



**PROVINCIAL GOVERNMENT**  
**WESTERN CAPE**  
**DEPARTMENT OF TRANSPORT AND PUBLIC WORKS**

**ANNUAL PERFORMANCE PLAN**  
**2005/06 TO 2007/2008**

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## **Foreword**

The people of the Western Cape have given this government a mandate to make gigantic steps in the struggle to move back the frontiers of poverty. They have joined the rest of South Africa in calling for government to reduce unemployment and poverty by half in 2014.

My department has identified the following priority areas, as a critical contribution to these national and provincial targets:-

- Accessible, reliable, safe and efficient Public Transport system
- Job creation and skills development
- Black Economic Empowerment
- Infrastructure delivery and
- The transformation of the department

This strategic plan contains concrete plans and an elaboration of programmes covering all these priority areas.

We believe that the implementation of this strategic plan will advance our struggle to build a better life for all our people, and it will improve our capacity as a province to host the 2010 World Soccer Cup.

M Skwatsha

**MINISTER OF TRANSPORT AND PUBLIC WORKS**

**DATE:**

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# **Part A:**

## **Strategic Overview**

### **1 Overview of Strategic Performance Plan**

This strategic Performance Plan seeks to further solidify the alignment between the activities of the Department with the goals of iKapa Elihlumayo, the Provincial Growth and Development Strategy, ensure that we are ready to host the 2010 World Cup, and contribute to National programmes like Project Consolidate, Urban Renewal Programme, Integrated Sustainable Rural Development Programme and the Expanded Public Works Programme.

The expectation of our Department from iKapa Elihlumayo is that we should develop a Strategic Infrastructure Plan which will serve to guide investment in infrastructure in the Province, and give support to other lead strategies like the Micro-Economic Development Strategy, Formation of Social Capital Strategy, etc. The Strategic Infrastructure Plan is close to being finalised, and is beginning to shape our decisions around infrastructure investment.

The implementation of the Strategic Infrastructure Plan and the other national programmes will require that the Department gears itself up to ensure that it is properly structured, and has the requisite skills set to deliver. Our staff needs to be taken fully on board with iKapa Elihlumayo, because we can only succeed with their full involvement.

**T W MANYATHI**

**HEAD: DEPARTMENT OF TRANSPORT AND PUBLIC WORKS (ACCOUNTING OFFICER)**

**DATE:**

## **2 Strategic plan update analysis**

No changes have been made to the strategic direction set out in the Five-year Strategic and Performance Plan.

# Part B

## Budget programme and sub-programme plans

### 3 Overall Programme Structure

The following table presents the programme structure for provincial departments responsible for transport, roads and public works:

**Table 1: Programme Structure**

Programme	Sub-programme
1. Administration	1.1. Office of the MEC 1.2. Management 1.3. Corporate support
2. Public works	2.1. Programme support 2.2. Health 2.3. Education 2.4. Social Development 2.5. Agriculture 2.6. Other infrastructure 2.7. Property management
3. Roads Infrastructure	3.1. Programme support 3.2. Planning 3.3. Design 3.4. Construction 3.5. Maintenance
4. Public Transport	4.1. Programme support 4.2. Planning 4.3. Infrastructure 4.4. Empowerment and institutional management 4.5. Operator safety and compliance 4.6. Regulation and control
5. Traffic Management	5.1. Programme support 5.2. Safety engineering 5.3. Transport administration and licensing 5.4. Overload control
6. Community Based Programme	6.1. Programme support 6.2. Empowerment impact assessment 6.4. Community development 6.5. Emerging contractor development

## 4 Programme 2: Public Works

The Public Works branch is made up of two Chief Directorates: Works and Property Management.

- The Works Chief Directorate is responsible for the construction and maintenance of the physical infrastructure for health institutions, educational institutions, office accommodation for all provincial departments, accommodation for the Provincial Legislature and the Premier's residence.
- The Property Management Chief Directorate is responsible for the management of the Provincial Property Portfolio in terms of the Provincial Strategic Accommodation and Infrastructure Plan as well as existing legislation and policies. The component acquires property (purchase and lease) required for use by user departments and dispose of (sell or let) properties superfluous to the needs of provincial property portfolio.

### 4.1 Situation analysis

#### Current situation:

The Management of the provincial property portfolio is done in terms of the Provincial Strategic Accommodation and Infrastructure Plan and also entails initiating and overseeing construction, upgrading, rehabilitation and scheduled maintenance of all infrastructure related projects. It further entails professional services such as architectural, quantity surveying, engineering, project management, horticultural, telecommunication and cleaning services. It also includes the acquisition of property (purchase and lease) required for use by user departments and the disposal (sell or let) of properties superfluous to the needs of provincial property portfolio.

The current state of the provincial physical property portfolio of 12 295 buildings is: 5% very good, 23% good, 61% fair 10% poor, 1% very poor. The provincial infrastructure portfolio maintenance backlog amounts to R1.955 billion and increases annually by 2% of the property portfolio. Thus cause for concern, as the annual budget allocated for maintenance of infrastructure is insufficient to preserve the existing property portfolio of the Western Cape Provincial Government. The demand for new infrastructure increased in particular for schools, hospitals and other departments and amounts to approximately to 236 new facilities constituting approximately 503 525m<sup>2</sup> which amounts to a total R971 million required to be implemented over the next MTEF period.

#### Strategic direction over the next five years

*This programme's contribution to the SIP over the next five years will involve the following:*

The delivery of social infrastructure regarding education, health and office accommodation, integrated planning and total asset management.

The utilisation of property to promote integrated development. This will involve the identification of parcels of land and buildings, which can be used for in-filling and densification for housing purposes. A further approach will be the co-ordinated release of surplus property onto the market to avert the possible negative impact on the value of property prices. An example of an integrated development approach is the current N2 settlement upgrade, which will involve all three spheres of government.

The disposal of superfluous properties for purposes of generating income, which will be re-invested into the provision and maintenance of social infrastructure.

The identification of properties for disposal or major projects that could serve as a catalyst for unlocking significant economic activity in a particular area.

Reduction of demand for new accommodation and maintenance backlog

To utilise PPP's for social infrastructure and office accommodation in order to accelerate infrastructure delivery and reduction of backlogs to an acceptable level.

To reduce construction periods to an acceptable level that will enable delivery of facilities within a reasonable period.

Ensure that facilities provided are utilised to the maximum for the purpose it was built.

Ensure that all properties and facilities are fully maintained and compliant to occupational health and safety.

Ensure that facilities are constructed while residential facilities are being developed in order to avert ex-post facto delivery of social infrastructure

*This programme's contribution to the EPWP over the next five years will involve the following:*

Preventative building maintenance programme where provincial government buildings will be maintained by the rural and urban unemployed. This includes actual maintenance as well as skills training in order to enable the beneficiaries to be marketable for employment in the open labour market.

Maximisations of job creation through creating work opportunities through the conventional construction and maintenance contracts that are being awarded and by compelling contractors to provide skills training of all employees on the job.

Building a cadre of skilled artisans within the built sector from among the unemployed specifically within fields that have declining skills and or built sector aging skilled practitioners.

*This programme's contribution to contractor development over the next five years will involve the following:*

Ensure that the entry of women in the industry is accelerated. Hence the branch secured a learnerships programme for 20 women who are currently being trained by the construction CETA.

Ensure that contractors utilised have and retain the capacity, are equipped and informed by facilitating capacity building programme for contractors pertaining to:

- Legislation governing the industry,
- Contemporary and alternative construction methods,
- Management of construction enterprises,
- Site management,
- Occupational health and safety,
- Good labour relations and securing of work opportunity.

Facilitate a process of ensuring that captains of the construction industry have emerged from among PDI enterprises by constant utilisation of PDI contractors who appear on the contractors register and awarded contracts, which fall within, their competence.

**Table 2: The Province's Property Portfolio by Department**

State Owned Portfolio	Land				Buildings	
	Number of even	Number vacant urban properties	Number of unutilised rural properties	Total number of hectares	Number of properties with buildings	Square Meters of building
Health Department	234	0	0	7 810	1 583	1 685 643
Education Department	3 976	0	0	220 519	8 876	4 964 358
Social Development Department	10	0	0	78	150	100 000
Other clients combined	1 640	0	0	69 573	1 723	395 944
Unutilised	700	399	301	18 445	0	0
<b>Total</b>	<b>6 560</b>	<b>399</b>	<b>301</b>	<b>316 425</b>	<b>12 332</b>	<b>7 145 945</b>

**Table 3: The Province's Leased Portfolio by Department**

Leased Portfolio	Land		Buildings		Cost to government Annual
	Number of properties leased	Total number of hectares	Number of buildings	Square Meters of building	
Health Department			27	10 646	R6,3 million
Education Department			241	191 625	R56,7 million
Social Development Department			35	19 771	R8,4 million
Other clients combined			143	82 124	R33,6 million
Unutilised			0		
<b>Total</b>			<b>446</b>	<b>304 166</b>	<b>R105 million</b>

**Table 4: The condition of government buildings by department**

Condition of State Owned Buildings (Number and Percentage)											Total
	Very Good		Good		Fair		Poor		Very Poor		
Health Department	48	3%	392	24%	832	52%	316	20%	12	1%	1600
Education Department	352	4%	1 760	20%	5 933	67%	704	8%	88	1%	8837
Other Infrastructure	190	10%	682	36%	758	40%	246	13%	19	1%	1895
<b>Grand Total</b>	<b>590</b>	<b>5%</b>	<b>2 834</b>	<b>23%</b>	<b>7 523</b>	<b>61%</b>	<b>1 266</b>	<b>10%</b>	<b>119</b>	<b>1%</b>	<b>12 332</b>

**Table 5: The demand of new space by department**

New Demand for Space	Number	Number of square metres	Planned Capital Expenditure		
			Base year 2004/05 R'000	MTEF 1 2005/06 R'000	MTEF 2 2006/07 R'000
Health Department	26	215 072			
Education Department	170	255 500			
Other:					
Agriculture	10	6 878	12 310	2 000	2 000
Social Development	3	4 475	4 500		
Other Infrastructure	27	21 600	23 811	57 311	57 311
<b>Grand Total</b>	<b>236</b>	<b>503 525</b>	<b>40 621</b>	<b>59 311</b>	<b>59 311</b>

## 4.2 Policies, priorities and strategic objectives

Table 21 provides strategic goals and strategic objectives for the Public Works Branch:

**Table 6: Strategic Objectives for Programme 2: Public Works**

<p><b>STRATEGIC GOAL 1:</b> Infrastructure delivery: To manage, develop, construct and maintain infrastructure in terms of the provincial strategic accommodation and infrastructure plan in order to optimise the social, financial, developmental and environmental return on the provincial property portfolio.</p> <p><b>STRATEGIC OBJECTIVES:</b></p> <ul style="list-style-type: none"><li>• To improve relations with client Departments, by concluding service level agreements with them.</li><li>• To reduce asset poverty through optimal provision, maintenance and management of the provincial property infrastructure</li><li>• To deliver infrastructure on time and cost effectively</li><li>• To improve internal and external communication.</li><li>• To implement the Expanded Public Works Programme through the building preventative maintenance programme</li><li>• To implement labour intensive construction activities on site.</li><li>• Assist in the co-ordination of the infrastructure planning and development for the 2010 World Cup.</li><li>• Acquire land and infrastructure to develop and provide accommodation for our provincial client departments</li><li>• Evaluate each and every property for highest and best use and if not, dispose of or first ennoble or re-use for another function or disposed for socio-economic or economic purpose.</li><li>• Acquire land and buildings in both rural and urban areas for development or use by provincial client departments</li><li>• Provide accommodation for provincial client departments in terms of the SPIAP and other provincial strategies.</li><li>• Ensure full compliance with Occupational Health and Safety, Construction Industry Development and Building Industry Bargaining Council regulations.</li></ul>
<p><b>STRATEGIC GOAL 2:</b> Job creation and skills development</p> <p><b>STRATEGIC OBJECTIVES:</b></p> <ul style="list-style-type: none"><li>• To utilise competent and skilled service providers.</li><li>• Dispose of and/ or re-use redundant or superfluous properties to allow job creation and poverty alleviation.</li><li>• Implementation of EPWP through the preventative maintenance programme and the conventional contracts awarded to contractors.</li><li>• To equip EPWP beneficiaries to become skilled artisans within the built sector.</li><li>• To secure the co-operation of the private sector and other organs of state in equipping EPWP beneficiaries within the built sector.</li><li>• To purchase proudly South African products and services for purposes of creating indirect jobs within South Africa.</li></ul>
<p><b>STRATEGIC GOAL 3:</b> Black economic empowerment</p> <p><b>STRATEGIC OBJECTIVES:</b></p> <ul style="list-style-type: none"><li>• To facilitate the empowerment and participation of HDI in the mainstream built environment.</li><li>• Dispose properties in terms of the White Paper on the Management of Provincial Properties and the disposal policy as approved by Cabinet.</li></ul>
<p><b>STRATEGIC GOAL 4:</b> Departmental transformation</p> <p><b>STRATEGIC OBJECTIVES:</b></p> <ul style="list-style-type: none"><li>• To establish a competent, empowered, and representative personnel complement.</li><li>• To secure assistance of built sector professionals who are prepared to transfer skills and subscribe to departmental developmental ethos.</li></ul>

### **4.3 Analysis of constraints and measures planned to overcome them**

#### **4.3.1 Chief Directorate Works**

Our challenge is to provide user departments with high quality facilities and services. A further challenge is to continuously find innovative solutions to optimising the economic returns on the provincial property portfolio, whilst at the same time achieving the Department's social and developmental objectives. These services are executed in line with the National Growth and Development Strategy, iKapa Elihlumayo, Integrated Sustainable Rural Development and Urban Renewal, Batho Pele & Black Economic Empowerment principles and the White Paper on the Management of Provincial Properties. The provision of these services will have a direct impact on the lives of the poor and marginalized.

- **Infrastructure and Maintenance backlog**

The lack of funds is the major cause for the increasing maintenance backlog. Lack of preventative maintenance from the user departments aggravates also the general condition of the property portfolio. In order to redress the current trend a comprehensive Asset Maintenance Plan is being developed. More emphasis and attention should also be given to ensure that preventative maintenance takes place in accordance with the allocated funding for this purpose.

All new facilities have to be built with a preventative maintenance plan and funds have to be allocated for it during the life span of the infrastructure. The preventative maintenance cost starts at 2% of the replacement cost of the infrastructure during the first year and increases logarithmically up to 8% after 10 years.

For the existing backlog a measured objective is to aim for proper utilisation of the property portfolio done through a comprehensive analysis of the client departments' needs, focusing and reducing the backlog of infrastructure required and disposing of those that are not required.

The private sector plays also a fundamental role through donations in cash and/or in kind and through Private Public Partnerships in upgrading and maintaining existing infrastructure.

- **Infrastructure priority list from the user departments**

The rapid demographic changes occurring at the moment in the Western Cape and the internal structural re-organisation of some of the user departments have sometimes resulted in delays in receiving infrastructure priority lists from the user departments.

Changing in priorities, as well as internal delays with regards to the tender adjudication processes have also adversely affected project execution and effective budget spending.

The Department prepared draft service level agreements and we are in an advanced stage of consultation with user departments around the contents of these proposed agreements. The implementation of the service level agreement with user departments is aimed at addressing some of the service delivery constraints mentioned above.

- **Scarce professional expertise**

Public Works requires a high number of built environment professionals across the different fields. The current shortage of engineers, architects, quantity surveyors and town planners and the strong competition from the private sector for these skills, presents a significant recruitment and retention challenge that is difficult to meet.

