



Department of Public Transport, Roads and Works

Strategic Plan 2004 - 2009

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Contents

FOREWORD BY MEC, IGNATIUS JACOBS:	1
PART A: STRATEGIC OVERVIEW	2
2. GOAL, VISION AND MISSION	3
3. VALUES	4
4. SECTORAL SITUATION ANALYSIS	5
5. POLICIES AND LEGISLATIVE MANDATES	7
NATIONAL POLICY AND LEGISLATIVE MANDATES	7
PROVINCIAL POLICY AND LEGISLATION MANDATES	9
PART B: STRATEGIC OBJECTIVES	11
PART C: PROGRAMME PLANS & BUDGET	29
PART D: PERFORMANCE TARGETS	35

FOREWORD BY MEC, IGNATIUS JACOBS:

The overwhelming renewal of the electoral mandate of the ANC government, by the people of South Africa, made a clear statement that the people of this country is confident and have greater trust on our ability to create jobs and fight poverty.

As we celebrate the tenth anniversary of our freedom, we also take note of the burden that lay on our shoulders, which is to ensure that we remove our people from the burden of Apartheid legacies, and usher them into a new horizon of opportunities, freedom and democracy. In our contract with the people of South Africa we committed ourselves to ensure that, we shall grow the economy, make it possible for sustainable livelihoods, ensure greater access to services, continue with comprehensive social security programmes in our fight against poverty, and consolidate our democracy through constitutional rights and good governance.

It is through these commitments that our President, Mr. Thabo Mbeki and Premier, Mr. Mbhazima Shilowa has developed Programmes of Action to ensure that we deliver on the commitments made with the people of South Africa, particularly residents of Gauteng.

We therefore present the Strategic Plan of the Department of Public Transport, Roads and Works confident that we have been able to streamline our objectives and priorities with the aspirations that will enable us to meet the challenges of halving unemployment and the creation of work by 2014.

As the Strategic Plan will show, we have refocused the departments strategic thrust on six priorities targeted at enabling the department to improve its services, whilst simultaneously creating job opportunities for the youth, women and people with disabilities.

The department will contribute to the growth of the economy through public transport systems that enables our people to get access to social and economic opportunities. Our socio-economic infrastructure development plan will also ensure that we wipe out public infrastructural backlogs whilst creating further opportunities for the most vulnerable members of society as well as work.

We have also ensured that in our efforts to better the lives of our people we take them along by forming partnerships with them, and also empowering them through progressive black economic procurement policies that will bring them into the mainstream of the economy.

Ignatius Jacobs
MEC for Public Transport, Roads and Works

PART A: STRATEGIC OVERVIEW

Ten years ago, the democratically elected ANC Government inherited a system of gross inequality and neglect of services to the majority of the people in South Africa, who happen to be black and poor. For the past ten years the ANC Government brought light to a dark piece of Africa, raised hopes of not only South Africans, but of the whole African Diaspora throughout the world. Our people moved from near ashes to be stars, to the envy of the enemies of our victorious national democratic revolution. Successes and recognition of our country's achievements have earned us respect and honour in many ways, from many Governments and organisations throughout the world. 2010 is a vivid example of that recognition.

Greater challenges, however, remain. These challenges are not unique to our province, but they are sharper. They include rapid urbanisation, sprawling urban black townships, far away from markets and other points of economic activity, demographic changes through movement, including urban poverty and unemployment. These challenges call for a strategic approach that will rely on innovation and ongoing reflection. They will require joint planning through all tiers of Government, and, above all, cooperation between Government, the private sector, civil organisations of our people, including all groupings and individuals who can make a contribution. These challenges emphasise the ANC's call for all of us to work together through a People's Contract.

Economic successes have put extra pressure on our province. The evolution of planning and provisioning for infrastructure investments lags far behind the changes mentioned above. The increase in the numbers of the middle class, especially Black, has led to increased motorisation. Business has moved its confidence from rail to the road. The pressures of maintenance and overload, not ignoring the negative effect of many trucks on the road, have mounted. Higher levels of economic activity have pushed us to look closer at "Just in Time" principles of delivery. Freight logistics and public transport have come to the centre of our focus. For too long these have been neglected areas of planning. Our Government has started to attend to these pressures. We must increase the speed of response. Time is against us.

South Africa has gone through a difficult period of responding to the needs of our people, while simultaneously responding to the demands of globalisation, and economic pressures that go with it. We have so far been triumphant. Today we have one of the most stable democracies and economies of the world, and one of the strongest currencies in the world. We have given ourselves targets, based on our commitments to the world. We want to show the world we can build a peaceful and prosperous society. We must work harder, in order for us

- To halve unemployment through ensuring high levels of labour absorbing programmes and projects, ensure that economic growth contributes to reduced inequality and leads to the development of our Province, nation and continent;
- To halve poverty levels through growing secure and prosperous communities with jobs, schools, clinics and other services, ensure safe communities and create a healthy environment which supports families, social, cultural and volunteer activities;

This department is ready to add to the voice of commitment, to building a Province wherein:

- The people are healthy, skilled and productive;
- The Government is caring and responsive to the needs of the citizens;
- Citizenship and Democracy is deepened through massive volunteer programmes.

We have been armed by our executive of the province, through an informed approach to the socio-political and economic demands of our time, to concentrate on the following priorities:

- Enabling faster economic growth and job creation
- Fighting poverty and building safe, secure and sustainable communities
- Developing healthy skilled and productive people
- Deepening democracy and nation building and realising the constitutional rights of our people
- Building an effective and caring government

Thus, as the Department of Public Transport, Roads and Works, we adopt this strategy as a guiding document for all in the next five years. It will serve as the basic contract between us and all our people in Gauteng. It will serve as a binding document to all our managers, and the whole staff of the department.

2. Goal, Vision and Mission

GOAL OF GDPTRW:

Ensure increased mobility and accessibility of Gauteng citizens, particularly the poor, to transport and socio-economic infrastructure that facilitates their meaningful participation in economic and social activities.

The overall goal and purpose of the Gauteng Department of Public Transport, Roads and Works (GDPTRW) is create the necessary transport and socio-economic infrastructural conditions that allow all the people of our province to actively participate in economic and social life. The provision of an affordable and efficient transport system that reduces overall household expenditure on travel costs and decreases actual time spent on travelling is critical to achieving this goal. Equally critical is the provision and ongoing maintenance of relevant and appropriate socio-economic infrastructure such as schools, clinics, community centres, etc. The foundation that will support the achievement of these will be the professional business-oriented functioning of the GDPTRW as a service manager.

This goal of the GDPTRW, and its related priorities and activities significantly contributes to growing the provincial economy, reduce poverty, creating jobs and improving the quality of life of all Gauteng's citizens.

The goal also directly contributes to the country's national goal of increased quality service delivery, growing the economy and reducing poverty and unemployment. It also directly contributes to national's goal of:

- Halving unemployment through ensuring high levels of labour absorbing programmes and projects, ensuring that economic growth contributes to reduced inequality and leads to the development of our Province, nation and continent.
- Halving poverty levels through growing secure and prosperous communities with jobs, schools, clinics and other services, ensure safe communities and create a healthy environment which supports families, social, cultural and volunteer activities.

To achieve this goal, GDPTRW will ensure that it:

- is people-centred
- displays honesty and integrity
- promotes collective responsibility
- displays professionalism
- is transformative

The vision and mission of the Department reflects the above-mentioned overall goal and approach.

VISION OF THE GDPTRW:

For socio-economic growth, development and an enhanced quality of life for all people in Gauteng

MISSION OF THE GDPTRW:

Develop and integrated, sustainable infrastructure, which promotes a people-centred, innovative, developmental public works and an accessible, safe and affordable movement of people, goods and services

The vision, mission and goal of the GDPTRW is ultimately directed at contributing to GPG's priority of "*deepening democracy and nation building and realizing the constitutional rights of our people*" and national government's priority of providing a better life for all its citizens within a human rights framework.

3. Values

The following values will guide the Department in its endeavours for service delivery

- People Centred
- Honesty & Integrity
- Collective Responsibility
- Professionalism
- Transformative

4. Sectoral situation analysis

Gauteng is the smallest province in South Africa, covering an area of 17 010 square kilometres. It is home to 8.8 million of our population in 2.65 million households. The province has 1.8 million drivers and 2.8 million registered vehicles. Gauteng has some of the most developed infrastructure in the world. These developments have contributed to overall improvement in the quality of life of all South Africans.

Like the rest of the country, Gauteng continues to experience challenges that have to be addressed in order to improve on and consolidate current gains and successes. These challenges relate to rapid urbanization, sprawling urban black townships far away from markets and other economic activity, demographic challenges through movement and poverty and unemployment. In relation to transport and infrastructure specifically, the province experiences increased motorization, a shift in business confidence from rail to road and increasing pressures on the maintenance of roads and overloading of vehicles. Economic successes have put extra pressures on our provincial infrastructure. The evolution and implementation of integrated planning and provisioning for infrastructure investments lag behind the changes in the province.

