rural areas	Enhanced learners' mobility					31 March 2004 and ongoing

1	2	3	4	5	6
		Performance Measures			
		Cost Measure	Quantity Measure	Quality Measure	Timeliness Measure
5. Programme 5: Transport Planning	Formulate, promote and implement integrated transportation planning and policies.				
Review the White Paper on Provincial Transport Policy	Participation and Input from stakeholders on areas of review	350 000	White Paper on Provincial Transport Policy	Transport policy that is responsive to the needs of transport authorities and users; prepared through a participatory process	31/03/2004
Prepare a Provincial Rural Transport Strategy	A strategy to guide investment in rural transport.	900 000	Rural Transport Development Strategy	Pragmatic and demand responsive Rural Transport Development Strategy that will be accepted as a basis upon which to systematically improve the travelling environment in the rural areas over the medium to long term.	31/03/2004
Prepare / update the Provincial Land Transport Framework	Document containing the Eastern Cape Provincial Land Transport Framework	450 000	Provincial Land Transport Framework	Provincial Land Transport Framework that meets the National Regulations.	31/12/2003
Prepare/Update 5 year Transport Infrastructure Plan	Plan to guide transport infrastructure development in the Province	390 000	5 year transport infrastructure development plan.	Better co-ordination of strategic infrastructure planning among different departments and authorities.	31/12/2003
Complete Phase 2 of the Current Public Transport Record (CPTR)	Current Public Transport Records covering all 6 District Municipalities and the Metropolitan Municipalities.	1 000 000	CPTR's for all District Municipality areas in the Province.	Reliable records that will identify capacity & utilisation of public transport services in the Province.	31/12/2003

1	2	3	4	5	6
		Performance Measures			
		Cost Measure	Quantity Measure	Quality Measure	Timeliness Measure
<p>Refurbishment of the East London-Umtata Railway Line on existing alignment.</p> <p>Commence construction of new road link from Ugie - Langeni</p> <p>Preliminary Design of new alignment.</p>	<p>Rail service between East London and Umtata</p> <p>Access between Ugie and Umtata</p> <p>Rail service between East London and Umtata</p>	<p>44m</p> <p>(91m is required)</p>	<p>Improvements to existing line to cater for anticipated freight services.</p> <p>Design and Tender documents. Design of new alignment to cater for passenger services.</p>	<p>Improved service to cater for the needs of current and potential users of the rail line in support of socio-economic upliftment of the Region.</p>	<p>31/06/2004</p> <p>Multi year project</p> <p>31/06/2004</p>
<p>Facilitate the extension of rail commuter service from East London to King William's Town</p>	<p>New service between East London and King William's Town</p>	<p>Nil</p> <p>(8m is required)</p>	<p>Commuter rail service between East London and King William's Town.</p>	<p>Improved public transport services between two major nodes in newly demarcated Buffalo City municipal area in support of urban renewal.</p>	<p>Multi year project</p>
<p>Assist with the introduction of a rail commuter service between Port Elizabeth and Motherwell.</p>	<p>New rail service between Port Elizabeth and Motherwell</p>	<p>Nil</p> <p>SARCC funding – (1m is required)</p>	<p>Commuter rail service between Port Elizabeth and Motherwell.</p>	<p>Improved public transport services between Port Elizabeth CBD and Motherwell residential area in support of urban renewal.</p>	<p>Multi year project</p>
<p>Assist local authorities in providing urgently required public transport infrastructure facilities</p>	<p>Improved public transport facilities</p>	<p>14, 460m</p>	<p>Improvement and maintenance of transport infrastructure facilities.</p>	<p>Upgraded transport facilities in support of policy to improve the public transport system and in response to economic development.</p>	<p>31/10/2003</p>
<p>Undertake road safety audits</p>	<p>Report identifying remedial measures to eliminate high accident spots</p>	<p>, 85m</p>	<p>Road Safety Audit Reports for the identified roads.</p>	<p>Hazardous locations identified for improvement in support of road safety.</p>	<p>30/11/2003</p>
<p>Implementation of road safety remedial measures</p>	<p>Roads comply with the South African Road Safety Manual</p>	<p>6m</p>	<p>Remedial measures</p>	<p>Improvement in the road</p>	<p>31/03/2004</p>

