

**Five-year**

**Strategic**

**And**

**Performance Plans**

**Department of Roads & Transport**

## Contents

<b>Foreword .....</b>	<b>5</b>
<b>Part A: Strategic Overview .....</b>	<b>6</b>
<b>1. Overview of Strategic Plan .....</b>	<b>6</b>
1.1 Vision .....	8
1.2 Mission .....	8
1.3 Values .....	8
1.4 Sectoral situation analysis .....	8
<b>1.4.1 Summary of service delivery environment and challenges .....</b>	<b>8</b>
<b>1.4.2 Emerging challenges .....</b>	<b>8</b>
<b>1.4.3 Summary of organisational environment and challenges .....</b>	<b>9</b>
1.5 Legislative and other mandates .....	10
<b>1.5.1 Administrative .....</b>	<b>10</b>
<b>1.5.2 Road Infrastructure .....</b>	<b>10</b>
<b>1.5.3 Public transport .....</b>	<b>11</b>
<b>1.5.4 Road Traffic and safety .....</b>	<b>11</b>
1.6 Broad policies, priorities and strategic goals .....	12
1.7 Information systems to monitor progress .....	13
1.8 Description of strategic performance planning process .....	14
<b>PART B: Programme and sub-programme plans.....</b>	<b>15</b>
<b>2 Programme 1: Administration .....</b>	<b>15</b>
2.1 Situational analysis .....	15
2.2 Policies, priorities and strategic objectives .....	15
<b>2.2.1 Priorities .....</b>	<b>15</b>
<b>2.2.2 Specified policies .....</b>	<b>15</b>
<b>2.2.3 Strategic Objectives For the programme .....</b>	<b>17</b>
2.3 Analysis of constraints and measures planned to overcome them .....	18
2.4 Description of planned quality improvement measures .....	18
<b>3 Programme 2: Road Infrastructure.....</b>	<b>19</b>
3.1 Situation analysis .....	19
3.2 Policies, priorities and strategic objectives .....	19
<b>3.2.1 Priorities .....</b>	<b>19</b>
<b>3.2.2 Specified policies .....</b>	<b>19</b>
3.3 Analysis of constraints and measures planned to overcome them .....	19
3.4 Description of planned quality improvement measures .....	19
3.5 Resource Information.....	20
<b>4 Programme 3: Public Transport.....</b>	<b>20</b>
4.1 Situation analysis .....	20
<b>4.1.1 Policies, priorities and strategic objectives .....</b>	<b>20</b>
<b>4.1.2 Analysis of constraints and measures planned to overcome them .....</b>	<b>21</b>
<b>4.1.3 Resource Information .....</b>	<b>21</b>

4.2	<i>Sub-programme 2.1: Regulation and Control</i>	22
4.2.1	<b>Situation analysis</b>	22
4.2.2	<b>Analysis of constraints and measures planned to overcome them</b>	22
4.2.3	<b>Description of planned quality improvement measures</b>	22
4.2.4	<b>Resource information</b>	22
4.3	<i>Sub-Programme 2.2: Operator Safety and Compliance</i>	23
4.3.1	<b>Situation analysis</b>	23
4.3.2	<b>Policies and priorities</b>	23
4.3.3	<b>Analysis of constraints and measures planned to overcome them</b>	23
4.3.4	<b>Description of planned quality improvement measures</b>	23
4.4	<i>Sub-programme 2.3: Planning</i>	24
4.4.1	<b>Situation analysis</b>	24
4.4.2	<b>Analysis of constraints and measures planned to overcome them</b>	24
4.4.3	<b>Description of planned quality improvement measures</b>	24
4.4.4	<b>Resource information</b>	24
5	<b>Programme 4: Traffic Management</b>	25
5.1.1	<i>Policies, priorities and strategic objective</i>	25
5.1.2	<b>Priorities:</b>	25
5.1.3	<b>Analysis of constraints and measures planned to overcome them</b>	25
5.1.4	<b>Description of planned quality improvement measures</b>	26
5.1.5	<b>Resource information:</b>	26
5.2	<i>Sub-programme 4.1: Traffic Law Enforcement</i>	26
5.2.1	<b>Situation analysis</b>	26
5.2.2	<b>Analysis of constraints and measures planned to overcome them</b>	26
5.2.3	<b>Measures planned to overcome them</b>	27
5.2.4	<b>Description of planned quality improvement plan.</b>	27
5.2.5	<b>Resource Information.</b>	27
5.3	<i>Sub-programme 4.2: Road Safety Education</i>	27
5.3.1	<b>Situation analysis</b>	27
5.3.2	<b>Policies and priorities</b>	28
5.3.3	<b>Analysis of constraints and measures planned to overcome them</b>	28
5.3.4	<b>Description of planned quality improvement measures</b>	28
5.3.5	<b>Resource information</b>	29
5.4	<i>Sub-programme 4.3: Transport Administration and Licensing</i>	29
5.4.1	<b>Situation analysis</b>	29
5.4.2	<b>Policies</b>	29
5.4.3	<b>Priorities</b>	29
5.4.4	<b>Analysis of constraints and measures planned to overcome them</b>	29
5.4.5	<b>Measures identified to overcome constrains:</b>	29
5.4.6	<b>Description of planned quality improvement measures</b>	30
5.4.7	<b>Resource information</b>	30
5.5	<i>Sub-programme 4.4: Overload Control</i>	30
5.5.1	<b>Situation analysis</b>	30
5.5.2	<b>Policies and priorities</b>	30
5.5.3	<b>Analysis of constraints and measures planned to overcome them</b>	30
5.5.4	<b>Measures identified to overcome constrains:</b>	30
5.5.5	<b>Description of planned quality improvement measures</b>	31
5.5.6	<b>Resource information</b>	31
5.6	<i>Sub-programme 4.5: Traffic Information and Communication Systems</i>	31
5.6.1	<b>Policies and priorities</b>	31
5.6.2	<b>Analysis of constraints and measures planned to overcome them</b>	31

<b>5.6.3</b>	<b><i>Description of planned quality improvement measures</i></b> .....	31
<b>5.6.4</b>	<b><i>Resource Information</i></b> .....	31
<b>6</b>	<b>Co-ordination, co-operation and outsourcing plans</b> .....	<b>32</b>
6.1	<i>Interdepartmental linkages</i> .....	32
6.2	<i>Local government linkages</i> .....	32
6.3	<i>Public entities</i> .....	32
6.4	<i>Public, private partnerships, outsourcing etc</i> .....	32
<b>7</b>	<b>Financial Management:</b> .....	<b>33</b>
7.1	<i>Strategies to address audit queries</i> .....	33
7.2	<i>Implementation of PFMA</i> .....	33
<b>8</b>	<b>Priorities for Roads Agency Limpopo</b> .....	<b>34</b>
<b>9</b>	<b>ACRONYMS</b> .....	<b>37</b>

## Foreword

MEC's Photo

Our Key Strategic Priorities are aimed at ensuring that we have a sustainable economic development, poverty eradication and access to basic services as encapsulated in the people's contract.

Roads and Transport plays an important role in facilitating both economic and social development.

Our vision is to provide a safe, affordable, efficient and integrated transport system and adequate infrastructure. Through the implementation of the Provincial Transport Strategy, the department will elevate its contribution in this sector to higher levels. The Roads Maintenance Unit shall implement a programme to reshape and regravell rural roads, using labour-intensive Construction Methods.

