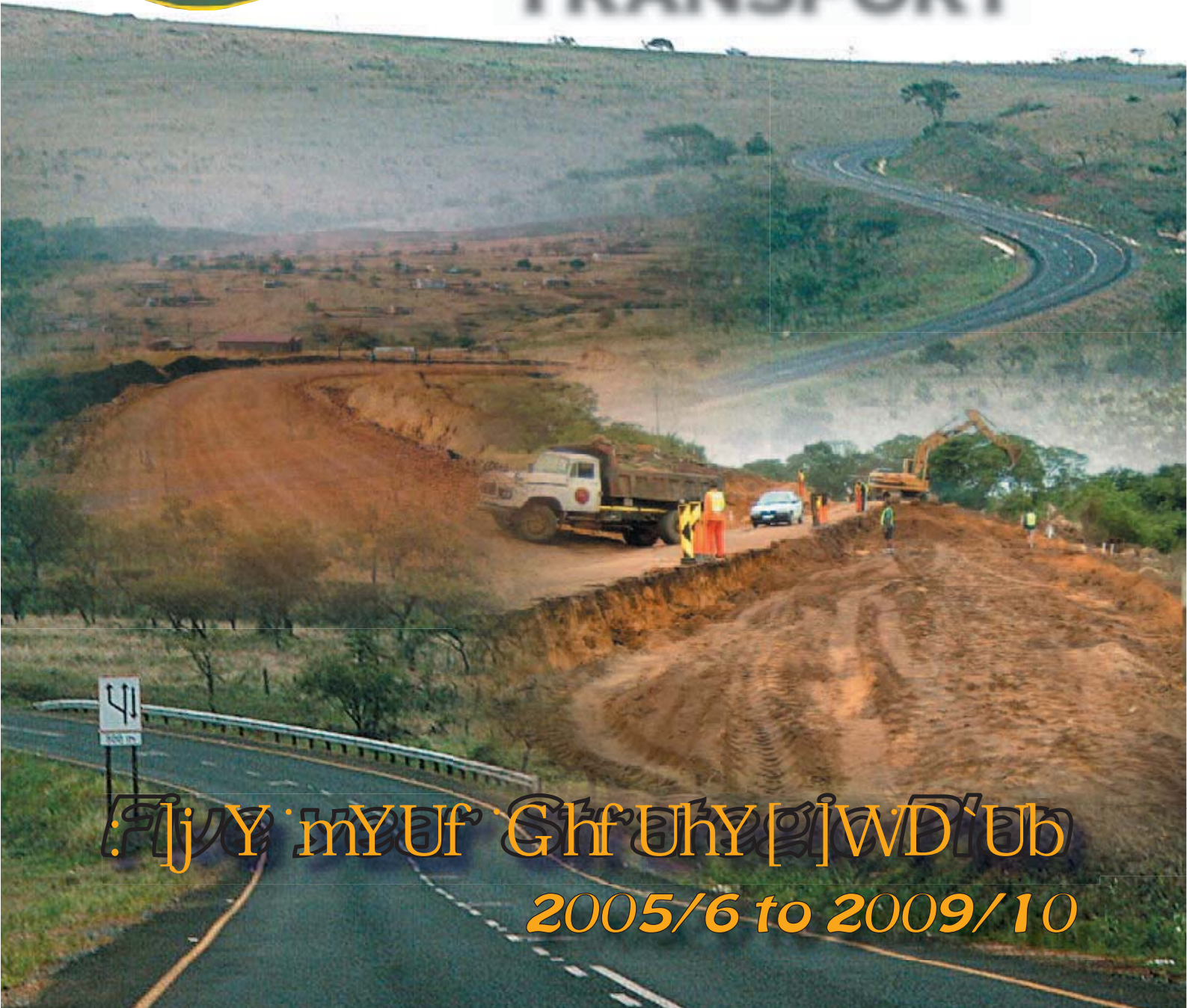




# KWAZULU-NATAL DEPARTMENT OF TRANSPORT



*KwaZulu-Natal Department of Transport*  
*2005/6 to 2009/10*







## FOREWORD



In my tenure as the MEC of the KwaZulu-Natal Department of Transport I will endeavour to defend the weakest in our society by empowering them to participate in Government and in our market economy. A common policy for my term of office is that it will be unashamedly pro-poor with the upfront intention of bridging the gap – indeed chasm – between our first and second economies.

I must therefore place on record that the KwaZulu-Natal Department of Transport's budget as it is at the beginning of my term in office and the projected MTEF period is certainly inadequate to secure a balanced road network which will meet the mobility needs of all citizens within reasonable timeframes. Our challenge is to build a People's Contract for a sustainable transport system that takes full cognisance of the fact that we are the Gateway Province to South Africa's international trade.

The KwaZulu-Natal road and rail network is critical towards achieving the national objective of developing an efficient and seamless freight transport system that promotes rather than undermines our economic performance. We dare not risk the collapse of our critical transport corridors due to under budgeting. At the same time we must necessarily budget for the development of new transport corridors which will provide access for resource poor communities and expose them to new investments.

It is my intention to consolidate the many gains that have already been made by programmes such as Zibambele, Vukuzakhe and public transport subsidies to create work and enterprise development opportunities for poor and vulnerable KwaZulu-Natal citizens. It is also my intention to build on our solid platform of empowerment programmes and prepare for an exponential growth in the construction and transport sectors through the development of major infrastructure projects such as the Dube Trade Port and the upgrading of the Gauteng / KwaZulu-Natal transport corridor as well as the infrastructure investments associated with the 2010 Soccer World Cup.

The Department has launched the Expanded Public Works Programme (EPWP) for KwaZulu-Natal. I commit my department to working with the provincial and municipal spheres

of government to develop joint programmes that will ensure the co-ordinated roll-out of the EPWP in the transport sector to, and with, all relevant stakeholders.

I therefore expect my Department to accelerate progress towards the objective of the economic empowerment of ordinary citizens, especially the rural poor and its women and youth. With an ANC led government in KwaZulu-Natal, which is fully aligned to national government's development agenda, I cannot see any possible impediments to achieving our objectives.

There can be no doubting the fact that the KwaZulu-Natal Department of Transport is well advanced towards achieving its objective of "Building a People's Contract" for sustainable transport systems in KwaZulu-Natal. Much has been achieved over the past ten years. Much more needs to be achieved in the next five years.

The Soccer World Cup in 2010 will herald in a brighter future for all of us in South Africa but particularly in KwaZulu-Natal. Over the next five years our province will experience unprecedented capital investment in upgrading existing economic infrastructure (e.g. roads, rail and ports), developing new economic infrastructure (e.g. Dube Trade Port) and expanding our tourism and hospitality sectors.

We can manage this opportunity to fundamentally restructure our society by ensuring that maximum benefits accrue to the poor and disadvantaged in KwaZulu-Natal. The KwaZulu-Natal Department of Transport has a proud record of assisting the poor to share in the economy of KwaZulu-Natal. My commitment to the public is to continue to improve on this record.

I would like to use this opportunity to thank my Head of Department, Dr Kwazi Mbanjwa, and his dedicated management team and the entire staff of KwaZulu-Natal Department of Transport for all their hard work and commitment. I would also like to thank the members of Portfolio Committee for the contribution to my budget and my department.

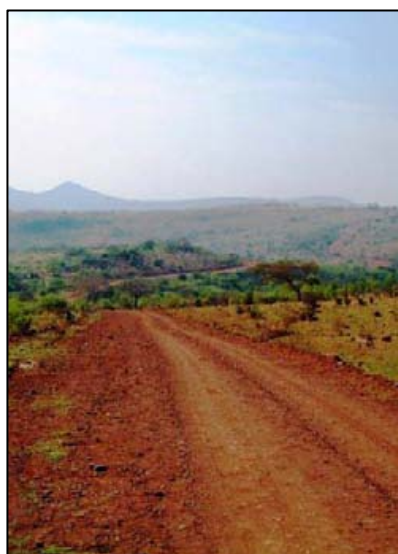
I concur with my Department's Strategic Plan and the outputs and targets proposed.

Mr B.H. Cele  
MEC for Transport, Community Safety and Liaison  
KwaZulu-Natal

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## **PART A: STRATEGIC OVERVIEW**



### **1 OVERVIEW OF STRATEGIC PLAN**

The Departmental Strategic Planning Process has involved all senior management of the Department. Minister B.H. Cele as well as our major stakeholders have endorsed our Strategic Plan and the strategic goals and objectives, performance measures and targets proposed.

The Department has, over the last ten years of democracy, created for itself a reputation as a leader in the transport arena. In the face of massive challenges the Department strove to engender the vision of "prosperity through mobility". Embracing the Batho Pele principles of equity, teamwork, integrity, continuous improvement, customer service and recognition the Department has restructured the way it does business to better serve the people of this province by bringing its services closer to communities through "one stop shops".

As the country enters its second decade of democracy the Department continues with the challenge of serving the transport needs of the people. This strategic plan sets out the policy direction of the Department for the next five years. The most important aspects of this plan are in the following areas.

#### **PROGRAMME 1: ADMINISTRATION**

The Department's development goal is to provide the KwaZulu-Natal public with a professional and user friendly service which is consultative and free of corruption and fraud. There is a need to develop an integrated human resource development strategy which effectively aligns the demand and supply factors of the skills required in the transport, construction and civil engineering sectors. This Human Resource Development Strategy must necessarily be gender affirmative and it will accelerate the recruitment and promotion of women into management positions in the department. This will receive priority attention as will the commitment towards a targeted "Youth Empowerment Programme" that focuses on providing practical and experiential training for S3 students as well as accommodating learnerships by providing a minimum of one hundred and fifty (150) placement opportunities per annum. The Department will develop a comprehensive and systematic programme for

accommodating learnerships which will target the creation of learnership opportunities both within our own establishment and with our business partners.

In answer to the Premier's call for greater co-operative governance between provincial and municipal government the Department commits itself to working in partnership with the provincial and municipal spheres in the identification of needs, planning, provision and management of its mandate in the province. This will include working with other provincial and municipal government departments to maximise synergies between their programmes.

## **PROGRAMME 2: ROAD INFRASTRUCTURE**

The Department's mandated development goal is to construct and maintain a balanced road network that meets the mobility needs of all the citizens of KwaZulu-Natal and which supports our national and provincial growth and development objectives. The Department will ensure the implementation of project management systems and outcomes based planning with clear performance based indices which can be monitored.

The budget allocations for road infrastructure strike a balance between the need to maintain existing infrastructure and the need to develop new strategic corridors and provide communities with access.

The Department will continue to expand on its African Renaissance Road Upgrading Programme (ARRUP). This programme succinctly captures the positive contribution that road construction can make towards kick-starting stagnant rural economies and towards the renewal of rural communities, particularly small towns. The programme makes extensive use of local labour and local suppliers and allocates 70% of its overall budget towards black economic empowerment.