1	2	3	4	5	6
		Performance Measures			
		Cost Measure	Quantity Measure	Quality Measure	Timeliness Measure
			implemented on 50 km of provincial roads.	environment to reduce risk of accidents.	
Facilitate the improvement of road traffic signage.	Road Signage that will contribute towards road safety and proper guidance for motorists.	, 5m	Road Signage on strategic roads comply with SA Road Signs Manual	Improved signage to warn and guide motorists.	31/01/2004
Implement a traffic counting programme on provincial roads.	Traffic flow data on provincial roads for use by transport and road planners	, 5m	Regular and up to date traffic counts on strategic roads	Accurate up to date traffic counts at strategic points in the road network as a critical component of transport planning.	31/03/2004

6. Programme 6: Government Motor Transport	Provide efficient, safe and sustainable government motor transport services				
Facilitate provisioning, fleet management, maintenance, replacement, and expansion of general hire vehicles	Improved service delivery through a PPP model			Efficient provisioning of transport clients	31 March 2004 to 2005

1.11 Performance targets

Table 4: Template for reporting performance targets and monitoring mechanisms

(see paragraph 1.10 above for objectives, output & performance measures)

1: Administration	A support service rendered to all divisions, to ensure optimal transparent, effective and efficient utilisation of all resources focusing on human, finances and provisioning services								
Objective	Output	Performance Measure	Monitoring Mechanism	2001 actual	2002 actual	2003 estimated	2004 target	2005 target	% change over MTEF
Amount				29,691	38,378	46,125	50,078	52,229	6

1.1. Management	Ensure a sound management administration (see paragraph 1.10 above for objectives, output & performance measures)								
Objective	Output	Performance Measure	Monitoring Mechanism	2001 actual	2002 actual	2003 estimated	2004 target	2005 target	% change over MTEF
Amount				1,561	2,767	3,348	3,434	4,508	6

1.2. HRM, Development & Provisioning	<i>Recruit, develop and manage human resources for the department</i> (see paragraph 1.10 above for objectives, output & performance measures)s								
Objective	Output	Performance Measure	Monitoring Mechanism	2001 actual	2002 actual	2003 estimated	2004 target	2005 target	% change over MTEF
Amount				28,130	28,664	31,105	31,487	31,919	6

1.3 Financial Management	Render sound financial management (see paragraph 1.10 above for objectives, output & performance measures)								
Objective	Output	Performance Measure	Monitoring Mechanism	2001 actual	2002 actual	2003 estimated	2004 target	2005 target	% change over MTEF
Amount					6,692	10,855	13,149	14,472	6

1.4 Special Programmes	Rendering special programmes (see paragraph 1.10 above for objectives, output & performance measures)								
Objective	Output	Performance Measure	Monitoring Mechanism	2001 actual	2002 actual	2003 estimated	2004 target	2005 target	% change over MTEF
Amount					255	817	1,247	1,330	6

2: Civil Aviation	Manage, facilitate, regulate and control air traffic control and navigation services (see paragraph 1.10 above for objectives, output & performance measures)								
Objective	Output	Performance Measure	Monitoring Mechanism	2001 actual	2002 actual	2003 estimated	2004 target	2005 target	% change over MTEF
Amount				9,246	8,032	9,490	9,814	10,079	6

3 .1 Traffic Safety	Promote and facilitate traffic safety knowledge (see paragraph 1.10 above for objectives, output & performance measures)								
Objective	Output	Performance Measure	Monitoring Mechanism	2001 actual	2002 actual	2003 estimated	2004 target	2005 target	% change over MTEF
Amount				5,198	6,629	7,460	8,027	8,048	6
Implement and monitor Road to Safety strategy	Increased road safety awareness through education programmes								

3.2 Traffic Control	Maximise traffic control and law enforcement (see paragraph 1.10 above for objectives, output & performance measures)								
Objective	Output	Performance Measure	Monitoring Mechanism	2001 actual	2002 actual	2003 estimated	2004 target	2005 target	% change over MTEF
Amount				45,650	57,173	74,238	63,784	58,973	6