The Expanded Public Works Programme will encompass all special Programmes such as Gundo Lashu, the Fence Project and many more. The aim of the projects is to provide temporary employment and skills, to the unemployed youth and women in rural areas and build good quality roads cost – effectively.

The RAL (Road Agency Limpopo) shall implement all capital Projects focusing on construction, maintenance and rehabilitation of roads infrastructure.

- ❑ Devolution of powers to municipalities.
- ❑ The outsourcing of fleet services.
- ❑ Transformation of the Public Transport System.
- ❑ Integration of the Transport Multi - Modal system
- ❑ The emerging land use and spatial planning.
- ❑ The implementation of the "Limpopo in Motion Summit Resolutions"
- ❑ Institutional transformation and development.
- ❑ Management of State Resources
- ❑ The effective interfacing of Information Technology System
- ❑ Contribution to the Growth and development Strategy of the province
- ❑ The upgrading and maintenance of roads and roads related infrastructure
- ❑ Implementing labour intensive maintenance and special Expanded Public Works Programmes
- ❑ Special Programmes (EPWP)

I fully support the Department's Strategic Plan.

**Mr. M.S. MOTIMELE**

MEC: Department of Roads & Transport

## **Part A: Strategic Overview**

### **1. Overview of Strategic Plan**

Transport should play an important role in the economic development of our Provinces and country as a whole. Therefore our main objective is to achieve in the coming five years, the development of transport systems and infrastructure that supports the economic development of the Province. Our vision is to focus our efforts in providing transport that is affordable to all, reliable and safe to our communities.

The main challenge is the provision of transports to our rural communities, hence the implementation of the non-motorised transport to these communities. Safety on our road is crucial as the statistics shows that deaths related to accidents on the roads is very high as compared to natural deaths. For the coming five year we will make sure that there is visibility by our traffic officials on the road. The department has taken over the function of Airport management in the province.

The Provincial Transport Strategy document “Limpopo in Motion” promotes clearly the fact that the next five years, are dedicated to the implementation of programmes that shall accelerate the provision of services to the people of the Province and those who visit it. Appropriate human resource base and financial allocation to realise this task are in place to handle the challenges that come with these coming five years.

The Department commits itself to continue to protect assets of government by monitoring compliance when dealing with financial matters, procurement of services and maintenance of equipment and machinery. To achieve maximum productivity, structures that shall foster industrial peace shall be pursued. The priority in this regard will be to create communication forums with labour, taxi industry, commuter organisations, bus industry, engineering professional bodies, driving schools, youth organisations, traditional leaders, other government departments.

This will be realised by the expansion of the communication structure of government and all role players in the transport industry. The target to reduce fatalities is set at 100% for the next five years. An integrated approach to deal with road safety aspects has been adopted. The PAVE (road safety strategy) will be rolled out massively to even more remote areas of the Province. The strategy will include:

- ⇒ Installation of fence along the road reserves to prevent stray animals and pedestrians from the main provincial roads.

- ⇒ Forming community road safety structures all over the province
- ⇒ Employment of additional two thousand traffic officers by the department and local municipalities in the Province.

The strategy to tar two thousand kilometres of roads is outlined in this document. Three thousand community workers will be engaged in various expanded public works programmes in the province. The Province adopted a strategy of constructing bicycle tracks along some provincial and district roads. All mass transport interim contract are to be converted into negotiated contracts during the five-year period. Also to be rolled out will be the taxi recapitalisation.

The scholar transport programme will be intensified until no scholar walks more than two kilometres from home to school. The resuscitation of the indigenous animal drawn cart will receive priority during the period. An integrated airport development strategy will be implemented. These airports will be upgraded to handle high traffic volumes during the 2010 FIFA world cup. The Province has prioritised the hosting of the International Transport Convention that will be hosted by the Province in 2005, 2007 and 2009.

.....  
**K.B. MEHALE**

**Head of Department  
Department of Roads and Transport**

### **1.1 Vision**

An integrated safe, reliable, efficient, affordable and sustainable multi-modal transport system and adequate infrastructure

### **1.2 Mission**

To develop, co-ordinate, implement, manage and maintain an integrated and sustainable multi-modal transport system and appropriate infrastructure

### **1.3 Values**

- ⇒ All services must be rendered in a manner, which is effective, efficient, equitable, and accessible, and of satisfactory quality.
- ⇒ All services must be in line with the Batho Pele policy of taking the service to the people.
- ⇒ Services and personnel must adhere to the Public Service Code of Conduct

### **1.4 Sectoral situation analysis**

#### **1.4.1 Summary of service delivery environment and challenges**

- ⇒ Environmental factors that need to be considered
- ⇒ Political factors
- ⇒ Social factors
- ⇒ Economic factors
- ⇒ Technological factors

The Department is affected by various emerging trends, amongst others, the following can be highlighted:

- ⇒ Taxi conflicts
- ⇒ Integrated Development Plans as compared to Provincial plans
- ⇒ Overloaded heavy traffic travelling through the province

#### **1.4.2 Emerging challenges**

The Department is currently devolving functions to Municipalities. The said activity of devolution impacts both negatively and positively on the Departmental budget. The devolution will improve service delivery to the public. The future role of the government garages is being reviewed. The current trend of outsourcing of Fleet services will improve services.



The challenge of upgrading and maintaining the provincial roads with limited funds also poses a big challenge. Transformation of the public transport system as well as ensuring integrated modal system is currently a challenge. The emerging land use and spatial planning within the province is also a challenge.

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

The incorporation of the roads component from the Department of public works into the Department of Transport has necessitated the review of the entire organisational structure of the department in order to align it with the new additional mandate of provision of roads and transport infrastructure in the province

The challenges associated with the above-mentioned development include, among others, the realignment of the human resource plan, employment equity plan and the skills development plan with the new organisational structure.

The process of handing over district roads to Municipalities has taken place, but the challenge is for these Municipalities to begin to take full responsibility of maintaining them. The challenge for the Department is that it finds itself maintaining all roads in the province, because all feeder roads to provincial roads should be in a good state.

Another challenge lies with the implementation of the NLTT Act of 2000. The Act requires provinces to convert interim bus contracts to competitive tendering process. The cost of the unbundling of GNT is estimated at R 100 million per annum, while a further amount of R80 million will be required to attend to all other remaining interim contracts.

The department has established an Operating License Board, Appeal Tribunal, Panel of Assessors as well as the Urban Transport Board. Lack of adequate personnel for research, as well as poor information database, is being addressed while all future operating licences will need to be issued, taking into account the approved transport plans. The department is currently faced with a challenge of devolving and capacitating newly established municipalities to implement effective road traffic and safety services within their jurisdiction areas. The 5% accident reduction in the province is another challenge that the department is faced with. The department is also expected to regulate driving school institutions to ensure an acceptable level of driver competency in the province.