The Department will continue to provide rural communities with local road access to public facilities such as clinics, hospitals, schools and transport networks. Furthermore the Department will continue to expand on its Roads for Rural Development Programme to upgrade agricultural roads to better the economic activity of the province.

The Department will continue with the innovative community based labour absorptive road construction and maintenance programmes which are designed to specifically target sectors of the rural population that are at risk and vulnerable. In order to support this objective the Department has set a target of 40 000 Zibambeke contracts by 2009.

### **PROGRAMME 3: TRANSPORTATION**

The Department's mandated development goal is to regulate public transport and to ensure public access to safe, efficient and affordable public transport. In addition the Department has a mandated development goal to facilitate development in the freight transport industry and the minimisation of negative externalities resultant from the transport of freight.

The KwaZulu-Natal Department of Transport will continue to manage public transport subsidies on an agency basis on behalf of the National Department of Transport. In the delivery of this function the Department will employ targeted procurement objectives on all contracted public transport services to facilitate equity in the public transport sector. These objectives are:

- a minimum of 30% of all contracted services set aside for companies with a minimum of 50% HDI equity
- the remaining 70% of contracted services to be awarded to companies with a minimum of 35% HDI equity

The Department will assist the KwaZulu-Natal Taxi Council (KWANATACO) in developing into a self sustaining public entity representing the taxi industry over the next two years. The Department will support all efforts to develop and ensure sustainability of the industry.

The Department is committed to a holistic programme that will rid the public transport industry of violence, change the mindset of stakeholders and diversify its business interests. This strategy consists of planning and development, regulation and enforcement working in an integrated approach to normalise the industry. This approach will be implemented in the spirit of cooperative governance with the national, provincial and municipal spheres of government.

Over the next five years the Department will be implementing plans and strategies to support and develop the freight industry in its role in the country and province's growth whilst attempting to increase black economic empowerment and decrease the negative externality costs of freight transport.

To this end the KwaZulu-Natal Department of Transport is identifying strategies for under utilised rail freight routes with a view to increasing rail's market share of freight transport through appropriate infrastructure investments and innovative service delivery strategies.



The Department will improve its overloading enforcement capabilities in order to reduce the negative impact overloading has on condition of the provincial road network and the risk of accidents. The Department will champion empowerment in the freight industry in order to see greater black economic empowerment, the improvement of safety and the addressing of the impact of HIV/AIDS and TB on the industry.

#### **PROGRAMME 4: TRAFFIC MANAGEMENT AND ROAD SAFETY**

The Department's mandated development goal is to create a safe road environment through the reduction of road crashes. The main services rendered by this programme include road traffic enforcement, road safety education and the analysis and re-engineering of hazardous locations.

The Department will continue to couple the Zero Tolerance enforcement campaign with programmes that inform and educate the community at large about correct road safety behaviour. The Department will continue to improve the road environment through appropriate and innovative engineering measures.

The Department's commitment to end the carnage on our roads extends to ensuring that the pillars of civil society join with us in our fight against road related crime. It is the Department's intention to continue to consolidate our relationship with civil society institutions and, in particular, to focus on securing the support of KwaZulu-Natal's churches and religious leaders to ensure that the culture of road safety truly becomes everyone's business.

#### **PROGRAMME 5: COMMUNITY BASED PROGRAMME**

The Department's mandated goal is the advancement of communities previously disadvantaged under the apartheid regime. The main objectives of this programme are: the development of innovative programmes aimed at furthering broad based Black Economic Empowerment (BEE); the development and training of emerging BEE roads contractors (Vukuzakhe); and the development and empowerment of impoverished communities.

The Department has been tasked with the responsibility to coordinate the Extended Public Works Programme (EPWP) in the province. The Department has developed a framework for the EPWP in the Province and will work in partnership with all spheres of government in the province in order to ensure the attainment of EPWP targets.

Through the Rural Road Transport Forums the Department engages communities, civil society and traditional leadership in order to ensure the strategic alignment of all the Department's projects and programmes with the needs of communities. Through this programme the Department empowers communities in determining their own future.

In order to support the positive impact of the Zibambeke project the Department will provide support services and training to Zibambeke savings clubs which are intended to assist in breaking poverty cycles.

The Department will continue to actively support the Vukuzakhe programme which is a staged advancement, emerging contractor development programme focusing on labour absorptive road construction and road maintenance methodologies. The Department, in partnership with the Vukuzakhe Provincial Council and Vukuzakhe Associations will jointly develop a support programme that will ensure that Vukuzakhe contractors do emerge and enter the market place as successful and competitive contractors.

The importance of ensuring that broad based Black Economic Empowerment is promoted through the programmes of the Department cannot be over-emphasised. The Department has developed a BEE Policy and through this programme the objectives in regards to BEE will be set and monitored.

## CONCLUSION

The department's budget allocations reflect the strategy to perform our mandated core functions within the context of promoting clear development goals and outcomes. As a department we are currently only receiving 40% of the required funding and this leaves us with a massive challenge to raise appropriate budgets to develop a more balanced provincial transport infrastructure and public transportation system and to finance an appropriate public security and road safety investment strategies.



Dr K. B. Mbanjwa  
Head: Transport  
KwaZulu-Natal

## 2 VISION

The KwaZulu-Natal Department of Transport's vision is:

***"PROSPERITY THROUGH MOBILITY"***

This means that all the activities of the department, and the manner in which the department delivers services to communities, will increase the wealth and quality of life of all the citizens of the province.

## 3 MISSION

The mission statement of the KwaZulu-Natal Department of Transport is:

***We will provide the public with a safe, integrated, regulated, affordable and accessible transportation system, and ensure that, in delivering on our mandate, we meet the developmental needs of our province,***

***AND***

***We will promote transparent and accountable government, plan in accordance with the needs of our customers, and ensure effective, efficient and transparent delivery of services through co-operative governance and the appropriate involvement of the public through regular and accurate reporting.***

## 4 VALUES

The values of the department emanate from the Batho Pele principles of:

- equity
- teamwork
- integrity
- continuous improvement
- customer service
- recognition



## 5 SECTORAL SITUATION ANALYSIS

In 1994 the KwaZulu-Natal Department of Transport inherited a primary road network for which maintenance had been under-funded for several decades. South Africa's remarkable economic growth since 1994 has put our primary network under new pressure, especially as KwaZulu-Natal is the most critical link in South Africa's global supply chain.

KwaZulu-Natal's primary road network is of strategic importance to sustain South Africa's competitiveness on global markets. KwaZulu-Natal has two of the largest ports in the country that together handle some 75% of South Africa's cargo tonnage and account for 80% of its imports and exports. It is a national priority to develop an efficient freight system in support of a value added export economy. The fact that the majority of South Africa's road tolls are located in KwaZulu-Natal has put added pressure on our Provincial Road Network.

Furthermore, Apartheid's separate development policies resulted in millions of citizens living without adequate road access. Clearly, disadvantaged communities required road access as a priority if they were to be assisted to realise their social and economic potential.

With only 23% of the households in the province having access to a car, public transport is the main mode of motorised travel in the province. Despite this over 60% of households in the province find that public transport is either not available or too far away. Added to this public transport costs more than 10% of household income for 35% of households in the province and over 60% of households earning less than R500 per month spend more than 20% of their income on transport. Quite clearly access to affordable public transport is essential for the majority of people in the province to realise their social and economic potential.

### 5.1 Summary of service delivery environment and challenges

#### Road Infrastructure

The challenge facing the Department of Transport since 1994 has been to remedy road network inequalities that arose out of the Apartheid government policy of separate development, while at the same time maintaining the primary road network at an appropriate level. Inadequate funding levels for road infrastructure created a condition whereby the Department consciously chose to fund a road programme that would minimise the further deterioration of the primary road network while at the same time maximise the allocations

needed to provide isolated rural communities with appropriate access. At the same time a conscious decision was taken to promote a proper awareness of the importance of road investments for the development of South Africa's economy.

To achieve this, the Department has committed itself to the provision of a balanced road network that is equitable, sustainable and will maximise social and economic development where it is currently needed most and is in line with the Provincial Growth and Development Strategy.

Since 1994 the Department has worked diligently to restructure its organisation and revolutionise the way it executes its mandate. The department is now providing an effective, professional and consultative service to those previously disadvantaged and has created numerous job opportunities and an enabling environment for the emergence of the small enterprise sector, particularly in rural areas. The Department has also adopted a data driven approach to prioritising road investments that is both consultative and proactive.

The department is constrained by the availability of plant and equipment due to the rapid expansion of the economy of the SADEC countries. The availability of raw materials, specifically gravel of a quality acceptable for use as a riding surface, places a significant challenge on the Department's ability to keep the cost of road construction and maintenance down.

### **Public Transport**

The challenge facing the Department since 1997, when it was devolved this function from the National sphere, has been the normalisation of an industry that had operated in a largely unplanned, unregulated and un-enforced environment characterised by often violent conflict between government and operators and between operators themselves. The result of this is an industry which has an innate distrust of government and each other. It often operates in an unsustainable manner and often does not look after the interests and needs of the travelling public.

Due to this service delivery environment the Department has had to first rebuild trust between the industry and government and within the industry. The violence in the industry was a symptom of a lack of health in the industry. The reduction of violence could not be achieved through enforcement alone but through the re-establishment of planning, regulation and enforcement in partnership with the industry in order to bring about development and

empowerment. This has been a long process which has met with many setbacks. The Department's strategic plan is informed by these environmental constraints and the Department's strategic objectives attempt to provide an environment where these negative factors can be removed and service delivery is not constrained by them.

The country's successful bid for the 2010 Soccer World Cup places a great challenge on the public transport sector. The need for an integrated, efficient and user friendly public transport service is vital for the success of the Soccer World Cup.

### **Freight Transport**

The challenge facing the Department in regards to freight transport is the significant negative impact freight transport has on the road network. KwaZulu-Natal is the freight transport spine for South Africa's export driven economy. Over 18 million tons of road freight and 15 million tons of rail freight annually use the corridor between Johannesburg and Durban. In addition over 53 million tons of freight is transported on provincial roads. The ports of Richards Bay and Durban are together the busiest ports in Africa. In 2001/2002 they handled over 120 million tons of freight, which together constitute over 75% of the freight tonnage going through South African ports.

The impact of this movement of freight on the provincial economy is enormous both in terms of income generated and damage done to the provincial road network. The challenge for the Department is to formulate a structured provincial approach to freight transport in order to reduce the negative impact of road freight overloading on the road system whilst promoting BEE and development in a deregulated industry.

The development of the King Shaka airport, the Dube Trade Port and the expansion of the Durban Harbour are major developments which will have a significant impact on freight transport in the province. The challenge for the Department will be to develop strategies and plans to ensure that provincial infrastructure can adequately serve these developments whilst ensuring that negative impacts of such developments on the provincial road network are minimised.