4 Public Transport	Provide reliable, safe, affordable and efficient public passenger multi-modal transport (see paragraph 1.10 above for objectives, output & performance measures)								
Objective	Output	Performance Measure	Monitoring Mechanism	2001 actual	2002 actual	2003 estimated	2004 target	2005 target	% change over MTEF
Amount				46,243	45,552	75,892	63,089	59,124	6

5 Transport Planning	Formulate, promote and implement integrated transportation planning and policies. (see paragraph 1.10 above for objectives, output & performance measures)								
Objective	Output	Performance Measure	Monitoring Mechanism	2001 actual	2002 actual	2003 estimated	2004 target	2005 target	% change over MTEF
Amount				14,561	13,673	72,875	73,772	97,326	20

6 Government Motor Transport	Provide efficient, safe and sustainable government motor transport services (see paragraph 1.10 above for objectives, output & performance measures)								
Objective	Output	Performance Measure	Monitoring Mechanism	2001 actual	2002 actual	2003 estimated	2004 target	2005 target	% change over MTEF
Amount				35,858	37,900	36,995	39,827	37,893	6

1.12 Reconciliation of budget with plan by programme

Table 5: Evolution of expenditure by budget programme and sub-programme (R million)

Program 1: Evolution of expenditure by budget programme and sub-programme (R million): Administration

Sub-programme	Year – 2 2000/01 (actual)	Year - 1 2001/02 (actual)	Base year 2002/03 (estimate)	Average annual change (%) ²	Year 1 2003/04 (budget)	Year 2 2004/05 (MTEF projection)	Year 3 2005/06 (MTEF projection)	Average annual change (%) ³
1. Management	1,561	2,767	3,348	114	3,434	4,508	4,611	38
2. HRM, Dev. & Provisioning	28,130	28,664	31,105	11	31,487	31,919	32,098	3
3. Financial Management		6,692	10,855		13,149	14,472	15,355	41
4. Special Programmes		255	817		1,247	1,330	1,419	74
Total programme	29,691	38,378	46,125	55	50,078	52,229	53,483	16

Program 2: Evaluation of expenditure by budget programme and sub-programme (R million)2: Civil Aviation

Sub-programme	Year – 2 2000/01 (actual)	Year – 1 2001/02 (actual)	Base year 2002/03 (estimate)	Average annual change (%) ²	Year 1 2003/04 (budget)	Year 2 2004/05 (MTEF projection)	Year 3 2005/06 (MTEF projection)	Average annual change (%) ³
Civil Aviation	9,246	8,032	9,490	3	9,814	10,079	10,990	16
Total programme	9,246	8,032	9,490	3	9,814	10,079	10,990	16

Program 3: Evaluation of expenditure by budget programme and sub-programme (R million)3: Traffic Administration

Sub-programme	Year – 2 2000/01 (actual)	Year - 1 2001/02 (actual)	Base year 2002/03 (estimate)	Average annual change (%) ²	Year 1 2003/04 (budget)	Year 2 2004/05 (MTEF projection)	Year 3 2005/06 (MTEF projection)	Average annual change (%) ³
1. Traffic Safety	5,198	6,629	7,460	44	8,027	8,048	8,625	20
2. Traffic Control	45,650	57,173	74,238	63	63,784	58,973	61,764	-17
Total programme	50,848	63,802	81,698	60	71,811	67,021	70,389	-14

Program 4: Evaluation of expenditure by budget programme and sub-programme (R million)4 : Public Transport

Sub-programme	Year – 2 2000/01 (actual)	Year - 1 2001/02 (actual)	Base year 2002/03 (estimate)	Average annual change (%) ²	Year 1 2003/04 (budget)	Year 2 2004/05 (MTEF projection)	Year 3 2005/06 (MTEF projection)	Average annual change (%) ³
Public Transport	46,243	45,542	75,892	64	63,089	59,124	62,786	-17
Total programme	46,243	45,542	75,892	64	63,089	59,124	62,786	-17

Program 5: Evaluation of expenditure by budget programme and sub-programme (R million)5 : Transport Planning