**Table 1: Summary of post vacancies and supernumeraries**

Staff Categories	Number			Average Annual change
	2000	2001	2002	
Total staff complement	1 702	1 662	1 602	-100
Number of professional and managerial posts	116	165	185	69
Number of professional and managerial posts filled	83	78	93	10
Number of excess staff	1	1	1	0

**Table 2: Key expenditure indicators**

Category of expenditure	Percentages or Rands (000's)			Average Annual change
	2002	2003	2004	
Personnel expenditure as % of total expenditure	58	48,3	49,5	-14.7% decrease

**Table 3: Progress with promoting SMME's and BEE**

Category of expenditure	Percentages or Rands (000's)			Average Annual change
	2002	2003	2004	
<b>Encouragement of Small business</b>				
Number of contracts to SMME's	488	246	365	
Total value of contracts to SMME's	R9, 157,505	R15, 509,704	R12 249 382	R5, 846,488

## **1.5 Legislative and other mandates**

Constitution of the Republic of South Africa, 1996 (Act No. 108 of 1996)

### **1.5.1 Administrative**

- a) **Public Finance Management Act, 1999 (Act no. 1 of 1999) as amended by Act 29 of 1999 and Treasury Regulations.**  
PFMA is seeking to synchronise planning, budgeting, monitoring and reporting. It helps to improve financial management within the institution
- b) **Public Service Act, 1994**  
Emphasises that the department's strategic plan should include core objectives based on Constitutional and other legislative mandates, functional mandates and the Service Delivery Improvement Programme
- c) **Employment Equity Act, 1998**  
The Act seeks to provide for employment equity in the workplace and to provide for matters incidental thereto.
- d) **Skill Development Act, 1998**  
It provides an institutional framework to devise and implement national, sector and workplace strategies to develop and improve the skills of the South African workforce.
- e) **Preferential Procurement Policy Framework Act, 2000**  
It provides guidance on procurement to ensure there is transparency in the process.
- f) **SITA act**  
To regulate the integration of the Information technology function to SITA
- g) **Occupational Health and Safety Act, 85 of 1993**  
The act stipulates that the employer should provide a hazard free working environment
- h) **Broad Based Black Economic Empowerment Act**  
The act prescribes processes to follow in acquiring services and material

### **1.5.2 Road Infrastructure**

- a) **The Northern Province Roads Agency and Provincial Roads Act11, 1998**  
The planning, design, upgrading maintenance of roads and bridges and controlling the usage of roads.

- b) **Engineering Profession of South Africa Act, 114 of 1990**  
Duties and limitations of engineers in the planning and erection of drainage structures.
- c) **Construction Industry Development Board Act, 45 of 2000**  
Controls the allocation of contracts to contractors with different levels of experience / expertise
- d) **Promotion of Admin Justice Act 3 of 2000**  
Prescribes how officials must see that the public is treated fairly.
- e) **National Forest Fire Act 101 of 1998**  
Affects state Properties & road reserves and prescribe procedures to be followed to prevent fire outbreaks on state land and in road reserves.
- f) **National Environmental Act 107 of 1998**  
The act prescribes the procedures of getting approval for the opening up of borrow-pits for gravel material, upgrading of roads and erection of drainage structures.
- g) **Re-determine Boundaries of Cross Boundary Municipalities Act 69 of 2000**  
The act effects the co-operation required to undertake projects in cross-border municipal areas.
- h) **Urban Renewal & Rural Development Programmes Act**  
It affects provincial roads going through municipal areas, where urban renewal projects are undertaken.

#### **1.5.3 Public transport**

- a) **The National Land Transport Transition Act, 2000 (Act 22 of 2000)**  
The said act deals with the following related functions:  
Planning and the integration with transport; the regulating of public transport and the institutional relationship.
- b) **Urban Transport Act, 1977 (Act No. 78 of 1977)**  
To regularise the operation of the public transport in the provinces and provide guidance to the transport boards.
- c) **Northern Province Interim Passenger Transport Act, 1999 (Act No. 4 of 1999)**  
To provide for the regulation of mini bus, taxi type services and for matters connected therewith
- d) **Road Transportation Act, 1977 (Act No. 74 of 1977)**  
To regulate on matters pertaining to road transportation for both passenger and goods

#### **1.5.4 Road Traffic and safety**

- a) **Administration and Adjudication of Road Traffic Offences Act, 1998 (Act No. 46 of 1998)**

To promote road traffic quality by providing for a scheme to discourage road traffic contraventions; to facilitate the adjudication of road traffic infringements and support the prosecution of offences.

- b) Road Traffic Management Corporation Act, 1999 (Act No. 20 of 1999)**  
To provide for co-operative and coordinated strategic planning, regulation, facilitation and law enforcement in respect of road traffic matters by national, provincial and local spheres of government, and to regulate the contracting out of traffic services and phasing in of private investment in road traffic.
- c) Road Traffic Act, 1989 (Act No. 29 of 1989)**  
To regulate all activities related to road traffic related matters on all public roads in the country. E.g. motor vehicle licenses, drivers and learners licenses etc.
- d) National Road Traffic Act, 1996 (Act No. 93 of 1996)**  
To regulate all activities related to road traffic related matters on all public roads in the country. E.g. motor vehicle licenses, drivers and learners licenses etc.
- e) Provincial road Traffic Act,**  
To regulate all activities related to road traffic related matters on all public roads in the country. E.g. motor vehicle licenses, drivers and learners licenses etc.
- f) Criminal procedure Act, 1977**  
To make provision for procedures and related matters in criminal proceedings for co-operation with municipalities and other departments and stakeholders.

## **1.6 Broad policies, priorities and strategic goals**

**Table 4: Department Strategic Goals**

<b>Goal one:</b>	Administrate commuter transport, subsidy allocation, planning of passenger transport operations, freight transport as well as conducting research on infrastructure development
<b>Goal two:</b>	The improvement of transport services in Limpopo Province
<b>Goal three:</b>	Contribution to the GDS
<b>Goal four</b>	Design and manage an effective road traffic management system.
<b>Goal five:</b>	Commitment by the Ministry and Department to national and provincial policies
<b>Goal six:</b>	Manage the Department effectively
<b>Goal seven: Develop</b>	a proficient workforce and continuously compare the internal functions and performance outputs against best practices.
<b>Goal eight:</b>	Manage the Directorate Corporate Support effectively
<b>Goal nine:</b>	The Provision and maintenance of Government Transport
<b>GOAL Ten:</b>	Improvement of service delivery in Routine Road Maintenance and Mechanical Services. The Department is focussing in improving the effectiveness and cost efficiency of maintenance.
<b>GOAL eleven:</b>	Implementation of EPWP project in Routine Road Maintenance

### **1.7 Information systems to monitor progress**

- ⇒ **Procurement** – the department utilized an electronic system for recording and managing procurement according to a ROSTER system. It is a decentralized system, which is accessible from head office and from regional head offices. It manages the registration of panels of suppliers per category of goods and service per geographic area. The system automatically rotates procurement through various rosters. It provides information to monitor numerous aspects of procurement done through quotation and through departmental tender.
- ⇒ **Transaction processing system** – FINEST system is the prescribed system for Limpopo for this purpose. The system processes and records all procurement transactions, including issuing of orders. It provides information on status of individual budget items, as well as a transaction record.
- ⇒ **Accounting Information System** – BASIC ACCOUNTING SYSTEM (BAS) is the prescribed system used in this regard. The entire budget is captured, allocated and monitored from BAS system.
- ⇒ **Asset register** – The asset management module of the FINEST (Transaction Processing System) is prescribed in Limpopo as the formal asset management system. Through its integration with the transaction processing system, it is ideally placed to monitor and control the recording of all newly acquired assets onto the asset register. FINEST, provides information on issues such as condition, location and residual value of assets.
- ⇒ **Licensing systems** – The department participates in the usage of the National Traffic Information System (NATIS) at several of its traffic institutions. This department does not own or manage the system, but utilize it for processing of transactions relating to licensing of drivers, vehicles, testing facilities and transport operators. The system provides information regarding vehicle driver and operators demographics. It also constitutes the transaction record regarding all licensing activities, including number of drivers tested, etc.
- ⇒ **System for monitoring traffic offences and summonses** – An information technology system named TRAFMAN, has been deployed to monitor and manage traffic summonses. The system automates the life cycle management of a traffic offence from the stage of law enforcement, until the summons has been paid, or has been escalated to a warrant of arrest. It provides information regarding statistics of numbers and categories of traffic summonses issued per officers or per station and the status of such summonses. As such the system is also a tool for improving revenue collection.
- ⇒ **System for monitoring public transport** – Monitoring of the operations of public transport systems is not managed through a computerized system but by means of physical inspections on the various routes. The permission and authorization of public transport operations is managed on various IT systems as listed below:
- ⇒ **Land Transport Permission System (LTPS)** - manages the lifecycle of public transport permissions (e.g. taxi permits). This function is in the process of being taken over to Operating License Administration System (OLAS).