The Department has implemented strategy in order to address the matter. Full time bursaries have been offered to students in the building environment and there has been strong collaboration with the technikons regarding the issue of the experiential training or



in-service training. The aim is to attract competent staff related to the building environment after the completion of their academic career.

The Department has also experienced a considerable brain drain of technical experts caused mainly by better economic remunerations offered by the private sector. The only way to solve the problem is to be more competitive with the private sector and improve the remuneration package to attract the necessary technical expertise.

**Table 7: The Maintenance Backlog**

<b>Client</b>	<b>Number of Buildings in poor or very poor condition</b>	<b>Expenditure required to prevent further deterioration</b>	<b>Expenditure required to bring buildings to good condition</b>	<b>Actual Budget 0506</b>
<b>Health</b>	260	R289 million/ year	R 1, 100 Billion	R69, 262 million
<b>Education</b>	400	R260 million/ year	R 300 million	R63 076 million
<b>General</b>	100	R50 million/ year	R100 million	R35,494 million
<b>Total</b>	<b>760</b>	<b>R 599 million/ year</b>	<b>R 1,400 billion</b>	<b>R157,317 million</b>

#### **4.3.2 Chief Directorate Property Management**

- Ownership of properties

In terms of the vesting of state land (section 239 of the Interim Constitution of South Africa) 2 600 properties have already been endorsed in the name of the Province. A further 1 459 properties must still be endorsed after the necessary approval have been obtained. 110 Hospital Trustees properties must still be endorsed in the name of the Provincial Government.

- Optimal utilisation of properties

The Property Register has been updated with the new vestings. Policies have been developed by means of the White Paper for the Management of Provincial Properties specifically for the disposal of properties.

- Strategic Provincial Accommodation Plan:

The first phase of the plan has been completed. The second phase of the plan is now being developed. This includes a model to see what impact variables have on the budget allocation.

The development of this plan, as well as entering into User Agreements and Service Level Agreements will further ensure optimal utilisation of the provincial property portfolio.

#### **4.4 Description of planned quality improvement measures**

Enter into service level and user agreements.

Build synergy between this department and other line function departments and role players.

Provide accessible and appropriate infrastructure facilities.

Interact with user departments on a structured basis to improve relations.

Reduce the procurement cycle.

Reduce asset poverty through the optimum provision, maintenance and management of the Provincial Property Portfolio.

Render a professional, quality and timeous service to our client departments.

Increase entry of HDI's into the construction environment

Reduce failure rate of service providers through capacitation and access to information.

Create jobs.

Utilise competent & skilled service providers.

Establish a competent & representative staff component.

Finalise and maintain the Strategic Accommodation and Infrastructure Plan (SPIAP).

Implement the Expanded Public Works Programme.

#### ***4.5 Specification of measurable objectives and performance indicators***

The measurable objectives and performance indicators for the two Chief Directorates in the Public Works Branch are listed in Table 24 (Chief Directorate Works) and Table 25 (Chief Directorate Property Management).

In addition to these performance indicators the Branch through its Chief Directorate Works intends piloting the building preventative maintenance programmes where facilities are maintained on a continuous basis by the township and rural poor to avert facilities from further degeneration and to create work opportunities for low skilled unemployed through this programme. It is envisaged that this programme may create 2 000 job opportunities for a 12-month period at a cost of R12 million. Three people will be attached to a facility for a period of three days a week.

Furthermore it is intended to contribute to the provision of productive assets, which will create jobs or retain jobs on demand by the appropriate institutions, local authorities and or parastatals and an amount of R5 million is committed to this initiative.

A service level agreement will be entered into with the Cape Nature Conservation in order to assist them with the maintenance of the road infrastructure at the nature reserves in support of the Expanded Public Works Programme.

#### ***4.6 Reconciliation of budget with plan***

The budget allocation for the Branch increased by 6.22% compared with the main appropriation for 2004/05. Although this increase appears relatively small, the budget is 24.5% higher than the actual allocation five years earlier (2001/02). Additional funding for capital and maintenance was also made available to the Branch during the past year, increasing the main appropriation by 6.8% to a revised estimate of R286,4 million for the 2004/05 financial year.

The medium term estimate is expected to increase by 2.17% to R290,8 million in 2006/07 and by 3.1% to R300 million in 2007/08.

**Table 8: Chief Directorate Works: measurable objectives, performance indicators and targets**

Measurable Objective	Performance Measure or Indicator	Year – 1 2003/04		Base year 2004/05	Year 1 2005/06 (target)	Year 2 2006/07 (target)	Year 3 2007/08 (target)
		(target)	(actual)	(estimate)			
<b>Input</b>							
Expenditure by Agriculture:	Rands (x R '000's)			18 994	12 310	2 000	2 000
o Construction				2 000	2 000	2 000	2 000
o Maintenance							
Expenditure by Social Development:	Rands (x R '000's)			5 100	4 500		
o Construction				3 000	3 000	3 000	3 000
o Maintenance							
Expenditure by Other Infrastructure:	Rands (x R '000's)			34 253	23 811	27 311	27 311
o Construction				35 074	30 494	42 447	47 010
o Maintenance							
<b>Process</b>							
Updating of Building and Maintenance Audit Programme.	% updated			60%	100%	100%	100%
Enter into service level agreements with all line function departments.	Percentage completed			0%	100%		
Interact with user departments on a structured basis to improve relations.	Monthly	100%	100%	100%	100%	100%	100%
Comply with the building industry bargaining council regulations.	Percentage complied			80%	100%	100%	100%
Compatible with CIDB regulations.	Percentage complied			50%	100%	100%	100%
Compliance with occupational health and safety.	Percentage complied	100%	100%	100%	100%	100%	100%
Reduce the construction periods to an acceptable period.	Percentage reduction			60%	60%	60%	60%
Reduce failure rate of service providers through capacitation and access to information.	Structured information and capacitation sessions			2	4	4	4

Measurable Objective	Performance Measure or Indicator	Year – 1 2003/04		Base year 2004/05	Year 1 2005/06 (target)	Year 2 2006/07 (target)	Year 3 2007/08 (target)
		(target)	(actual)	(estimate)			
<b>Output</b>							
Number of projects by Health:							
o Construction	Number of projects.	11	77	8	14	20	25
o Upgrading		7	7	10	22	30	35
o Maintenance		82	82	113	135	140	145
o Planning			85	117	158	164	175
Number of projects by Education:	Number of projects.						
o Construction		14	14	36	50	50	15
o Maintenance		517	948	650	250	205	230
o Planning				96	70	30	
Number of projects by Agriculture:	Number of projects.						
o Construction		8	3	7	4	3	3
o Maintenance		39	37	24	8	8	8
o Planning				3	1		
Number of projects by Social Development:	Number of projects.						
o Construction		1	1	3	2		
o Maintenance		19	19	38	20	30	30
Number of projects by Other Infrastructure:	Number of projects.						
o Construction		4	2	15	15	15	15
o Upgrading		12	11				
o Maintenance		432	490	245	250	250	
Number of jobs created as a result of the Expanded Public Works Programme	Number of jobs created.			2 000	2 500	3 000	3 500

Measurable Objective	Performance Measure or Indicator	Year – 1 2003/04		Base year 2004/05	Year 1 2005/06 (target)	Year 2 2006/07 (target)	Year 3 2007/08 (target)
		(target)	(actual)	(estimate)			
Number of direct jobs created as a result of the conventional contracts. Health Education General buildings	Number of jobs created		3 502 2 873 2 414	6 380 4 029 1 650	3 791 3 060 1 513	4 777 3 604 1 564	5 372 4 148 1 666
BEE and Tenders: Historically disadvantaged individuals (HDI)	% of all Tenders allocated. R value of tenders	40%	70% R416m	81% R256m	80%	80%	80%
Women owned equity (WEO)		40%	24% R141m	47% R148m	48%	49%	50%
BEE and Quotations: Historically disadvantaged individuals (HDI)	% of all Quotations R value of tenders	40%	75% R6,238m	84% R4,176m	85%	85%	85%
Women owned equity (WEO)		40%	35% R2,879m	52% R2,619m	55%	60%	60%
BEE and Professional service providers: Historically disadvantaged individuals (HDI)	% of all service providers R value of tenders	40%	45% R52m	63% R48m	60%	65%	70%

**Table 9: Chief Directorate Property Management: measurable objectives, performance indicators and targets**

Measurable Objective	Performance Measure or Indicator	Year – 1 2003/04		Base year 2004/05	Year 1 2005/06	Year 2 2006/07	Year 3 2007/08
		(target)	(target)	(estimate)	(target)	(target)	(target)
<b>Input</b> Provide an integrated and cost effective property management service.	Develop systems, maintain and update property records, need assessments of users and new requirements	60%	60%	70%	80%	90%	100%
<b>Process</b> Implement the PSAIP	Finalise phase 2 of PSAIP plan and update			60%	100%	100%	100%
<b>Output</b> Income generation	Disposals: Number sold Income generated Number leased Income generated	15 R24m 700 R16m	15 R7,504m 700 R16m	10 R40,530m 730 R16m	20 R24m 750 R18,4m	30 R24m 775 R20,9m	30 R24m 800 R20.98m
Purchases:	Acquisitions: Units purchased Amount paid Units leased Amount paid	50 R62m 415 R77m	50 R62m 415 R77m	30 R8,3m 456 R95m	30 R8,2m 500 R110m	30 R8,2m 500 R120m	30 R8,2m 500 R130m
<b>Quality</b> Quality service to users of provincial properties.	Functional user agreements with all users.			40%	70%	80%	100%
<b>Efficiency</b> Client needs are satisfied.	Functional user agreements with all users.				50%	75%	100%
<b>Outcome</b> Provincial assets are optimally utilised.	Undertake user inspections of % of property portfolio per year.	1%	1%	2%	5%	10%	20%

**Table 10: Nominal Expenditure on Programme 2:**

<b>Programme 2: Public Works</b>	<b>Year – 2 2002/03 (actual)</b>	<b>Year – 1 2003/04 (actual)</b>	<b>Base year 2004/05 (estimate)</b>	<b>Nominal average annual change (%)<sup>1</sup></b>	<b>Year 1 2005/06 (budget)</b>	<b>Year 2 2006/07 (MTEF projection)</b>	<b>Year 3 2007/08 (MTEF projection)</b>	<b>Nominal average annual change (%)<sup>2</sup></b>
2.1. Programme support	17 031	20 617	28 379	29.1%	33 449	34 364	35 324	7.6%
2.2 Health	7 356	9 495	9 443	13.3%	12 935	13 797	14 744	16.0%
2.3. Education	8 375	9 322	11 055	14.9%	11 914	12 696	13 565	7.1%
2.4. Agriculture	5 419	16 385	20 994	96.8%	14 310	4 000	4 000	(42.5%)
2.5. Social development	1 703	16 737	8 100	118.1%	7 500	3 000	3 000	(28.2%)
2.6. Other infrastructure	101 719	110 845	84 747	(8.7%)	69 144	115 529	121 129	12.6%
2.7. Property management	127 395	166 458	123 717	(1.5%)	135 428	137 478	138 253	3.8%
<b>Total programme 2:</b>	<b>268 998</b>	<b>349 859</b>	<b>286 435</b>	<b>3.2%</b>	<b>284 680</b>	<b>320 864</b>	<b>330 015</b>	<b>4.8%</b>

1. Average annual change between year –2 and base year.

2. Projected average annual change between base year and year 3.

## 5 Programme 3: Roads Infrastructure

### 5.1 Situation Analysis

The Roads Infrastructure branch is responsible for the proclaimed road network within the Western Cape Province consisting of 6 354km of surfaced roads, 10 424km of unsurfaced roads and approximately 15 000km of unsurfaced minor roads. The total capital maintenance and rehabilitation backlog is estimated at R2,142 billion (2002). The average 5-year capital fund allocation required to meet current standards is calculated at R976 million per annum. The present capital budget of the branch for maintenance and rehabilitation is an average of R508 million per annum over the MTEF period. The estimated asset value of the surfaced road network is R11,3 billion.

The result is that the condition of the road network will continue to deteriorate and that the routine maintenance portion of the budget will continue to grow to the detriment of capital spending.

**Table 11: Critical vacancies and supernumeraries**

Sub-programme	Managerial Positions SMS		Professional Positions		Other Positions		Supernumeraries
	No. of posts	Vacant Posts	No. of posts	Vacant Posts	No. Of posts	Vacant Posts	
Programme support	2	0	0	0	0	0	0
Planning	1	0	9	7	8	4	0
Design	1	0	27	6	76	39	0
Construction	1	0	3	1	10	6	0
Maintenance	0	0	22	7	780	143	0

The shortage of skills particularly in the built environment continues to make it difficult for this branch to fill vacancies and to attain its employment equity targets. For this reason the branch is developing a comprehensive recruitment and training programme for engineers and technicians which will facilitate the registration of professionals.

### 5.2 Policies, priorities and strategic objectives

The top priority for Roads Infrastructure is to support the growth and development strategy, iKapa Elihlumayo of the Western Cape and work opportunity and skills development goals of the Expanded Public Works Programme. To support the above special attention will be given to standards, integrated planning, project prioritisation, enabling legislation, devolution of certain categories of roads, capacity building, and BEE and SMME development, within the road construction and maintenance industry. In terms of the Strategic Infrastructure Plan, Roads Infrastructure contributes directly to the economic infrastructure of the province, and therefore this Branch will have to make a significant contribution to the development of the SIP.

**Table 12: Strategic Objectives for Programme 3: Roads Infrastructure**

#### **STRATEGIC GOAL 1:**

Infrastructure delivery: Promote and facilitate iKapa Elihlumayo through provision of road infrastructure

#### **STRATEGIC OBJECTIVES:**

- Appropriate transport legislation
- Coordinated planning through Integrated Transport Plans (ITP's), Integrated Development Plans (IDP's) and the Strategic Infrastructure Plan (SIP)
- Well planned, designed, constructed and maintained provincial road network
- Promote co-operative governance
- Maximization of work opportunities and skills transfer in terms of the Expanded Public Works Programme



<ul style="list-style-type: none"> <li>• Sufficient funding for infrastructure</li> </ul>
<b>STRATEGIC GOAL 2:</b> Black economic empowerment and SMME development <b>STRATEGIC OBJECTIVES:</b> <ul style="list-style-type: none"> <li>• The growth and development of PDI's in the road construction and maintenance industry</li> </ul>
<b>STRATEGIC GOAL 3:</b> Creation of work opportunities and skills development <b>STRATEGIC OBJECTIVES:</b> <ul style="list-style-type: none"> <li>• Increased labour intensivity in contracts</li> <li>• Development of engineering and other skills through bursaries, learnerships and mentoring.</li> </ul>
<b>STRATEGIC GOAL 4:</b> 2010 World Cup: The co-ordination of infrastructure investment and integration of public transport facilities in preparation of the 2010 World Cup. <b>STRATEGIC OBJECTIVES:</b> <ul style="list-style-type: none"> <li>• Co-ordinated transport planning</li> </ul>

### ***5.3 Analysis of constraints and measures planned to overcome them***

The lack of both human and financial resources remains the most serious constraints that this branch has to deal with. As a result special emphasis is being placed on training of staff at all levels. The Branch is planning the launch of an Engineer and Technician practical training programme, which will be registered with the relevant professional associations thereby facilitating the registration of these trainees as professionals.

Integrated Planning will be strengthened through the continued improvement of Integrated Development Plans, Integrated Transport Plans, and the finalization of the Strategic Infrastructure Plan.