The complexities that this densely populated, economically vibrant and environmentally sensitive province presents requires a planning approach that is people-centred and has one key objective: that of being able to provide the best quality of life for people of Gauteng. The achievement of this objective requires a developmental approach that is implicit and explicit about value judgements that relate to the direction and speed of change. Thus, future development cannot be seen to be only economic development or economic growth, but must be understood to be a multi-faceted and integrated process concerned with the distributional aspects of development, political/administrative processes concerned with shifts in the influence and power of groups and individuals in the development process. The centrality of the principle of participatory and people-centred development in the determination of future planning and infrastructure provision cannot be overstated. In other words, the planning and provision of socio-economic infrastructure in the province, including transport infrastructure must be underpinned by sound development principles that will impact positively on the greatest number of people in Gauteng.

The majority of Gauteng's population are still not mobile and/or have no direct access to reliable and affordable public transport. 84.7% of the province's population use all modes of public transport, i.e. bus, train and taxi. These commuters continue to register significant levels of dissatisfaction with each mode of transport, ranging from distance between home and station, travel time, security to, at and on mode, crowding, safety from accidents, frequency, punctuality, fares, facilities and overall service. The main reasons people cite for not using public transport is that it is not available, it is too far from home, there is too much crime and the transport does not go where needed.

Our current transportation system, largely developed during the Apartheid era, was designed to serve the objective of providing a transportation network that transport black labour required in the first economy, to places of economic activity, and back to the townships and compounds where they lived. The emphasis was on a defined mobility that did not necessarily follow normal planning objectives of integration, legibility, complexity, accessibility and communication efficiencies. This is evidenced in the lack of integration of the different transportation modes and the dysfunctionalities caused by a lack of integration of land use and transport planning. The fragmentation of planning activities such as town and regional planning, which includes land use planning; Transportation planning and the provision of and the spatial distribution of physical, social and economic infrastructure has resulted in a province that is unnecessarily burdened with a multiplicity of inefficiencies that impact on the economy and the people of Gauteng. The average person in Gauteng lives far from economic opportunities, is not able to access social and recreational infrastructure and generally has poor access to government and administrative institutions. This creates an unnecessary and inefficient demand for transportation of mainly the poor, from their outlying and peripheral townships.

The poor in our province continue to suffer the burden of poor transport and other socio-economic infrastructure. In terms of transport, monthly public transport costs for 71.2% of our population exceed R300 per month. These expenses are unacceptable in the context of average monthly household income of approximately R2000 per month. Our public transport system remains inaccessible to people with disabilities. Despite improvement in provincial governments provision of other services to poor people, the lack of transport and related infrastructure leaves 32.9% of our population without immediate access to welfare offices, 39.6% without immediate access to police services, 42.1% without immediate access to medical services and 88.8% without immediate access to all other services. Thus one of the key objectives of the GDPTRW is to provide a public transport system that will address these issues and that in the main, will reduce transport costs and travel time for the majority of our citizens.

The main impact of persistently inadequate transport and socio-economic infrastructure development on the quality of lives of our people is that they are still excluded from social and economic life and thus, they are still subjected to poverty and unemployment. The time spent on travelling further impacts on the quality of life of our people. 57.4% of commuters spend an unacceptable amount of time on travelling, sometimes as more than 2 hours.

The impact on the overall economy and on the lives of our labour force and people in general includes:

- travel time being disproportional to actual work time and productive hours
- labour force experiencing tiredness, inadequate concentration, etc which directly impacts on their productivity

- a significant proportion of salaries being absorbed into travel costs thus making the act of work costly
- issues of cost, safety, reliability, etc impact on ability to get to work and back
- lack of social life, recreational activities, community activities, etc

Transport and Public Works and its socio-economic infrastructure development programmes are critical to addressing these issues. Public Works involves two (2) equal levels, namely the maintenance and re-furbishment, etc of government buildings and other property assets and the community based/expanded public works programme. While both levels contribute to creating a better life for people, it is the infrastructure development of the latter which has more direct, immediate and tangible results regarding improving the quality of life of the poor. The Expanded Public Works Programme (EPWP) is part of both levels. Public works must be informed by the needs of communities. It must be done in a participatory manner. Most importantly it must create direct and indirect jobs. Socio-economic infrastructure development should include transport related infrastructure development.

There must be a decisive departure from the fragmented planning that saw transportation, land-use planning and the provision of physical, social and economic infrastructure that created current spatial disparities at a huge cost to the economy and the people of Gauteng. The legacy of apartheid planning can only be dealt with in the context of integrated development planning, where the provision of infrastructure, including transport infrastructure and public works related infrastructure is demand-driven. This will ensure that sustainable and more functional human settlements are developed.

This approach, going forward into the next decade of democracy, will ensure that transport and public works both make an overall contribution to creating work and fighting poverty.

5. Policies and Legislative Mandates

Schedule 4 and 5 of the Constitution of RSA empowers provinces with concurrent competencies (with National Government) and with exclusive legislative competencies on specific functional areas such as public transport, provincial road and public works.

Legislative mandates are also derived from National and Provincial legislation that can be summarised as follows:

National Policy and Legislative Mandates

White Paper on National Transport Policy

The NDoT published a White Paper on National Transport Policy in 1996, which stated the vision for transport in South Africa as

:

“Provide safe, reliable, effective, efficient, and fully integrated transport operations and infrastructure which will best meet the needs of freight and passenger customers at improving levels of service and cost in a fashion which supports government strategies for economic and social development whilst being environmentally and economically sustainable.”

The six broad goals as outlined in the White Paper are:

- To support the goals of the Reconstruction and Development Programme (RDP) in meeting basic needs, growing the economy, developing human resources, and democratising decision-making.
- To enable customers requiring transport for people or goods to access the transport system in ways which best satisfy their chosen criteria.
- To improve the safety, security, reliability, quality and speed of transporting goods and people.
- To improve South Africa’s competitiveness and that of its transport infrastructure and operations through greater effectiveness and efficiency to better meet the needs of different customer groups, both locally and globally.
- To invest in infrastructure or transport systems in ways which satisfy social, economic or strategic investment criteria.
- To achieve the above objectives in a manner which is economically and environmentally sustainable, and minimises negative side effects.

Moving South Africa

The vision for transport in 2020 as formulated in the Moving South Africa (MSA) project, commissioned by NDoT and completed in the late 1990s, is as follows:

“By 2020, transport in South Africa will meet the needs of freight and passenger customers for accessible, affordable, safe, frequent, high quality, reliable, efficient and seamless transport operations and infrastructure. It will do so in a constantly upgrading, innovative, flexible and economically and environmentally sustainable manner. In so doing, transport will support and enable government strategies, particularly those for growth, development, redistribution, employment creation and social integration, both in South Africa and in the Southern African region.”

National Land Transport Strategic Framework

The National Land Transport Strategic Framework (NLTSF) is a legal requirement in terms of Clause 21 of the National Land Transport Transition Act, Act No. 22 of 2000 (NLTTA). It embodies the overarching, national five-year (2002 to 2007) land transport strategy, which gives guidance on transport planning and land transport delivery by national government, provinces and municipalities for this five-year period.

National Land Transport Transition Act, Act 22 of 2000

The NLTTA took a number of years to draft and it was signed into law in 2000. The main aspects of this legislation are as follows:

- Metropolitan municipalities and other large municipalities may decide to form transport authorities. Transport authorities are obliged to prepare a range of transport plans, as specified in the Act.
- The NLTTA also makes allowance for transport areas and hence transport authorities that extend across provincial boundaries.
- Municipalities, which do not become transport authorities are designated planning authorities and will have to carry out some transport planning.

Urban Transport Act, Act 78 of 1977

The administration of most of the provisions of the Urban Transport Act was assigned to the provinces in October 1995 (Proclamation R90, 1995). As such its relationship to the NLTTA is similar to that of the Road Transportation Act. The Urban Transport Act provides for the planning and provision of adequate urban transport facilities, and to that end provided for the establishment of transport funds, metropolitan transport areas (MTAs) and metropolitan transport advisory boards.

Transport Appeal Tribunal Act, Act 39 of 1998

This Act establishes a Transport Appeal Tribunal (TAT) to hear appeals in relation to cross-border and inter provincial services, and for inter provincial services, unless the province concerned has set up its own appeal body.

Cross-Border Road Transport Act, Act 4 of 1998

The Cross Border Road Transport Act established a Cross-Border Road Transport Agency to regulate road transport (passengers and freight) across South Africa's borders.

Road Traffic Act, Act 29 of 1989 and National Road Traffic Act, Act 93 of 1996

The NLTTA refers to the Road Traffic Act of 1989 and National Road Traffic Act of 1996 or replacing road traffic legislation as regards vehicle standards, driver and vehicle fitness and related issues, and is intended to function within the ambit of that legislation.