### **Traffic Management and Road Safety**

The challenge facing the Department in regards to traffic management is ensuring the safe and efficient operation of the road network. With the recovery of the South African economy since 1994 and the deregulation of the road freight industry in the 1980s the growth of freight



and passenger trips on the road network in the province has grown significantly. Although the growth of traffic has been less severe on the provincial road network there has been a marked increase in traffic over the last 5 years.

Overloading and speeding have become a way of life for many South Africans. This poses a major challenge to the Department. Thanks to concerted enforcement and educational campaigns these challenges are being addressed. The need for the declaration of road traffic enforcement as an essential service would assist greatly in improving on these gains made. Pedestrian deaths on the road form a high percentage of all road deaths. This is an unacceptable situation and a rather difficult challenge. With the majority of trips in rural areas being by foot there are significant numbers of pedestrians using the road network. Pedestrians need no license to use the road and so very few of them know the rules of the road. The challenge is to find appropriate educational, engineering and enforcement solutions to reduce the risk of pedestrian/vehicle accidents.

Clearly the challenge in ensuring a consistent and sustained decrease in accidents is developing an integrated engineering, enforcement and educational strategy on a province wide basis based on identified needs in a consultative and data driven manner.

## **5.2 Summary of organisational environment and challenges**

### **Administration**

Integrated planning and service delivery is a central policy of government. The organisational environment in which such integration should occur is highly constrained by a lack of skills and capacity in all spheres of government, a lack of alignment of the planning programmes of the provincial and municipal spheres and a lack of clarity in regards to the allocation of functions and related funding between the spheres of government.

Within the Department's organisational environment the major challenge that exists is in regards to human resource constraints. The availability of sufficiently skilled professional and managerial staff in the marketplace willing to work for government has meant that the Department has had to be innovative in ensuring that the professional and managerial skills required for delivery are available. The outsourcing of certain professional functions where skills are lacking in the Department has greatly assisted in ensuring delivery. The Department has a programme for developing skills within the organisation but retention of high calibre staff is extremely difficult. Added to this HIV/AIDS has a negative impact on the skilled staff of the Department.

## 6 LEGISLATIVE AND OTHER MANDATES

The KwaZulu-Natal Department of Transport is responsible for the management of the transportation system in KwaZulu-Natal. This includes:

- The construction, upgrading, maintenance and control of the provincial road network;
- The regulation, management and overall control of public and freight transport operations;
- The registration and licensing of vehicles and drivers;
- The regulation of traffic;
- The implementation of Road Safety Campaigns and awareness programmes
- The management of the provincial vehicle fleet.

There are no plans to add to or subtract from the mandates of the province as a whole in the next five years. Some of these mandates may however be delegated to Metropolitan Transport Authorities should such authorities be established in terms of the National Land Transport Transition Act (2000). In 2003 the first Metropolitan Transport Authority was established in the eThekweni Metropolitan Municipality. Limited mandates have been devolved to the eThekweni Transport Authority for their geographical area and over the next five years further mandates may be devolved by agreement.

The responsibilities of the department are mandated in terms of the following Acts:

### ***KZN Provincial Roads Act (Act 4, 2001)***

This Act provides for the transformation, restructuring, establishment and control of the KwaZulu-Natal provincial road network. The legislation provides a framework to: develop and implement provincial road policy, norms and standards; to provide for optimum road safety standards; effect efficient and cost effective management of the provincial road network assets; the provision and development of equitable road access to all communities within the Province; to provide for transparency in the development and implementation of provincial road network policies and practices; and to provide for all matters connected therewith.

### ***KZN Road Traffic Act (Act 7, 1997)***

This Act mandates the MEC to make determinations in respect of traffic and licensing matters, where these are within provincial competence. Accordingly setting of license fees and personalised numbers would be in terms of this Act.

***National Land Transport Transition Act (Act 22, 2000)***

This act mandates the MEC to authorise the establishment of Transport Authorities and devolve functions to these authorities. It also places obligations on the Department and municipalities in regards to the planning, regulation and management of public transport.

***KZN Provincial Minibus Taxi Act (Act 4, 1998)***

This legislation mandates the department within the Province of KwaZulu-Natal to enact and implement regulatory mechanism for the formalisation of the minibus taxi industry. This Provincial Act provides an enabling framework for the Provincial Department of Transport to legalise and regulate the minibus industry within the Province. The Department is soon to pass the Provincial Land Transport Act which will supersede the Minibus Taxi Act. This Act will substitute the provincial arrangements for matters dealt with in Chapter 3 of the National Land Transport Transition Act

***Other Relevant Acts:***

Preferential Procurement Policy Framework Act (Act5, 2000)

Public Finance Management Act (Act 1, 1999)

Cross-border Act (Act 4, 1998)

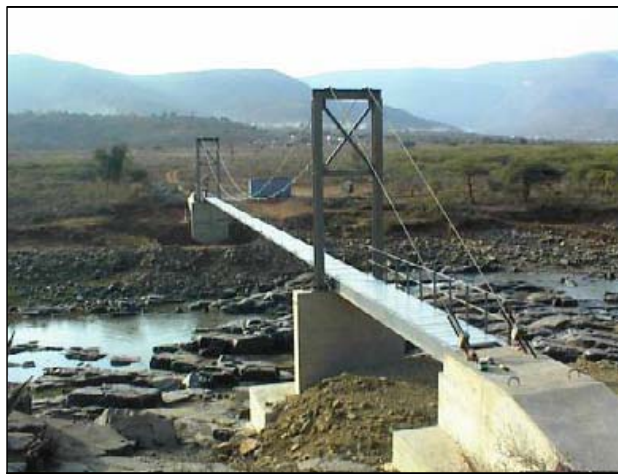
National Road Traffic Act (Act 93, 1996)

Road Traffic Act (Act 29, 1989)

Broad-Based Black Economic Empowerment Act (Act 53 of 2003)

KZN Procurement Act (Act 3, 2001)

The Construction Industry Development Board Act (Act 38 of 2000)



Pedestrian bridge over the Mooi River



## 7 BROAD POLICIES, PRIORITIES AND STRATEGIC GOALS

In determining the policy priorities for the province the provincial Cabinet, in the Provincial Growth and Development Strategy, agreed on the following provincial priorities:

- a) Strengthen governance and service delivery;
- b) Integrate investments in community infrastructure;
- c) Sustainable economic development and job creation;
- d) Develop human capability;
- e) Develop a comprehensive provincial response to HIV/AIDS; and
- f) Fighting Poverty & Protection of vulnerable groups in society.

These priorities are encapsulated in 3 provincial strategic goals, namely:

- Build a people focused, effective and efficient government
- Build the economy
- Reduce poverty and create sustainable communities

The Department has taken these provincial goals into account and have developed the following strategic goals for the Department for the next five years.

### STRATEGIC GOAL 1

#### *An equitable, affordable, safe and well managed transportation system*

Road and rail infrastructure, public transport, freight transport, private transport and non-motorised transport all form an integral part of the transportation system. In delivering services within the various parts of the transportation system, the Department strives, in an integrated fashion, to promote:

- **equity** through the provision and management of infrastructure and services that address the imbalances of the past by making the transportation system accessible to all;
- **affordability** through the provision and management of infrastructure and services in such a manner that they are affordable to the public and government;
- **safety** through the provision and management of infrastructure and services so as to create an environment conducive to the reduction of vehicle accidents and violent actions;
- **excellent management** through the provision of services which will ensure that the transportation infrastructure and operations are sustainably managed in an integrated manner at a level of service acceptable to the public.

## STRATEGIC GOAL 2

### *An equitable and economically empowered construction and transportation industry*

Road and rail infrastructure, public transport, freight transport, private transport and non-motorised transport all form an integral part of the transportation system. In delivering services within the various parts of the transportation system, the Department strives, in an integrated fashion, to promote:

- **equity** through developing and implementing programmes and projects which are labour intensive and which are targeted towards creating employment opportunities for historically disadvantaged persons including black persons, women, youth, the poor and people with disabilities;
- **economic empowerment** through developing and implementing projects and programmes to create opportunities for previously disadvantaged businesses and individuals in the construction, public transport and freight transport industries with specific emphasis on the preferential population group in the province;

## STRATEGIC GOAL 3

### *Improved Quality of life*

The Department strives to improve the quality of life of the citizens of the province and the employees of the Department by:

- developing and implementing programmes and projects that will bring about the improvement in the quality of life of citizens of the province through improved transportation service delivery, a safer transport environment and improved road access;
- developing and implementing programmes and projects in an integrated manner with other spheres of government in order to support development and support the delivery of non-transport related services;
- investing in the education, development and advancement of staff within the Department

## STRATEGIC GOAL 4

### *Good governance*

In delivering services the Department strives to engender the Batho Pele principles of good governance. The Department commits itself to implementing programmes and projects to promote these principles. The principles are:

- **Consultation:** Citizens should be consulted about the level and quality of services they receive and, where possible, should be given a choice about the services that are offered

- **Service standards:** Citizens should be told what level and quality of public services they will receive so that they are aware of what to expect
- **Access:** Citizens should have equal access to the services to which they are entitled
- **Courtesy:** Citizens should be treated with courtesy and consideration
- **Information:** Citizens should be given full, accurate information about the public services they are entitled to receive
- **Openness and transparency:** Citizens should be told how the department is run, how much it costs, and who is in charge.
- **Redress:** If the promised standard of service is not delivered, citizens should be offered an apology, a full explanation and a speedy and effective remedy; and when complains are made, citizens should receive a sympathetic, positive response
- **Value for money:** Public services should be provided economically and efficiently in order to give citizens the best possible value for money

## STRATEGIC GOAL 5

### *Community supported transportation service delivery*

In the planning, provision and management of roads infrastructure and transport service the Department will strive to ensure that communities actively participate in the process of service delivery through:

- **Communication** with communities
- **Empowerment of communities** through their involvement in the planning and prioritising of the Department's delivery programme
- **Employment opportunities** being maximised in service delivery
- **Investment** in programmes to develop communities

The Departmental goals are summarised as follows:

Departmental Strategic Goal	
1:	An equitable, affordable, safe and well managed transportation system
2:	An equitable and economically empowered construction and transportation industry
3:	Improved Quality of life
4:	Good governance
5:	Community supported transportation service delivery



## 8 INFORMATION SYSTEMS TO MONITOR PROGRESS

The following information systems are seen as vital for the Department to monitor and report on its performance in regards to attaining the objectives of the strategic plan. The Department will continually evaluate the functionality and reliability of the systems and will continue developing integrated information systems.

### 8.1 Financial Information Systems

The Department has excellent financial systems and has received unqualified financial statements from the Auditor General for two consecutive years. The Department will continue to improve financial systems to ensure such achievements are continued.

#### **Transaction processing systems**

The Department currently uses the Basic Accounting System (BAS) for the management of financial transactions. This computer system replaced the Financial Management System (FMS) and was implemented from October 2003. The Department will continue to work in conjunction with the National Treasury in order to ensure that the system complies with the needs of the Department.