The backlog in road maintenance and rehabilitation is already partly being addressed through the increasing share of the budget being allocated for infrastructure development. However there remains the need to generate alternative sources of funding and to review design standards.

Broad Based Black Economic Empowerment will continue to be pursued through the review of the Preferential Procurement Implementation Plan and through increased opportunities for emerging contractors in the maintenance of roads.

The capacity constraints at District Municipalities, our agents in the maintenance of gravel roads, are in the short term being addressed through increased use of the private sector.

The high levels of unemployment and low levels of skills will be addressed through the implementation of the prescripts of the Expanded Public Works Programme.

### ***5.4 Description of planned quality improvement measures***

Better quality control systems will ensure that the available funds are optimally utilised.

Improved management information systems will enable the Branch to optimise maintenance and rehabilitation strategies.

To achieve the aforementioned planned quality improvements, emphasis will be placed on and special attention will be given to skills development.

## **5.5 Sub programme 3.2: Planning**

### **5.5.1 Situation Analysis**

The section handles road network and integrated developmental planning issues in both rural and urban areas in either leading or supportive participatory capacity, makes recommendations on road proclamation proposals, conducts feasibility studies and conceptual planning of road projects and assesses proposed changes in land use. Policy development and drafting of transport and road-related legislation is also dealt with.

The development and implementation of the Strategic Infrastructure Plan will refocus some of the activities within the planning section especially regarding integrated planning as well as actual projects identified for maintenance or construction planning. It may also cause changes in legislation.

### **5.5.2 Policies and priorities**

The section is responsible for the development of overarching policies and assists, through co-ordinating processes, in the setting of priorities for the branch as a whole. Current objectives for the section include the finalisation of various pieces of draft legislation, concluding a number of proposed regional road network studies and assisting the Branch with investigations into the devolution of certain classes of road to local authorities. Capacity building within “Emerging” Consulting Engineering firms remains a top priority.

### **5.5.3 Analysis of constraints and measures planned to overcome them**

The lack of qualified and experienced personnel has been a source of concern for some years and this is being exacerbated by the retirement of senior staff. Posts have been and will be advertised and efforts to train junior staff will be intensified. However, the retention of the services of suitably qualified and experienced Consulting Engineers is the only short-term solution to the problem and every effort will be made to ensure continuity of service provision.

### **5.5.4 Description of planned quality improvement measures**

Service delivery improvements will be enhanced through the outsourced training of personnel and the retention of suitably qualified and experienced Consulting Engineers until posts can be appropriately filled. Successful devolution of roads will also relieve the section of a considerable amount of detailed assessments of land use change proposals, whilst development of capacity in district offices and suitable delegations will further lighten the burden.

### 5.5.5 Specification of measurable objectives and performance indicators

**Table 12: Sub programme 3.2: Planning: measurable objectives, performance indicators and targets**

Measurable Objective	Performance Measure or Indicator	Year – 1 2003/04		Base year 2004/05	Year 1 2005/06	Year 2 2006/07	Year 3 2007/08
		(target)	(actual)	(estimate)	(target)	(target)	(target)
<b>Input</b>							
Planning as % of Programme 3 budget	Percentage	4.9%	4.5%	3.7%	2.9%	2.6%	2.9%
<b>Output</b>							
Drafting Legislation	Number of pieces of legislation finalised	1		0	3	3	1
Devolution of roads process	Metro area and rural area	1		0	1	1	0
Land-use change proposals	Percentage dealt with on time	70%	90%	95%	98%	100%	100%
Consultants with majority PDI equity	Percentage of number of appointments	40%	37%	58%	50%	60%	70%

## **5.6 Sub programme 3.3: Design**

### **5.6.1 Situation Analysis**

The main aims of this sub-programme is to ensure that appropriate engineering design standards are maintained on provincial proclaimed roads, to provide design documentation for infrastructure projects and to provide technical support services for the professional engineering component of the Branch. The designs for all projects to be implemented by contract are privatised.

The number of designs required is regulated by the budget available for implementation of projects. The infrastructure budget is such that the design need cannot be met.

### **5.6.2 Policies and priorities**

The priorities of this programme are aimed at preserving the existing road network. The objective is to minimise total transportation cost, i.e. to optimise infrastructure and road user cost in such a manner that the total cost to the economy is minimised, while at the same time minimum infrastructure standards are maintained.

Through the design of road infrastructure projects the need for maximization of work opportunities and skills development will be addressed

### **5.6.3 Analysis of constraints and measures planned to overcome them**

There is also a severe skills shortage in the technical field of civil engineering and therefore the Branch is registering a coherent training programme for engineers and technicians with the appropriate professional associations. Current staff will undergo special training in Labour Intensive Construction in order that designs produced by this Branch meet the objectives of the Expanded Public works Programme.

### **5.6.4 Description of planned quality improvement measures**

By improved management information systems it is aimed to optimise project selection. Norms and standards are regularly reviewed to ensure best practices and innovative solutions are followed. Promoting co-operative governance through forums also ensure a better adherence to consistent design standards throughout the Province.

### 5.6.5 Specification of measurable objectives and performance indicators

**Table 13: Sub programme 3.3: Design: measurable objectives, performance indicators and targets**

Measurable Objective	Performance Measure or Indicator	Year – 1 2003/04		Base year 2004/05	Year 1 2005/06	Year 2 2006/07	Year 3 2007/08
		(target)	(actual)	(estimate)	(target)	(target)	(target)
<b>Input</b>							
Design as % of Programme 3 budget	Percentage	7.1%	6.4%	6.6%	5.0%	4.7%	6.2%
<b>Output</b>							
Designs completed	Number	19	23	38	11	8	19

## **5.7 Sub-programme 3.4: Construction**

### **5.7.1 Situation analysis**

Due to a lack of funds, less and less contracts are being awarded for construction projects, as more funds are required for maintenance of roads.

This inability to fund construction projects is forcing the large contractors to leave the province and secondly results in diminishing expertise in the consulting fraternity. The shift to maintenance contracts and implementation of the Expanded Public Works Programme will however create the opportunity for sustainable job creation, BEE and SMME development.

The implementation of the Strategic Infrastructure Plan will lead the way to prioritise construction projects for execution over the next MTEF period and these will be addressed as far as possible within the current funding constraints.

New legislation relating to the Construction Industry Development Board is also impacting on the way business is currently being done and is requiring changes in contract documentation.

### **5.7.2 Policies and priorities**

The recent introduction in the National Environment Management Act and the Preference Procurement Policy Framework Act has had a profound impact on current practices.

Strategic objectives have also been amended to cater for Community Access, Poverty Relief and Public Transport considerations.

### **5.7.3 Analysis of constraints and measures planned to overcome them**

Limited funding is causing the network to deteriorate and the contractor/consultant industries to diminish. The increase in the collection of licence fees, fuel levy and toll fees will assist in reducing this problem.

The demands of the environment and preference procurement initiatives are largely administrative by nature and will be managed.

In adhering to the Preference Procurement Implementation Plan requirements, a large amount of statistical information will be supplied to the Empowerment Manager.

### **5.7.4 Description of planned quality improvement measures**

All construction activities are subjected to vigorous testing and supervision against accepted national standards.

### **5.7.5 Specification of measurable objectives and performance indicators**

**Table 15: Promotion of SMME's and BEE through capital expenditure on roads**

<b>Major projects &gt; R10m</b>	<b>Total Cost of project R'000</b>	<b>Target for SMME's participation R'000</b>	<b>Target for BEE participation R'000</b>	<b>Planned Start date</b>	<b>Planned End date</b>
C377.11 George – Outeniqua Pass	63 000	9 000	9 000	2004	2006
C637 Paarl – N1	37 000	6 000	6 000	2004	2006
C635 Piketberg – Citrusdal	21 000	3 000	3 000	2004	2005
C707.5 Rehab N1 Phase 2	50 000	8 000	8 000	2005	2007
C586 Pniel – Simondium	25 000	3 000	3 000	2005	2007
C636 Wellington – Hermon	55 000	8 000	8 000	2005	2007
C638 Riebeeck-Wes – Moorreesburg	26 000	3 000	3 000	2006	2007
C552 Riebeeck-Kasteel – Hermon	26 000	3 600	3 600	2006	2006
C634 Nuwekloof-Wolseley	67 000	9 000	9 000	2007	2009

Major projects > R10m	Total Cost of project R'000	Target for SMME's participation R'000	Target for BEE participation R'000	Planned Start date	Planned End date
C733 Somerset West – Sir Lowry's Pass	95 000	14 000	14 000	2006	2007
White Bridge Knysna	32 000	4 000	4 000	2005	2007
C682 Potsdam	68 000	10 000	10 000	2007	2009
C408.2 Hermon Gouda	76 000	10 000	10 000	2007	2009
Granger Bay Link	15 000	2 000	2 000	2005	2006
Film Studio Infrastructure	15 000	2 000	2 000	2005	2006
C659 Viljoenshoop	16 000	2 000	2 000	2004	2005
C708.5 N2 Rehab	20 000	2 000	2 000	2005	2005
C707.3 N1 Rehab Phase 1	39 000			2004	2005
C706 Koeberg (SIP)	492 000	62 000	62 000	2007	2010
C708.6 N2 Rehab Phase 3	90 000	15 000	15 000	2007	2009
C500.2 Mossel Bay Safety	45 000	2 000	2 000	2006	2006
C708.4 N2 Rehab Phase 2	43 000	5 000	5 000	2006	2006
C415.2 Saldanha	50 000	7 000	7 000	2007	2009
C650 Elandsbaai – Lambertsbaai	36 000	5 000	5 000	2006	2006
C776 Bredasdorp – Gansbaai	195 000	29 000	29 000	2005	2007
<b>Total other projects &lt;R10m</b>	<b>95 100</b>	<b>28 000</b>	<b>28 000</b>	<b>2005</b>	<b>2008</b>

**Table 16: Planned capital expenditure on roads infrastructure**

Name of project		No. of projects	Total Budget for projects R'000	Planned expenditure over MTEF		
				Year 1 R'000	Year 2 R'000	Year 3 R'000
Surfaced Roads	Total	42	1 688 100	294 075	371 500	459 645
Projects <R10m	Subtotal	13	95 100	36 938	17 500	29 000
Projects >R10m		29				
	C377.11 George – Outeniqua Pass		63 000	38 280		
	C637.1 Paarl – N1		37 000	20 136		
	C635 Piketberg – Citrusdal		21 000	4 163		
	Granger Bay Link		15 000	15 000		
	Film Studio Infrastructure		15 000	15 000		
	C659 Viljoenshoop		16 000	7 511		
	C707.3 N1 Rehab Phase 1		37 000	6 496		
	C706 Koeberg (SIP)		492 000			129 645
	C500.2 Mossel Bay Safety		45 000	5 000	12 000	28 000
	C708.4 N2 Rehab Phase 2		43 000	21 840	21 000	
	C498.2 Stellenbosch Arterial Phase 2		30 000	2 000	28 000	
	C527 Mount Pleasant		20 000	2 000	18 000	
	C733 Somerset West – Sir Lowrys Pass		95 000		40 000	55 000

Name of project		No. of projects	Total Budget for projects R'000	Planned expenditure over MTEF		
				Year 1 R'000	Year 2 R'000	Year 3 R'000
Gravel Roads Projects <R10m	C707.5 Rehab N1 Phase 2		50 000	50 000		
	C707.6 Rehab N1 Phase 3		32 000		32 000	
	C708.5 N2 Rehab		20 000	16 711		
	C708.6 N2 Rehab Phase 3		90 000		24 000	66 000
	C586 Pniel - Simondium		25 000	3 000	22 000	
	C636 Wellington - Hermon		55 000	5 000	50 000	
	White Bridge - Knysna		32 000	10 000	22 000	
	C634 Nuwekloof - Wolseley		67 000			50 000
	C638 Riebeeck – Kasteel - Moorreesburg		26 000	1 000	25 000	
	C552 Riebeeck Kasteel - Hermon		26 000	14 000	12 000	
	C408.2 Hermon - Gouda		76 000			40 000
	C407 Malmesbury - Wellington		20 000			5 000
	Worcester - Bainskloof		35 000			25 000
	C682 Potsdam I/C		68 000	20 000	48 000	
	C546.1 Stellenbosch – Somerset West		20 000			10 000
	C707 N1 Streetlights		22 000			22 000
	<b>Total</b>	<b>3</b>	<b>281 000</b>	<b>40 240</b>	<b>240 000</b>	
		Nil	Nil	Nil	Nil	Nil
	C415.2 Saldanha		50 000	9 240	40 000	
Projects >R10m	C650 Elandsbaai – Lambertsbaai	3	36 000	1 000	35 000	
	C776 Bredasdorp – Gansbaai		195 000	30 000	165 000	
Unsurfaced Dirt Roads	<b>Total</b>	<b>Nil</b>	<b>Nil</b>	<b>Nil</b>	<b>Nil</b>	<b>Nil</b>



**Table 17: Sub programme 3.4: Construction: measurable objectives, performance indicators and targets**

Measurable Objective	Performance Measure or Indicator	Year – 1 2003/04		Base year 2004/05	Year 1 2005/06	Year 2 2006/07	Year 3 2007/08
		(target)	(actual)	(estimate)	(target)	(target)	(target)
<b>Input</b>							
Construction as % of Programme 3 budget	Percentage	23.24%	29.11%	19.92%	35.0%	48.5%	42.6%
<b>Process</b>							
BEE as a percentage of construction expenditure	Percentage to PDI contractors	20%	19.5%	44.7%	50%	50%	60%
<b>Output</b>							
Number of projects completed		6	8	6	12	13	6
Upgrade to surfaced roads	No. of km			9.95	12	50	10
Rehabilitation of surfaced roads	No. of km		47	38.94	56	66	65
EPWP employment output	Number of jobs created			793	1 000	1 000	1 000
	No. of person days			Not available	200 000	200 000	200 000
	No. of learnerships			9	130	130	130

## 5.8 Sub programme 3.5: Maintenance

### 5.8.1 Situation Analysis

According to the visual condition index the overall condition of the surfaced network dropped from 71% to 67% since 2001. This is the latest information that is available. 570km (9%) of surfaced roads are in a poor or very poor condition and 2071km (32%) in a fair condition. 92% of the pavements are 17 years and older.

The gravel road network has 5 851 km (57%) in poor or very poor condition. The average gravel thickness decreased by 32 mm over 5 years to only 31 mm in 2002. This is the latest information that is available. Currently 7 600 km (73%) of the gravel network has potential passibility problems requiring R680 million to regavel.

An ever-increasing component of available funds will have to be allocated for routine maintenance, drawing funds away from preventative maintenance, rehabilitation and reconstruction.

The shift to maintenance contracts and implementation of the Expanded Public Works Programme creates the opportunity for sustainable job creation, BEE and SMME development.