Sub-programme	Year – 2 2000/01 (actual)	Year - 1 2001/02 (actual)	Base year 2002/03 (estimate)	Average annual change (%) ²	Year 1 2003/04 (budget)	Year 2 2004/05 (MTEF projection)	Year 3 2005/06 (MTEF projection)	Average annual change (%) ³
Transport Planning	14,561	13,673	72,875	400	73,772	97,326	102,768	41
Total programme	14,561	13,673	72,875	400	73,772	97,326	102,768	41

Program 6 : Evaluation of expenditure by budget programme and sub-programme (R million)6 : Government Motor Transport

Sub-programme	Year – 2 2000/01 (actual)	Year - 1 2001/02 (actual)	Base year 2002/03 (estimate)	Average annual change (%) ²	Year 1 2003/04 (budget)	Year 2 2004/05 (MTEF projection)	Year 3 2005/06 (MTEF projection)	Average annual change (%) ³
Government Motor Transport	35,858	37,900	36,995	3	39,827	37,893	37,858	2

1.13 Medium term revenues

1.13.1 Summary of revenue

Table 6: Summary of revenue: Transport Department

R'000	2000/01 Actual	2001/02 Actual	2002/03 Est. Actual	2003/04 MTREF	2004/05 MTREF	2005/06 MTREF
Treasury funding						
Equitable share	171,255	215,657	236,745	159,330	171,630	179,390
Conditional grants			2,000			
Finance supplementary	3,748	4,241	4,007			
Roll overs		12,248	33,300			
Reallocated Treasury Reserve						
Total Treasury funding	175,003	232,146	276,052	159,330	171,630	179,390
Own revenue						
Current revenue						
- Tax revenue	29,311	65,861	42,826	144,405	147,251	157,864
- Non-tax revenue	60,854	10,399	1,682	1,966	2,041	1,020
Capital revenue						
-Auction sales (GMT)			2,515	2,690	2,750	0
Total own revenue	90,165	76,260	47,023	149,061	152,042	158,884
Total Revenue	265,168	308,406	323,075	308,391	323,672	338,274

1.13.2 Departmental revenue collection

The department established the revenue committee that meets on monthly basis to monitor and review the revenue collection trends. The principal source of revenue for the department is the collection of motor vehicle licenses. The revenue implementation plan is in place and targets are set per the responsible programme against which performance is measured. The department plans to further re-train its staff on the NaTIS system both on operations and finances. Audit inspections are scheduled to take place on regular and consistent basis on collection points. Reconciliation is performed between the collected revenue and bank deposits and debt collection of arrear motor vehicles are scheduled to be done by other service providers. Agency contracts have been entered into between the department and the registering authorities. Alternative service providers on the collection of motor vehicle licenses are considered where existing registering authorities are not performing to set standards.

Table 7: Departmental revenue collection: Transport Department

R'000	2000/01 Actual	2001/02 Actual	2002/03 Est. Actual	2003/04 MTREF	2004/05 MTREF	2005/06 MTREF
Current revenue						
- Tax revenue	29,311	65,861	42,826	144,405	147,251	157,864
- Non-tax revenue	60,854	10,399	1,682	1,966	2,041	1,020
Capital revenue						
-Auction sales (GMT)			2,515	2,690	2,750	0
Total own revenue	90,165	76,260	47,023	149,061	152,042	158,884

1.14 Co-ordination, co-operation and outsourcing plans

1.14.1 Interdepartmental linkages

The department is jointly responsible for Road Safety issues with the following departments:

- South African Police Services – responsible for accidents, reporting and information
- South African Defence Force – responsible for assistance with law enforcement activities
- Emergency Medical Rescue Services – responsible for emergency and rescue services
- Department of Education – educate/teach learners through an integrated approach of road safety into the curriculum
- Department of Economic Affairs, Environment and Tourism - responsible for road safety communication activities, e.g. Rest stops
- Mechanisms are in place to ensure effective co-ordination e.g.: Interdepartmental Forums and Stakeholders Committee.