#### **Accounting Information systems**

The Department currently uses the Basic Accounting System (BAS) for the management of all accounting transactions and the production of financial reports and necessary documents both for internal and external use. The functionality of the system is adequate for the needs of the Department.

#### **Internal Audit System**

The Department has systems which ensure there is a continuous audit of both the performance of the Department in achieving their objectives and on ensuring compliance with requirements set by legislation in undertaking their work. In addition to this the Province has a centralised Audit Committee and Internal Audit Unit, who for administrative purposes report through the Provincial Treasury. This unit works in partnership with the Department to perform an annual risk assessment and undertakes audits of the risk areas. The Department has managed to ensure that their financial management systems operate efficiently and effectively and are internally audited annually.

## 8.2 Operational Information Systems

These systems provide information and support managers in monitoring the progress of the Department in delivery of the measurable objectives as contained in the annual performance plan. These systems will inter alia:

- Record delivery data as they occur and provide necessary reports;
- Ensure integration of service delivery;
- Provide top management with the operational information which will gauge strengths and weaknesses, opportunities and threats;
- Record the condition of assets to assist with development of asset management strategies.

The Department has developed several systems to assist in monitoring and evaluating progress. Although there are various systems in place there is a need to review these systems to ensure there is integration of all reporting systems. This will also eliminate the duplication of capturing into the various stand-alone systems that exist. The systems also need to be aligned with the new programme structure set by National Treasury and be expanded beyond the monitoring of the delivery of road infrastructure.

### **Project Information Management System (PIMS)**

The Department has developed a Project Information Management System (PIMS) which assists in monitoring road infrastructure projects in a GIS environment according to the business plans. Problems experienced include the failure of implementing units to capture adequate project information in the system and the lack of integration of the system with financial management systems. The system needs upgrading or replacement to ensure better alignment with the new programme structure and financial management systems.

### **Infrastructure Management Systems**

The Department has several infrastructure management systems which monitor the condition of infrastructure and indicate the maintenance needs. These systems are:

- Bridge Management System
- Pavement Management System
- Gravel Road Management System

The systems were developed by the Department and are adequate for the needs of the Department.

### **National Traffic Information System (NaTIS)**

The National Traffic Information System (NaTIS) is a comprehensive traffic information system that provides an excellent integrated motor vehicle licensing and registration management service nationally. The system has been found to have adequate functionality for the needs of the Department and it is found to be reliable as long as the information is regularly audited.

Several authorities use the system but the information captured into the system is structured consistently thanks to the system architecture.

### **The Traffic Authority Management Information System (TRAFMAN)**

This system provides for a fully integrated information system for, amongst others, accidents, contraventions and incidents. An outstanding feature of the TRAFMAN system is its geographical display capabilities which allow traffic authorities to view a graphical display of the magnitude and type of accidents, contraventions and incidents on a map of the road network. TRAFMAN is designed specially to assist managers and personnel with optimal resource planning, organisation, control and management. The TRAFMAN system provides the necessary tools to identify shortcomings and/or problem areas, set goals and keep track of the efficiency of the authority in reaching its goals

The system has adequate functionality. Reliability of the system is very dependant on the electronic infrastructure to support it. Without sufficient investment in the required infrastructure the system is unreliable and the information inconsistent.

### **National Transport Register (NTR)**

The National Department of Transport has introduced the National Transport Register which provides a national system for the administration and management of public transport regulation and public transport service contract management. The system is, as with the NaTIS system, a nation wide system which ensures the integration of public transport administration and monitoring.

Functionality which is not currently available on the NTR but can be supported by the system architecture is spatial information in a GIS environment. The Department will develop appropriate GIS functionality which will integrate with the NTR in order to further complement the system.

### 8.3 Information Reporting Systems

Information reporting systems provide information for monitoring the performance of the Department in attaining the outcomes envisaged in the strategic goals. These systems should inter alia:

- Identify needs of communities;
- Indicate trends and project future conditions which would affect the Department's strategies;
- Monitor the direct and indirect impacts of the Department's projects and programmes;
- Provide top management with the information from external sources which will gauge strengths and weaknesses, opportunities and threats;
- Provide information necessary to ensure integration of service delivery with other spheres of government.

The Department has developed several information reporting systems to assist in the strategic planning of the Department. The following systems are in use in the Department or are to be developed.

#### **Community Consultation Systems**

The Department has well established community consultation structures which provide information to the department on the needs of the communities. These structures are the Rural Road Transport Forums (RRTF) and the Community Road Safety Councils (CRSC). They consist of representatives in communities. They form a useful tool for the department to identify the needs of communities, impacts of projects and programmes and the strengths and weaknesses.

The Department has established Vukuzakhe associations and a provincial Vukuzakhe council to ensure that the needs and concerns of the emergent contractors are addressed.

The reliability of information from these forums is largely dependant on the members and the Department's facilitation and technical back-up.

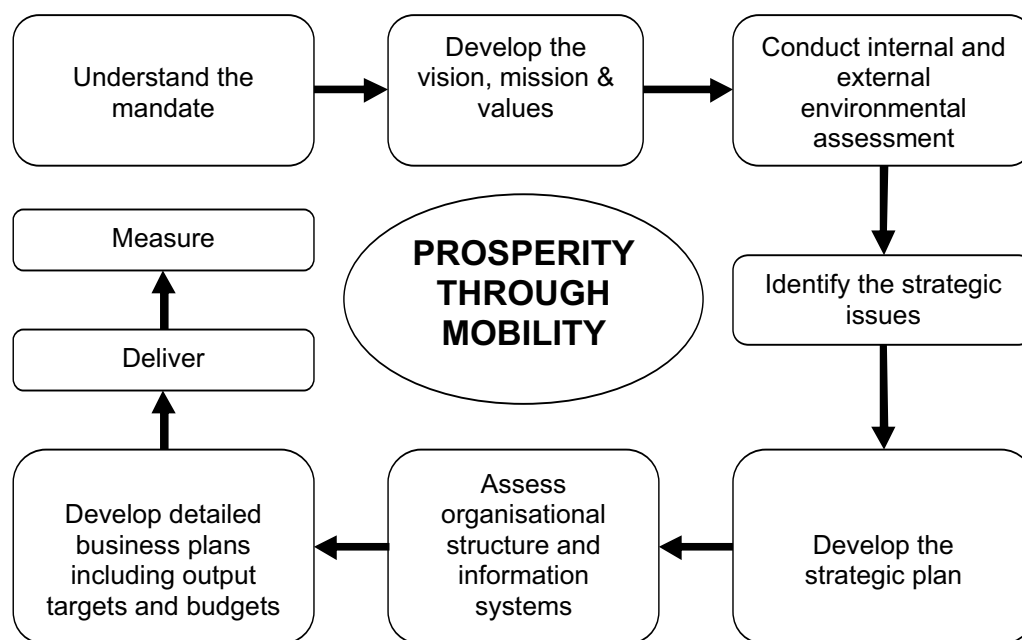
#### **Geographical Information Systems**

GIS is employed by the Department to monitor progress in attaining their strategic objectives. There is a need to ensure better integration between all Department's geographical information. The Department will continue to participate in the provincial GIS forums to ensure the development of uniform information standards and the sharing of information.

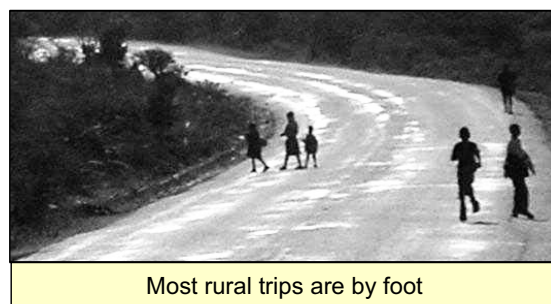


## 9 DESCRIPTION OF STRATEGIC PLANNING PROCESS

This five-year strategic plan is the culmination of three years of strategic planning in the Department. Over the past three years the Department has annually prepared a strategic plan. These annual strategic plans were prepared according to the process outlined below.



During July 2004, an executive management strategic planning session was held to define the direction of the department during the course of the next three financial years (2005 to 2008). A Departmental workshop including all managers was held where the draft 5 year strategic plan and annual performance plans were discussed. At this session the Strategic goals and objectives of the Department were confirmed and measurable objectives and performance measures for the Department's annual performance plan and MTEF outputs to programme level were determined. The annual performance plan and programme level outputs form the basis for the detailed business plans of each directorate within the Department. This document summarises these efforts.



## **PART B: PROGRAMME AND SUB-PROGRAMME PLANS**

The following table presents the programme structure for the KwaZulu-Natal Department of Transport

**Programme Structure**

<b>Programme</b>	<b>Sub-programme</b>
1. Administration	1.1. Office of the MEC
	1.2. Management
	1.3. Programme support
	1.4. Corporate Support
2. Road Infrastructure	2.1. Programme support
	2.2. Planning
	2.3. Design
	2.4. Construction
	2.5. Maintenance
	2.6. Financial Assistance
3. Transportation	3.1. Programme Support
	3.2. Planning
	3.3. Infrastructure
	3.4. Empowerment and institutional management
	3.5. Operator Safety and compliance
	3.6. Regulation and Control
4. Traffic Management	4.1. Programme Support
	4.2. Safety Engineering
	4.3. Traffic Law Enforcement
	4.4. Road Safety Education
	4.5. Transport Administration and Licensing
	4.6. Overloading control
5. Community Based Programme	5.1 Programme Support
	5.2 Community Development
	5.3 Emerging Contractor Development

A strategic analysis of each of the Programmes of the Department follows.

## 10 PROGRAMME 1: ADMINISTRATION

The purpose of the Administration programme is to provide the Department with strategic planning, financial management and corporate support services in order to ensure that it delivers on its mandate in an integrated, efficient, effective and sustainable manner.

### 10.1 Situation Analysis

The integration of service delivery between the spheres of government has not been optimally achieved in the province. The link between the three spheres of government and the community in the planning and implementation of services has been hamstrung by lack of capacity and skill in all spheres as opposed to a lack of vision. The Department has made great strides in addressing this through participation in structures and forums with other spheres of government and communities. The Administration Programme has been central in transforming the Department's approach to service delivery in order to bring about greater integration, efficiency, effectiveness and sustainability. With the groundwork in place the Department is well positioned to see an improvement in service delivery.

The financial management and corporate support services are administrative support functions and their obligations are clearly spelt out and governed by the Public Finance Management Act and the Public Service Management Framework. The Baseline Implementation Guide (BIG) which was published by the Department of Public Service Administration to assist with the implementation of the Public Service Management Framework. An analysis of the Departments administrative achievements in relation to the BIG reveals that the Department is well advanced with its implementation strategy. For this 2005/06 – 2009/10 strategic planning period the Department is ready to deal with matters that have been identified as strategic priorities both nationally and provincially.