- ⇒ **Subsidy Management Systems** (SUMS) verifies claims submitted by subsidized and contracted public transport providers. The system maintains information regarding payment of transport subsidies.
- ⇒ **Registrars Administration System** (RAS) record and managed information regarding affiliations in the Taxi industry.
- ⇒ **Persal** is an integrated computerized personnel and salary information system for the government. It is used for establishment planning and development, assimilation and maintenance of all personal particulars of all the employees, administering personnel functions such as appointments, promotions, transfers etc. as well as updating, advising. Calculating payments of salaries and wages of employees.

### **1.8 Description of strategic performance planning process**

The department has adopted a process of strategic planning that is consultative. Our strategic plan is informed by the policies and priorities of the Provincial and the National government. Employees of the department participate in the development of the strategic plan for the department. Each business unit will have their own strategic planning session with members of that unit. The head of the unit will then consolidate the inputs for the planning session of the department. The department identifies the contractual obligations that cannot be avoided and allocate the required budget for them. The remaining balance will then be allocate to the projects and programmes in terms of their priority.

## **PART B: Programme and sub-programme plans**

### **2 Programme 1: Administration**

#### **2.1 *Situational analysis***

Most human resource policies of the department need a further consultation with stakeholders and labour before they can be finalised/approved. This results in the department relying mostly on applicable human resource legislation and broader guidelines provided by the Department of Public Service Administration

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

##### **2.2.1 *Priorities***

- ❑ Capacity development within the department is very important for our employees to provide efficient and valuable service to the community
- ❑ Sustain an adequate level of financial management within the department in order to continually attain unqualified audit opinions.
- ❑ Implementation of transformation programmes.
- ❑ Procure site for Vhembe District Workshop.
- ❑ Extension of Head Office building
- ❑ Establish cashier points at Magistrates offices
- ❑ Implement Communication strategy
- ❑ IT capital replacement
- ❑ Cabling and networking of department offices
- ❑ Procure VIP vehicles
- ❑ Bursaries for external students

##### **2.2.2 *Specified policies***

The Department is also guided by national policies aimed at transforming the public service, such as the White Paper on Transformation, in addition, the Department is bound to work within the prevailing regulatory framework, including (inter alia) the Public Service Act and the new Public Service Regulations, Skills Development Act, Basic Conditions of Employment Act, Labour Relations Act, Public Finance

Management Act, the Occupational Health & Safety Act which stipulate safety measures for working environment to protect workers against any safety hazards.



### 2.2.3 Strategic Objectives For the programme

Strategic Goals		Strategic Objectives
1	OFFICE OF THE MEC Commitment by the Ministry and Department to national and provincial policies	1.1 Ensure payment of Statutory obligations
		1.2 Provide an efficient and effective administrative support to the MEC
2	MANAGEMENT Manage the Department effectively.	2.1 Promote accountability by the <b>Head of the Department</b> at all managerial levels and devolve responsibilities to the most appropriate levels.
		2.2 Provide intergovernmental strategies.
3	CORPORATE SUPPORT Develop a proficient workforce and continuously compare the internal functions and performance outputs against best practices.	3.1 Co-ordination and integration of <b>training</b> programmes undertaken within the department in accordance with legal requirements as well as reporting requirements.
		3.2 Effective implementation of <b>Performance management system</b>
		3.3 Implement <b>transformation policies</b> in the department
		3.3 Develop <b>special programmes</b> to support Provincial <b>Youth, Disabled, Women, Children, HIV/AIDS and EAP</b>
		3.4 Introduce sound <b>financial accounting processes</b>
		3.5 Implement financial management accounting procedures to ensure compliance with the <b>Public Finance Management Act (PFMA)</b> and other relevant financial prescripts
		3.7 Manage <b>Risk and Loss Control</b> effectively
		3.8 Develop departmental compliance <b>policies</b> and provide inspectorate function to promote financial control
		3.9 Implement sound <b>strategic planning</b> and co-ordination processes for planning, monitoring, research and development
		3.10 Implement effective <b>provisioning</b> procedures and policies
		3.11 Ensure compliance to <b>procurement policies and the Preferential Procurement Policy Framework Act (PPPFA)</b>
		3.12 Manage <b>Information Technology systems utilised by</b> the Department
		3.13 Provide <b>legal advice</b>
		3.14 Manage <b>Labour Relations</b>
		3.15 Provide effective <b>auxiliary services</b>
		3.16 Develop a <b>communication strategy</b> with the public and clients

4	PROGRAMME SUPPORT OFFICE Manage the Directorate Corporate Support effectively	4.1 Implement economic, efficient, effective and transparent managerial processes in the Directorate <b>Corporate Support</b> by the Programme Manager.
		4.2 Manage the department's <b>Policy formulation</b> , coordination and monitoring fleet in the province effectively
5	The Provision and maintenance of Government Transport	5.1 Restructuring of <b>Government Transport</b>
		5.2 Facilitate and monitor the use of government transport for efficient

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

Lack of response to adverts by persons with disabilities and efforts will be made to target organisations for persons with disabilities. The department is in the process of integrating the traffic training college into the human resource development unit.

Constraints	Measures
• Insufficient Funds	• Prioritise departmental needs • Request for more funds from treasury
• Shortage of staff in the units	• Ensure staffing of funded posts • Request for more funds
• Lack of relevant skills	• Proper placement of staff
• Inadequate physical resources	• Provide more funding for physical structure
• Untrained staff	• Capacity building
• Unavailability of Departmental policies	• Develop policies
• Staff morale and attitude	• Developing a working culture
• Poor work ethic	• Diversity management
• Lack of sense of ownership	• Awareness campaign

### 2.4 Description of planned quality improvement measures

Draft human resource policies will be finalised for implementation to complement the existing human resource policies. Description of planned quality improvement measures

- ⇒ Negotiate with Treasury to increase funding.
- ⇒ Skills development through the implementation of departmental human resource development and education programmes.
- ⇒ Investigate and understand reasons for high staff turnover, and institute corrective action.

## **3 Programme 2: Road Infrastructure**

### **3.1 Situation analysis**

The Provincial Government has established the Road Agency Limpopo to plan, upgrade and maintain roads and roads related infrastructure. The departmental maintenance teams are doing maintenance for the Agency. Although the Road Agency Limpopo has been engaged in Gundo Lashu, which is in essence an Expanded Public Works Programme, the Department itself is only now starting to be engaged in EPWP project. These projects are now in a business plan phase.