**Table 18: Condition of road infrastructure by region**

Region of Province	Condition of infrastructure (km's or number)					Total km's or total no.
	Very Good	Good	Fair	Poor	Very Poor	
Central Karoo District Municipality						
Highways						
Surfaced roads (excluding highways)						
Gravel roads	35	398	753	904	339	2 428
Unsurfaced dirt roads						
Bridges with span > 2 metre						
Eden District Municipality						
Highways						
Surfaced roads (excluding highways)						
Gravel roads	14	505	961	1 176	399	3 055
Unsurfaced dirt roads						
Bridges with span > 2 metre						
Overberg District Municipality						
Highways						
Surfaced roads (excluding highways)						
Gravel roads	5	73	359	832	103	1 374
Unsurfaced dirt roads						
Bridges with span > 2 metre						
Boland District Municipality						
Highways						
Surfaced roads (excluding highways)						
Gravel roads	11	252	381	478	149	1 271
Unsurfaced dirt roads						
Bridges with span > 2 metre						

Region of Province	Condition of infrastructure (km's or number)					Total km's or total no.	
	Very Good	Good	Fair	Poor	Very Poor		
West Coast District Municipality							
Highways							
Surfaced roads (excluding highways)	363	639	591	183	21	1 797	
Gravel roads	0	167	556	987	483	2 194	
Unsurfaced dirt roads						21 000	
Bridges with span > 3 metre						2 200	
Total Whole Province							
Highways							
Surfaced roads (excluding highways)	1127	2615	2071	520	50	6384	
Gravel roads	64	1396	3010	4376	1475	10 322	

### 5.8.2 Policies and priorities

The priority is the preservation of the assets. The surfaced road network being the top priority with an asset value of R11,3 billion. With the current funding the proportion of surfaced roads in a poor and very poor condition will fluctuate between 20% and 40% over the next 15 years.

### 5.8.3 Analysis of constraints and measures planned to overcome them

The major constraint is the shortage of funds to maintain the road network effectively. Also the level of experience of maintenance contractors as well as in-house staff remain a challenge to overcome.

**Table 19: Maintenance backlogs for roads infrastructure by region**

Region of Province	Current maintenance backlog per annum	Actual maintenance expenditure		
		2001	2002	2003
Total for province	891 000	244 583	378 917	291 583

### 5.8.4 Description of planned quality improvement measures

Quality is improved by investing in maintenance management systems, the training of our staff and the sustainable contracting out of road maintenance activities to develop skills in the private sector.

### 5.8.5 Specification of measurable objectives and performance indicators

In addition to 99.25% of the routine maintenance contracts being awarded to companies with HDI equity, provision is made in periodic maintenance contracts for the participation of SMME and BEE Sub-contractors as detailed in Table 36 below

**Table 20: Promotion of SMME's and BEE through maintenance expenditure on roads**

	Total Cost of project R'000	Target for SMME's participation R'000	Target for BEE participation R'000	Planned Start date	Planned end date
Reseal (surfaced roads)	336 943	34 000	34 000	2005	2008
Regravel	384 923	38 000	38 000	2005	2008
<b>Total other projects</b>	<b>862 292</b>	<b>338 000</b>	<b>338 000</b>	<b>2005</b>	<b>2008</b>

**Table 21: Planned maintenance expenditure on road infrastructure**

Name of project		No. of projects	Total Budget for projects R'000	Planned expenditure over MTEF		
				Year 1 R'000	Year 2 R'000	Year 3 R'000
<b>Surfaced Roads</b>	<b>Total</b>		<b>927 566</b>	<b>306 664</b>	<b>295 811</b>	<b>325 091</b>
Projects <R10m	Routine Maintenance		590 623	186 721	193 811	210 091
Projects >R10m	Reseal		336 943	119 943	102 000	115 000
<b>Gravel Roads</b>	<b>Total</b>		<b>605 523</b>	<b>179 283</b>	<b>203 420</b>	<b>222 820</b>
Projects <R10m	Routine Maintenance		220 600	66 600	73 300	80 700
Projects >R10m	Regravel		384 923	112 683	130 120	142 120
Projects >R10m		Nil	Nil	Nil	Nil	Nil
<b>Bridges &gt;2m</b>	<b>Total</b>		<b>51 069</b>	<b>28 569</b>	<b>17 200</b>	<b>5 300</b>
Projects <R10m	Subtotal		51 069	28 569	17 200	5 300
Projects >R10m		Nil	Nil	Nil	Nil	Nil
<b>Other</b>	<b>Total</b>	<b>Nil</b>	<b>Nil</b>	<b>Nil</b>	<b>Nil</b>	<b>Nil</b>
Projects <R10m	Subtotal					
Projects >R10m						
<b>Overall Totals</b>			<b>1 584 158</b>	<b>514 516</b>	<b>516 431</b>	<b>553 211</b>

**Table 22: Sub programme 3.5: Maintenance: measurable objectives, performance indicators and targets**

Measurable Objective	Performance Measure or Indicator	Year – 1 2003/04		Base year 2004/05	Year 1 2005/06	Year 2 2006/07	Year 3 2007/08
		(target)	(actual)	(estimate)	(target)	(target)	(target)
<b>Input</b>							
Maintenance as % of Programme 3 budget	Percentage	62.37%	57.70%	67.84%	55.4%	43.0%	46.9%
<b>Process</b>							
BEE as a percentage of maintenance contracts by value	Percentage to PDI contractors	60%	55.5%	99.25%	90%	90%	90%
<b>Output</b>							
Reseal tarred roads	Number of km		303	421	364	348	368
Re-gravel roads	Number of km		395	496	575	660	660
Routine maintenance	Number of km	39 000	39 000	39 000	39 000	39 000	39 000
EPWP employment output	Number of jobs created			4 376	5 000	5 000	5 000
	No of person days			202 522	1 000 000	1 000 000	1 000 000
	No of learnerships			3	200	200	200

### **5.9 Reconciliation of budget with plan**

The priority for expenditure remains on the routine and periodic maintenance of the existing road network. However, during this MTEF period the significant increase in the budget has been allocated to the rehabilitation/ upgrading of elements within the network in support of iKapa Elihlumayo through the unlocking of constraints to potential economic growth in identified locations.

**Table 23: Nominal Expenditure on Programme 3:**

Programme 3: Roads Infrastructure	Year – 2 2002/03 (actual)	Year – 1 2003/04 (actual)	Base year 2004/05 (estimate)	Nominal average annual change (%) <sup>1</sup>	Year 1 2005/06 (budget)	Year 2 2006/07 (MTEF projection)	Year 3 2007/08 (MTEF projection)	Nominal average annual change (%) <sup>2</sup>
3.1. Programme support	11 048	12 106	12 264	5.4%	15 713	14 771	15 508	8.1%
3.2. Planning	34 282	23 702	24 421	(15.6%)	26 952	31 465	34 560	12.3%
3.3. Design	27 886	32 285	43 226	24.5%	46 774	56 938	73 199	19.2%
3.4. Construction	145 757	167 082	130 073	(5.5%)	325 029	582 740	502 645	56.9%
3.5. Maintenance	378 917	291 583	442 855	8.1%	514 516	516 431	553 211	7.7%
<b>Total programme 3:</b>	<b>597 890</b>	<b>526 758</b>	<b>652 839</b>	<b>4.5%</b>	<b>928 984</b>	<b>1 202 345</b>	<b>1 179 123</b>	<b>21.8%</b>

1. Average annual change between year -2 and base year.

2. Projected average annual change between base year and year 3.

## **6 Programme 4: Public Transport**

### **6.1 Situation analysis**

An efficient, effective, affordable and safe public transport system is considered to be a key component of an economically well-functioning Province. Many of our citizens are unable to afford private vehicles and rely on public transport and non-motorised transport, to access work, recreational and social opportunities.

The provision of public transport infrastructure and services, such as transport facilities, become nodal points allowing further economic and social development for the communities in which they are placed. However, past experience has shown that many developments occur without due regard for the transport needs of the community – with the main allowance being for private vehicle travel. The need for an integrated development approach, as being adopted in the Strategic Infrastructure Plan (SIP), will assist in bringing the various stakeholders together when planning new developments. Public transport has a key role to play in ensuring that access and mobility for passengers are at the forefront of the transport system design process, which will minimize the need for private transport.

Through the implementation of the Mobility Strategy, Phase 1 – Klipfontein Corridor, and the roll-out of subsequent phases within the City, it is anticipated that the approach taken with regard to public transport transformation, will promote private sector investment in these areas. The Branch is aware of four key sites within the City, namely Wingfield, Youngsfield, Culemborg and Ysterplaat, which have strategic links with certain public transport corridors. The Branch will ensure that any development proposals planned for these areas take cognisance of the need for increased community densities, in order to support a well-functioning and sustainable public transport system.

In addition to the proposals within the metropolitan area, the Branch is actively pursuing mobility strategy programmes within the district areas. The Central Karoo mobility strategy, which has a key focus on accessibility and public transport infrastructure, will be launched soon. The programmes to be implemented will include the co-ordination of public transport services in the district in line with the National Rural Transport Strategy and linked to other initiatives undertaken in terms of the Integrated Sustainable Rural Development Programme. Further mobility strategies in George and Oudtshoorn, will continue providing mobility, access and job opportunities for the residents of the areas.

A Departmental priority for the next five years is ensuring that infrastructure and services are in place for the World Cup 2010. Public transport has a specific challenge to ensure that all services within the City of Cape Town are operating in a seamless, integrated manner that links the airport and the CBD. In order for an integrated system to be provided, it is vital that current public transport services are restructured to include all modes, especially the minibus taxi industry. It is important that we incorporate these modes into a scheduled, and where required, subsidised system.

All infrastructure and operational development will take cognisance of the need for job creation and skills development. The Branch is facilitating training of public transport operators, including bus, minibus taxi and tourist transport. The training provided includes business skills, customer care and fleet management. This training will be targeted towards the previously disadvantaged operators and drivers, and be implemented within the National Skills Development Framework.

The Branch intends to increase efforts to ensure safety and security on all modes and at all facilities within the Province. It will continue to work in partnership with the local municipalities and institutions, for example, the South African Rail Commuter Corporation (SARCC), to provide a safer environment within public transport.



As other areas for integrated transport development are identified through the Provincial Spatial Development Framework (PSDF) and SIP, these will be prioritised for execution within available funding.

## **6.2 Policies, priorities and strategic objectives**

The Public Transport Branch will align its infrastructure spending to the Strategic Infrastructure Plan (SIP) being developed by the Department. Implementation of public transport corridors in support of Integrated Development Plans within the metropolitan and rural areas will receive priority within the Branch. The focus will be on ensuring that projects are undertaken in line with iKapa Elihlumayo and the principles underpinning the Expanded Public Works Programme.

When converting the interim bus contract into tendered or negotiated services, the Branch will apply a BEE strategy and so empower previously disadvantaged operators.

The Branch must ensure that decisions taken by the Provincial Operating Licence Board are in line with the developmental policies of the planning authorities, their Operating License Strategies and Public Transport Plans.

**Table 24: Strategic Objectives for Programme 4: Public Transport**

<p><b>STRATEGIC GOAL 1:</b> Public Transport - Improved mobility of all communities</p> <p><b>STRATEGIC OBJECTIVES:</b></p> <ul style="list-style-type: none"> <li>• Safer public transport vehicles, facilities and operations through user surveys and statistical analysis of incidents and accidents.</li> <li>• More affordable and accessible public transport through modal integration and subsidy transformation and infrastructure provision.</li> <li>• Job creation and empowerment of the public transport industry.</li> <li>• Promotion of non-motorised transport and universal accessibility.</li> <li>• Building capacity within the branch.</li> <li>• Improved communication with all role players and institutions and the marketing of public transport in order to increase patronage.</li> <li>• To co-ordinate tourism transport in order to improve services.</li> </ul>
<p><b>STRATEGIC GOAL 2:</b> 2010 World Cup: Integration of Public Transport facilities and services in preparation of 2010 World Cup</p> <p><b>STRATEGIC OBJECTIVES:</b></p> <ul style="list-style-type: none"> <li>• Co-ordinated Public Transport planning</li> <li>• Roll-out of intelligent transport systems (ITS) measures</li> <li>• Provision of integrated Public Transport for the 2010 World Cup</li> <li>• Black Economic Empowerment and job creation</li> </ul>

## **6.3 Analysis of constraints and measures planned to overcome them**

Many of the infrastructure projects, which the Branch intends to initiate, will be undertaken in partnership with other stakeholders, for example the City of Cape Town, other municipalities and the South African Rail Commuter Corporation. It is critical that all role-players position themselves strategically so as to ensure that identified initiatives are co-ordinated and that maximum benefit to all concerned may be realised. It is anticipated that the SIP will improve and facilitate such initiatives.

With the need to restructure and integrate the public transport system through the inclusion of previously disadvantaged operators, there is a real concern that the levels of funding received from national government for subsidy payments may be insufficient.

A further constraint to the provision of public transport within the rural areas is the lack of skills and capacity within the local authorities. Courses relating to public transport planning

have been presented to municipal officials and this will need to continue to further enhance their understanding of public transport planning and related processes.

#### **6.4 Description of planned quality improvement measures**

The biggest challenge that faces the Public Transport Branch is to provide affordable public transport, without compromising quality or safety. The development of a quality charter will guide the province and operators in providing services that meet agreed quality standards.

In addition, the Public Transport Branch is in the process of developing a policy with regard to special needs passengers and the principles of universal access will be encapsulated into the design of all public transport facilities and services.

#### **6.5 Sub-programme 4.2: Planning**

##### **6.5.1 Situation analysis**

Public transport planning throughout the Province has proceeded well, with the imminent completion of Public Transport Plans for all district municipalities and the City of Cape Town. A Provincial Public Transport Plan will be developed and will be used to guide and facilitate the provision of public transport in the Western Cape.

Through this process, the need for a restructured and integrated system has been identified and will be addressed through the design, tendering and monitoring of public transport contracts. This process will be implemented through corridor developments, for example the Klipfontein Corridor. In the rural areas, the George, Central Karoo and Oudtshoorn Mobility Projects will focus on providing structured public transport services. Further mobility strategy programmes will be identified in the West Coast, Boland and Overberg districts.

##### **6.5.2 Policies and priorities**

To support the World Cup 2010, the component will continue its involvement with various stakeholders – both public and private – regarding the implementation of public transport linkages with Cape Town International Airport. This has also been identified during the discussions with parastatals regarding their participation in the development of the SIP. In addition, both the City of Cape Town and the Provincial Department of Housing have identified the need to upgrade the settlement areas along the N2 between the Airport and the city centre. As this upgrading of human settlement will be on a large scale, the component will be directly involved to ensure that the development densities provided are supportive of the public transport system.

Providing public transport infrastructure and services in the rural areas of the Western Cape, in partnership with the local authorities, are key priorities of the Branch. The development of the public transport plans will form the basis for providing such assistance.

The Branch is in the process of developing a policy with respect to Special Needs Passengers for public transport. In addition specific projects are being identified which will implement this policy.

A policy regarding the development and use of non-motorised transport (NMT) has been formulated during the last financial year. Implementation of this policy will be a priority during the upcoming year specifically in the areas of promotion of NMT and the construction of supporting infrastructure.

##### **6.5.3 Analysis of constraints and measures planned to overcome them**

The Province will continue to work in partnership with the local authorities and assist in funding the statutory planning process and other planning initiatives. Capacity constraints within the municipalities remain a concern and the Province is investigating ways in which this may be mitigated.

Public transport within the Province is not integrated and needs to be restructured. Indications are that the levels of funding received from the national government for subsidy payments will be insufficient to meet the demands of an integrated and restructured system.

Funding will also be required for any subsidised, restructured public transport services, which the Province may wish to provide in the district municipalities.

#### **6.5.4 Description of planned quality improvement measures**

The design of public transport services and facilities will be undertaken in terms of the Department's policy on universal access, especially with respect to transport for special needs passengers. Non-motorized transport will also be encouraged through the provision of pedestrian and cycling infrastructure. The Branch is actively seeking to increase its capacity in this Sub-Programme in order that it may implement projects effectively.