Public Finance Management Act, Act 1 of 1999

This Act's purpose is to regulate financial management in national and provincial government with the following specific aims:

- To ensure that all revenue, expenditure, assets and liabilities of such governments are managed efficiently and effectively;
- To provide for the responsibilities of persons entrusted with financial management in those governments; and
- To provide for matters connected therewith.

Construction Industry Development Board Act 38 of 2000

The purpose of the Act is to provide for the establishment of the Construction Industry Development board, which is responsible for the implementation of an integrated strategy for the reconstruction, growth and development of the contractors' industry

Environmental Conservation Act, No 73 of 1989

- The purpose of the Act is to provide for the effective protection and controlled utilisation of the environment and for matters incidental thereto.

Rating of State Property Act 79 of 1984

- The purpose of the Act is to repeal certain Acts granting exemption in respect of certain State property from rates levied on immovable property by Local Authorities; provided that such rates may, notwithstanding certain other exemptions, be levied on other State property; make provision for rebates in respect of such rates levied on State property; and provide for matters connected therewith.

Road Traffic Management Corporation Act, 1999

- To provide for co-operative and co-ordinated governance and strategic planning, regulation, facilitation and law enforcement in respect of road traffic matters by the National, Provincial and Local Audit Officers of Government :
- To provide for the development, implementation and monitoring of National Road Traffic Management Programmes and Campaigns
- Phasing in of private investment into road traffic

Administrative Adjudication of Road Traffic Offences Act No 46 of 1998

- To promote road traffic quality by providing for a scheme to discourage road traffic contraventions, to facilitate the adjudication of road traffic infringements
- To support prosecution of offences in terms of the national and Provincial laws relating to road traffic
- To implement a points demerit system

White Paper – Public Works: Towards the 21st Century

- The White Paper reflects the Public Works intention to establish a durable strategy setting out the key Departmental programmes and demonstrates how South Africa's broader socio-economic objectives will be met

through expanded investments in public works and dynamic changed in the DPW's approach to Public Works Programmes, property investments, property and facilities management and project management.

- It provides a conceptual framework for the DPW's evolving role as South Africa enters the 21st Century

White Paper – Creating an Enabling Environment for Reconstruction and Development in the Construction Industry

- The White Paper provides an enabling framework within which the construction industry can play a more strategic role in social development and economic growth. This framework provides the basis for an integrated industrial development strategy and the institutional mechanism to drive such a strategy on behalf of all stakeholders.
- The White Paper sets out government's vision for an enabling strategy aimed at enhanced delivery, greater stability, improved industry performance, value for money and the growth of the emerging sector. It is premised on increasing public-sector demand and identifies the need for improved public-sector capacity to manage the delivery process.

Provincial Policy and Legislation Mandates

Gauteng White Paper on Transport Policy

The White Paper lists a number of functional focus areas, which form the transport objectives for Gauteng.

These nine objectives are listed below:

- To promote affordable, sustainable and efficient public transport.
- To co-ordinate and integrate public transport modes and services.
- To provide, maintain and operate efficient transport infrastructure.
- To effectively integrate land use and transport.
- To minimise the negative effect of transportation on the environment.
- To enhance transport safety management.
- To effectively regulate and control public transport.
- To effectively operate state facilities and services.
- To ensure the acquisition of equitable funds for transport.

Gauteng Transport Legislative Framework

The ultimate objective in the Gauteng transport legislative programme is to produce a single Transport Act for Gauteng. Legislation relating to municipal affairs such as the Municipal Systems Act and Municipal Structures Act were taken into account during the development of transport legislation for Gauteng. In order to produce a single Transport Act for the Province, various modules are being developed.

Gauteng Transport Framework Revision Act, Act No 8 of 2002

This Act replaces part of Chapter 3 of the NLTTA with legislation particularly relevant to Gauteng's unique circumstances. It deals with transport planning systems and processes and institutional arrangements in Gauteng, including specific matters related to transport authorities, as well as for the establishment of the Gauteng Transport Consultative Forum, the establishment of the Gauteng Transport Co-ordination Committee and for the setting up of a Joint Planning Structure.

Gauteng Public Passenger Road Transport Act, Act No. 7 of 2001

This Act repeals and replaces the provisions of the Gauteng Minibus Taxi-Type Services Act, but also covers other road-based public transport modes. The Act will ensure that all public transport operators are registered, as well as ensuring professional operating practices and efficient law enforcement.

Gauteng Transport Infrastructure Act, Act No.8 of 2001

The Act is based on the Roads Ordinance No. 22 of 1957 and some sections of the Advertising on Roads and Ribbon Development Act, Act No. 21 of 1940. This Act was signed into law at the end of 2001 and the necessary regulations were drafted and published on 29 January 2003. The Act was put into operation on 31 January 2003, excluding Section 44 dealing with advertisements visible from provincial roads and railway lines. The Act covers the declaration of provincial roads by the MEC responsible for transport matters. It also covers for the first time in Gauteng, route determination, route planning, preliminary and detail design prior to the construction of provincial roads. This also allows the strategic road network planning of Department of Public Transport, Roads and Works to be recognised in law through the publication of such routes in the Provincial Gazette. All strategic road planning which has occurred prior to this point will be deemed to have complied with the intricate provisions of the Act. The Act also covers advertisements next to roads as well as other topics such as access to provincial roads and it empowers the MEC to carry out all his functions related to the acquisition of land required for road development.

Gauteng Toll Roads Bill

The Toll Roads Bill will enable Gauteng to declare provincial toll roads on both existing and new freeways in the Province. It will therefore allow the charging of user fees for users of provincial toll roads. Further, it also allows Gauteng to enter into an agreement with other institutions such as SANRAL to form an implementing body if they should wish to develop a toll road network together in the Province. The Bill will be presented to the Cabinet for approval and later on tabled in Parliament.

Gauteng Legislation on Development Planning

The Gauteng Planning and Development Act, Act No 3 of 2003 was promulgated in 2003. The Act provides for a single system of development, planning and management in the Province.

The Act sets out principles for planning and development in the Province, establishes planning bodies and provides for appeals to the Appeal Tribunal. The Act further provides for the preparation of development plans and frameworks, provides for the creation of land use management plans and determines procedures for development applications.

Part B: Strategic Objectives

6.1 Priorities of the Gauteng Provincial Government

The Gauteng Provincial Government has identified the following aims for the next medium term:

- Enabling faster economic growth and job creation
- Fighting poverty and building safe, secure and sustainable communities
- Developing healthy skilled and productive people
- Deepening democracy and nation building and realising the constitutional rights of our people
- Building an effective and caring government

6.3 Strategic Objectives

GDPTRW has identified six (6) strategic priorities towards achieving the priorities of Gauteng and its goal of addressing the challenges regarding transport and socio-economic infrastructure development that have been identified. These are:

1. Provision of accessible, affordable, reliable, , integrated and environmentally sustainable public transport system.
2. Effective management and transformation of transport and socio-economic infrastructure related institutions, systems and processes.
3. Support economic growth and investments through the provision of appropriate transport systems and socio-economic infrastructure.
4. Integrate transport systems and socio-economic infrastructure systems in the Gauteng Growth and Development Strategy and development plans of other spheres of government.
5. Implement the Expanded Public Works Programmes in a manner that optimizes employment and addresses economic and social needs of the poor
6. Efficient and effective management of the Department.

Objective 1: Provision of accessible, affordable, reliable, safe, integrated and environmentally sustainable public transport system.

One of the legacies of apartheid that the current democratic government has to deal with is the fact that the majority of our people live in remote areas, far from economically active areas. These areas have traditionally been neglected in terms of both transport, socio-economic infrastructure and services. The historical and existing transport systems and network does not accommodate the needs of the majority of our poor people and our labour force in that it is inadequate, expensive and unreliable with each mode operating as a separate entity. Currently communities are choked with congestion.

Quality, modern and efficient public transport opens opportunities and access to economic activity, business and the labour market thus serving as a means of alleviating poverty. Our public transport system must fit in with rapid urbanization and development together with building sustainable communities. It is thus our responsibility to ensure roads and public transit is improved and expanded.

Congestion on roads is a threat to economic growth in the province. It slows down traffic, reduces productivity and increases travel time, especially in peak hours. This is the result of increasing car ownership, traffic demand exceeding supply of road space, poor image and quality of public transport

leading to reduced use of services, and distorted spatial development that does not support the use of alternative modes of transport.