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

#### **3.2.1 Priorities**

- ⇒ Upgrading of Provincial Roads
- ⇒ Implementation of the Expanded Public Works Programme.
- ⇒ Implementation of a labour Intensive maintenance and fencing programme
- ⇒ Implementation of Learnership programmes.

#### **3.2.2 Specified policies**

- ⇒ National Environment Act, 107 1998 (Act 107 of 1998)
- ⇒ The Northern Province Roads Agency and Provincial Roads Act 11, 1998 – The planning, design, upgrading maintenance of roads and bridges and controlling the usage of roads.
- ⇒ Engineering Profession of South Africa Act, 114 of 1990 – Duties and limitations of engineers in the planning and erection of drainage structures.
- ⇒ Construction Industry Development Board Act, 45 of 2000 – Controls the allocation of contracts to contractors with different levels of experience / expertise.
- ⇒ National Road Traffic Act, Act 93 of 1996 - Mandating the erection of road traffic signs

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

There is a lack of funds to upgrade and maintain roads and roads related infrastructure. Constant efforts are made to obtain additional funds in order to address the backlogs in the upgrading of roads and roads related infrastructure.

The skills level of the departmental maintenance force is not what you would expect it would be. Many competent officials retired or took package. A special effort is required to improve the situation. An intervention plan has been proposed by the CSIR, but funding is a problem. The department with the facilitation of the CSIR is now applying for funds from the Construction and Civil engineering training Authority (CETA).

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

- ⇒ A Labour intensive fencing programme is to be implemented to reduce unemployment and make roads safer against stray animals. Many motor accidents occur as a result of stray animals on Provincial roads.
- ⇒ More resting places will be provided, to give travellers a place to rest, when tired before continuing.
- ⇒ Labour-intensive maintenance programme is being started to develop small entrepreneurs, who can take over routine road maintenance, where the departmental teams numbers are depleted through natural attrition.

### **3.5 Resource Information**

The Roads Programme is having about 4,000 officials. As mentioned above the skills level of the majority of employees needs to be improved in order to improve production and effective utilisation of resources. As indicated above the Department as well as the Road Agency Limpopo are both faced with backlogs in respect of funding for the upgrading of roads and road's related infrastructure.

## **4 Programme 3: Public Transport**

### **4.1 Situation analysis**

The bus fleet in the Limpopo Province consist of just over 700 vehicles, almost 60% of the vehicles are 15 years and older. Provincially, the industry undertakes approximately 31 000 kilometres annually, while transporting 75 000 commuters per trip. Currently, 67% of the provincial population (commuters) benefits through the subsidised system. However, it is worth noting that one of the presidential node, that is, Sekhukhune is totally not subsidised, however the department is at the initial stage of the feasibility study. One of the presidential node (Bohlabela) within the Province is partially subsidised. The department has initiated the bicycle project that benefit scholars in Waterberg Vhembe and Mopani districts.

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

**4.1.1.1 Priority & strategic objectives1:** The transformation of the transport sector in Limpopo Provinces,

- ⇒ Transformation of passenger transport in the Province
- ⇒ Implementation of negotiated and tendered contract system
- ⇒ Management of the taxi industry.

**4.1.1.2 Priority & strategic objectives2:** Contribution to the GDS

- ⇒ Developing SMME's/BEE specifically within the bus and freight industry.
- ⇒ Supporting and promoting the ISRDP, SDI's.
- ⇒ Resuscitation of Provincial Airports

**4.1.1.3 Priority & strategic objectives 3:** The development of the rural transport system in Limpopo Province, through:

- ⇒ Amendment of, and monitoring, the implementation of the Provincial Transport Policy
- ⇒ Amendment of all transport related legislation
- ⇒ Monitor the functions of all relevant institutional structures
- ⇒ Enhancement of co-operation between the Province and other external stakeholders and institutions
- ⇒ Support the development of transport related corridor initiatives such as strategic development initiatives (SDIs), SRDP
- ⇒ Transforming and management of the transport system

#### **4.1.1.4 Priority & strategic objectives 4:** The improvement of transport services in Limpopo Province

- ⇒ Facilitate the planning and provisioning of transport infrastructure
- ⇒ Improve on the regulation of the taxi operators

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

The department is currently faced with challenges of financial constraints as well as personnel. Another challenge lies with the implementation of the NLTT Act of 2000. The Act requires provinces to convert interim bus contracts to competitive tendering process. The department has identified areas that require immediate interventions so that we can introduce competitive tendering. A three-year rollout plan has been developed in this regard. It further dictates the conversion of the current taxi operations to be in line with the proposed taxi recapitalisation. Lastly it requires the translation of the current information system and drastically implements the National transport register. A business plan has been finalised for the taxi recapitalisation for implementation. The department shall appoint a project manager to assist with facilitation and coordination as well as mobilising funds from municipalities.

The department has a plan to assist municipalities to establish transport authorities. The department shall develop service delivery improvement plan that would ensure the entrants of new small bus operators into the industry. The department shall further introduce a training programme that would encourage the HDI's to benefit in the industry as well as continuous monitoring mechanisms. The department shall develop service delivery improvement plan, specifically for the registration of busses and taxis. The department shall develop a communication strategy for major projects that would ensure that stakeholders are well informed of developments within the department. The department will capacitate transport forums in the province.

#### **4.1.3 Resource Information**

Funding for the unbundling of Great North Transport, conversion from interim contracts to tendered or negotiated contracts, the Dilokong corridor project and the Taxi Recapitalisation programme is critical to the success of the programme. Training of staff in the various aspects of the NTR is progressing but the capacity to fully utilise the RAS and OLAS systems is essential to the roll out of the Taxi Recap process. Staffing of the office of the Registrar, as well as for support of the other statutory bodies is also a major priority, while several other positions that are vacant are also influencing the service delivery aspect. Vehicles for monitoring and attendance of meetings at projects are also not sufficient and need to be replenished by both subsidy vehicles and pool vehicles where required.

## **4.2 Sub-programme 2.1: Regulation and Control**

### **4.2.1 Situation analysis**

The department has established the Operating License Board, Appeal Tribunal and Panel of Assessors as well as the Urban Transport Board.

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

The priorities for the public transport programme:

- ⇒ Implementation of the Dilokong corridor subsidy system.
- ⇒ International transport convention.
- ⇒ Scholar transport.
- ⇒ Bicycle project.
- ⇒ Restructuring of state owned asset.
- ⇒ Implementation of the donkey cart project.
- ⇒ Implementation of negotiated or tendered contracts to replace all existing interim contracts.

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

Staffing remains a critical element of all the statutory bodies. There seems to be a thin line between autonomy and how they relate to administration. There is a lack of funds to procure resources for the statutory bodies. The department will appoint support staff for the statutory bodies. The department is in a process of addressing gap within the legislation. The department will procure resources through the Urban Transport-funding budget for 2004/2005. Additional funding for the subsidisation of transport services is a requirement to progress with the restructuring of GNT (Pty) Ltd while it is also applicable to the implementation of negotiated and tendered contracts.

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

The department would develop a communication strategy. The department shall further develop service delivery guideline/booklet to inform stakeholders of services that are rendered by the department. Adequate personnel and equipments appropriate for statutory bodies will be acquired. Operating License Administration System will be rolled-out to ensure that operating licenses are issued. Re-training for OLAS capturers will be done.

#### **4.2.4 Resource information**

Upgrading of the IT infrastructure, employment of additional staff and the capacitation of all staff at Head Office and Districts in the use of the OLAS system is essential to achieve the required service delivery.