### 6.5.5 Specification of measurable objectives and performance indicators

**Table 25: Sub-Programme 4.2: Planning: measurable objectives, performance indicators and targets**

Measurable Objective	Performance Measure or Indicator	Year – 1 2003/04		Base year 2004/05	Year 1 2005/06 (target)	Year 2 2006/07 (target)	Year 3 2007/08 (target)
		(target)	(actual)	(estimate)			
<b>Process</b>							
Development of provincial public transport legislation	Percentage completed				50%	75%	100%
Preparation of provincial passenger (quality) charter	Percentage completed				100%		
Public transport plans (PTP's) for the district municipalities and City of Cape Town	Number of municipalities PTP's completed			6	6	6	6
Central Karoo Mobility Strategy	Complete concept plan			20%	80%	100%	
Development of special needs passenger policy	Percentage completed				100%		
Development of Non-motorised transport policy	Percentage completed				100%		
Preliminary design of subsidised modal contracts	Percentage completed			80%	100%		
Detailed design of subsidised modal contracts	Percentage completed				40%	80%	100%
<b>Output</b>							
Provincial public transport plan	Complete provincial public transport plan every two years.			100%		100%	
Subsidised public transport services	Percentage of contracts awarded.				40%	80%	100%

## **6.6 Sub-programme 4.3: Infrastructure**

### **6.6.1 Situation analysis**

During the past three years partial funding has been made available to local authorities for the construction of public transport infrastructure eg interchanges, embayments, pedestrian and cycle paths. This trend will continue, with a greater focus on the provision of facilities for non-motorised transport and special needs passengers, which will be based on non-motorised transport master plans for the district and local municipalities.

### **6.6.2 Policies and priorities**

Initiatives indicated within the Strategic Infrastructure Plan, such as the Khayelitsha Rail Extension and the provision of infrastructure for the World Cup 2010 will be prioritised in this component. Infrastructure requirements as identified within the various mobility strategy programmes, will take precedence over other infrastructure projects identified by the component.

Through the public transport restructuring process being driven by the Planning Sub-Programme, the supporting infrastructure requirements will be highlighted and the Infrastructure Sub-Programme will be responsible for implementing the improvements required. In this way infrastructure planning and development is co-ordinated to deliver an integrated public transport system to maximise economic benefits.

The implementation of the public transport infrastructure projects will be guided by the Expanded Public Works Programme (EPWP) principles of alternative construction methods and the implementation of empowerment impact assessments.

### **6.6.3 Analysis of constraints and measures planned to overcome them**

The main constraint that will be experienced by this component is the amount and sustainability of continued funding for the provision and maintenance of infrastructure. Projects, which are to be undertaken, should be included in the local authorities Public Transport Plans, Integrated Transport Plans and ultimately their Integrated Development Plans.

### **6.6.4 Description of planned quality improvement measures**

The province in partnership with the local authorities must identify the needs for infrastructure and provide the infrastructure to the standards as required.

### 6.6.5 Specification of measurable objectives and performance indicators

**Table 26: Sub-Programme 4.3: Infrastructure: measurable objectives, performance indicators and targets**

Measurable Objective	Performance Measure or Indicator	Year – 1 2003/04		Base year 2004/05	Year 1 2005/06	Year 2 2006/07	Year 3 2007/08
		(target)	(actual)	(estimate)	(target)	(target)	(target)
<b>Output</b>							
Klipfontein Corridor infrastructure	Percentage completed						
Conceptual design				10%	100%		
Preliminary design					80%	100%	
Detailed design					60%	80%	100%
Implementation					20%	50%	80%
Oudtshoorn pedestrian and cycle path	Percentage completed				20%	50%	75%
District and local municipal projects	Value of projects completed	R30m	R22m	R30,200m	R17,469m	R50m	R50m
George mobility strategy infrastructure projects	Number of projects completed				5	5	5
Central Karoo infrastructure projects	Number of projects completed				3	3	3
Establishment of accessible and safe rail infrastructure	Number of projects completed				2	4	4

## **6.7 Sub-programme 4.4: Empowerment and Communication**

### **6.7.1 Situation analysis**

A key objective outlined within iKapa Elihlumayo, is growing the economy in such a way that the majority of its citizens have an equal opportunity to access the market. It is important that previously disadvantaged individuals within the public transport industry be brought into the mainstream economy. This component is ideally positioned to ensure that disadvantaged operators are sufficiently empowered to be able to take part in the restructured public transport system. The first task of this component has been to ensure that all operators within the minibuss, bus and metered taxi sectors have representative bodies that are able to liaise with government concerning various transport issues. Through a consultative process, government has been able to implement various programmes to address the problem they are experiencing. Part of these empowerment programmes is to allow access to the market through training and skills development.

### **6.7.2 Policies and priorities**

To address inequality with regard to ownership, gender and management skills, BBEE processes will be embarked upon. The principle of Broad-Based Black Economic Empowerment (BBEE) will be advanced through open or negotiated tendering processes for public transport contracts. In this regard BBEE Charters have been developed by the national government in consultation with provinces and the public transport industry. This component will ensure that an implementation plan is developed that would facilitate the implementation of these BBEE policies, relevant to the circumstances and market dynamics within this province.

A priority of this department is to facilitate the establishment of institutions and processes relevant to the public transport environment that can assist operators and associations with business and fleet management skills and facilitate access to finance and the market. The Department will assist the national government in rolling out the re-capitalisation programme.

In anticipation of the roll-out of the restructured public transport system and subsequent contracts in this province, this component will prepare bus and taxi operators to be able to tender for these contracts through various training initiatives.

The promotion of non-motorised transport is a key priority. The component will also begin developing a marketing and communication plan aimed at increasing public transport patronage.

### **6.7.3 Analysis of constraints and measures planned to overcome them**

The current constraints are that the public transport sector is complex and challenges are experienced when government implements its policies. The Branch will be required to ensure that the transport sector understands the policy shift, which puts an emphasis on the needs of the passenger, rather than that of the operator.

A challenge is to rectify the complex nature of the public transport industries with regards to structure, governance and how decisions are made on the supply of public transport services. A further challenge is to facilitate sustainable business development and opportunities for equitable market share for all operators. Part of the complexity to achieving this relates to legislative matters, inter-governmental co-operation, funding and investment streams.

### **6.7.4 Description of planned quality improvement measures**

Training courses for metered taxi, minibuss and bus operators will be accredited by TETA to ensure that the level of training provided is relevant and to acceptable national standards. It will also encourage these operators to attend further training at various tertiary institutions.

### 6.7.5 Specification of measurable objectives and performance indicators

**Table 27: Sub-Programme 4.4: Empowerment and institutional management: measurable objectives, performance indicators and targets**

Measurable Objective	Performance Measure or Indicator	Year – 1 2003/04		Base year 2004/05	Year 1 2005/06 (target)	Year 2 2006/07 (target)	Year 3 2007/08 (target)
		(target)	(actual)	(estimate)			
<b>Process</b>							
Communication representative structures	Formation of structure for each road-based mode	1	1	2	3	4	4
Maintain open and transparent communication structures	Annual elections	1	1	1	2	3	4
Development of a communication and marketing plan	Percentage complete				100%		
<b>Output</b>							
Identify empowerment opportunities per sector	Market research per sector				2	3	3
Promotion of non-motorised transport	No of activities				2	3	3
Develop provincial BEE charter for each public transport sector	Number of charters developed				1	2	3
Target training programmes for industry	Number of person days of training	500	500	500	1 500	2 000	3 000



## **6.8 Sub-programme 4.5: Operator Safety and Compliance**

### **6.8.1 Situation analysis**

The results of the recent National Travel Survey indicate that many passengers consider the public transport system to be unsafe. The provision of a safe and secure system is fundamental to the effective functioning of the public transport network. Safety audits at interchanges and ranks are being undertaken to assess issues such as lighting, crime levels and accessibility so that appropriate interventions may be incorporated into the upgrading and maintenance programmes of the relevant authority.

### **6.8.2 Policies and priorities**

Extensive research and the establishment of reliable information databases are essential to understand the complexities of public transport safety. Development of strategic interventions will be identified through such research. The component plans to enter into Service Level Agreements with relevant authorities to ensure the safety of all facets of public transport.

The strategic partnership with the South African Rail Commuter Corporation (SARCC) will be further developed into a long-term relationship to ensure universal accessibility and safety of all key stations within the metropolitan area.

The promotion of road and traffic safety for public transport vehicles and pedestrians is a further priority for this component. There will be collaboration with programmes such as the Arrive Alive Campaign, to address the general safety of public transport.

Strategies and programmes relating to education, training and communication will be developed. These will be targeted towards safety and security officials, public transport operators and users.

### **6.8.3 Analysis of constraints and measures planned to overcome them**

The transport environment is unique. Whether using rail or other modes, transport may pass through many types of neighbourhoods and many different local governmental jurisdictions. Problems faced by various systems may vary depending upon the location within the system or the time of day or night. This “moving” environment requires deployment methods that address both the distinct dynamics of transport safety and crime and the special concerns of commuters. These commuters are also out of their usual milieu, and they often feel more confined, even trapped, than they do in their own vehicles, or on the street. Special aspects of the physical surroundings, higher levels of noise, and isolation from the normal fixtures of urban life can foster feelings of fear, confusion, and claustrophobia. Providing effective security in a transport setting therefore requires consideration of issues not encountered in other policing contexts.

The Department will work together with the National Government, the Department of Community Safety, the City of Cape Town and the South African Rail Commuter Corporation to coordinate the delivery and funding of suitable action plans to address the safety and security issue.

### **6.8.4 Description of planned quality improvement measures**

In order to ensure that officers undertaking public transport enforcement are trained properly, this component will provide the relevant input to the training facilitated by the Department of Community Safety. These departments will pool resources with various local roleplayers to fund and carry out research in areas pertaining to safety and security. Both Departments can also play a coordinating role in reviewing existing legislation and statutes to address safety and crime on public transport.

### 6.8.5 Specification of measurable objectives and performance indicators

**Table 28: Sub-Programme 4.5: Operator safety and compliance: measurable objectives, performance indicators and targets**

Measurable Objective	Performance Measure or Indicator	Year – 1 2003/04		Base year 2004/05	Year 1 2005/06	Year 2 2006/07	Year 3 2007/08
		(target)	(actual)	(estimate)	(target)	(target)	(target)
<b>Process</b>							
Conclusion of performance agreement with authorities	Number of agreements				10	10	10
Development of a public transport safety and compliance policy	Percentage complete				100%		
Appointment of project teams to conduct audits of lighting, crime and accessibility				10	15	18	20
Public transport safety marketing and communication campaigns	Number of campaigns				3	4	4
Development and implementation of training courses for law enforcement authorities	Number of officials trained				600	1 000	1 000
<b>Output</b>							
Implementation of safety improvement projects, e.g. lighting, ramps	Number of projects	2	2	10	15	18	20
Development and integration of information databases for safety and compliance for monitoring	Percentage complete				40%	100%	
<b>Outcome</b>							
Improved safety	User surveys (% satisfied with improvements)			40%	50%	60%	70%

## **6.9 Sub-programme 4.6: Regulation and Control**

### **6.9.1 Situation analysis**

In terms of the National Land Transport Transition Act, 2000 (Act No 22 of 2000); the Provincial Operating Licence Board (POLB) is responsible for receiving, processing, considering, approval/ refusal and issuing of operating licences. This component is responsible to give administrative support to the POLB.

The Registrar is responsible to ensure that all minibus taxi operators are registered as members of a taxi association and grants, upon application, provisional registration as a non-member. This component is also responsible to provide administrative support to the Registrar.

### **6.9.2 Policies and priorities**

With the implementation of the National Information Management System during the 2004/2005 financial year, the focus becomes the maintenance and deployment of the system to satellite locations. The application process has been streamlined and improved timeframes for the processing of applications are being experienced.

A priority within the component is to provide the necessary support to the new satellite offices to be established in the Southern Cape and West Coast regions. Experienced personnel from the Cape Town office will be required to train new staff for at least six months in order that the services provided are of an applicable standard and quality.

As the Department is still awaiting directions from the national government regarding the roll out of the taxi recapitalisation programme, this component, in partnership with the Empowerment and Communication component will be required to provide the relevant support.

A further priority of the component will be to continue with the process of converting permits to operating licences. A deadline date has yet to be set by the National Minister when the conversions should be completed.

### **6.9.3 Analysis of constraints and measures planned to overcome them**

With the anticipated appointment of new Board members during the 2005/2006 financial year, there will be a period of transition. Training of the new board members is imperative so that they are fully aware of the requirements placed upon them.

The component is aware of the need to implement the principles of Batho Pele and to make their services more accessible to the public. Two regional offices are being established in the West Coast and Southern Cape areas to improve access for public transport operators to services provided by the Department.

Work processes within the component are being revisited to meet with the changing environment in which they work.

In terms of Section 102 the NLTTA, assessors may be appointed to advise the public transport Registrar to assist the Registrar in the performance of his/her duties. During this financial year, a position paper will be developed to guide a strategic intervention needed.

### **6.9.4 Description of planned quality improvement measures**

Improved services will be provided through the implementation of updated computer systems and the appointment and training of staff.

## 6.9.5 Specification of measurable objectives and performance indicators

**Table 29: Sub-Programme 4.6: Regulation and control: measurable objectives, performance indicators and targets**

Measurable Objective	Performance Measure or Indicator	Year – 1 2003/04		Base year 2004/05	Year 1 2005/06	Year 2 2006/07	Year 3 2007/08
		(target)	(actual)	(estimate)	(target)	(target)	(target)
<b>Process</b>							
Implementation of National Land Transport Information System	Date implemented						
Registration administration system				Jan 2004			
Subsidy management system				Jan 2004			
Operating licence administration system					Oct 2005		
Staff training and capacity building	Number trained			20	30	40	40
Establishment of two regional offices	Offices established				100%		
Conversion of permits to operating licences	Percentage converted			70%	100%		
<b>Output</b>							
Improved response time on applications	Number of days			95	90	90	85
<b>Quality</b>							
Customer satisfaction	Percentage satisfied			40%	80%	95%	95%
<b>Efficiency</b>							
Number of days turnaround time on applications	Number of days			95	90	90	85

### ***6.10 Reconciliation of budget with plan***

The budget allocation for public transport has increased over the last two years, reflecting the importance of improving the public transport system within the Western Cape. The implementation of mobility strategies and corridor developments has become an important focus, hence the increased funding. Although spending was delayed in 2004/2005 due to planning issues, there will be a concerted effort by the branch to deliver on the various mobility strategy projects.

**Table 30: Nominal Expenditure on Programme 4:**

<b>Programme 4: Public Transport</b>	<b>Year – 2 2002/03 (actual)</b>	<b>Year – 1 2003/04 (actual)</b>	<b>Base year 2004/05 (estimate)</b>	<b>Nominal average annual change (%)<sup>1</sup></b>	<b>Year 1 2005/06 (budget)</b>	<b>Year 2 2006/07 (MTEF projection)</b>	<b>Year 3 2007/08 (MTEF projection)</b>	<b>Nominal average annual change (%)<sup>2</sup></b>
4.1. Programme support	13 035	10 794	6 005	(32.1%)	4 173	5 000	5 000	(5.9%)
4.2. Planning		11 603	36 099		32 690	47 614	52 614	13.4%
4.3. Infrastructure	26 971	77 667	52 936	40.1%	129 296	179 134	91 235	19.9%
4.4. Empowerment and institutional management	5 993	5 419	6 766	6.3%	18 133	20 177	17 507	37.3%
4.5. Operator Safety and compliance		55	2 524		11 804	13 500	13 500	74.9%
4.6. Regulation and Control		9 790	12 025		15 031	18 000	18 000	14.4%
<b>Total programme 4:</b>	<b>45 999</b>	<b>115 328</b>	<b>116 355</b>	<b>59.0%</b>	<b>211 127</b>	<b>283 425</b>	<b>197 856</b>	<b>19.4%</b>

1. Average annual change between year -2 and base year.

2. Projected average annual change between base year and year 3

## 7 Programme 5: Traffic Management

### 7.1 Situation analysis

The main objective of the Traffic Management program is to monitor compliance with the National Road Traffic Act, 1996 (Act 93 of 1996) in order to create a safe operating environment and to generate income to enable the other branches to achieve the objectives of the National Growth and Development Strategy, iKapa Elihlumayo, Integrated Sustainable Rural Development and Urban Renewal, Batho Pele & Black Economic Empowerment and the Expanded Public Works Programme. The reaching of this target will have a direct positive impact on the lives of the poor and marginalised and the safety of the road users in the Province of the Western Cape.