This objective is mainly aimed at ensuring a reduction in transport costs and travel time through transformation of the entire transport system, the introduction of multi-modal systems, commuter and transport carrier subsidies, etc. The objective contributes to the following National and Provincial priorities:

NATIONAL PRIORITIES	GPG PRIORITIES
<ul style="list-style-type: none"> • half poverty levels through growing secure and prosperous communities • expansion of frontiers of human fulfillment, continuous extension of frontiers of freedom • vigorous implementation of all policies i.r.o. urban and rural development and development of social and economic infrastructure • Creating public-private partnerships • Building government-civil society cooperation • National Logistics System (R220 million for commuter transport and safety, etc) 	<ul style="list-style-type: none"> • Enabling faster economic growth and job creation • Fighting poverty and building safe, secure and sustainable communities

Objective 2: Effective management and transformation of transport and socio-economic infrastructure related institutions, systems and processes.

One of the challenges that will be addressed as part of this objective is the development of a more efficient and effective approach to financing, procurement and building of transport and socio-economic infrastructure. The way we manage transport and socio-economic infrastructure development is directly related to how we manage growth as a province, and to the quality of services we deliver. We need to identify and plan long-term, for transport and socio-economic infrastructure investment needs in a manner that achieves optimal efficiencies in development, use and maintenance of transport and socio-economic infrastructure. Our transport and socio-economic infrastructure development must ensure maximum return in investments to taxpayers and users. It must ensure optimal utilization of existing and new transport and socio-economic infrastructure and protect existing public assets. Effective management and transformation of institutions, systems and processes include the development of appropriate financing and procurement models and ensuring that participation and representation on institutions, agencies, companies, etc. are representative of our nation. Our models and approach must increase opportunities for more direct and meaningful black economic empowerment, and SMME participation in particular.

This objective aims to ensure that the overall management of the entire transport and socio-economic infrastructure sector and industry operates within a framework of sound professional and business principles; delivery of appropriate services on time and at little cost and that is representative and inclusive of all our previously disadvantaged people such as women, youth, and people with disabilities. The objective contributes to the following National and Provincial priorities:

NATIONAL PRIORITIES	GPG PRIORITIES
<ul style="list-style-type: none"> • Financing protocol for urban and rural renewal development programmes • Black Economic Empowerment 	<ul style="list-style-type: none"> • Developing healthy, skilled and productive people • Deepening democracy and national building and realizing the constitutional rights of our people • Building an effective and caring government

Objective 3: Support economic growth and investments through the provision of appropriate transport systems and socio-economic infrastructure.

Modern and efficient socio-economic infrastructure is essential to delivering quality public services, stimulating economic growth, creating jobs and improving the quality of life. One of the legacies of the apartheid era is that the majority of our people who are black and poor, remain without essential services such as schools, clinics, water and sanitation, recreational facilities, etc. These factors directly impact on the quality of life of our people, which in turn directly impacts on their ability to be economically active; which in turn directly impacts on their economic status and their ability to transcend adverse levels of poverty. Activities in relation to this objective will include protection, renewal and upgrading of Gauteng's aging public infrastructure and the construction of new public infrastructure to deal with backlogs. Our approach will be to encourage productive investment. We will engage in a comprehensive capital planning process to assess models on a financial, technical, operational and implementation level.

This objective aims to ensure that our transport and socio-economic infrastructure programmes support economic growth and investment within a framework that benefits the poor in our province at the same time as supporting the challenges of the first economy. The objective contributes to the following National and Provincial priorities:

NATIONAL PRIORITIES	GPG PRIORITIES
<ul style="list-style-type: none"> • Raise rate of investment (5% in real economy) • National Logistics System (restructuring of ports, increasing Spoornet capacity by 30%, R220 million for commuter transport and safety, etc) • Improve export performance • Expand access to EU and US markets 	<ul style="list-style-type: none"> • Enabling faster economic growth and job creation • Fighting poverty and building safe, secure and sustainable communities • Deepening democracy and national building and realizing the constitutional rights of our people

Objective 4: Integrate transport systems and socio-economic infrastructure systems in the Gauteng Growth and Development Strategy and development plans of other spheres of government

Transport systems and networks are an integral part of development planning, as explained above. In collaboration with other relevant Departments, particularly the Departments of Finance and Economic Affairs (DFEA), and the Local Government, we will strive to ensure that all infrastructure, growth and development plans at both provincial and local government level are inclusive of transport considerations. Such integration of transport issues will ensure that development occurs within a holistic, inclusive and sustainable framework and approach.

This objective aims to ensure that all future provincial and local government development plans reflect transport systems and networks as a necessary means to an end in terms of improving the quality of lives of all our citizens. The objective contributes to the following National and Provincial priorities:

NATIONAL PRIORITIES	GPG PRIORITIES
<ul style="list-style-type: none"> • Intergovernmental Relations Framework Bill • Harmonisation of Integrated Development Plans, Provincial Growth and Development Strategies and National Development Spatial Perspective 	<ul style="list-style-type: none"> • Fighting poverty and building safe, secure and sustainable communities • Building an effective and caring government

Objective 5: Implement the Expanded Public Works Programmes in a manner that optimizes employment and addresses economic and social needs of the poor

This objective is focused on improving public services and ultimately building sustainable communities. The intention of all public works programmes as reflected in the White Paper-Public Works: Towards the 21st Century, is to ensure that key Departmental programmes address the country's broader socio-economic objectives through expanded investments in public works programmes, property investments, property and facilities management and project management.

Our public works programmes must contribute to improved physical access while creating a wealthier community, broadening access to infrastructure services, employment generation and generally raising the level of living standards of previously economically and socially disadvantaged groups. Thus it must be designed to make a significant contribution to reducing unemployment and providing livelihoods for the poor, women, youth and people with disabilities. The Expanded Public Works Programme (EPWP), a nationwide programme, involves five key sectors namely; infrastructure, economics, social, environmental and cultural sectors. The aim is to draw significant numbers of the unemployed into productive work in a manner where they gain skills while they work thereby increasing their capacity to earn in income in the long-term. It is envisaged that the EPWP will enhance the ability of people to earn an income through the labor market or entrepreneurial activities; provide unemployed people with work experience and provide education, on-the-job training and skills development programmes to the workers.

In order to achieve this objective it is critical that there is a significant improvement in the manner in which public works programmes is implemented. The required improvements relate to increased ability to build new infrastructure at the same time as maintaining existing ones; increased ability and resources to reduce actual time spent on building and maintenance without compromising quality and service; increased professionalisation, representivity and involvement of beneficiaries, etc.

This objective aims to provide tangible socio-economic infrastructure that addresses the needs of the poor and create jobs, skills and ability towards long-term involvement in the economy, in a manner that is timely, qualitative and inclusive. The objective contributes to the following National and Provincial priorities:

NATIONAL PRIORITIES	GPG PRIORITIES
<ul style="list-style-type: none">• Half unemployment through ensuring high levels of labour absorbing programmes and projects• Expanded Public works Programme (21 urban and rural nodes)• Expand reach of ABET and align with EPWP• Local government invest R35 billion in infrastructure development	<ul style="list-style-type: none">• Enabling faster economic growth and job creation• Fighting poverty and building safe, secure and sustainable communities• Deepening democracy and national building and realizing the constitutional rights of our people

Objective 6: Effective and efficient management of the Department

This objective relates to ensuring that the Department operates in an effective and efficient manner and that its transition from a service provider to a service manager occurs smoothly and with minimum disruption to provision of services. The management approach will be to promote working with strategic partners as required and necessary. The Department will develop monitoring and evaluation tools and systems for both its internal operational efficiencies and its service delivery priorities. As such it will develop innovative approaches to service delivery and establish clear service delivery targets and indicators to meet provincial goals and development objectives. The Department will also operate a modern information system and improve its business processes. It will strive to continually increase customer satisfaction levels.

This objective aims to ensure that strategic and operational management of the GDPTRW is structured and functions in a manner that allows it to deliver on its strategic objectives and overall goal. The objective contributes to the following National and Provincial priorities:

NATIONAL PRIORITIES	GPG PRIORITIES
<ul style="list-style-type: none"> • Expand reach of ABET and align with EPWP • Improved M & E systems • Identifying impediments to successful implementation • Raising the skills level, technology, etc of the public service 	<ul style="list-style-type: none"> • Building an effective and caring government

STAKEHOLDER PARTICIPATION & BENEFICIARIES

The ultimate direct and indirect beneficiaries will be the poor in our province.

Other beneficiaries and stakeholders are:

- associated and other relevant national departments and institutions
- Gauteng's Office of the Premier, Legislature, relevant standing committees, other provincial departments and other state institutions
- Local, district and metropolitan level municipal structures
- Interest groups such as the labour movement, taxi organizations, etc
- Private sector (business community) and financing institutions such as the Development Bank of South Africa, commercial banks, etc.

The main characteristic of the beneficiary and stakeholder groups are that they deal with issues related to transport and infrastructure development.