### **4.3 Sub-Programme 2.2: Operator Safety and Compliance**

#### **4.3.1 Situation analysis**

The issuing of permits is subject to proof of having a roadworthy and certificate of fitness for every vehicle. Every permit contains conditions for operators to comply with in terms of their operations and authorities as granted by the Operating License Board.

Associations operating in the province are provisionally registered with the Transport Registrar and there is a standard constitution and code of conduct to ensure compliance. However, there is still a challenge with regard to monitoring of permits issued by the department that are not in use ("suitcase permits"/ cupboard permits). Again the department is also faced with a challenge of rationalising the issuing of permits to ensure balanced competition between buses and taxis as is prevailing. There is still a moratorium for issuing new mini bus permits, which is a serious challenge. Currently what is being done is amendments of existing permits to ensure operations that are development and public driven rather than old rigid routes.

The operating license process will indirectly address the problem of permits that are not adequately utilised. As transport plans are almost finalised, The Operating License Board will make use of the operating license strategy to ensure that permits/licenses are granted as per scientifically researched information. The department is currently reconstructing the information database. The NTR is gradually implemented to capture information.

#### **4.3.2 Policies and priorities**

Development of the service delivery improvement plan is the highest priority. However, the department will also focus on the implementation of the OLAS system and National Transport Register, as well capacity building for statutory bodies.

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

There is lack of adequate personnel for research as well as poor information database. The regulation of passenger liability is non-existence in the provincial and national legislation, and as we review legislations that gap has to be closed. Lack of personnel to monitor passenger transport. The department is investigating possibilities of appointing researchers or appropriate personnel to assist in gathering information and communication. The department will amend the current provincial legislation to cater for passenger liability. The department will appoint public transport inspectors to assist in the monitoring of safety and compliance of operators in the province.

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

- ⇒ Amendment of the provincial legislation.
- ⇒ Development of a public transport monitoring policy that would ensure that public transport is monitored.
- ⇒ Continuous capacity building for statutory bodies through workshops.
- ⇒ Appointment of public transport inspectors for monitoring compliance and law enforcement.
- ⇒ Resource Information

- ⇒ Staff complement not conducive to service delivery. The staff for the registrar's office and the Boards needs to be appointed to ensure the speedy rollout of processes to ensure the rollout of the Taxi Recap process.

#### **4.4 Sub-programme 2.3: Planning**

##### **4.4.1 Situation analysis**

The department has established the bus task team to address the institutional arrangement of the bus industry. A draft policy on monitoring of the bus industry has been completed. A policy on additional subsidisation of qualifying bus operators was implemented, but funding to implement it for all operators is not available. The MEC has approved all the transport plans for five district municipalities. These are now submitted to the National Minister

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

Insufficient funding to comply with the NLTTA in terms of implementation of the negotiated or tendered bus contracts. The model tender document to be finalised and advertised in the Government Gazette prior to advertising tenders. The department will have to implement the negotiated and tendered contracts in phases based on availability of funding. Lack of capacity and proper coordination structures amongst all spheres of government is currently a challenge. Consultants have been appointed to assist in this regard.

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

The department would develop a communication strategy. The department shall further develop service delivery guideline/booklet to inform stakeholders of services that are rendered by the department. A monitoring firm will be appointed to assist with monitoring of public transport services to ensure a better public transport system.

##### **4.4.4 Resource information**

The current budget for the implementation of programmes is limited, in the sense that for the entering into negotiated contracts a shortfall of about R 100 million needs to be funded. Staff capacity in planning is not conducive to service delivery and needs to be addressed through appropriate training and attendance of relevant workshops. The availability of pool vehicles and subsidised vehicles needs to be improved in order to place officials in a position to attend to monitoring, planning meetings as well as forum meetings



## **5 Programme 4: Traffic Management**

### **5.1.1 Policies, priorities and strategic objective**

The province will be focusing on the implementation of the National Road to Safety Strategy, the provincial Traffic Management Strategy, the Pedestrian Safety Management Strategy and the Code of Conduct for Traffic Officers including relevant legislations on both Provincial and Local government levels. It will also continue with the devolution of traffic functions to municipalities.

### **5.1.2 Priorities:**

- ⇒ Provide Adequate Patrol Vehicles
- ⇒ Provision of effective Radio Communication System
- ⇒ Expansion of Traffic Management Systems
- ⇒ College infra-structure improvement
- ⇒ Upgrading of Vehicle Testing Centres
- ⇒ Upgrading of Traffic Control Centres
- ⇒ Establishment of Provincial Traffic Institutions including Satellite Offices
- ⇒ Provision of Renewal of motor vehicle licence notices
- ⇒ Implementation of the Road Traffic Management Co-Operation Act as directed by National Department of Transport
- ⇒ Devolution of Traffic Functions to Municipalities
- ⇒ Training of 2000 Traffic Practitioners
- ⇒ Reduction of accidents
- ⇒ Improvement of pedestrian hazardous locations
- ⇒ Enhance road safety education and communication

#### **5.1.2.1 Strategic Goal & Objectives1:** Design and manage an effective road traffic and safety management system

- ⇒ Intensify traffic law enforcement operations
- ⇒ Ensure multi-agency treatment of hazardous locations
- ⇒ Intensify public education and awareness programmes
- ⇒ Expand and sustain traffic information systems
- ⇒ Devolution of Traffic and Safety functions to municipalities
- ⇒ Improvement of training and skills development in Road Traffic and Safety profession
- ⇒ Ensure effective and efficient law administration service
- ⇒ Ensure effective management of the provincial traffic information bureau
- ⇒ Ensure an effective Overloading Control

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

The following are identified Road Traffic and Safety constraints:

- ⇒ Lack of resources (Human, Financial & Physical)
- ⇒ Insufficient Infrastructure
- ⇒ Unreliable traffic management systems

#### **Measures identified to overcome constraints:**

- ⇒ Implementation of traffic management systems
- ⇒ Implementation of total quality management system
- ⇒ Implementation of PPP programmes
- ⇒ Improvement of traffic information systems
- ⇒ Sufficient Funding

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

The implementation of the Traffic Management Strategy and the Pedestrian Safety Management Strategy that encompasses all stakeholders including municipalities, as well as a 24-hour law enforcement service in the province would improve the quality management and service delivery to the communities.

#### **5.1.5 Resource information:**

- ⇒ Improve the management capacity and professionalism.
- ⇒ Training of officers to implement traffic information systems.
- ⇒ Funding for infrastructure developments.
- ⇒ Increased number of vehicles

### **5.2 Sub-programme 4.1: Traffic Law Enforcement**

The functions of the sub programme are:

- ⇒ Develop traffic legislation, amendments and policy.
- ⇒ Develop policy on law enforcement.
- ⇒ Develop policy on traffic control centres.
- ⇒ To study and apply traffic acts regulations and legislation.
- ⇒ To carry out inspections at traffic stations.
- ⇒ Executing law enforcement operations

#### **5.2.1 Situation analysis**

**Personnel:** The province have 535 traffic law enforcement officers who are considered to be extremely inadequate to an extent that it becomes impossible to render an acceptable 24 hour traffic law enforcement service in the province

**Roads to be policed:** There is in excess of 25 000 kilometres of Provincial roads that requires effective traffic policing in which it becomes practically impossible to have an efficient omnipresence since one officer is expected to patrol and police a very large area.