The Department has completed a restructuring which has assisted in aligning the structure of the Department with its service delivery mandate, bring about employment equity and improve delivery.

## 10.2 Policies, Priorities and Strategic Objectives

The following table indicates the strategic objectives for Programme 1: Administration

Table 1: Strategic Objectives for Programme 1 - Administration

Strategic Objective		Strategic Goal advanced
1	Implement sound co-ordination processes for policy development, planning, monitoring and research	Goal 1, 3 and 4
2	Implement sound procurement policies and processes in order to ensure administrative order and efficiency and to promote BEE	Goal 2, 3 and 4
3	To promote sound human resource management practices in the Department in order to promote human resource development and employment equity	Goal 3 and 4
4	To ensure effective and efficient financial accounting and reporting systems and procedures	Goal 4
5	Facilitate effective and efficient management of the department	Goal 4
6	To improve the image of the Department through the MEC's interaction with stakeholders	Goal 5
7	To improve the communication by the Department with internal and external stakeholders	Goal 5

## 10.3 Analysis of Constraints & Measures Planned to Overcome Them

One of the major constraints at the beginning of this strategic planning period is the lack of appropriate information technology systems to assist the Department in making data driven decisions. Specifically there is a need for integrated project management and financial management systems. Accurate and reliable data is needed to be able to advise and administer the core business of the Department effectively.

The ability of the Department to develop appropriate strategies for the attainment of their objectives is greatly influenced by the availability of reliable and comprehensive data to inform strategic planning. Such information is currently inadequate as is the ability of the Department to use information that is available. In order to address this, the Department is developing systems and capacity for strategic planning and delivery management. The Department is working in partnership with Treasury in order to improve infrastructure delivery management within the Department. The Programme Support sub-programme will ensure that systems be put in place to ensure integrated strategic planning, design and



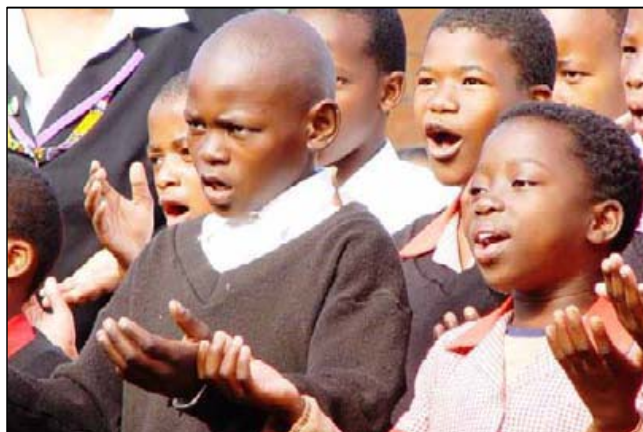
implementation, and monitoring and evaluation of infrastructure delivery within the Department.

Lack of skills and capacity is a major constraint within this and all other programmes. The sourcing and retention of appropriately skilled staff to populate the new Departmental structure is being addressed through the Programme. Appropriate strategies for skills development and retention are to be implemented through this programme to improve the skill and capacity levels within the Department.

#### **10.4 Description of Planned Quality Improvement Measures**

In order to improve procurement of services and goods in the Department a supply chain management system is to be implemented. This will ensure that delays in the procurement process are minimised and that objectives of the Department in terms of procurement, such as broad based Black Economic Empowerment, are attained.

In order to improve project management in the Department a Project Management System is to be implemented that would ensure that all project work undertaken is managed and reported on in a uniform and efficient manner. Such a system will ensure that adequate monitoring and evaluation of the attainment of the Department's objectives can be done and would assist in informing the planning process.



Learners participating in a road safety education function

## 11 PROGRAMME 2: ROAD INFRASTRUCTURE

The purpose of this programme is to provide a balanced, equitable provincial road network. The main functions include: the planning and design of road infrastructure; the construction of new infrastructure and the upgrading of existing; and routine, preventative and periodic maintenance as well as rehabilitation of roads. When referring to roads this includes all elements of roads within the road reserve including, but not limited to, the pavement, bridges and signage.

### 11.1 Situation Analysis

In the report entitled 'Implementation Plan for Conserving the Road Network' that was submitted to Treasury in August 2000 the Department indicated that it required additional funding to address backlogs in the road network. These backlogs had two components namely, securing a minimal equity road network, and restoring the network to its true asset value by increasing the level of maintenance expenditure. It was proposed to implement a 10-year strategy that required an annual budget of R 1022 million (1997 rands).

Treasury agreed to a higher level of funding for road construction and maintenance effective from the 2001/02 financial year but the level was set at only 72% of the required funding level. The Department's strategic objectives in regards to road infrastructure have thus not been able to be met. Here follows a situational analysis of the road construction and maintenance sub-programmes.

#### Construction

The Roads Needs Assessment of 1999 identified 11,807km of roads that needed to be constructed to achieve an equitable provincial road network to serve the communities of KwaZulu-Natal. These roads are referred to as the road construction backlog. These backlogs do not include urban streets or minor roads or tracks within rural communities which do not warrant declaration as provincial roads.

The Department has made significant progress towards attaining these targets however due to the fact that funding was significantly less than that required, not all the identified roads were constructed within the five years from 1999. As at the end of the 2003/2004 financial year the remaining backlog on the equitable road network was identified as follows:

### Construction backlog as at April 2004

Activity	1999 Backlog (km)	99/00-03/04 Work Done (km)	2004 Backlog (km)	Average Unit Rate	2004 Backlog Value
Gravel Road backlog	10,975	2,409	8,566	R 0.22 m/km	R 1,885 m
Surfacing of Roads	833	210	623	R 3.5 m/km	R 2,181 m
Total					R 4,166 m

### Maintenance

Road maintenance is one of the most cost effective actions that a road authority can take. If roads are not adequately maintained, surface deterioration will result in substantial costs being incurred at a later stage in restoring the damaged pavement structure. Research has revealed that life cycle costs can be increased by up to four times if preventive maintenance is not done timeously. In addition, poor maintenance will result in higher road user costs caused by increased surface roughness and lower levels of road safety.

The extent of the provincial road network as of January 2004 is as follows:

Provincial Road Class	Road surface type			Total
	Earth *	Gravel	Surfaced	
<b>Main Roads</b>		6,730	6,172	12,902
<b>District Roads</b>		10,786	277	11,063
<b>Local Roads</b>		3,286		3,286
<b>Earth Roads</b>	14,774			14,774
<b>Total</b>	14,774	20,802	6,449	42,025

\* earth roads refer to roads which are existing unclassified roads or planned provincial roads which have not been upgraded or constructed as yet and are thus not currently maintained by the Department.

According to 'visual condition index' data the percentages of surfaced roads in KwaZulu Natal in poor to very poor condition are:

YEAR	1997	1998	1999	2000	2001	2003
KZN (%)	55	58	65	68	61	38

Thanks to the increase in road funding over the past five years there has been a significant improvement in the condition of the network. Although there has been a reduction of the percentage of roads in a poor condition, the road maintenance outputs are not keeping pace with the road maintenance needs of the network. Budgets since 1997 have increased significantly, but so too has the volume of traffic on the provincial road network. In order to address the backlog in road maintenance, additional funding is required.

The schedule below estimates the funding needed to maintain the current declared network to an adequate standard for safety. This represents the normal level of funding the Department would require annually to maintain the network in a reasonable condition.

2004/05	Required Funding	Actual Funding (2004/05)	Shortfall (2004/05)
Rehabilitation	R 460 m	R 68.0 m	R 392 m
Reseals	R 220 m	R 44.5 m	R 175.5 m
Re Gravelling	R 360 m	R 95.0 m	R 265 m
Routine Maintenance			
Gravel Roads	R 345 m	R 186.7 m	R 158.3 m
Surfaced Roads	R 175 m	R 153.8 m	R 21.2 m
<b>Total</b>	<b>R 1,560 m</b>	<b>R 548.0 m</b>	<b>R 1,012 m</b>

These maintenance costs assume the network is in a reasonable condition to start with. This is not however the case due to historic under-funding of roads infrastructure. In order to bring the current network up to an acceptable level of service additional funding is required.

Based on a 2003 analysis of the state of the existing surfaced road network and an estimate of the gravel road maintenance backlog it is estimated that the funding required to restore the road network to an adequate state is approximately R5.5 billion. The current projected cost for the road maintenance backlog is summarised as follows:

**Projected maintenance backlog (2004)**

Activity	Cost (2004)
Road Rehabilitation	R 4,400 m
Reseals	R 428 m
Re gravelling	R1,120 m
<b>Total</b>	<b>R 5,948 m</b>

## 11.2 Policies, Priorities and Strategic Objectives

The policy of the Department of Transport since 1994 has been to remedy road network inequalities that arose out of the Apartheid government policy of separate development, while at the same time maintaining the primary road network at an appropriate level.

The Department has committed itself to the provision of a balanced road network that is both equitable, sustainable and will maximise social and economic development where it is needed most. Since 1994 the Department has worked diligently to restructure its organisation and revolutionise the way it executes its mandate. The department is now providing an effective, professional and consultative service to those previously



disadvantaged and has created numerous job opportunities and an enabling environment for the emergence of the small enterprise sector, particularly in the rural areas.

The Department has undertaken various programmes to achieve a balanced road network and some of the notable achievements have been:

- the Community Access Roads Needs Study (1997) to quantify the rural accessibility backlog;
- the Road to Wealth and Job Creation Initiative (1998) that raised the awareness of roads as a preferred option for social and economic development through the creation of employment opportunities, and set out the implementation strategy;
- the Road Needs Assessment (1999) highlighted the imbalance in the provincial road network and quantified the financial requirements for achieving a minimal equity network, reviewed in 2003;
- The Zibambele Road Maintenance Programme was launched in 2000 as a poverty relief initiative that provides labour intensive road maintenance opportunities to local woman-headed households.
- In 2001, the Vukuzakhe Contractor Development Programme was launched. This programme is a serious commitment by the Department to the normalisation of the road construction industry through the development of small emerging contractors.
- In 2001, the African Renaissance Road Upgrading Programme was launched with the primary objective of addressing the backlog in the provision of roads of an appropriate standard to access rural areas with high development potential.
- Since 1997 the Department has developed a strong consultative framework which enables stakeholders to actively advise the Department in the business planning process and in the allocation of budget priorities.

These achievements placed the Department in a strong position to move forward towards achieving a balanced, equitable road network. The Department will continue with the programmes developed over the past 5 years to deliver on its strategic objectives.

The Roads Needs Assessment carried out by the Department in 1999 quantified the immediate needs of the provincial road network. These needs included the need for communities to access the road network to promote equity and development as well as the need for the management of the network in an economically efficient manner. The extent of the need for roads is in the process of being updated. An updated strategy for the implementation of the identified needs will be developed for the next 10 years.