KEY ASSUMPTIONS

The objectives and approach of the GDPTRW are underpinned by the following assumptions:

- Socio-economic infrastructure and other local development initiatives are still not adequately addressing historical backlogs and current needs of the province
- Private sector and other investors are willing to directly invest in transport and socio-economic infrastructure development
- The population of this province understand and want increased mobility and accessibility and the opportunities these offer in respect of economic and social life
- All provincial departments willing to work in partnership with the GDPTRW in terms of infrastructure development and the EPWP in particular
- GDPTRW staff is committed to achieving the goal and objectives of the GDPTRW and to implement its new strategic approach.

KEY RISKS

- Budget for transport and socio-economic infrastructure development insufficient to address historical backlogs
- Socio-economic infrastructure development is not appropriate to the needs of the people even though it creates jobs
- Socio-economic infrastructure development is informed more by issues related to the first economy than it is by issues related to the second economy
- Provincial government does not agree on and adopt a consolidated and integrated Growth and Development Strategy and Plan
- The operational, project and financial management systems of the GDPTRW are unable to support the required transformation in its systems and processes

TRANSVERSAL ISSUES

The Department's approach to transversal issues such as empowerment of women, youth and people with disabilities, etc. is to incorporate them into all departmental programmes, projects and activities. This will be done in accordance with national and related policy and legislative frameworks. Implementation will occur on two levels; namely: special development projects and mainstreaming. Special development projects will be used as a step towards mainstreaming in the long-term. The Department will set specific targets for each transversal issue in each of its programmes and activities. It will enhance implementation and targets of current projects and where develop new projects as required.

Black Economic Empowerment & SMME development will be addressed through

- The Emerging Contractor Development Programme
- Implementation of GPG's BEE procurement targets
- Women in Construction

- Transformation of Departmental Acquisitions Committees and Supply Chain Management

Involvement and participation of women are addressed through:

- Women in Construction
- The Incubator Strategy
- Learnership Programme

Youth involvement and participation will be addressed through:

- Youth training in all departmental programmes
- The Incubator Strategy
- Learnership Programme
- GYSP

Participation and involvement of people with disabilities is addressed through:

- the Incubator Strategy

HIV/Aids is addressed primarily on an internal level through:

- managing disclosures
- training supervisors and managers on legal aspects of managing HIV and Aids in the workplace
- information session on rights of employees living positively with HIV
- benchmarking with the private sector on an ongoing basis
- awareness programmes with stakeholders e.g. truck and taxi drivers

**STRATEGIC OBJECTIVE 1:
PROVISION OF ACCESSIBLE, AFFORDABLE, RELIABLE, SAFE, INTEGRATED AND ENVIRONMENTALLY SUSTAINABLE PUBLIC TRANSPORT SYSTEM**

INDICATORS FOR OBJECTIVE 1:

- **Accessible** = distance, people with disabilities, learners
- **Affordable** = reduction in travel costs
- **Reliable** = on-time, consistency, safety
- **Integrated** = planning, inter-modal system
- **Environmentally sustainable** = impact assessments, no damage to environmental landscape

ACTIVITIES	INDICATORS/RESULTS
<p>Implementation and further development of transport policies, legislation and frameworks (in collaboration with other spheres of government and other departments):</p> <ul style="list-style-type: none"> • Transport Infrastructure Investment Framework (TIIF) • Strategic Transport Network System (STNS) • Delivery of Public Transport • Integrated Transport Plans (ITPs) • Gauteng White Paper on Transport • Gauteng Transport Legislative Framework • Gauteng Public Passenger Road Transport Act, No 7 of 2001 • Gauteng Transport Infrastructure Act, No 8 of 2002 • National Land Transport Transition Act (NLTTA) • Provision of Land Transport Framework (PLTP) • Framework Revision Act • Outstanding modules of legislation 	<ul style="list-style-type: none"> • Further coordination in planning of infrastructure investment. • Investments made in Intelligent Transport Systems • Municipalities becoming transport authorities • Integrated Transport Plans approved • All Gauteng taxis registered and legal • KPI's developed for public transport Authority • Transport Authority established in Municipalities
<p>Toll Road strategy:</p> <ul style="list-style-type: none"> • Development and implementation a tollgate strategy based on the Gauteng Toll Roads Bill • Identify road sections to be tolled • Engage private sector in toll road partnerships • Pilot project on Ben Schoeman Highway, in cooperation with SANRAL, to develop skills in applying intelligent transport systems, including the development of a traffic mobility centre, aimed at optimizing traffic flow and improving incident management 	<ul style="list-style-type: none"> • Toll Roads Bill passed • Roads to be tolled identified • Public private sector partnerships • Traffic mobility centre established • Traffic flow optimized • Incident management improved • Accidents decrease in Gauteng roads.
<p>Road Network:</p> <ul style="list-style-type: none"> • Identify the best corridors and new road network strategy • Ongoing maintenance of roads • Canvassing of certain roads and construction of new private roads in the Province • Improvement, construction, maintenance and rehabilitation of the Gauteng Highway Network • Improve and reduce congestion and gridlock 	<ul style="list-style-type: none"> • Corridors identified • New road network identified • Road maintenance improved • Improvement in construction, maintenance and rehabilitation of Gauteng highway network • Congestion and gridlock reduced • Accurate report on backlogs in road construction and maintenance

<ul style="list-style-type: none"> • in-depth study of backlogs in roads construction and maintenance • Build alliances with parastatals, public enterprises and financial institutions • Review funding strategies with other departments and spheres of government • Ensure that road maintenance contributes to job creation and black economic empowerment • special lanes for public transport • Planning of Road Network • Design of roads for : <ul style="list-style-type: none"> • Land use • Multiyear programme • Construction of roads : <ul style="list-style-type: none"> • Improved Accessibility • Congestion and upgrading • Safety improvements and bottlenecks • New Roads (Expansion of network) • Maintenance of roads <ul style="list-style-type: none"> • Routine • Programmable • Construction of new freeways • Creation of new lanes for public transport • Overloading controlled • Ensure that road construction and maintenance contribute to job creation and BEE 	<ul style="list-style-type: none"> • Alliances with parastatals, public enterprises and financial institutions established • Alternative funding methodologies identified and implemented • More jobs created through maintenance work • More BEE and SMME companies involved in maintenance and construction • Special lanes for public transport identified, piloted • Updated public transport and road network • Corridor strategy • Designs according to approved standards • Roads constructed and /or added to existing road network • Improved condition of roads <ul style="list-style-type: none"> ◦ < 10% poor /very poor ◦ > 50 % good /very good • New freeways constructed • Corridors implemented • Weigh stations in operation • Jobs created through construction and maintenance works • More BEE and SMME companies involved in construction and maintenance
<p>Taxi Industry:</p> <ul style="list-style-type: none"> • Initiate and participate in the roll-out of the taxi recap programme • Commuter subsidies • Facilitate training and development to improve the capacity of the taxi industry, build a business ethos, increase professionalism, foster business development and operating in terms of sound business principles • Creation of viable self-sustaining co-operatives for effective roll-out and implementation of the taxi recapitalization • Develop service charter 	<ul style="list-style-type: none"> • Service Charter developed. • Taxi recapitalisation programme rolled out, or aspects of it implemented • Commuter subsidies transformed and extended to cover taxi commuters • Business development of taxi industry
<p>Inter modal Transport System and infrastructure:</p> <ul style="list-style-type: none"> • Management regulation, infrastructure, subsidization and one ticketing system • Respect for the environment and improving air quality • Taxis, buses and rail are integrated into one system for commuter services • Travel demand management awareness campaign and marketing strategy to create awareness on TDM benefits and influence commuter travel behaviour 	<ul style="list-style-type: none"> • Intermodal ticketing system implemented • Air quality improved • Taxis, buses and rail integrated into one system • Road and rail networks expanded • Distances commuters walk home or to work reduced • Multi-modal transport committees established • Intermodal facilities established

<ul style="list-style-type: none"> • Expand to new, and share existing road and rail networks between bus, rail and taxi's. Physical integration • Establishment of multi-modal transport committees • Conduct research into inter-modal solutions that combine road carrier consistency with railroad economy 	<ul style="list-style-type: none"> • Implement Gauteng Strategic Public Transport Network (GSPTN)
<p>Safe and Affordable Public Transport (in collaboration with other spheres of government and other relevant departments):</p> <ul style="list-style-type: none"> • Public transport subsidy scheme • Rail concessions establishment – interrogate – guided by National • Incorporating user-friendly information and communication systems for safer and more efficient travel • Increase investment in public transport • Transport information systems • Vehicle registration • License disk renewals • Drivers license – license applications and driving test bookings • Support safety standards 	<ul style="list-style-type: none"> • Subsidies extended to all forms of public transport • Average commuter expenses reduced • Participate in and contribute towards the debate on rail concessions • Rail concessions established • Private sector investment in public transport increase • Transport information systems implemented • Best Practice Model implemented - regulate and control • Improved coordination with Community Safety
<p>Bus Industry:</p> <ul style="list-style-type: none"> • Restructuring and transformation of the subsidized bus transport industry • Identification of SME bus operators • Adequate provision of subsidized bus transport services 	<ul style="list-style-type: none"> • Subsidized bus industry transformed • More SMME, women and youth bus operators involved in bus industry