Our challenges are to ensure that all vehicles registered in the Western Cape are licenced each year, that all drivers are appropriately authorised to drive their vehicles and that we empower our newly established compliance monitoring unit to ensure compliance with the National Road Traffic Act in order to promote road safety. There are approximately 2% unlicensed vehicles and 7% drivers that are not appropriately authorised.

### 7.2 Policies, priorities and strategic objectives

The National Road Traffic Act, 1996 (Act 93 of 1996) requires that all vehicles and drivers be licenced appropriately. National guidelines to achieve this have been compiled in consultation with the provinces and are managed and enforced by the province with the assistance of the local authorities. All activities are duly recorded on the National Traffic Information System (NaTIS). The funds generated are mainly utilised for the maintenance of roads in the province – optimal compliance and revenue generation is a prime strategy.

**Table 31: Strategic Objectives for Programme 5: Traffic Management**

<b>STRATEGIC GOAL 1:</b> Maximise the opportunities for the generation of income <b>STRATEGIC OBJECTIVES:</b> <ul style="list-style-type: none"><li>• Collection of arrear licence fees</li><li>• Inspections at Vehicle Testing Stations and Driving Licence Testing Centres</li></ul>
<b>STRATEGIC GOAL 2:</b> Managing and monitoring the Road Traffic Act to create a safe operating environment on the Provincial transport network <b>STRATEGIC OBJECTIVES:</b> <ul style="list-style-type: none"><li>• Implementing and managing processes through the e-NaTIS</li><li>• Empowering the Compliance Monitoring Unit for Driving Licence Testing Centres (DLTC's), Vehicle Testing Stations (VTS's) to undertake investigations</li><li>• Enforce overload control at all nine weighbridge stations</li><li>• Improvement of traffic safety through safety audits and identification of high accident locations</li></ul>

### 7.3 Analysis of constraints and measures planned to overcome them

We have established ourselves as one of the leaders in the implementation of the eNaTIS that is being rolled-out throughout the country by the national Department of Transport, participating in the steering committee activities and having established one of the test sites in Cape Town. A new training room has been provided.

Officers have been appointed in the newly established Compliance Monitoring Unit and are being trained to appropriately perform their new duties. Inspections have already taken place at some of the Vehicle Testing Stations and Driving Licence Testing Centres.

Formal meetings have been conducted with the film industry and the larger sporting organizers with a view to implement the new measures for the staging of events on public roads.

#### **7.4 Description of planned quality improvement measures**

The Provincial Inspectorate is undertaking a dedicated project aimed at visiting approximately 1 500 companies who have debt in excess of R5 000 recorded for vehicle licences.

The province has participated in the drafting of legislation to extend the opportunities to persons who have not converted their driving licences.

A compliance-monitoring unit has been established.

Streamlining of revenue generation through issuing of permits for events on public roads.

Another key initiative is the development of a new service delivery model for motor vehicle registration and licensing aimed at the improvement of service delivery, the establishment of defined parameters for performance and an appropriate agency fee.

#### **7.5 Sub-programme 5.2: Safety Engineering**

##### **7.5.1 Situation Analysis**

To ensure a focused effort in reducing the number of and the severity of accidents it is essential to gather accident data and to produce accidents statistics. To accomplish this, an accident data centre was established and is fully operational pending completion of formal in service training.

##### **7.5.2 Policy & priorities**

To ensure compatibility of data and accident statistics the province is participating in national coordinating committees to set standards and create policies for accident recording and analysis.

##### **7.5.3 Analysis of constraints and measures planned to overcome them**

Communication with and training of SAPS officers dealing with the completion of accident reports take place on an ongoing basis to improve the quality of the information recorded on the accident reports. Regular communication with the local authorities capturing accident data takes place to ensure that correct and complete data is transferred to the provincial accident data centre.

##### **7.5.4 Description of planned quality improvement measures.**

In some instances the description of roads and nodes positions on that roads are not sufficiently defined and the investigation to identify such roads and improve the descriptions thereof is ongoing. This will improve the quality of the accident statistics.



## 7.5.5 Specification of measurable objectives and performance indicators

**Table 32: Sub-programme 5.2: Safety Engineering**

Measurable Objective	Performance Measure or Indicator	Year – 1 2003/04		Base year 2004/05	Year 1 2005/06 (target)	Year 2 2006/07 (target)	Year 3 2007/08 (target)
		(target)	(actual)	(estimate)	(target)	(target)	(target)
Input							
Number of accident forms verifiers per 10 000 accident reports received	Productivity ratio	4.3	4.3	2.1	4.3	4.3	4.3
Number of data capturers per 10 000 accident reports received.	Productivity ratio	3.2	3.2	1.6	3.2	3.2	3.2
Process							
Number of accident forms verified and captured	Actual number	18 000	18 000	19 200	18 000	18 000	18 000
Number of copies of accident form requests	Actual number	750	750	935	900	.900	900
Output							
Number of accident reports	Number of regular accident reports	1	1	1	13	13	13
	Number of ad hoc accident reports	20	25	34	30	30	30

## 7.6 Sub-programme 5.3: Transport Administration and Licensing

### 7.6.1 Situation analysis

The main objective of Traffic Management is to monitor compliance with the National Road Traffic Act, 1996 (Act 93 of 1996) and to generate income to enable the other branches to achieve the objectives of the National Growth and Development Strategy, iKapa Elihlumayo, Integrated Sustainable Rural Development and Urban Renewal, Batho Pele & Black Economic Empowerment and the Expanded Public Works Programme. The reaching of this target will have a direct positive impact on the lives of the poor and marginalised and the safety of the road users in the Province of the Western Cape.

Our challenges are to ensure that all vehicles registered in the Western Cape are licenced each year, that all drivers are appropriately authorised to drive their vehicles and that we establish a compliance monitoring unit to ensure compliance of the National Road Traffic Act in order to promote road safety. There are roughly 22 000 (2%) unlicensed vehicles in the province and 73 000 persons who have not converted their driving licences to the new credit card driving licence format.

### **7.6.2 Policies and priorities**

The province has issued its own policies and instructions, aimed at increased compliance through payment of arrear licence fees, updating the motor vehicle record, increasing the trustworthiness of roadworthy testing and issuing driving licences, flowing from national guidelines and instructions.

### **7.6.3 Analysis of constraints and measures planned to overcome them**

Affordability in respect of vehicle licence fees and driving licence conversions are being managed to assist the marginalised persons in the province in respect of arrear licence fees and penalties only.

The national Minister of Transport will be requested to delegate his powers to the MEC to operate a compliance-monitoring unit in the province in order to enforce compliance and ensure road safety. The structure has been approved and inspectors have been appointed.

The rising costs associated with the remuneration of agencies to collect motor vehicle registration and licence fees remains a cause for concern. A process has been initiated to fully analyse the cost associated with the agency fee, to determine a new agency remuneration basis that will be acceptable to both the Branch and the agencies.

### **7.6.4 Description of planned quality improvement measures**

It is planned to optimise the collection of revenue from vehicle licence fees through the collection of arrear vehicle licence fees, thereby further decreasing the number of unlicensed vehicles in the province.

A Compliance Monitoring Unit has been established.

Streamlining of revenue generation through issuing of permits for events on public roads.

Continue to manage the identified risks by adequate planning and implementing control measures.

### 7.6.5 Specification of measurable objectives and performance indicators

**Table33: Sub-Programme 5.5: Transport Administration and Licensing: measurable objectives, performance indicators and targets**

Measurable Objective	Performance Measure or Indicator	Year – 1 2003/04		Base year 2004/05	Year 1 2005/06	Year 2 2006/07	Year 3 2007/08
		(target)	(actual)	(estimate)	(target)	(target)	(target)
<b>Input</b>							
Collect arrear licence fees	Number of arrear licences	4 000	6 000	4 000	4 000	4 000	4 000
Manage events on public roads	Number of events managed	200	245	200	200	200	200
Do inspections	Number of inspections undertaken	10	15	50	70	80	80
<b>Process</b>							
Legal compliance	Number of cases initiated	4 000	6 000	4 000	4 000	4 000	4 000
Legal compliance	Number of applications managed	200	245	200	250	250	250
Legal compliance	Number of inspections conducted	10	15	50	70	80	80
<b>Output</b>							
Administrative procedures	Issue notices of demand	4 000	6 000	4 000	4 000	4 000	4 000
Approve applications	Issuance of letters	200	245	200	250	250	250
Do inspections	Inspect testing activities	10	15	50	70	80	80

Measurable Objective	Performance Measure or Indicator	Year – 1 2003/04		Base year 2004/05	Year 1 2005/06	Year 2 2006/07	Year 3 2007/08
		(target)	(actual)	(estimate)	(target)	(target)	(target)
<b>Quality</b>							
Number of cases concluded	Number of cases concluded	4 000	6 000	4 000	4 000	4 000	4 000
Number of events approved	Number of events managed	200	245	200	250	250	250
Number of inspections concluded	Number of inspections undertaken	10	15	50	70	80	80
<b>Efficiency</b>							
Arrear licence fees collected	Monetary value collected	R2m	R3,8m	R3m	R3m	R3m	R3m
Revenue generated from public road events	Monetary value collected	R0,2m	R0,3m	R0,3m	R0,3m	R0,3m	R0,3m
Number of inspection reports	Number of completed reports	10	15	50	70	80	80
<b>Outcome</b>							
Reduced arrear licence fees	Percentage decrease	1.2%	2.1%	1.2%	1.2%	1.2%	1.2%
Increased events on roads	Percentage increase	15%	22.5%	15%	15%	15%	15%
Decrease in fraud and corruption	Number of cases successfully concluded	5	5	20	25	30	35

## **7.7 Sub-programme 5.4: Overload Control**

### **7.7.1 Situation analysis**

This sub-programme flows from the need to reduce the damage to our road infrastructure by overloaded vehicles, as well as the high accident rates, which is amongst others due to the overloading of goods and public transport vehicles.

Current levels of overloading are still too high and result in serious damage to the national, provincial and local road network in the province.

### **7.7.2 Policies and priorities**

In line with the national strategy the strategic objective of this programme is to reduce the percentage of overloaded vehicles on the road network.

Policies to ensure the uniform handling of overloaded vehicles is being dealt with as a matter of high priority and are finalised together with Department of Community Safety and the Director of Public Prosecutions.

### **7.7.3 Analysis of constraints and measures planned to overcome them**

The constraints will be addressed through improved data collection and the development of a complete systems approach in line with national initiatives.

Important constraints are the withdrawal of overload cases because of lack of capacity with the public prosecutors and the inefficient collection of fines. These issues are addressed through negotiations with the other role players and the above-mentioned system.

### **7.7.4 Description of planned quality improvement measures**

Improved communication with the public and the industry will have the effect of improving on the quality of service that will be provided through this programme and will also result in the elimination of the unfair advantage over-loaders have on the legal operators.

By installing more electronic surveillance equipment and the use thereof, the real transgressors will be targeted to ensure that the law-abiding operators are not inconvenienced, but at the same time the transgressors will be pulled off.

To ensure that the transgressors are brought to book the training of prosecutors to specialise in overload control cases will be persuaded together with the Department of Community Safety and the office of the Director of Public Prosecutions.

Infrastructure improvements to the value of more than R6 million will be effected at 4 weighbridge stations in this financial year.

### 7.7.5 Specification of measurable objectives and performance indicators

**Table 34: Sub-Programme 5.4: Overload Control: measurable objectives, performance indicators and targets**

Measurable Objective	Performance Measure or Indicator	Year – 1 2003/04		Base year 2004/05	Year 1 2005/06	Year 2 2006/07	Year 3 2007/08
		(target)	(actual)	(estimate)	(target)	(target)	(target)
<b>Input</b>							
Number of weighbridges	Number	9	9	9	9	10	11
New weighbridges to be constructed	Number				0	1	1
<b>Process</b>							
Hours weighbridges to be operated	Number of hours		22 800	34 402	48 400	60 400	60 400
Number of transport vehicles inspected	Number of vehicles		215 000	299 267	484 000	604 000	604 000
<b>Output</b>							
% of vehicles overloaded (i.e. over the 5% tolerance)	Percentage of decrease		5.9%	0%	0%	0%	0%
<b>Efficiency</b>							
Number of hours weighbridges operated as % of total hours in year	Percentage hours		29%	50%	50%	53%	53%
Number of vehicles inspected per hour	Number of vehicles		9	10	10	10	10

## **7.8 Reconciliation of budget with plan**

By far the largest proportion of expenditure relates to the payment to the 70 registering authorities of an agency fee for the collection of motor vehicle registration and licence fees. The agency fee structure is being investigated to ensure that a balance between the agency service cost and maximizing the portion of the revenue to be retained by the department is found. Registering authorities will be financially assisted in the replacement of the computerized equipment required for their agency function.

**Table 35: Nominal Expenditure on Programme 5:**

Programme 5: Traffic Management	Year – 2 2002/03 (actual)	Year – 1 2003/04 (actual)	Base year 2004/05 (estimate)	Nominal average annual change (%) <sup>1</sup>	Year 1 2005/06 (budget)	Year 2 2006/07 (MTEF projection)	Year 3 2007/08 (MTEF projection)	Nominal average annual change (%) <sup>2</sup>
5.1. Programme Support	2 572	5 812	3 070	9.3%	2 724	3 022	3 292	2.4%
5.2. Safety Engineering			724		864	925	964	10.0%
5.3. Transport Administration and Licensing	126 008	130 772	162 834	13.7%	158 364	146 123	139 386	(5.1%)
5.4. Overload control	7 660	21 450	23 000	73.3%	22 891	22 874	23 838	1.2%
<b>Total programme 5:</b>	<b>136 240</b>	<b>158 034</b>	<b>189 628</b>	<b>18.0%</b>	<b>184 843</b>	<b>172 944</b>	<b>167 480</b>	<b>(4.1%)</b>

1. Average annual change between year -2 and base year.

2. Projected average annual change between base year and year 3



## **7.9 Trading Account: Government Motor Transport (GMT)**

### **7.9.1 Situation analysis**

The aim of Government Motor Transport is to improve the quality of motor transport services delivered to User Departments. GMT is dedicated to maintaining and further enhancing on the objectives of the National Growth and Development Strategy, iKapa Elihlumayo, the Integrated Sustainable Rural Development and Urban Renewal and Batho Pele.

### **7.9.2 Policies, priorities and strategic objectives**

The policy of Government Motor Transport is to provide a quality, integrated and cost effective motor transport service to national and provincial departments based on the requirements of each user and to incorporate the objectives of iKapa Elihlumayo in this process, where possible.