**Traffic Volume:** Approximately 350 000 motor vehicles are registered in the province and that is also exaggerated by the fact that our province shares borders with few African Countries, which becomes a massive task to have an appropriate ratio of officers to vehicles to be policed

**Traffic Policing in the Municipal Areas:** Most municipalities in the province lacks capacity and the province have to supplement those shortages which also becomes problematic with limited resources at hand

**Implementation of Polices\Strategies Prescribed:** National policies and strategies, i.e. Implementation of the Road To Safety Strategy becomes difficult with the resources available

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

##### **5.2.2.1 Constraints**

- ⇒ Insufficient Funding for overtime to implement law enforcement operations during weekends.
- ⇒ Lack of traffic patrol vehicles.
- ⇒ Manpower: Lack of manpower.

### **5.2.3 Measures planned to overcome them**

- ⇒ Department should appoint more personnel that will be able to cover operational programmes on a twenty-four hours basis.
- ⇒ Department should appoint personnel to be deployed at satellite traffic stations to supplement law enforcement at districts where devolution of traffic functions to municipalities has been completed.
- ⇒ Department should allocate more funds to the districts to allow officers to perform their duties in order to cover all developed programmes.
- ⇒ Department should allocate vehicles to the districts to allow officers to perform their duties.

### **5.2.4 Description of planned quality improvement plan.**

- ⇒ Expansion of PAVE (Professionalism, Awareness, Visibility and Education) strategy.
- ⇒ Monitor the implementation of the Code of Conduct.
- ⇒ Professional training of traffic managers and law enforcement officers on serious traffic offences.
- ⇒ Complete last phase of the devolution of functions to municipalities.
- ⇒ Introduction of a 24-hour traffic law enforcement service.
- ⇒ Implementation of the Provincial Traffic Management Strategy

### **5.2.5 Resource Information.**

- ⇒ Increased number of patrol vehicles.
- ⇒ Increased number of traffic officers.
- ⇒ Improved training capacity.

## **5.3 Sub-programme 4.2: Road Safety Education**

### **5.3.1 Situation analysis**

- ⇒ The total number of pedestrians accidents reported in 2002 was 698
- ⇒ The total number of pedestrians accidents reported in 2003 was 721
- ⇒ The total number of pedestrians killed in 2002 was 100
- ⇒ The total number of pedestrians killed in 2003 was 92
- ⇒ The total number of serious pedestrian injuries in 2002 was 257
- ⇒ The total number of serious pedestrian injuries in 2003 was 255

### **5.3.2 Policies and priorities**

The sub programme will be focusing on the implementation of the National Road to Safety Strategy, the provincial Traffic Management Strategy and the Pedestrian Safety Management Strategy.

#### **5.3.2.1 Priorities:**

- ⇒ The implementation of driver and vehicle fitness and pedestrian education interventions as described in the Road to Safety Strategy 2001-2005.
- ⇒ The implementation of the provincial Pedestrian Safety Management Plan
- ⇒ Printing of formal road safety education material
- ⇒ Purchasing of vehicles for road safety officers
- ⇒ Training of road safety officers
- ⇒ The accident stats shows that we need to pay more attention to drivers in the province who account for the lowest average annual decrease in fatalities.

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

#### **5.3.3.1 Constraints**

- ⇒ Insufficient Funding:
- ⇒ Inadequate Transport:
- ⇒ Lack of relevant training:
- ⇒ No national Road Safety Education Policy

#### **5.3.3.2 Measures planned to overcome them**

- ⇒ Negotiate PPP's to supplement the funding from the annual appropriations.
- ⇒ To mobilise municipalities and roads agencies to take care of low cost engineering measures in pedestrian hazardous locations
- ⇒ NdoT and nine provinces to facilitate the development of a basic training course
- ⇒ Development of a Road Safety Education policy
- ⇒ Department should allocate vehicles to the districts to allow officers to perform their duties.

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

- ⇒ Implementation of the Provincial Pedestrian Safety Plan.
- ⇒ Establishment of a Road Safety Council.
- ⇒ Development of a road safety education & communication policy.
- ⇒ Mobilisation of stakeholders and communities.

#### **5.3.5 Resource information**

- ⇒ Capacitate road safety staff to implement the pedestrian management plan and to mobilise communities and stakeholders.
- ⇒ Contracting of experts to develop a road safety education & communication policy.
- ⇒ Road Safety research in hazardous pedestrian locations

### **5.4 Sub-programme 4.3: Transport Administration and Licensing**

#### **5.4.1 Situation analysis**

Centralisation by national office of certain transport administration and licensing transactions creates bottlenecks within the province resulting in inferior service delivery to the public.

#### **5.4.2 Policies**

The province will be focusing on the implementation of the National Policies relevant to Transport and Licensing Administration as well as the development of Provincial Policies and guidelines for smooth and effective operation of various Driving Licence Testing and Motor Vehicle Testing Centres

Regulation of the various fee structures in the Transport Administration and Licensing sector form one of the key strategic focus areas of the Province

#### **5.4.3 Priorities**

- ⇒ Expand Natis Usage to registering authorities in the Province
- ⇒ Implementation of the letter “L” Licensing System
- ⇒ Re-opening of the provincial Natis Help Desk
- ⇒ Regulation and Control of Registering Authorities in the province

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

Below are identified licensing constraints in the province:

- ⇒ Inadequate Funding
- ⇒ Lack of Infrastructure
- ⇒ Shortage of Manpower
- ⇒ Insufficient Resources

#### **5.4.5 Measures identified to overcome constraints:**

- ⇒ Request for Additional Budgetary Allocation by the Provincial Treasury Department
- ⇒ Implementation of an open plan office system
- ⇒ Revision of existing structure and filling of all vacancies

- ⇒ Purchasing of all required resources

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

The implementation of National Policies on Transport Administration and Licensing services through total quality management systems, regulation and control of operations of all registering authorities as well as the development of Provincial Policies and guidelines for effective service delivery in the province

#### **5.4.7 Resource information**

- ⇒ Advertisement of posts and the appointment and training of staff for the Help Desk.
- ⇒ Computer Hardware

### **5.5 Sub-programme 4.4: Overload Control**

#### **5.5.1 Situation analysis**

Limpopo Province is a unique for corridor transportation in the SADEC region. The province shares borders with Botswana and Zimbabwe and also links with the economic nerve centre of the country Gauteng province, Mpumalanga and Northwest provinces and serves as a feeder to these provinces.

Developing strategies and action plans to move from the current situation to the required situation include identifying different options for the construction, operating and maintenance of the required weighbridges and overloading control devices as well as looking at various sources of funding.

#### **5.5.2 Policies and priorities**

The national overloading policy has been implemented in the province with the five strategically located weighbridges prioritised for upgrading, i.e. Musina, Polokwane, Baltimore, Mampakuil and Northam.

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

Below are identified overloading control constrains in the province:

- ⇒ Insufficient funding
- ⇒ Insufficient infrastructure
- ⇒ Shortage of manpower
- ⇒ Lack of resources

#### **5.5.4 Measures identified to overcome constrains:**

- ⇒ Total quality management system implementation.
- ⇒ Efficient revenue collection strategy
- ⇒ Implementation of PPP programmes

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

Completion and implementation of the provincial Overloading Strategy and the implementation of effective PPP programmes for the weighbridges to ensure cost effectiveness, as well as making them twenty-four hour operational.