STRATEGIC OBJECTIVE 2: EFFECTIVE MANAGEMENT AND TRANSFORMATION OF TRANSPORT AND SOCIO-ECONOMIC INFRASTRUCTURE RELATED INSTITUTIONS, SYSTEMS AND PROCESSES.	
INDICATORS FOR OBJECTIVE 2: <ul style="list-style-type: none"> • Management = performance related monitoring and evaluation, professional business entity, appropriate service delivery mechanisms • Transformation = broad based black economic empowerment targets, women, youth, people with disabilities 	
<i>ACTIVITIES</i>	<i>INDICATORS/RESULTS</i>
Intelligent Transport Systems (in collaboration with other spheres of government and provincial departments): <ul style="list-style-type: none"> • Improved management and operation of freight logistics • Intelligent Transportation and Transport Systems knowledge and data bank • Convenient and reliable electronic service delivery • Monitoring private sector providers of services • Comprehensive information and data on costs and benefits of all competing projects • Effective resolution of transport problems • Implement and approve ITS 	<ul style="list-style-type: none"> • Freight logistics operations better managed • Knowledge data bank established • Private sector involvement increased • Appropriate service delivery mechanisms established • Intelligent transport systems (ITS) implemented and improved
Transformation of transport sector and construction industries to be more representative and promote BEE: <ul style="list-style-type: none"> • Construction Industry Development Programme and Construction Industry Development Board • Women in Construction • Incubator Strategy • Emerging Contractor Development Programme – Kubakhii • Gauteng Youth Service Programme for Labour Intensive Construction • Gauteng Women in Transport • Youth service corps in the construction industry • Support programmes for emerging contractors in areas such as financial management, construction management, etc. • Reform ECDP (ito youth and women) • Implementation of congestion management strategy (Intelligent transport systems (ITS), Travel Demand Management (TDM) 	<ul style="list-style-type: none"> • Monitoring of BBBEE implementation • Investigations into the establishment of the Construction Industry Development Board and recommendations • Number of women companies involved in construction increase • Incubator strategy implemented with DPW • Number of emerging contractors increase • More youth involved in labour intensive programme • Involvement of women in transport strengthened (Labour content) • Support programmes for emerging contractors established • Transformed transport sector and construction industry • Reduction in poverty levels • Reduction in cost of transport costs • Number of jobs created • Reduction in travel time using public transport • Access to facilities • Reduced congestion • Increased ridership
Financing and PPPs (in collaboration with DFEA): <ul style="list-style-type: none"> • “Virtual Centre” for infrastructure financing and procurement best practices • Focusing infrastructure financing and procurement models to particular projects for optimizing returns • Evaluation tools to assist public sector entities in determining an appropriate 	<ul style="list-style-type: none"> • Reengineered procurement process • Shorter turnaround times in tendering process • Increased budget for investments in transport and socio-economic infrastructure

<p>infrastructure financing and procurement approach</p> <ul style="list-style-type: none"> • Facilitate partnerships and provide public-sector entities with access to a database of infrastructure financing and procurement expertise • Funding models for infrastructure programmes, increasing resource mobilisation and private sector investments • Public sector infrastructure financing and procurement strategy including more effective and efficient approach to financing and building infrastructure 	<ul style="list-style-type: none"> • Implemented (and established) alternative and/or additional funding (mechanisms)
<p>Management Agencies, Advisory institutions, etc:</p> <ul style="list-style-type: none"> • Gauteng Provincial Consultative Forum • Transport Coordinating Committee • Joint Planning Committee • Labour Intensive Management Committee (LIMC) • Better coordination with national and provincial agencies operating in Gauteng and institutionalization of more effective modalities and tools which will establish clear and quantified guidance to assist in prioritizing projects and quantifying the cost of stifling investment decisions • Devolving infrastructure planning and implementation • Strengthening existing inter-governmental structures • Promote intergovernmental agreements and delegation by focusing more on transport authorities to local government structures • Facilitate establishment of equivalent structures in Public Works • Integration of transport infrastructure across spheres of government forums and joint planning forums (TCC, GGCF) • Establish Project Management Office to strategically co-ordinate implementation of key transport and infrastructure related projects in the Department 	<ul style="list-style-type: none"> • Cooperative governance strengthened • Clear targets for the GTCF • Planning committees reorganised for more efficiency • LIMC managed centrally, status reviewed • Implementation of new facilities and infrastructure management model – project management office • Transport authorities formed • Equivalent structures formed in public works • Established supporting institutions (e.g. management agencies, advisory institutions.) • No. of successful forums operational

STRATEGIC OBJECTIVE 3: SUPPORT ECONOMIC GROWTH AND INVESTMENTS THROUGH THE PROVISION OF APPROPRIATE TRANSPORT SYSTEMS AND SOCIO-ECONOMIC INFRASTRUCTURE	
INDICATORS FOR OBJECTIVE 3: <ul style="list-style-type: none"> • Integrated planning • Job creation • Transport infrastructure focused on public transport • Input towards second economy • Balance between the first and second economies • Increase asset value of infrastructure 	
<i>ACTIVITIES</i>	<i>INDICATORS/RESULTS</i>
Freight Logistics: <ul style="list-style-type: none"> • Framework on Freight Logistics • Strengthening of freight and multi-modal transport operators through the establishment of standards , qualifications and codes of practice • Promotion and strengthening of provincial associations • Logistics and corridor studies to intensify transport and trade flows • Strengthen the use of IT in transport services and the application of electronic data interchange networks to facilitate the logistics process • New Rail Stock Investment • Implementation of relevant international/regional transport and trade conventions and instruments • Strengthen the use of IT in transport services and the application of electronic data interchange (EDI) networks to facilitate the logistics process • Strengthening of professional freight forwarders and multi-modal transport operators • Undertake logistics and corridors studies to intensify transport and trade flows • Rail concessions • Promote access to all major railroads and rail services and assemble the most cost/service effective routings • Design a cost-effective load securement technique for specific applications of road users, business and all stakeholders in the road freight business • Study and assessment of freight logistics 	<ul style="list-style-type: none"> • Provincialised Framework approved at DOT • Framework approved at national level • Corridor studies with practical recommendations • Freight logistics operations better managed • Knowledge data bank established • Private sector involvement increased • Appropriate service delivery mechanisms established • Rail concessions implemented • Rail preferred service for certain freight logistics • Less wastage in logistics management • Social impact assessment • Reduced negative impact • Reduce cost of freight movement • Access to services to all the urban and rural population in Gauteng • Balance between rail and roads
Infrastructure Building and Maintenance (in collaboration with other spheres of government and provincial departments): <ul style="list-style-type: none"> • Infrastructure Maintenance Programme, Infrastructure Development Policy and Strategy and a 10 year Infrastructure Investment Plan • Building of new infrastructure • Studies on economic and social impact of infrastructure deficiencies 	<ul style="list-style-type: none"> • Joint planning with other spheres of government • Infrastructure Investment Plan approved at all levels of government • Increased investment in infrastructure • Job creation and poverty alleviation

<ul style="list-style-type: none"> • Assisting in identification, planning and financing of significant infrastructure projects which transcend different spheres of government including sharing of facilities • Establish new Infrastructure and Facilities Management Model (IFM) to focus on maximizing jobs and income-generating opportunities • Gauteng Provincial Government Precinct • Development of decentralized infrastructure to remote and less developed areas • Provide guidelines and technical assistance to institutionalize impact assessment for infrastructure investment on the poor 	<ul style="list-style-type: none"> • New Infrastructure and Facilities Management model established • Provincial Government Precinct established • Access to services for all • Clear standards for monitoring socio-economic impact of infrastructure investments on poor communities
<p>Increased Broad Based BEE and SMME investment and participation:</p> <ul style="list-style-type: none"> - Emerging Contractor Development Programme - Incubator Strategy for emerging contractors i.r.o. of women and youth - Affirmable Business Enterprises (BEE/SMME contract participation) - Transformation of Departmental Acquisitions Committee and Supply Chain Management - Research into participation of women in infrastructure sector - Increase broad based BEE and SMME investment and participation 	<ul style="list-style-type: none"> • Reengineered Departmental Acquisitions Committee and Supply Chain Management • BEE targets and monitoring systems • More involvement of youth and women in infrastructure sector • BEE and SMME support systems • Ensure Compliance • Reduced Turnaround time
<p>Environmental Sustainability:</p> <ul style="list-style-type: none"> • Establish appropriate environmental guidelines and standards, monitor and enforce, in all project phases • Environmental impact assessment mandatory for all infrastructure projects • Evaluation of impact of existing infrastructure on the environment • Review procedures and documentation for moving hazardous goods on transport infrastructure links and storing of these goods at nodes • Reduce impact of roads and public transport on environment • Review of Provincial Roads and Public transport network 	<ul style="list-style-type: none"> • Environmental guidelines and standards established • Monitoring systems in place • Impact study on environment done • Monitoring of transportation of industrial waste and hazardous material closely monitored • Compliance with standards • Level of acceptance