**Table 36: Strategic Objectives for the Trading Account: Government Motor Transport**

<b>STRATEGIC GOAL 1:</b> Improve vehicle management and control <b>STRATEGIC OBJECTIVES:</b> <ul style="list-style-type: none"><li>• Functional Training of Transport Officers</li><li>• Implement a vehicle tracking and management service</li><li>• Enhance and improve the fleet management system (FleetMan)</li><li>• Manage the risk assessment strategy</li></ul>
<b>STRATEGIC GOAL 2:</b> Reduce the outstanding debt from previous financial years <b>STRATEGIC OBJECTIVES:</b> <ul style="list-style-type: none"><li>• Improved recovery of debt</li><li>• Write-off debt, which cannot be recovered.</li></ul>

### **7.9.3 Analysis of constraints and measures planned to overcome them**

Government Motor Transport has successfully enhanced the next phase of the FleetMan system in order to provide more accurate information pertaining to the management of the fleet. A Debtors Management module has also been developed to assist Government Motor Transport in the monitoring and reducing of its outstanding debt. Annual surveys are carried out with the user departments to assist in the monitoring of its service delivery.

### **7.9.4 Description of planned quality improvement measures**

Government Motor Transport is endeavouring to maintain the renewal of the fleet well within each vehicle's life expectancy and to continue with the functional training of the transport officials and to improve vehicle management and control with the implementation of a vehicle tracking and management service.

### **7.9.5 Specification of measurable objectives and performance indicators**

Government Motor Transport will continue to make use of FleetMan and the Debtors Management module, as well as the Functional Training section and the technical staff to measure its performance and objectives. User surveys will also be used as a measurable objective.

### **7.9.6 Description of planned quality improvement measures**

Government Motor Transport aims to implement a vehicle tracking and management service in order to improve the management of the government fleet. Through the implementing of further objectives of iKapa Elihlumayo etc, GMT will have direct control over vehicle repairs, which will be monitored by its technical staff that will report on these measures. GMT will also continue to manage the identified risks by adequate planning and implementing control measures.

**Table 37: Trading Account: Government Motor Transport: measurable objectives, performance indicators and targets**

Measurable Objective	Performance Measure or Indicator	Year – 1 2003/04		Base year 2004/05	Year 1 2005/06 (target)	Year 2 2006/07 (target)	Year 3 2007/08 (target)
		(target)	(actual)	(estimate)			
<b>Input</b> Ensure that the fleet is kept within its life expectancy and to improve vehicle management and control.	Renewal of fleet, development/ document and implement process and system enhancements/ improvements, empower users with web enabled system and manage risks effectively	85%	90%	90%	100%	100%	100%
<b>Process</b> Renewal of the fleet by recovery of all outstanding debt, development and implementation of business processes and system improvements.	Recovery or write-off of old outstanding debt from previous years	R45 m	R29 m	R18 m	R3 m	R3 m	R3 m
The implementation of a vehicle tracking and management service	Vehicle Tracking and management control	To be 20% implemented	0% implemented	To be 20% implemented	To be 25% implemented	To be 25% implemented	To be 25% implemented
<b>Output</b> Provide an integrated and cost effective motor transport service	To reclassify the grouping and charge of vehicles.	100%	100%	100%	100%	100%	100%
	To annually check tariffs charged.	100%	100%	100%	100%	100%	100%
<b>Quality</b> Provide an improved quality of service to user departments.	Functional training of Transport officials	20 sessions	20 sessions	20 sessions	24 sessions	24 sessions	24 sessions
	Provide vehicles as required by users	100%	100%	100%	100%	100%	100%
<b>Efficiency</b> Ensure that vehicles provided will be kept within their life expectancy	Maintain Asset Register	100%	100%	100%	100%	100%	100%
<b>Outcome</b> User departments will be able to manage their vehicles better	Undertake user surveys	2	2	2	2	2	2

## 8 Programme 6: Community Based Programme (CBP)

### 8.1 Situation analysis

The unemployment rate within underdeveloped communities situated around and near towns in the rural and the urban areas gives rise to the need for the generation of new work and business opportunities for these people. There are 250 designated underdeveloped communities with relatively high poverty levels and data extracted from the 2001 census reveal that, the number of persons unemployed within the Western Cape has been assessed as 526 994.

Work opportunities created through the projects implemented under the auspices of the CBP during last year totalled 1319, with a total of wages earned amounting to approximately R13,6 million.

The CBP projects create an ideal environment for the execution of Expanded Public Works Programme (EPWP) projects, and it is because of this reason that CBP was identified to lead the other programmes in the department in this regard. The challenge for this programme is to create sustainable work opportunities for unemployed community workers, who have been trained, worked on and participated in the implementation of the projects. Therefore, one of the aims of CBP is to create exit strategies for these workers.

**Table 38: Demand for and performance of Community Based Programmes by region**

Region of Province	Number of unemployed people			Community based programmes			
	Female	Male	Total	No. of Projects last year	Number of work opportunities employment created		
					Female	Male	Total
City of Cape Town	196 313	190 469	386 782	17	14 711	11 678	26 389
DC1 West Coast District Municipality	8 299	8 913	17 212	16	11 579	11 968	23 547
DC2 Boland District Municipality	25 488	24 299	49 787	9	3 969	6 930	10 899
DC3 Overberg District Municipality	8 238	8 101	16 339	3	1 020	1 581	2 601
DC4 Eden District Municipality	26 215	22 976	49 191	8	7 674	6 298	13 972
DC5 Central Karoo District Municipality	4 179	3 504	7 683	10	3 504	4 344	7 848
<b>Total Western Cape</b>	<b>268 732</b>	<b>258 262</b>	<b>526 994</b>	<b>63</b>	<b>42 457</b>	<b>42 799</b>	<b>85 256</b>

### 8.2 Policies, priorities and strategic objectives

The goals of iKapa Elihlumayo, specifically relating to “*employment and participation in the economy*” for the poorest communities, as well as “*reduce socio-economic and geographic inequality*”, and the Presidential nodes of the Western Cape, namely Central Karoo; Mitchells Plain and Khayelitsha guide the prioritisation of the projects within the programme. The Strategic Infrastructure Plan will also make a contribution in this regard. As the work opportunities on the different programmes being run by the branch is of a short term nature, the branch is currently developing a post project exit strategy which is designed to enhance the employment opportunity of workers after their employment within CBP have ceased. The National Expanded Public Works Programme announced by the President in February 2003

and launched in the Western Cape in September 2004, supports the need to increase the extent of the interventions undertaken by the CBP.

**Table 39: Strategic objectives for Programme 6: Community based programmes**

<p><b>STRATEGIC GOAL 1: -</b> Infrastructure delivery: Community Development through Infrastructure Upgrade</p> <p><b>STRATEGIC OBJECTIVES:</b></p> <ul style="list-style-type: none"> <li>• Road Safety – construction of pedestrian walkways and bicycle pathways</li> <li>• Access roads – linking of communities to existing surface road network</li> <li>• Upgrading of community primary routes used by public transport services</li> <li>• Participation of community in project planning</li> </ul>
<p><b>STRATEGIC GOAL 2: -</b> Black Economic empowerment</p> <p><b>STRATEGIC OBJECTIVES:</b></p> <ul style="list-style-type: none"> <li>• To engage local small and medium enterprises</li> <li>• Development of youth in construction management processes within the built environment</li> <li>• Assist black enterprises to secure service provision contracts through the contractor development programme</li> </ul>
<p><b>STRATEGIC GOAL 3: -</b> Job creation and skills development</p> <p><b>STRATEGIC OBJECTIVES:</b></p> <ul style="list-style-type: none"> <li>• Co-ordinate the provincial EPWP monitoring process</li> <li>• Create work opportunities within community based projects</li> <li>• Provide worker exit strategy including learnerships, ABET training, job placement and personal development plans</li> <li>• To increase the number of work opportunities in a project through empowerment impact assessment</li> </ul>

### **8.3 Analysis of constraints and measures planned to overcome them**

The volume of infrastructure upgrade needs within the designated communities exceed the budget more than twenty fold. The absorption capacity of the projects varies with routine maintenance providing the highest intake and a longer participation opportunity. However, the location of existing infrastructure needing maintenance does not exist within or near the communities. Infrastructure upgrade must usually first be undertaken to provide a direct impact on the living conditions of the targeted communities and thereafter a programme of maintenance can be implemented.

The need to expand the spectrum of assets for inclusion as community development projects has led to the widening of the community development asset portfolio to include assets which are either adjacent, nearby or within 5km walking distance from the designated underdeveloped communities. Therefore, any community asset that is for the benefit of the inhabitants of the targeted community can be included in the scope of work to be undertaken in the Expanded Public Works Programme. These include assets or facilities such as provincial and municipal properties and infrastructure; senior citizen centres; pre-schools; crèches; sports facilities; premises used by NGO's; CBO's (Community Based Organisation) and FBO's (Faith Based Organisations) for the primary purpose of serving the general community as a social development service centre.

The Precinct community development programme is the equivalent of the road maintenance programme, and it provides for the continuity of the employment of trained personnel from the Saamstaan Expanded public works programme projects within the area of the community.

#### **8.4 Description of planned quality improvement measures**

The technical standards are to be reviewed to ensure that the appropriate standards are applied to reduce costs, and the introduction of task based operations within maintenance projects are to be made to ensure that productivity is improved.

The use of the Empowerment impact assessment process in infrastructure projects is designed to stimulate a higher proportion of jobs created within a defined quantum of infrastructure investment.

The training of another 15 persons from non-urban areas enables us to resource community facilitators from the designated regions thereby enabling us to use local persons in the project implementation and providing on-hand support to community representatives participation in the projects.

The Post project exit strategy in which workers are provided with a comprehensive portfolio reflecting their training; work task spectrum and performance; development plan and career recommendations. This process is geared to provide each individual with an improved chance of accessing formal work opportunities.

## 8.5 Specification of measurable objectives and performance indicators

**Table 40: Programme 6: Community Based Programmes: measurable objectives, performance indicators and targets**

Measurable Objective	Performance Measure or Indicator	Year – 1 2003/04		Base year 2004/05	Year 1 2005/06 (target)	Year 2 2006/07 (target)	Year 3 2007/08 (target)
		(target)	(actual)	(estimate)	(target)	(target)	(target)
<b>Input</b>							
Programmes and technical support	Budget amount (R1 000's)	4 756	800	5 898	8 266	8 727	9 091
Empowerment impact assessment	Budget amount (R1 000's)	949	1 016	1 266	8 153	8 260	9 520
Contractor development	Budget amount (R1 000's)	433	3 644	617	1 085	1 301	1 374
Community development projects	Budget amount (R1 000's)	42 802	32 952	49 113	36 544	38 998	40 618
<b>Output</b>							
No of community projects implemented (by the CBP only. Previous targets included projects implemented jointly with SANRAL)	On site commencement of project or continuation of project.	30	25	43	50	60	70
Number of temporary jobs created	Number of persons employed	1 200	1 336	1 500	1 700	2 000	2 200
% of jobs for youth (16-25yrs old)	Youth percentage of persons employed	33%	30%	50%	50%	50%	50%
% of jobs for women	Women percentage of persons employed	33%	36%	50%	50%	50%	50%
Number of National Qualification Framework (NQF) training units attained by community workers	Number of NQF units credited to trainees by CETA accredited trainers.			400	500	600	700
Number of empowerment impact assessments completed	Number of EmplA reports accepted by the empowerment manager	30	40	35	40	50	60

Measurable Objective	Performance Measure or Indicator	Year – 1 2003/04		Base year 2004/05	Year 1 2005/06 (target)	Year 2 2006/07 (target)	Year 3 2007/08 (target)
		(target)	(actual)	(estimate)	(target)	(target)	(target)
Number of empowerment workshops conducted	Number of 1-day workshops presented by empowerment unit of CBP to provincial, municipal and private sector staff	3	3	3	3	3	3
Number of contractor mentorship's provided	Number of mentoring services provided to developing contractors engaged by the department		4	8	10	12	14
Number of contractor training workshops	Number of 1-day tendering workshops provided to existing and new ABE's.	3	5	6	6	6	6
Contract development project helpdesk services	Number of contractor and empowerment enquiries handled.			800	1 000	1 200	1 400
Approved experiential training course	Number of students passing 2 <sup>nd</sup> year course	25	27	32	40	45	50
<b>Quality</b> Average daily wage earned by workers	Rands per day	R58,32	R63,76	R67,59	R71,64	R75,94	R63,76
<b>Efficiency</b> Routine maintenance cost per day for employment created	Total routine maintenance project cost averaged per day of direct employment created	R115,00	R92,00	R122,00	R129,00	R137,00	R151,00
Planned maintenance cost per day for employment created	Total planned maintenance project cost averaged per day of direct employment created	R174,00	R232,00	R185,00	R196,00	R207,00	R228,00

Measurable Objective	Performance Measure or Indicator	Year – 1 2003/04		Base year 2004/05	Year 1 2005/06 (target)	Year 2 2006/07 (target)	Year 3 2007/08 (target)
		(target)	(actual)	(estimate)	(target)	(target)	(target)
Upgrade/ construction cost per day for employment created	Total project cost averaged per day of direct employment created	R319,00	R280,00	R338,00	R358,00	R379,00	R417,00
Average daily wage as % of cost per employment day	Routine maintenance %	51%	65%	55%	55%	55%	55%
	Planned maintenance %	34%	28%	37%	37%	37%	37%
	Upgrade/ construction %	18%	23%	20%	20%	20%	20%
Average cost per experiential student	Cost per year per student			R27 688	R23 475	R22 111	
Average cost per project empowerment impact assessment report				R36 000	R33 400	R28 350	
Reduction of general unemployment	Days employment		36 655				



## **8.6 Sub-programme 6.3: Empowerment impact assessment**

### **8.6.1 Situation analysis**

To provide a quantitative and qualitative tool to evaluate the empowerment impact of specific projects.

Empowerment impact assessment of infrastructure projects are considered essential to specific categories of projects to ensure that the project implementation contributions are enhanced, in respect of the Expanded Public Works Programme needs of the province i.e. Job opportunities; Skills development; Black economic empowerment.

### **8.6.2 Policies and priorities**

To inform the design and construction process, as well as to record the actual impact with respect to historically disadvantaged individual's economic empowerment, as is specified in the Preferential Procurement Implementation Plan of the Department of Transport and Public Works.

### **8.6.3 Analysis of constraints and measures planned to overcome them**

Institutionalised inertia to the process of empowerment impact assessment experienced by the technical staff of the department and the industry in general. The process is to be refined to determine best practice and to be followed by a second round of workshops and information sessions for both internal staff as well as service providers from the industry.

### **8.6.4 Description of planned quality improvement measures**

Issuing of guidelines and case studies.

## **8.7 Sub-programme 6.4: Community development**

### **8.7.1 Situation analysis**

Initiate and establish economic empowerment and community development programmes to empower the previously disadvantaged sector of the province.

### **8.7.2 Policies and priorities**

Policies that are needed to address the issue of community development are those that emphasise job creation, local economic development, poverty alleviation, quality of life and access to services.

### **8.7.3 Analysis of constraints and measures planned to overcome them**

Constraints to community development range from inadequate resources; to uncoordinated programs by different government departments, non-governmental organisations and community based organisations; and lack of understanding of the functioning of community representative structures. Improved co-ordination between our Department and the Department of Social Services and Poverty Alleviation is being pursued to address the challenge of developing a Social Capital Strategy.

### **8.7.4 Description of planned quality improvement measures**

Implementation of the Expanded Public Works Programme incorporating the Zenzele and "Saamstaan" initiatives.