The African Renaissance Roads Upgrading Programme (ARRUP) announced by the erstwhile Minister of Transport in May 2001 incorporated a programme to upgrade to blacktop 503 km of gravel roads serving strategic development corridors over 7 years at a cost of R2.27 billion. This programme was intended to address the most pressing need to upgrade roads to blacktop in order to serve vast rural areas that remain undeveloped despite large potential due to the poor road infrastructure by which they are served.

The Department is experiencing sustained pressure from the public to increase the number of roads participating in the African Renaissance Roads Upgrading Programme and for the implementation of the programme to be accelerated. Bearing in mind the continued emphasis on the provision of access and the maintenance of the road network, the department is not able to reprioritise any other funds to meet these demands. The Department will strive to obtain funding to expand ARRUP over the next five years. Where appropriate and cost effective the Department will investigate the feasibility of implementing the South African Development Community guidelines on the provision of low cost blacktop solutions for roads with low traffic volumes.

A summary of the strategic objectives of the Programme is outlined below.

Strategic Objective		Strategic Goal advanced
1	To maintain the road network in a sustainable manner in order to ensure the safety of road users	Goal 1
2	To construct a balanced and equitable road network that meets the social and developmental needs of the people and province	Goal 1 and 3
3	To construct and maintain the road network utilising labour intensive means	Goal 2, 3 and 5
4	To improve the skill and cost efficiency of road construction and maintenance	Goal 4

## 11.3 Analysis of Constraints and Measures Planned to Overcome Them

### Planning

A major constraint in road infrastructure planning is the coverage, quality and age of the information available. The network of roads, tracks and public rights of way in the province captured on maps is extremely old. The availability of such information in a geographical information system (GIS) is incomplete. The Department has an accurate GIS map of all roads falling under its responsibility and some of the larger urban municipalities have accurate information on all roads they are responsible for. There are many roads, especially in rural areas, where there is no record as to the alignment, classification and the authority responsible for the road.

In order to address this, the Department has initiated a planning programme which will ensure that the information used in planning is sufficiently comprehensive, up to date and accurate in order to adequately plan for the short and long term roads programmes.

### Construction

The identified needs for new or upgraded road infrastructure far exceed the available budget. The Department continues to motivate to Treasury for additional funding for construction with some success. In order to ensure that available funds are optimally used to address the needs that will have the most impact the Department prioritises needs. Needs are not just prioritised according to current economic considerations but also social considerations and development imperatives. In order to manage the demand for new infrastructure the Department integrates its road infrastructure planning with Integrated Development Planning.

### Maintenance

Clearly funding is the single largest constraint to the Department's successful delivery on its objectives. In order to address this, the Department continues to motivate to Treasury for additional funding to improve the allocation of funds for maintenance of the network to ensure that optimal usage of the available funds is ensured. In addition to this the Department has researched and implemented innovative and cost effective road maintenance techniques.

Of particular concern to the Department has been the increase in heavy freight traffic on alternative routes to toll roads. This has a significant impact on maintenance needs and the Department is pursuing integrated strategies to address this.

## 11.4 Description of Planned Quality Improvement Measures

In order to improve on the quality of service to the public the Department has pursued the “one stop shop” service concept through decentralisation of certain functions to regional offices. This has ensured that communities have direct access to all of the Department’s functions at the four regional centres instead of only centrally in Pietermaritzburg. The Department will continue to improve the quality of the service provided to the public through the regional “one-stop-shops”.

### **Construction**

In order to better ensure co-operative governance and the co-ordination of the Department’s projects with other service provision imperatives the Department is championing integrated infrastructure service delivery. To facilitate this Project Liaison Committees (PLCs) are established on all ARRUP projects. PLCs include representatives from RRTFs, CRSCs, tribal authorities, local government, Department of Agriculture, KwaZulu-Natal Wildlife, local business, emerging contractors and public transport.

The role of the PLC during the construction phase of ARRUP is to ensure local suppliers, emerging contractors and local labour receive maximum advantage. In addition PLCs are also involved in identifying local investment opportunities that could result from a more favourable transport market. The KwaZulu-Natal Department of Transport assists the PLCs in the development of appropriate business plans and to access other government departments and programmes that specifically target the social and economic empowerment of poor people.

In order to reduce the cost of construction of roads innovative solutions are being investigated by the Department. Such innovation includes the development of appropriate technology for the reduction in road construction costs in areas with very little available gravel and readily available sand. Such quality improvement measures could significantly improve the Department’s ability to affordably provide roads in large part of the Umkhanyakude District Municipality.

### **Maintenance**

The “Mission Directed Work Team” concept has been implemented in all regions in the province. This is essentially a second phase of the department’s Good Governance Programme. The aim is to create a climate characterised by teamwork, participation and



continuous development of the staff. This has already resulted in considerable improvements to the maintenance operations and there are plans for further extension of this programme.

The availability of engineering plant and operators within the Department and for emerging contractors is a major constraint which increases maintenance and construction cost. In order to address this, the Department has developed a Plant Policy which aims to improve the management and utilization of plant within the Department. By programming the replacement of old plant, the allocation of the Department's plant within the province and the utilization of hired plant the Department intends to make significant savings in the cost of maintenance. To support this initiative the Department is currently investigating the implementation of a Public Private Partnership (PPP) for the supply and maintenance of major plant (graders, bulldozers, etc.) to both the Department and the Vukuzakhe emerging contractors.



Rehabilitation of blacktop road

## 12 PROGRAMME 3: TRANSPORTATION

The purpose of this programme is to plan, regulate, enforce and develop public transport and freight transport in order to ensure balanced, equitable, safe and sustainable public and freight transport services. The main functions include: the development of policies and plans for public and freight transport service and supporting infrastructure; the regulation of the public and freight transport services; and the enforcement of legislation in regards to public transport. Overloading control enforcement is excluded from this programme due to the nationally agreed programme structure. The planning and regulation of freight transport including the planning of the location of overloading control infrastructure is however included in this programme.

### 12.1 Situation Analysis

The Transportation programme is relatively new in the province. Since 1997 the Department has undertaken the public transport function. The freight transport function was only taken on by the Department in 2002 although some functions, such as overloading control and abnormal loads have been undertaken by the Department for several decades. The situational analysis is divided into public transport and freight transport.

#### **Public Transport**

Since being developed the function of public transport from the National Department of Transport the Department has made several significant achievements within a very difficult environment.

The Land Road Transport Board in KwaZulu-Natal was devolved to the department in 1997. Historically the board had inspectors who ensured operator compliance to permits. When the responsibility was devolved to the department no inspectorate was in place and no budget was allocated. The Board thus had no power to enforce permits issued. To a large extent a de-facto de-regulation occurred with illegal operators entering the market without fear of prosecution. Rampant corruption in the administrative arm of the Board and municipal traffic departments compounded this. The result of this was violence in the industry.

In 2001 the department initiated a judicial commission to investigate the reasons behind the violence. The lack of enforcement of permits and the proliferation of illegal operators were two of the reasons cited for the violence. In order to address this the department established

a Public Transport Enforcement Unit (PTEU) as part of the provincial Road Traffic Inspectorate in July 2002. This unit now consists of 98 Traffic Inspectors dedicated to the enforcement of traffic regulations and permit compliance in the public transport industry.

In 2003 the Department established the Provincial Operating License Board (POLB), to take over from the old Land Road Transport Board. Through a concerted campaign of improving efficiency and rooting out corruption the board and its administrative support systems have vastly improved their performance.

In 1997 the department was given the responsibility by the National Department of Transport to administer, on an agency basis, the subsidised public transport contracts in the province. The Department converted the majority of the interim contracts to the new limited term contracts within three years. Only two contracts remain on interim contract due to the moratorium that was placed by the National Department of Transport on tendered contracts. This moratorium has meant that the Department has been forced to extend limited term tendered contracts despite the fact that savings could be made should they go to tender. The department ensures contract compliance and financial control of subsidies by monitoring all of the subsidised contracts.

In order to develop the minibus taxi industry the Department enacted the KZN Interim Minibus Taxi Act, 1998 (Act No. 4 of 1998) which established a practical and enforceable regulatory framework to set standards and processes for the legitimisation of taxi operations. The Act also ensured that members of the industry not complying with registration, licensing and permit requirements were excluded from the industry.

The lack of accountability structures within the minibus-taxi industry became one of the most serious shortcomings in the process of stabilising the public transportation system. Time, effort and resources invested in resolving the problems plaguing the taxi industry could not yield proportionate returns because of the absence of legitimate representation structures.

To resolve this, the Department facilitated the introduction of democratically elected representatives within the province's taxi industry. This has culminated in the establishment of the Provincial Taxi Council encompassing regional structures thus enabling the taxi industry to enjoy representation from the level of local associations right through to the national level. With the advent of these structures government, in conjunction with the industry's legitimate leadership, is now able to deal more effectively with issues in the taxi industry.

## Freight Transport

Approximately three-quarters of South Africa's imports and exports use the ports, pipelines, roads and rail lines of KwaZulu Natal. Because of this substantial freight transport activity, the provincial government needs a provincial policy to optimise the economic and social development of the province and the sustainability of its transport services. For this reason the Department has taken on the function of freight transport.

Road freight transport was deregulated in the 1980s due to the inability of the rail freight service to adequately support the transport needs of industry. This, coupled with the rapid recovery of the national economy since 1994 along export oriented lines, has seen a rapid increase in road freight on the road network in the province.

The damage to the road network from freight transport is significantly more than from light vehicle traffic. This is compounded by overloading. In order to reduce the impact of overloading on the road maintenance needs the Department has undertaken a successful overloading enforcement campaign focussing mainly on the N3 and N2. The Province currently operates 14 weighbridges. Six of the mass bridges are managed on behalf of the South African National Roads Agency.

The magnitude and impact of this campaign is illustrated in the following table.

	Number			
	2000/01	2001/02	2002/03	2003/04
Number of weighbridges	14	14	14	14
Number of hours weigh-bridges operated	28,419	29,465	24,808	20,471
Number of vehicles inspected	138,367	147,113	187,960	101,248
% of vehicles overloaded	13%	8,4%	5,5%	5,5%
Number of vehicles impounded	18117	12496	10386	7104

Freight transport has continued to migrate to road from rail within the province due to a policy of Spoornet to concentrate on their mainline services. The branch-lines, which form a vital component of the provincial freight transport network, have been allowed to decline and Spoornet has in fact discouraged freight from using rail in some cases. This situation has meant that freight which previously used rail transport, such as the transport of timber and sugar cane, has moved to road transport parallel to the rail lines. The resulting rapid decline of these roads and increase in maintenance costs is a direct result of the decline of the branch-lines.



## 12.2 Policies, Priorities and Strategic Objectives

### Public Transport

Broad based Black Economic Empowerment in the public transport industry is a high priority. This would involve: the normalisation and development of the minibus taxi industry into a sustainable, stable and diversified industry that meets the needs of its customers; and the promotion of BEE in the subsidised public transport contract industry.