Integrated transport plans and public transport :

- The Department of Transport acts in advisory capacity and give approval on transport plans to the Department of Housing and Local Government in order for them to facilitate implementation of public transport plans.

1.14.2 Local Government linkages

The department has entered into service delivery agreements with some of the municipalities in the province as follows:

1. Buffalo City, Nelson Mandela Metropole and Umtata for the improvement of the public infrastructure facilities in local authorities.
2. The department is scheduled to enter into agreement with the following local authorities in respect of the construction of vehicle testing stations (VTS):

Engcobo; Lusikisiki; Maluti; Mbizana; Mount Frere and Umtata

Table 8: Summary of transfers to local government

R'000 Category	2002/03 Est. actual	2003/04 Voted	2004/05 MTEF	2005/06 MTEF
Category A: Vehicle testing stations (from Prog. 3 for the ff): [Umtata, Engcobo, Maluti; Mount Frere, Lusikisiki Mbizana all at R2.9m each for 2002/3 and R2,1m for 2003/4]	17 400	12 600		
Category B: Drivers, Learners Testing Centres(from Prog.3) [For municipalities in : Western, C. Hani, Amatole and Ukhahlamba]	1 000	1 060	971	1 060
Category C: Improvement of public infra-structure facilities in local authorities(from Prog 5) [Buffalo City, Nelson Mandela, Umtata & District municipalities]	12 371	14 460	21 585	22 880
Total Transfers	30 771	15 520	22 556	23 940

1.14.3 Public entities

Table 9: Details of public entities

Name of public entity	Main purpose of public entity	Transfers from the departmental budget		
		2004 MTEF	2005 MTEF	2006 MTEF
Mayibuye Transport Corporation	To provide transport services to communities on defined routes	20m	22m	23m
Eastern Cape Local Transportation Board	To consider applications for the grant of operating licences (permits) to public transport operators.	No transfers but funded within the Public transport programme.		

1.14.4 Public, private partnerships, outsourcing etc

1. Government motor transport services in the Province have been identified as a service to be rendered by a private service provider.
2. Mayibuye Transport Corporation to be restructured to PPP programme.
3. The following services have been identified to be included as future PPP projects: -
Umtata weighbridge, Government owned vehicle-testing centres, Office cleaning services and Civil Aviation services at Umtata and Bisho Airports.

1.15 Financial Management:

1.15.1 Strategies to address audit queries

1. Departmental Audit Steering Committee has been established for purposes of resolving audit queries.
2. Appropriate systems that are being introduced with the assistance of the Internal Audit Unit.

1.15.2 Implementation of PFMA

1. Delegation of powers and responsibility to individuals linking up with performance management.
2. Creation of infra-structure that is conducive to the implementation of the
3. Regular monitoring of budget and reporting.
4. Management of risk, constant development and review of control measures on ongoing basis.
5. Training and development of staff on financial management.
6. Alignment and constant review of strategic plans to the budget.
7. Adherence to procurement procedures.

Part C: Background information

1.16 Appendix one: Analysis of service delivery environment

1.16.1 Policy changes and trends

The department continues with the taxi industry process by investigating the impacts of the Taxi Recapitalisation and the introduction of the 35-seater Midi bus taxis on the existing taxi ranks in both urban and rural areas. The department is proceeding with the transformation process of Mayibuye Transport Corporation. Bisho airport and Government Motor Transport into a viable PPP establishment.

The department is also involved together with the Nelson Mandela Metropolitan Municipality (NMMM) who appointed a consultant for the redesigning of the bus passenger transport services currently rendered by Algoa Bus Company. This project has been embarked upon in order to implement a tendered contract system in terms of the National Land Transport Transition Act, 2000 (NLTTA). The changes affect the following programmes: Civil Aviation, Public Transport, and Government Motor Transport.

1.16.2 Environment factors and emerging challenges

The department operates in a demand/supply driven transport environment. The economic condition of the province as one of the poorest provinces, dictates that the department is faced with challenges in terms of the supply of transport services.

1.16.2.1 Demographic profile of the province

Transportation and safety of commuters between the place of employment and residential is the core service required from the department by the people of the province. The mode of transport is affected and results in challenges in terms of provision of adequate bus subsidies.