**STRATEGIC OBJECTIVE 4:
INTEGRATE TRANSPORT SYSTEMS AND SOCIO-ECONOMIC INFRASTRUCTURE SYSTEMS IN THE GAUTENG GROWTH AND DEVELOPMENT STRATEGY AND DEVELOPMENT PLANS OF OTHER SPHERES OF GOVERNMENT.**

INDICATORS FOR OBJECTIVE 4:

- ITPs, transport network plans, etc incorporated into GGDS and other development plans
- Co-operative governance systems and processes established and functioning
- Concrete GGDS targets, including 2010

<i>ACTIVITIES</i>	<i>INDICATORS/RESULTS</i>
<p>Gauteng Growth and Development Strategy, in collaboration with DFEA , Department of Local Government and other relevant provincial departments:</p> <ul style="list-style-type: none"> • implementation of existing Gauteng Legislation on Development Planning • Implementation of a single system of development, planning and management, preparation of development plans and framework • Creation of land use management plans • Determine procedures for development applications • Integrated Spatial and Transport Frameworks for the Gauteng Spatial Development Framework • Review spatial planning policies and infrastructure sector employment potential • Develop and assist with implementation of provincial and local level urban and rural development and productive investment • Advise local government on development on Integrated Development Plans • Technical assistance to promote appropriate labour intensive infrastructure construction and maintenance methodologies • Delegation of authority, decision-making and responsibility to lower levels which are involved in more intimately in the operation of infrastructure assets • Common strategic approach with local government and civil society on provincial priorities • Promote maintenance strategies in local government as part of overall investment framework in transport infrastructure • Integrate into the Gauteng Growth and Development Strategy regarding development planning 	<ul style="list-style-type: none"> • Joint planning • Plans approved at all levels and tiers of government • Monitoring systems for employment targets • Labour intensive methodologies standardised and monitored • Closer cooperation with municipalities as major implementing agencies of government • Framework for (all) integrated infrastructure development and transport systems (across al spheres of government)

**STRATEGIC OBJECTIVE 5:
IMPLEMENT THE EXPANDED PUBLIC WORKS PROGRAMMES IN A MANNER THAT OPTIMISES EMPLOYMENT AND ADDRESSES ECONOMIC AND SOCIAL NEEDS OF THE POOR**

INDICATORS FOR OBJECTIVE 5:

- Labour content/job creation
- Contribution to service delivery
- Co-ordinated strategy adopted and implemented
- EPWP delivery mechanism established and functioning
- Increased private sector investment
- Long-term skills development
- Long-term sustainability
- Appropriate beneficiaries

<i>ACTIVITIES</i>	<i>INDICATORS/RESULTS</i>
<p>EPWP Strategy for improved service delivery:</p> <ul style="list-style-type: none"> • Plan, co-ordinate and inform implementation of EPWP by all provincial departments • Development of a Provincial Framework on EPWP • Review of GLIP • Review of work teams strategy of EPWP • Clear labour intensive strategy through EPWP to create jobs • Integrated EPWP guided by number of jobs created, learnerships, skills development, equity, socio-economic impact and value for money • Utilising public sector budgets to reduce or alleviate unemployment and poverty 	<ul style="list-style-type: none"> • More jobs created • increase in learnerships • training for youth • training of women • training of people with disabilities • measurable socio-economic impact and improved sustainability
<p>EPWP Co-ordinated Management:</p> <ul style="list-style-type: none"> • Establishment of an appropriate centralized coordination and management structure to ensure speedy and qualitative service delivery 	<ul style="list-style-type: none"> • Structure established and functioning by April 2005
<p>EPWP Turn-around Projects:</p> <ul style="list-style-type: none"> • Building community partnerships and consumer organizations to expand public awareness and their rights in services delivered by the Department and private providers • Development and effective and efficient functioning of multi-purpose centres • Review of existing CBPWP in terms of project size, scope and impact 	<p>Zivuseni Programme:</p> <ul style="list-style-type: none"> • Increase in duration of employment of beneficiaries from 3 months to a minimum of 6 months • Implementation costs of the programme especially protective clothing and cash handling fee (for ALLPAY) reduced • Develop a structured training programmes and a number of viable exit strategies for the programmes at the end of the 6 months period

<ul style="list-style-type: none"> • Building and modernizing health care and education facilities, multi-purpose centres, roads, sewage and storm water drainage systems. • Communities proactively participate in the maintenance of government assets • Zivuseni Programme: renewal of community assets and development of local skills, develop a structured training programmes and a number of viable exit strategies for the programmes at the end of the 6 months period of employment and link trained beneficiaries to a number of procurement opportunities at the end of the employment programme. • Siyasebenza: Gauteng Labour Intensive Programme (GLIP), water reticulation, sanitation, streets, storm-water construction, social building (sports, recreation and schools, local access roads and maintenance of infrastructure projects; adopt the method specification in its approach, involving identification of activities that could be implemented using labour-intensive construction methods, use for new, rehabilitation, upgrading and maintenance 	<p>of employment</p> <ul style="list-style-type: none"> • Link trained beneficiaries to a number of procurement opportunities at the end of the employment programme • Training programmes being implemented • more beneficiaries receive training • more SMME companies per annum linked to procurement opportunities through Incubator Strategy <p>Siyasebenza:</p> <ul style="list-style-type: none"> • Labour content increased from 17% to 40% <p>Siyakha (Job creation – Roads) – Labour Content (%)</p> <p>All Projects:</p> <ul style="list-style-type: none"> • 120 000 jobs created per annum • increase in infrastructure and services • Multi-purpose community centres established
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STRATEGIC OBJECTIVE 6: EFFECTIVE AND EFFICIENT MANAGEMENT OF THE DEPARTMENT	
INDICATORS FOR OBJECTIVE 6: <ul style="list-style-type: none"> • Core values reflected in structure and operational practices • Effective service management • Short turn-around time • Speed of delivery • Organizational culture and ethos is goal oriented • Implementation of Batho Pele • PMS implemented throughout the Department • CMC's 	
<i>ACTIVITIES</i>	<i>INDICATORS/RESULTS</i>
Focused strategic leadership and management	Operational PMO that reports on outcomes of key projects
Project Management i.r.o.: <ul style="list-style-type: none"> - maintenance of assets, infrastructure and goods - asset procurement - operating Partnership System (APOPS) - resource management systems - provincial government asset register 	<ul style="list-style-type: none"> • Increased Asset Value of new models for facilities management • Functional operational special purpose vehicles • Functional partnership systems • Forge two partnerships in operation • Verification of assets
Operational Management i.r.o.: <ul style="list-style-type: none"> - implementation of GPG's BEE procurement targets - establishing a directorate for stakeholder management - improved performance management system 	<ul style="list-style-type: none"> • BEE procurement targets set by the Department • Improved stakeholder relation and participation • Improved performance management system
Financial Management i.r.o.: <ul style="list-style-type: none"> - expenditure and risk management - reporting - debtors and creditors management 	<ul style="list-style-type: none"> • Increased revenue collection spent within allocated budget – in line with strategic plan.
Employment Equity: <ul style="list-style-type: none"> - women in management positions - youth in engineering and related fields - Disability Awareness sessions in the Department - Department Disability Policy 	<ul style="list-style-type: none"> • As per GPG targets • Career-pathing with current female staff • Youth • Meet schools targets (Star Schools project) • Meet learnership programmes targets • Meet Maths/Science schools targets • internships
Change Management: <ul style="list-style-type: none"> • Internal and external communication strategy • Continuation of Departmental ABET Programme • Change the structure of Departmental Acquisitions Committees to reflect 	<ul style="list-style-type: none"> • improved external communication with stakeholders • Implemented ABET programmes include HIV/Aids awareness • Improved access to information (internal and external) • HIV/Aids assistance

whole Supply Chain Management	<ul style="list-style-type: none"> • Improved employee assistance programme • DACS changed in line with SCM – reengineer • Improved turn around time
<p>Systems:</p> <ul style="list-style-type: none"> • Asset Procurement and Operating Partnership System (APOPS) • Computerised Maintenance Management System • Geographic Integrated System (GIS) • Provincial Government Asset Register • Integrated Transport Information System • Integrated Infrastructure Management System • EPWP, GLIP (Gauteng Labour Intensive Programme) monitoring system • Integrated systems • Natis systems administration 	<ul style="list-style-type: none"> * Provincial Asset Register responds to issues raised at MINMEC • Improved reporting data obtained timely and accurate data for decision making • System Implementation