## **8.8 Sub-programme 6.5: Emerging contractor development**

### **8.8.1 Situation analysis**

Most emerging businesses face difficulties when entering the market because of three main reasons:

- difficulty in accessing opportunities;
- difficulty in accessing finance to fund their businesses; and

- lack of capacity and experience.

The perception of the lack of capacity of emerging, HDI owned service providers to fulfil contractual obligations and the need to assess the impact on emerging contractors/ service providers of downstream or secondary and primary supply service provision of the contractor development programme.

#### **8.8.2 Policies and priorities**

Policies required to assist emerging contractors are those, which will improve their access to opportunities, provide them with support and direction in building their capacity.

#### **8.8.3 Analysis of constraints and measures planned to overcome them**

Emerging contractors find difficulties in accessing opportunities. In the Department this has largely been addressed through the development of the Preferential Procurement Implementation Plan. The establishment of an Emerging Contractor Development Programme in the Department is aimed at helping emerging contractors build capacity, another key constraint with which they are faced. The Department is also involved with a number of financial institutions to develop a risk management programme, which will lead to the removal of constraints to emerging contractors accessing finance for their businesses.

#### **8.8.4 Description of planned quality improvement measures**

The following measures are planned to aid Emerging Contractor Development:

- Implementation of Emerging Contractor Development Programme;
- Working together with the Department of Economic Development and Tourism to run a help desk for emerging businesses; and
- Entering into agreements with select financial institutions to establish an incubator programme for the development of emerging contractors.

### **8.9 Reconciliation of budget with plan**

The expenditure trend reflected in the MTEF period reveals that the decrease in expenditure from 2004/05 to 2005/06 has been occasioned by the additional allocation made for the Community Saamstaan Programme initiated in 2004/05 year. This allocation was a once-off facility with the intention that the outer years' expenditure for the Community Saamstaan Programme is funded from the allocation for community development projects, which will have to be decreased to cater for the R5 million allocation for Community Saamstaan projects. The trend in expenditure allows for the increase of costs due to inflation, but requires a more efficient output of job opportunities as indicated in the service delivery measures.

**Table 41: Nominal Expenditure on Programme 6:**

<b>Programme 6: Community based programmes</b>	<b>Year – 2 2002/03 (actual)</b>	<b>Year – 1 2003/04 (actual)</b>	<b>Base year 2004/05 (estimate)</b>	<b>Nominal average annual change (%)<sup>1</sup></b>	<b>Year 1 2005/06 (budget)</b>	<b>Year 2 2006/07 (MTEF projection)</b>	<b>Year 3 2007/08 (MTEF projection)</b>	<b>Nominal average annual change (%)<sup>2</sup></b>
6.1. Programme support	2 697	800	5 898	47.9%	8 266	8 727	9 091	15.5%
6.2. Empowerment impact assessment		1 016	1 266		8 153	8 290	9 520	95.9%
6.3. Community development	8 171	32 952	49 113	145.2%	36 544	38 968	40 618	(6.1%)
6.4. Emerging contractor development		3 644	617		1 085	1 301	1 374	30.6%
<b>Total programme 6:</b>	<b>10 868</b>	<b>38 412</b>	<b>56 894</b>	<b>128.8%</b>	<b>54 048</b>	<b>57 286</b>	<b>60 603</b>	<b>2.1%</b>

1. Average annual change between year -2 and base year.

2. Projected average annual change between base year and year 3

## **9 Expenditure by Programme**

Personnel expenditure relative to the total budget ranges between 10% and 11% over all the financial years, and an analysis on infrastructure spending (current/capital and transfers) indicates a percentage in excess of 70% relative to the total budget in the outer two years of the MTEF period.

It must also be noted that the infrastructure budgets for the Departments of Health and Education have been allocated on their respective budgets as from the 2005/06 financial year. Public Works will act as an implementing agent for the two departments and a service level agreement will govern the activities of the departments involved. Public Works staff will therefore still be involved with projects for which funding is not indicated on this budget.

**Table 42: Nominal Expenditure by Programme**

Programme	Year – 2 2002/03 (actual)	Year – 1 2003/04 (actual)	Base year 2004/05 (estimate)	Nominal average annual change (%) <sup>1</sup>	Year 1 2005/06 (budget)	Year 2 2006/07 (MTEF projection)	Year 3 2007/08 (MTEF projection)	Nominal average annual change (%) <sup>2</sup>
1. Administration	21 742	27 817	38 449	33.0%	48 330	42 969	45 343	5.7%
2. Public Works	268 998	349 859	286 435	3.2%	284 680	320 864	330 015	4.8%
3. Roads Infrastructure	597 890	526 758	652 839	4.5%	928 984	1 202 345	1 179 123	21.8%
4. Public Transport	45 999	115 328	116 355	59.0%	211 127	283 425	197 856	19.4%
5. Traffic Management	136 240	158 034	189 628	18.0%	184 843	172 944	167 480	(4.1%)
6. Community Based Programmes	10 868	38 412	56 894	128.8%	54 048	57 286	60 603	2.1%
<b>Total:</b>	<b>1 081 737</b>	<b>1 216 208</b>	<b>1 340 600</b>	<b>11.3%</b>	<b>1 712 012</b>	<b>2 079 833</b>	<b>1 980 420</b>	<b>13.9%</b>

1. Average annual change between year -2 and base year.

2. Projected average annual change between base year and year 3

## 10 Medium-term revenues

### 10.1 Summary of revenue

The following sources of funding are used for the Vote:

**Table 43: Summary of revenue:**

Receipts	2002/03 Actual	2003/04 Actual	2004/05 MTEF	Adjusted appropriat ion 2004/05	2005/06 MTEF	2006/07 MTEF	2007/08 MTEF
Equitable share	471 513	457 957	197 014	132 941	524 745	646 828	736 029
Conditional grants	43 322	67 076	81 408	81 708	92 557	99 557	164 870
Departmental receipts	560 642	691 175	706 591	744 876	781 766	806 292	829 227
Financing	6 260		348 092	381 075	312 944	527 156	250 294
<b>Total receipts</b>	<b>1 081 737</b>	<b>1 216 208</b>	<b>1 333 105</b>	<b>1 340 600</b>	<b>1 712 012</b>	<b>2 079 833</b>	<b>1 980 420</b>

### 10.2 Departmental revenue collection

#### Non-tax revenue

The Public Works branch entered into lease agreements with all non-provincial departmental users of properties.

Currently the department generates an income of R16 million from 700 property leases.

In the case where properties are sold, deed of sales are entered into with the purchaser and on date of transfer of the property the amount payable to the provincial government are paid into the department's banking account by the State Attorney who acts as conveyancer of the department.

#### Tax revenue

Currently the department generates a revenue of R659 million (2004/05 main appropriation) from vehicle fees from alive vehicle population of approximately 1,3 million (June 2004).

From this revenue, an amount of R109 million (2004/05) is paid to the 75 registering authorities in the province. The registering authorities are appointed as agents to undertake the registering and licensing of motor vehicles on behalf of the Department.

An annual increase of 5% in vehicle licence fees is projected.

**Table 44: Departmental revenue collection:**

Departmental receipts	2002/03 Actual	2003/04 Actual	2004/05 MTEF	Adjusted appropriation 2004/05	2005/06 MTEF	2006/07 MTEF	2007/08 MTEF
Tax revenue	528 636	646 938	658 903	678 903	731 554	753 501	776 106
Non-tax revenue							
Sale of goods and services other than capital assets	24 803	27 240	23 688	23 688	26 212	28 791	29 121
Transfers received	51						
Fines, penalties and forfeits	22						
Interest, dividends and rent on land							
Sales of capital assets	3 748	7 504	24 000	40 534	24 000	24 000	24 000
Financial transactions in assets and liabilities	3 382	9 493		1 751			
<b>Total departmental receipts</b>	<b>560 642</b>	<b>691 175</b>	<b>706 591</b>	<b>744 876</b>	<b>781 766</b>	<b>806 292</b>	<b>829 227</b>

### 10.3 Conditional grants

The Department received conditional allocations for the following:

- Provincial infrastructure grant: to be utilised for construction and upgrading of roads and provincial buildings and
- Hospital revitalisation grant (HRP)

The allocation per branch as well as the major projects is indicated below:

#### Roads infrastructure

	2004/05 R'000	2005/06 R'000	2006/07 R'000	2007/08 R'000
1 Reseal backlog	33 408	38 757	44 557	64 557
2 Regravel backlog	45 000	50 000	55 000	66 782
3 C708.6 N2 Rehab Phase 3				33 531
<b>Total Allocation: Provincial Infrastructure Grant</b>	<b>78 408</b>	<b>88 757</b>	<b>99 557</b>	<b>164 870</b>

#### Public Works

	2004/05 R'000	2005/06 R'000	2006/07 R'000	2007/08 R'000
1 Upgrading: Agriculture	3 000	6 390		
<b>Total Allocation: Provincial Infrastructure Grant</b>	<b>81 408</b>	<b>95 147</b>	<b>99 557</b>	<b>164 870</b>

## **10.4 Donor funding**

The Public Works branch has also received donor funds from private institutions to assist with the provision of accommodation. Donor funds were received for Red Cross and George Hospitals. A school was also build by private donors in Mossel Bay by Pretro SA and handed over to the branch.

The department will be sourcing donor funding over the medium term expenditure period to finance the Klipfontein Corridor project.

## **11 Co-ordination, co-operation and outsourcing plans**

### **11.1 Inter-departmental linkages**

The following projects are jointly administered and executed and the operational costs provided for as indicated below:

<b>Project details</b>	<b>Department</b>	<b>Vote Number</b>	<b>Vote 10 Programmes</b>	<b>Vote 10 Operational Cost R'000</b>
Abnormal load and vehicle permits	Community Safety	Vote 4	Programme 5	171
Sport and fun activities on public roads	Community Safety	Vote 4	Programme 5	170
Motor vehicle testing stations	Community Safety	Vote 4	Programme 5	212
Driving licence testing centres	Community Safety	Vote 4	Programme 5	211
Overload control stations	Community Safety	Vote 4	Programme 5	23 000

Public Works is linked with all 13 Departments of the Provincial Administration with regards to service delivery in terms of the provision of infrastructure. Inter-dependence exists with them and is regulated in terms of the Service Level Agreements.

### **11.2 Local government linkages**

#### **Public Works**

Management agreements are in place with Beaufort West (Nelspoort) and Knysna (Karatara) for the provision of municipal services and day-to-day operations until transfer of these provincial properties to the said municipalities have been effected. Beaufort West Municipality is presently busy with the upgrading of services where after transfer will be effected to the tenants. Karatara will also be transferred to Knysna Municipality.

#### **Roads infrastructure**

Municipalities:

Transfer payments are made to municipalities, including the City of Cape Town, to maintain proclaimed municipal main roads within municipal areas. These are subsidies on expenditure payable to municipal councils that are road authorities on main roads in terms of Ordinance 19 of 1976. Allocations are based on the pavement management system and are placed on a priority listing system. The municipalities provide 20% of the costs and the province subsidises the other 80%. The projects are not to exceed the approved budget.

District Municipalities:

Prior to the establishment of regional services councils during the period 1987 to 1989, the divisional councils were the road authorities for proclaimed main roads, divisional roads, minor roads and public paths in rural areas, in outer municipal areas.



During 1992 all assets, liabilities, rights, duties and obligations of the Regional Services Councils in respect of proclaimed main roads, divisional roads, minor roads and public paths were passed to the then Administrator of the Cape of Good Hope.

This resulted in the province becoming the road authority for all provincially proclaimed roads in the province and the regional services council acting as agents of the province for the maintenance of main roads, divisional roads and minor roads.

### **Public Transport**

Close co-operation and consultation with local government is key to the success of providing public transport in the Province. Formalised structures exist through which consultation may take place, namely PROVTECH and PROVCOM. Public transport issues such as planning processes, empowerment of the public transport industries, the taxi recapitalisation programme, etc are discussed.

Within the context of the Mobility Strategy programmes, Project Boards have been established. These boards consist of the Provincial Minister, local authority Executive Mayors, Councillors and the Head of Department. In this manner, discussions on key issues pertaining to the particular programme may be interrogated and analysed at the highest level. In addition, the Branch, in consultation with the City of Cape Town, is investigating the possibility of establishing a Transport Authority for the metropolitan area.

There is a need for Commuter Forums to be established through which the City, the Province and other local municipalities may liaise with public transport users, operators, etc. The Public Transport Branch will, through the development of a Public Transport Quality and Social Charter, establish these forums.

The development of the Strategic Infrastructure Plan for the Province has begun to highlight key areas of alignment between various stakeholders. The stakeholders do not only include the local sphere of government, but also parastatals such as the Airports Company and the South African Rail Commuter Corporation (SARCC). Specific projects have been identified and engagements on delivering the particular projects are underway. This has proven to be successful in aligning thought processes and desired project outcomes between the parties.

A five-year co-operative agreement has been signed with the SARCC for the Department and the SARCC to work together in improving the levels of accessibility and safety at key rail stations.

### **Traffic management**

The following activities are being undertaken with the assistance of local authorities:-

<b>Activity</b>	<b>Vote 10 Programmes</b>	<b>Vote 10 Operational Cost R'000</b>
Registration and licensing of motor vehicles	Programme 5	3 790
Management of driving licence testing centres	Programme 5	211
Management of motor vehicle testing stations	Programme 5	212

### **Community based programme**

A limited quantum of funds are allocated for transfer to local municipalities (2004/05 R14m) where there is capacity to implement the designated Community Development Projects in terms of the need for labour enhanced processes. These projects undertaken within municipalities require this agreement to provide ongoing maintenance of the assets developed by the provision of continuous employment of some the workers engaged on the asset construction phase of the projects. In some instances the municipalities provide additional funding for the projects to be increased in scope.

### **11.3 Public entities**

Funds are being solicited from the Development Bank of South Africa to enable their designated funds for community capacity building to be applied on our community development programmes of our department. The department is not responsible for any public entities.

### **11.4 Public, private partnerships, outsourcing etc.**

The relocation of the Conradie and Karl Bremer spinal unit on the Lentegeur hospital site, now the Western Cape Rehabilitation Centre, was officially opened on the 3<sup>rd</sup> of December 2004. Due to pressures to complete the construction in near record time, the new facility could not be constructed through a PPP as was initially the intention. The PPP project is, however, still progressing in relation to the facility management of the new hospital. This includes the maintenance of the facility for the next 12 years. Provincial and National Treasury have granted TA1 approval. The pre-qualification of bidders will commence at the end of August. The facility management will start in September 2005.

## **12 Financial Management:**

### **12.1 Strategies to address audit queries**

The matters of emphasis, as mentioned in the Auditor- General's report, are all short term corrective actions that have to be implemented and are addressed as follows;

The relevant Branch Heads are given two months after the report has been submitted to implement the corrective actions.

The Financial Control Division will do follow up inspections to ensure that the corrective actions are being adhered to by the Branches.

Weaknesses in internal checking and control: Additional staff will be appointed and trained. Performance agreements of management have been amended to include a performance measure relating to the correction of audit shortcomings. The internal inspectorate division will monitor the progress made with addressing audit shortcomings. Finance instructions will be issued and work shopped.

### **12.2 Implementation of PFMA**

The Department regards compliance with the PFMA as a priority. The Department completes the National Treasury's normative measures report on a quarterly basis and submits the report to Provincial Treasury. This report deals with the progress made by the Department with the implementation of the PFMA. The report also highlights any areas of shortcoming, which do exist within the Department.