1.16.2.2 Employment, income and (other relevant information)

1.16.2.3 Profile of people in the province

It is logical that the department provides adequate transport subsidies to the various modes of transportations. The province is vast and most of the land is rural .The majority of the people of the province are unemployed.

1.16.3 Evaluation of current implementation performance

All Senior Managers have signed Performance Agreements linked to the Strategic Plan of the Department. Training on PMS has been offered to staff in categories lower than level 13 and performance agreement entered into at levels 9 to 12.

1.17 Appendix two: Organisational information and institutional environment

1.17.1 Organisational design

A new organogram was approved on the 31 October 2001 and the process of populating it has commenced and is currently at 75% finalisation stage. In terms of the structure and practice, the managers (deputy directors) report to the senior managers (directors) who in turn report to the general managers (chief directors). The chief directors and other technical managers report to the Head of the department.

1.17.2 Delegations

Public Service Act and PFMA based delegations have been effected.

1.17.3 Capital investment, maintenance and asset management plan

1.17.3.1 Long-term capital investment and asset management plans

The information on this section is captured and provided on the EC 7 as part of the GFS and budget statement no.2 of the MTREF period.

1.17.3.2 Capital investment

As per 1.17.3.1 above

1.17.4 Personnel

The information on this section is provided on EC5.1 as part of the GFS and budget statement no.2 of the MTREF period.

1.17.5 IT systems

In addition to the Basic Accounting System (BAS), and Persal, the department has the following application systems:

- LOGIS (procurement and provisioning system)
- NaTIS (administration of motor vehicles and licensing in the province)

Training has been provided by the consultants hired to maintain the systems. On going training is provided on latest developments of the systems and for the new users. Co-ordination is done by the systems controllers and the systems administrators.

1.17.6 Performance management systems

Performance agreement (PA) is entered into by the Executive Authority and the Head of the department and is reviewed on a quarterly basis. The basis of the PA is derived from the strategic plan, the budget and the operational plan. In turns the Head of the department enters into performance agreement with persons that report to him/her etc and the P.A is reviewed on a quarterly basis.

1.17.7 Financial Management

All in R'000

Financial Year ending 31 March	(Over) / Underspending	%	Rollovers	%	Unauthorised expenditure	%
2001	30,410	14	19,880	9	1,215	1
2002	68,756	25	12,693	5	5,622	2

A training plan and schedule is prepared on a yearly basis, which takes into account the needs of the users regardless of the rank. Focused, on the job and general training is then provided per the plan. The training is provided by the Public Finance Service Agency of the University of Fortrare and provincial Treasury using a portion of the 1% skills levy.

1.17.8 Audit queries

31 March 2000	31 March 2001	31 March 2002
Uncleared Treasury balances	Uncleared Treasury balances	Uncleared Treasury balances
Uncleared Suspense accounts	Uncleared Suspense accounts	Uncleared Suspense accounts
Documentation not submitted	Documentation not submitted	
Physical verification of personnel	Physical verification of personnel	
Under-collection of motor vehicle licenses	Under-collection of motor vehicle licenses	Under-collection of motor vehicle licenses
Physical assets register inadequate	Physical assets register inadequate	Physical assets register inadequate

1.17.9 Internal audit

The internal audit unit is a shared service under the auspices of the Office Of the Premier. As an independent unit, it has its own plan.

1.17.10 Implementation of PFMA

In addition to paragraph 15.2 in Part B above, the department has developed a management support programme, which is targeted at developing competencies needed for all supervisors. Knowledge on Public Service Act, PFMA and Regulations is one of those modules and this training is planned in future be cascaded to all staff members. The provincial Treasury is also arranging PFMA courses, as it is a custodian of a portion of 1 % skills levy.

1.18 Appendix three: Analysis of changes to programmes

The number of programmes will be restructured from six (6) to five (5) in the financial year ending 2003/4 in line with the revised organogram.

Civil Aviation and Government Motor Transport Programmes are incorporated under Public Transport Program. No change is anticipated in terms of size and the merging programs.

Traffic Administration will be split into two (2) separate programmes: Traffic Safety and Traffic Control.