Part C: Programme Plans & Budget

TABLE 1: PROGRAMME SUMMARY

Provincial Vote 9: Public Transport, Roads and Works

	PROGRAMME	Main Appropriation	Medium Term Estimates			
		2004/05 R'000	2005/06 R'000	2006/07 R'000	2007/08 R'000	
1	Administration	103,667	108,316	108,316	119,980	
2	Public Works	938,004	338,481	355,874	364,904	
3	Road Infrastructure	579,794	614,967	653,579	688,633	
4	Transport	57,398	112,824	119,266	123,542	
5	Community based Public Works Programme	45,387	270,960	276,862	281,757	
6	Traffic Management	63,196				
	Grand Total	1,787,446	1,445,548	1,520,887	1,578,816	

Programme 1: Administration

Strategic Objective: To render strategic corporate support to the Department in the areas of finance, human resources, procurement, systems, communication and policy

Sub Programme	Main Appropriation	Medium Term Estimates		
	2004/05 R'000	2005/06 R'000	2006/07 R'000	2007/08 R'000
1. Office of MEC	7,263	4,396	5,222	5,211
2. Management	12,409	11,975	12,937	13,064
3. Corporate Support	83,995	91,945	97,147	101,705
Total	103,667	108,316	115,306	119,980

Programme 2: Public Works**Strategic Objective: To render client centered and efficient building and infrastructure maintenance services to the Gauteng provincial Government**

Sub Programme	Main Appropriation	Medium Term Estimates		
	2004/05 R'000	2005/06 R'000	2006/07 R'000	2007/08 R'000
1. PTRW	339,133	282,281	298,663	306,663
2. Property Management	385,062	56,200	57,211	58,241
3. Workfare Programme	200,000			
4. Job Creation: Works	13,809			
Total	938,004	338,481	355,874	364,904

Programme 3: Roads Infrastructure

Strategic Objectives:

- To manage and execute the design, construction and maintenance of transport infrastructure
- To manage the protection of infrastructure
- To manage road building and State Motor Transport

Sub Programme	Main Appropriation	Medium Term Estimates		
	2004/05 R'000	2005/06 R'000	2006/07 R'000	2007/08 R'000
1. Planning	37,547	37,353	39,936	41,012
2. Design	58,920	62,853	65,906	67,467
3. Construction	85,158	95,647	99,286	116,646
4. Maintenance	365,947	404,361	431,872	446,624
5. Job Creation	13,809			
6. Development projects	18,413	14,753	16,579	16,884
Total	579,794	614,967	653,579	688,633

Programme 4: Transport

Strategic Objectives:

- To manage and co-ordinate all modes of public transport
- To administer transport legislation, regulations and services
- To render urban transport financial support services
- Gauteng Public Passenger Road Transport Act (2002)
- To regulate and control the public passenger road transport industry
- To plan and co-ordinate commuter rail policies and development strategies and projects

Sub Programme	Main Appropriation	Medium Term Estimates		
	2004/05 R'000	2005/06 R'000	2006/07 R'000	2007/08 R'000
1. Empowerment and Institutional	40,536	40,162	41,520	41,628
2. Empowerment	16,862	19,262	20,269	21,311
3. Regulation and Control		53,400	57,477	60,603
4. Transport Administration and Licensing				
Total	57,398	112,824	119,266	123,542

Programme 5: Community Based Public Works Programme

Strategic Objectives

- To reduce the infrastructure backlog through the construction of community infrastructure projects particularly in previously disadvantaged communities.
- Create assets that are of a good quality and that are needed by the community.
- Alleviate unemployment by creating both short and long-term job opportunities.
- Facilitate job creation by targeting the vulnerable sector of society/ the community especially women, youth and people with disabilities.
- Facilitate skills development through technical and institutional training.
- Promote partnership in development with the private sector, the relevant departments, local government and Community-based organizations.

Sub Programme	Main Appropriation	Medium Term Estimates		
	2004/05 R'000	2005/06 R'000	2006/07 R'000	2007/08 R'000
1. Community Development	45,387	48,960	50,862	51,757
2. Job Creation: Works		15,000	15,000	15,000
3. Job Creation: Roads		15,000	15,000	15,000
4. Workfare programme		192,000	196,000	200,000
Total	45,387	270,960	276,862	281,757

PART D: PERFORMANCE TARGETS

The following measures are not all but major performance targets on which to measure the socio-economic impact that the department makes in its work.

Provincial Vote 9: Public Transport, Roads and Works

Performance measure	2005/06 Target	2006/07 Target	2007/08 Target	2008/09 Target
Number of jobs created	120 000	120 000	120 000	120 000
Reduction in poverty levels	5%	10%	20%	30%
Reduction in costs for users of public transport	5%	20%	25%	30%
Reduction in travelling time using public transport	5%	10%	15%	20%
Reduction in transferring during public transport trips	5%	10%	15%	20%
BBEE targets	30%	40%	40%	40%
Increase in involvement of women contractors	50%	100%	150%	200%
Increase in involvement of youth in construction	50%	100%	150%	200%
Increase in involvement of people with disabilities in projects	50%	100%	150%	200%

Programme 1: Administration

Performance measure	2005/06 Target	2006/07 Target	2007/08 Target	2008/09 Target
Reduction in turnaround and response times	20%	20%	30%	30%
Reduction in number of complaints from the public	10%	20%	40%	50%
Percentage of managers meeting their targets with the expected socio-economic impact	70%	80%	90%	100%
Percentage of managers hands-on in implementing efficient and effective financial management processes	80%	85%	90%	100%

% of satisfied stakeholders	70%	80%	90%	95%
Women in management	60%	65%	70%	75%
Increase in learnerships (5% increase per year)	150	158	165	174

Programme 2: Public Works

Performance measure	2005/06 Target	2006/07 Target	2007/08 Target	2008/09 Target
Infrastructure investment towards second economy ¹	50% of new infrastructure investments	60% of new infrastructure investments	70% of new infrastructure investments	75% of new infrastructure investments
Increase in numbers of people with access to services (set benchmark)	5%	5%	10%	20%
Reduction of socio-economic infrastructure backlogs (percentage of backlog)	20%	50%	70%	100%
Reduction of maintenance backlogs (benchmark condition assessment)	30%	60%	90%	100%

Programme 3: Roads Infrastructure

Performance measure	2005/06 Target	2006/07 Target	2007/08 Target	2008/09 Target
Infrastructure investment towards second economy	50% of new infrastructure investments	60% of new infrastructure investments	70% of new infrastructure investments	75% of new infrastructure investments
Increase in numbers of people with access to services	5%	5%	10%	20%
Reduction of new socio-economic infrastructure backlogs	20%	50%	70%	100%
Reduction of maintenance backlogs	30%	60%	90%	100%
Increase in private sector involvement	30%	50%	100%	200%
Percentage of infrastructure focusing on public transport	50%	50%	60%	60%

¹ Second economy: Constitutes the structural manifestation of poverty, under development and marginalisation of the people of our country

Percentage of jobs created for funds spent (Labour content)	10%	20%	30%	30%
Increase in involvement of women contractors	50%	100%	150%	200%
Increase in involvement of youth in construction	50%	100%	150%	200%
Increase in involvement of people with disabilities in construction	50%	100%	150%	200%

Programme 4: Transport

Performance measure	2005/06 Target	2006/07 Target	2007/08 Target	2008/09 Target
Infrastructure investment towards second economy	50% of new infrastructure investments	60% of new infrastructure investments	70% of new infrastructure investments	75% of new infrastructure investments
Increase in numbers of people with access to public transport	5%	5%	10%	20%
Increase in accessibility of public transport to disabled persons	10%	15%	20%	25%
Reduction of new socio-economic infrastructure backlogs	20%	50%	70%	100%
Reduction in costs of public transport	5%	20%	25%	30%
Reduction in travelling time using public transport	5%	10%	15%	20%
Percentage of public transport operators registered	80%	100%	100%	100%
Reduction in public transport accidents	10%	20%	25%	30%
Reduction in turnaround and response times	20%	20%	30%	30%
Reduction in number of complaints from the public	10%	20%	40%	50%
Reduction in fraud cases reported	60%	70%	90%	100%
Satisfaction levels from our stakeholders	70%	80%	90%	95%
Increase in licence fee revenue	5%	10%	15%	20%

Programme 5: Community Based Public Works Programme

Performance measure	2005/06 Target	2006/07 Target	2007/08 Target	2008/09 Target
Labour content of all infrastructure projects	30%	40%	40%	40%
Job creation targets for province in infrastructure projects (LIMC members only)	95 000	105 000	120 000	120 000
Percentage of workers involved in skills development	20%	40%	60%	75%
Increase in involvement of women contractors	30%	100%	150%	200%
Increase in involvement of youth in construction	30%	100%	150%	200%
Increase in involvement of people with disabilities in construction	25%	100%	150%	200%