The 2010 Soccer World Cup will require an effective, well managed and user friendly public transport system in order to be a success. The planning, development, management and enforcement of the industry in order to attain this objective are a very high priority. Failure in this objective could negatively impact on the success of the 2010 Soccer World Cup.

### Freight Transport

A high priority of the programme is the protection of the provinces road infrastructure through dedicated overload enforcement and management and the promotion of rail freight as a viable alternative. With regards to overloading control the Department has a contractual obligation with the national Roads Agency to provide enforcement services on the N3 Corridor.



The following table indicates the strategic objectives for Programme 3: Transportation  
Strategic objectives for programme 3. Transportation

Strategic Objective		Strategic Goal advanced
1	To develop, manage and promote a safe, cost effective and sustainable public transport system that meets the needs of the people and promotes rural development	Goal 1, 3 and 5
2	To establish and manage a sound and effective institutional framework for the regulation and enforcement of the public transport industry in order to reduce conflict and increase safety	Goal 1, 3 and 4
3	To promote broad based Black Economic Empowerment in the public and freight transport industry	Goal 2
4	To protect road infrastructure through the planning and development of the freight industry	Goal 1 and 3

## 12.3 Analysis of Constraints and Measures Planned to Overcome Them

The analysis of constraints and measures planned to overcome them is examined for each of the areas of concern.

### **Programme support**

All spheres of government and the consulting industry suffer from a shortage of skills and experience in transportation planning and management. The Department is addressing this by providing technical support to municipalities in public transport planning and management. The public transport industry experiences a similar lack of skills and experience in both management and operations. This is recognised as a worldwide phenomenon. The department has partnered with the appropriate TETA to attempt to address this constraint in the public transport and freight industry.

### **Planning**

Communication between and within the different spheres of government is extremely fragmented and often non-existent. The Department is attempting to address this by establishing formal consultative forums on public and freight transport between officials of provincial and municipal government. These forums integrate with the Integrated Development Planning process of the municipalities.

Communication with the public and freight transport user and the general public is extremely difficult. The Department is examining strategies to improve communication between government and the public and freight transport user.

Information resources on public and freight transport are extremely limited and difficult to access. This is being addressed through a co-ordinated effort to gather useful information through the public transport planning process and a programme of freight information gathering. As the Department develops a reliable and accurate information resource it will better be able to plan the way forward for public and freight transport.

### **Operator Safety and Compliance**

The ability of the Public Transport Enforcement Unit and municipal government to adequately enforce public transport is constrained by a lack of information. Access to this information is limited by the computer system being used. The new National Transport Register (NTR)

which is accessible via the internet will assist in addressing this. The Department is in the process of commissioning the NTR and will make it accessible to all enforcement agencies.

To curb overloading on the provincial road network, accurate and dependable weighbridges are needed at strategic points in the network. As most of the existing weighbridges are located on the national road network there is a need for new weighbridges. The Department will be investing in portable weighbridges and new weighbridges on the provincial network. In order to ensure the optimal usage of weighbridge infrastructure the Department will monitor the incidence of overloading on the network and scientifically allocate resources to undertake enforcement campaigns in high risk areas.



Public transport includes buses and taxis

### **Regulation and Control**

The major constraints include the lack of accurate and up-to-date information on public transport supply and demand, the violence and instability in the industry and insufficient law enforcement. These constraints are being addressed through the public transport planning processes being undertaken by municipalities, the work of the Taxi Council and the PTEU, and the expansion of the PTEU.

## **12.4 Description of Planned Quality Improvement Measures**

Planned quality improvement measures over the next five years include:

- Improve regional administration offices for regulatory functions for public transport and freight to allow easier access of operators to make application for operating licenses and permits
- Promote provincial public transport planning forums for consultation, information sharing and capacity building between provincial and municipal officials
- Improve subsidised public transport contract management

In order to improve the enforcement of overloading control the department has identified the following issues that will be addressed in the next five years:

- Continual training of staff
- Training of the Prosecutors to ensure quality convictions
- Use of screeners to sift off overloaded vehicles
- Alternative route coverage to intercept vehicles attempting to bypass the facilities

## PROGRAMME 4: TRAFFIC MANAGEMENT

The purpose of this programme is to ensure the provision of a safe road environment through the regulation of traffic on public roads, law enforcement, the implementation of road safety campaigns and awareness programmes and the registration and licensing of vehicles and drivers.

Traffic management includes the:

- provision of a safe road environment through community out reach and development which encompasses the following elements:
- Engineering of hazardous locations
- Promoting safe use of public roads
- Dedicated road patrols
- Reducing high pedestrian accident location

Although enforcement of public transport operations form an integral part of the work of the Road Traffic Inspectorate this sub-programme is not included in the Traffic Management Programme but rather in the Transport Programme under public transport and freight. This is done because of the vital role this specialist enforcement area plays in the success of the strategic objectives set out in the Transport Programme.

### 12.5 Situational Analysis

KwaZulu-Natal has the highest population in the country (census 2001), it is the export gateway for goods manufactured in Gauteng and it is a major tourism destination for domestic travellers. Kilometres travelled within the province are thus amongst the highest in the country. The province thus understandably has the third highest incidence of injuries and deaths caused by motor vehicle accidents in the country.

Statistics on accidents and deaths in the province vary depending on the source. The most comprehensive accident database available is the Provincial Accident Management System administered by the Department.





# DEPARTMENT OF TRANSPORT

## Strategic Plan 2005 - 2010

The following statistics from this database indicate the trend in regards to road traffic accidents and deaths.

	Number					Average Annual Change
	1995	2000/01	2001/02	2002/03	2003/04	
Number of accidents reported	92,750	85,844	91,182	94,149	94,118	+ 2 %
Number of fatalities	2,080	1,453	1,596	1,685	1,335	- 3 %
Number of serious injuries	6,986	6,588	7,718	7,207	6,440	0 %
Number of pedestrian fatalities	not available	575	612	732	633	+ 4 %

Source: Provincial Accident Management System - Dec 2004

There has been rapid growth of traffic on the provincial roads since 1994 due to the growth in the national economy. Despite this the Department, through a concerted enforcement and education programme, has limited the growth in accidents and has made a significant impact on the number of deaths from road accidents occurring in the province.

Of great concern is the rapidly increasing pedestrian death rate. Pedestrian deaths form a significant percentage of all road accident fatalities in the province. With the increase of traffic on the roads and the growth of urban populations the number of pedestrians killed on the roads is increasing. In most of these crashes, driver error was the main contributing factor followed by drunken pedestrians and jay walking. To a lesser extent pedestrians not being visible at night especially on rural roads contributed to road deaths.



Pedestrians arrested for walking on the freeway

Enforcement of traffic laws is undertaken by the Road Traffic Inspectorate (RTI) and the Public Transport Enforcement Unit (PTEU) who are dedicated to enforcing public transport although they do perform general traffic enforcement duties on occasion. The table below shows the resources available for traffic management.

### Resources for traffic management

	Number		
	2002/03	2003/04	2004/05
Traffic Officers	405	415	403
PTEU	0	86	98
Administrative Staff	136	120	142
Highway patrol vehicles	281	272	315

The Department has successfully run the Asiphephe road safety campaign for many years. This campaign has emphasised the Department's "Zero Tolerance" enforcement campaign as well as provided road safety education in schools and communities throughout the province. Community Road Safety Councils have been established throughout the province in order to ensure that the Department addresses road safety issues identified by communities.

### **Transport Administration and Licensing**

Since June 2002 a number of stricter control measures have been put in place to better regulate the vehicle testing industry, thereby curbing fraud and reducing the number of fatalities on KZN roads. For example:

- Vehicle Testing Station legislation, viz Regulations 128-137 to the National Road Traffic Act, 1996 (Act No 93 of 1996), has been drafted to compel vehicle testing station owners to acquire NaTIS equipment, and update results of vehicles tested onto the NaTIS.
- All new and existing Vehicle Testing Station owners are compelled to enter into an agreement with the Department, to ensure that the work they perform on behalf of the MEC will adhere to all legislation requirements thereby ensuring that only roadworthy vehicles are issued with a Roadworthy Certificate, failing which the corrupt testing station will be closed down.
- A Technical compliance component has been created to closely monitor and control the vehicle testing station industry.

As a result of the control measures put in place, a number of vehicle testing stations have been closed and vehicle examiners suspended or their registration as examiners have been cancelled. All high court cases against testing stations have been won with costs and KwaZulu-Natal is the only province to have successfully closed down 4 testing stations operating fraudulently.

Further improvements to ensure a better service to the customer have been:

- The Agency outlets for performing motor vehicle registration and or licensing functions have increased over the past few years, bringing the total number of Agents (Registering Authorities) to 72. This has increased access to the motor vehicle registration and licensing services in KwaZulu-Natal.
- A debt collection component has been created, to recover any outstanding revenue, thereby reducing the loss of revenue.

## 12.6 Policies, Priorities and Strategic Objectives

Pedestrian fatalities constitute a high proportion of all deaths on the roads. The Department has developed a strategy to address this through investments in appropriate infrastructure and road safety education programmes.

Current priorities are to reduce the number of collisions through effective traffic law enforcement. The Provincial Asiphephe programme aims to focus enforcement agencies towards a co-ordinated effort. This is in support of the National "Road to Safety Strategy".

The issue of the number of officials available for law enforcement needs to be urgently addressed. Nationally, plans are afoot to investigate the introduction of a scientific manpower allocation model to assist Provinces.

In order to ensure that vehicles on the roads of the province are roadworthy the Department will continue to enforce vehicle safety standards and will ensure that the practice of obtaining fraudulent vehicle certificates of fitness is significantly reduced.

### Transport Administration and Licensing

Motor vehicle license fees in the province are significantly lower than those levied in other provinces and international best practice. In order to address this, the motor vehicle registration and licensing fees increase generally by 10%, which is approved by the MEC for Transport and Treasury. This policy will continue until such time as motor vehicle licence fees are better aligned to other provinces and international best practice.

The following table indicates the strategic objectives for Programme 4: Traffic Management.

#### Strategic objectives for programme 4. Traffic Management

Strategic Objective		Strategic Goal advanced
1	Reduce road traffic crashes in general and fatalities in particular	Goal 1
2	To provide a safe road environment	Goal 1, 3 and 5
3	Facilitate behavioural and attitude change of road users	Goal 1, 3 and 5
4	Ensure vehicles in the province are licensed and road-worthy	Goal 1
5	To provide cost effective provincial fleet management support service to the Province	Goal 4
6	To protect road infrastructure through the regulation and enforcement of the freight industry	Goal 1

## 12.7 Analysis of Constraints and Measures Planned to Overcome Them

### Traffic Law Enforcement

The major constraint presently experienced aside from the manpower shortages, is the inability of the Road Traffic Inspectorate to provide a 24-hour service. This effectively means that for the period between the ending of the last shift and the commencement of the first shift, very little or no law enforcement is evident. Should a 24-hour service be provided, however, this would compound the existing manpower shortages and the present service delivery. The Department is working with the National Department of Transport through COTO to have the Inspectorate be declared an Essential Service in order to address this.

An additional constraint for all law enforcement officers is the existing legislative prescripts. These are controlled and implemented by the National Department of Transport. The Department is involved in discussions with the National Department in order to remove these constraints.

### Road Safety Education and engineering

There is a lack of financial and trained human capacity resources to implement specialised road safety education programmes in the province. To address this, staff at the regional “one stop shops” will be capacitated to implement road safety education projects.

### Transport Administration and Licensing

The major constraints that impact on service delivery are a shortage of appropriately skilled staff, a lack of appropriate equipment and an increase in the incidence of fraud. The Department is addressing these constraints by providing the necessary staff compliment, particularly in the training and inspectorate components.



The MEC and HOD test an electronic drivers licence card reader



## 12.8 Description of Planned Quality Improvement Measures

### Traffic Law Enforcement

In order to improve the effective utilisation of enforcement officers the Department will develop and implement a scientific officer deployment model. This model will allocate enforcement officers according to identified priority enforcement areas and high incident locations. In this manner it is hoped that the Department's resources are optimally employed in changing illegal and dangerous behaviour of drivers.

### Road Safety Education

In order to improve the effectiveness of community road safety councils (CRSC) to undertake interventions at grassroots level the department will provide adequate training. Road safety officers and CRSCs will undertake appropriate courses in traffic management. The Department will develop appropriate training material for the rural areas.

Research will be undertaken to determine the effectiveness of current road safety education material and assess future needs for training material. In order to facilitate this, the Department will network with the research organisations, the National Department of Transport and the Department of Education.



Scholar Patrol awareness event

## 13 PROGRAMME 5: COMMUNITY BASED PROGRAMMES

The purpose of this programme is to direct and manage the implementation of programmes and strategies which develop and empower communities. What it includes is:

- The strategic planning and monitoring of programmes to further broad based Black Economic Empowerment;
- The development and training of emerging BEE roads contractors;
- Programmes to bring about the development and empowerment of impoverished communities

### 13.1 Situational Analysis

The KwaZulu-Natal Department of Transport's flagship road infrastructure programmes – Roads for Rural Development, the Road to Wealth and Job Creation Initiative, Zibambele, Vukuzakhe and labour based construction – have all been independently evaluated and found to have overwhelming public support and to have considerable impact on the social and economic upliftment of resource poor communities. These programmes were first piloted by the Department and have now been adopted by several other provinces and cited as examples for the Extended Public Works Programme (EPWP).

Zibambele is a programme whereby the maintenance of rural roads by labour intensive methods is contracted to destitute rural households. Women headed households are specifically targeted. Over 95% of Zibambele contracts are awarded to women headed households. The KwaZulu-Natal Department of Transport anticipates increasing the number of Zibambele contracts available under the Road Infrastructure Programme by approximately 4,000 contracts on an annual basis from a base of 17,000 contracts.

Zibambele was independently assessed by SALDRU (University of Cape Town) as performing well both as a cost efficient road maintenance system and as an effective poverty alleviation programme. They found that Zibambele was among the top poverty alleviation programmes internationally.

Vukuzakhe is the KwaZulu-Natal Department of Transport's emerging contractor programme. It is a staged advancement programme in which contractors receive training, mentorship and other supports to assist them to advance through the contract stages, which are designed to prepare them to compete in the open market.

Each stage in the Vukuzakhe emerging contractor programme is characterised by higher values and increased risk, plant and managements skills. The programme has grown from a zero budget in 1999 to a contract value of more than R 370 million in 2003/2004.

Vukuzakhe contractors have been assisted to form associations which will provide a forum to focus the Department's training and mentorship programmes. The Provincial Vukuzakhe Council will provide for a more powerful emerging contractor voice to remove those barriers that still inhibit the performance and profit taking of contractors.

### 13.2 Policies, Priorities and Strategic Objectives

In order to ensure that Vukuzakhe contractors are developed and have access to opportunities, all local access road construction is undertaken by Vukuzakhe contractors and 70% of the value of contract work on the African Renaissance Road Upgrading Programme (ARRUP) is reserved for Vukuzakhe contractors. Local roads act as the "emerging contractor college" to train contractors to work on ARRUP roads.



Vukuzakhe contractor

To further support the Vukuzakhe contractors the Department will pursue the implementation of a Public Private Partnership (PPP) for the supply and maintenance of major plant (graders, bulldozers, etc.) to both the Department and the Vukuzakhe emerging contractors. The PPP is aimed at alleviating the problems faced by emerging contractors in obtaining access to affordable and reliable plant which affects their performance, profit margins and credit worthiness.

In order to further promote the development of communities through the Zibambele programme the Department has begun to organise Zibambele contractors into savings clubs to facilitate cost efficient supervision and training. It is anticipated that Zibambele savings clubs will become an important "point of contact" for other government departments and programmes that target gender and the poor.

**Programme 5: Community Based Programmes - Strategic Objectives**

Strategic Objective		Strategic Goal advanced
1	Develop and support black economic empowerment programmes	Goal 2 and 3
2	Ensure community supported transportation service delivery	Goal 5

### 13.3 Analysis of Constraints and Measures Planned to Overcome Them

The Vukuzakhe emerging contractor programme has developed a growing reputation within rural communities as a source of hope for work, entrepreneurial and wealth development opportunities. This is readily evident in the rapid growth in numbers of contractors registered on the Department's database. More than 18,000 contractors have registered with the Department's Vukuzakhe emerging contractor programme. There are approximately eight times as many contractors registered on the KwaZulu-Natal Department of Transport's Vukuzakhe database than there are contractors registered on the National Department of Public Works database.

An analysis of the Vukuzakhe database shows a disproportionately high number of contractors registered at the Stage 1 level. This suggests that many contractors have registered more with the hope of work rather than with the intention of graduating through the ranks of the Staged Advancement programme. Further, the high numbers now registered on the database raise the spectre of alienation as the Department will not be in a position to provide sufficient Vukuzakhe opportunities in terms of the current budgets. In order to address this constraint the Department will partner with municipalities in order to ensure that Vukuzakhe contractors can access more work opportunities.

### 13.4 Description of Planned Quality Improvement Measures

In order to improve the performance of the Staged Advancement Programme the Department is partnering with CETA to provide learnerships to Vukuzakhe contractors. Already 100 learnerships have been implemented. It is anticipated that the establishment of a dedicated technical, financial and management support programme for Stage 2 to Stage 4 Vukuzakhe contractors will go a long way to removing persistent barriers that still constrain the performance and profitability of the emerging contractor sector. These include programmes to improve credit worthiness and the procurement of supplies and plant.



## 14 CAPITAL INVESTMENT, MAINTENANCE AND ASSET MANAGEMENT PLAN

The Department has undertaken several strategic infrastructure planning projects over the last ten years. The most significant of these are the Community Access Roads Needs Study (CARNS) published in 1997 and the Road to Wealth and Job Creation in 1999. These projects fundamentally changed the capital investment, maintenance and asset management plan of the Department.

The major capital investment programme of the Department is in Programme 2: Roads Infrastructure. This programme is severely under-funded and this has constrained the Department's ability to deliver on its mandate. In 1999 the Department launched the Road to Wealth and Job Creation strategy. This strategy outlined the Department's vision of creating jobs and opening up access to rural communities using labour intensive methods whilst ensuring that the existing provincial road network is maintained to an acceptable level of service.



This vision of addressing the imbalances of the past whilst maintaining the existing infrastructure had to make several compromises in order to deliver within the limited available budgets. These compromises were clearly detailed in the October 1999 Roads Needs Assessment however the following is important to emphasise. The Department showed that in order to provide access and address the backlog in service delivery whilst maintaining the existing network it needed at least an annual road infrastructure budget of R1.146 billion (1999 rands) over 5 years. The level of maintenance budgeted for in this strategy (R0.59 billion) was not a sustainable level and would result in the collapse of the network if sustained for much longer than 5 years. In order to maintain the network to a minimum engineering standard which would be sustainable would cost at least R1.0 billion (1999 rands) per annum.

The budget allocated to road maintenance and construction during the past five years was as follows:

Financial year	2000/01	2001/02	2002/03	2003/04	2004/05
Construction and maintenance budget (billion)	R0.57	R0.74	R0.79	R1.11	R1.28

Quite clearly the budget was significantly below that required to both maintain the network and address past imbalances. The result of this has been the inability of the Department to fully address the backlogs in service delivery resulting from apartheid. In addition to this the Department has also not been able to maintain the whole road network at a sustainable level of service with the result that the cost of maintaining the network has increased.

In 2003 and 2004 the Department undertook a Visual Condition assessment of the declared black-top road roads. This study found that the average condition of the network can be rated as poor to very poor. In order to address the maintenance backlog and maintain it at an acceptable level it is estimated that the current maintenance need for the existing declared provincial road network is at least **R1,4 billion per annum** (2004 rands).

With the changes that have occurred within the country since the publishing of the CARNS report in 1997 and the Road to Wealth and Job creation report of 1999 the Department saw the need for a review of their strategic infrastructure plan. As the Department enters its second decade of democracy a strategic review of the Department's capital investment, maintenance and asset management plan has been initiated. A strategic ten year infrastructure plan will be developed based on updated information and taking into account the advances made and challenges encountered by the Department in implementing the previous 10 year infrastructure plan.



Mechanical grader

## **15 CO-ORDINATION, CO-OPERATION AND OUTSOURCING PLANS**

### **15.1 Interdepartmental linkages**

The Department is an active partner in the provincial inter-departmental co-ordination forum for IDPs where medium term planning is progressively being linked across departments and co-ordinated with Municipal IDPs. The departmental input into the Provincial Growth and Development Strategy review will contribute to improved synergy in service delivery.

The linkage with the Department of Transport, National is ongoing through MINCOM (Ministerial Committee of Minister of Transport and MECs) and its Sub-committees, including COTO (Committee of Transport Officials) and these influence department activities on an ongoing basis.

### **15.2 Local government linkages**

The Department's business plans, especially with regard to the provision of road infrastructure and public safety, are linked to local government priorities at a district and regional community level through joint planning workshops with Rural Road Transport Forums and Community Road Safety Councils as well as through Departmental participation in the municipal IDP process.

The Department will continue to consult and work in partnership with municipal and national government in order to ensure coordination and capacity building in the planning, maintenance and development of the transportation network.

### **15.3 Public entities**

The department has only one public entity under its control, the KwaZulu-Natal Taxi Council. The Taxi Council is responsible for the control and monitoring of the affairs of the taxi industry in the Province. It was established by the Department in order to assist with the normalising and development of the minibus-taxi industry. The Department has entered into an agreement with the Taxi Council whereby the Council will become self sustaining within the next five years.

Notes



Notes



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