#### **5.5.6 Resource information**

Capacitate traffic officers at TCC's

### **5.6 Sub-programme 4.5: Traffic Information and Communication Systems**

#### **5.6.1 Policies and priorities**

The province will be focussing on the implementation of the national policy on accident reporting and information.

##### **5.6.1.1 Priorities:**

- ⇒ Centralisation and expansion of Accident Bureau to ensure reliable accident data
- ⇒ Implementation of the Traffic Contravention model of TRAFMAN
- ⇒ Implementation of staff structures of both the provincial traffic call centre and the accident bureau.
- ⇒ Development and management of an integrated incident management system.
- ⇒ Effective radio communication network

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

##### **5.6.2.1 Constrains:**

- ⇒ Funding
- ⇒ Infrastructure
- ⇒ Manpower
- ⇒ Resources

##### **5.6.2.2 Measures identified to overcome constrains:**

- ⇒ Implementation of staff structures
- ⇒ Purchasing of computer hardware
- ⇒ Negotiate for additional office space

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

- ⇒ Implementation of staff structures for both the accident bureau and the traffic call centre.
- ⇒ Investigate and procure the most effective and efficient radio communication system.
- ⇒ Co-ordination with SAPS to improve AR and to ensure reliable accident data.

#### **5.6.4 Resource Information**

- ⇒ Implementation of structures for both Accident Bureau and Traffic Call Centre
- ⇒ Training of personnel
- ⇒ Expand infrastructure
- ⇒ Procurement of sufficient equipment

## 6 Co-ordination, co-operation and outsourcing plans

### 6.1 Interdepartmental linkages

- ⇒ The directorate Fleet Management operates at Provincial level, it co-ordinates all departments with regards to government motor transport.
- ⇒ Implementation of policies initiated by the National Departmental of Transport
- ⇒ The Department of Justice is involved in processing all traffic prosecution in court.
- ⇒ The South African Police Services assist the department with the completion of accident forms (AR) and the investigation thereof; they also participate in joint Law Enforcement operations.
- ⇒ Department of Health assist in ascertaining the body features of road users for alcohol consumption they also they provide emergency services at roadside collisions.
- ⇒ National and the Provincial Road agency assist the department in maintaining and installing road traffic signs, they also assist in road markings. These agencies are also involved in maintaining traffic control centres on a public private partnership level. They also conduct engineering surveys for identified pedestrian hazardous location.
- ⇒ Department of Education assists with the integration of road safety education into school curriculum.
- ⇒ Department of Local government assists with devolution of traffic functions to municipalities.

### 6.2 Local government linkages

- ⇒ Co-ordination of traffic safety projects.
- ⇒ Perform function on agency basis with regard registration and licensing of vehicles.
- ⇒ Audit of all road traffic safety functions.

### 6.3 Public entities

Details of public entities

Name of public entity	Main purpose of public entity
Pietersburg International Airport	Aviation

### 6.4 Public, private partnerships, outsourcing etc

- ⇒ Enter into P.P.P with Sanral in the maintenance of traffic control centres.
- ⇒ Outsourcing of accident capturing.
- ⇒ Enter into public private partnership with CSIR in research for improvement of traffic safety.
- ⇒ The restructuring of Government Motor Transport is in the process of outsourcing emergency vehicle services that is ambulances, rescue vehicles and response unit.
- ⇒ Government garages through PPP.



## **7 Financial Management:**

### **7.1 *Strategies to address audit queries***

- ⇒ All audit queries received from the office of the Auditor General will be attended to on or before the due date
- ⇒ Holding briefing sessions with management and other personnel to sensitise them on the areas of concern as identified by the Auditor General.
- ⇒ Forming constant communication with the office of Auditor General is maintained.
- ⇒ Compliance unit facilitates the implementation of the recommendations of Auditor General and internal audit.

### **7.2 *Implementation of PFMA***

- ⇒ The department has already appointed the Chief Financial Officer
- ⇒ The internal audit for the province is centralised at the office of the Premier
- ⇒ The department plans to have information section in which the requirements of the PFMA are shared with the Senior Management and Middle management and all other employees.
- ⇒ All the employees are required to sign memorandum of understanding (Performance agreement) in which they commit themselves to perform their functions as directed in the PFMA.
- ⇒ The departmental policy and procedure

## 8 Priorities for Roads Agency Limpopo

LIST OF PRIORITY ROADS AND THEIR BUDGET											
Road NO.	DESCRIPTION	Length km	Districts	Costs Estimates	Development Strategy supported	ADT	05/06	06/07	07/08	08/09	09/10
D4		579.3	VHEMBE	1,147,744,740.00	SDR	9602	191	233	317		
D1589, D217	Roads in the first phase of tarring. Work in progress		CAPRICORN		High Traffic & Problem Road						
D3500, D4380, D3505, D3561, D192			WATERBERG		Tourism						
D21			BOHLABELA		Farming						
D1200			MOPANI		High Traffic Volume						
D4040, D4000, 4005D4030,D4032			SEKHUKHUNE		GHS, Dilokong sub-corridor						
D19					Strategic road for ZCC						
D3840, D3187, D3981, D3260											
D4100, D4250, D4191, D4190											
D4170											

Road NO.	DESCRIPTION	Length km	Districts	Costs Estimates	Development Strategy supported	ADT	05/06	06/07	07/08	08/09	09/10
ACCESS	Roads in the first phase of tarring. Work in progress	158	WATERBERG	299 000 000.00	HEALTH		96	93	60	50	
			SEKHUKHUNE								
			CAPRICORN								
			VHEMBE								
			MOPANI								
Road NO.	DESCRIPTION	Length km	Districts	Costs Estimates	Development Strategy supported	ADT	05/06	06/07	07/08	08/09	09/10
D5002, D3681, D3689; D3110/ P43/3/P17/3;D4050/D1583/D3628/D3600/ D3880/D4163/D3870/D3641/ D1350/D11/D3150/D3827/D3747/ D3749/D3928/D3849/D3187/D3198/D3186 /D3246/D3186/D3756/P277/1; D3708	THIS ARE ROADS ADDITIONAL TO EXISTING 2005/06 PLANS	286	VHEMBE / WATERBERG/MOP ANI/ CAPRICORN/ SEKHUKHUNE	1,011,760,000.00		6971	186	194	240	243	81

Road NO.	DESCRIPTION	Length km	Districts	Costs Estimates	Development Strategy supported	ADT	05/06	06/07	07/08	08/09	09/10
D3180	ROADS ADDITIONAL TO EXISTING ROADS	56	MOPANI	11,000,000.00	SDR	20		31	36	24	
D428? /D4280/D4284/D4239		35	SEKHUKHUNE	70,000,000.00	SDR	5	20	21	24		

## **9 ACRONYMS**

<b>ABET</b>	Adult Basic Education Training
<b>AG</b>	Auditor General
<b>AR</b>	Accident Report Form
<b>BEE</b>	Black Economic Empowerment
<b>DLTC</b>	Driver's License Testing Centres
<b>DOTY</b>	Driver of the Year
<b>EDL</b>	Examiner of Drivers Licenses
<b>EMS</b>	Emergency Services
<b>EOV</b>	Examiner of Vehicles
<b>EPWP</b>	Expanded Public Works Programmes
<b>GDS</b>	Growth and Development Strategy
<b>GMT</b>	Government Motor Transport
<b>GNT</b>	Great North Transport
<b>HAZLOC</b>	Hazardous locations
<b>HDI</b>	Historically Disadvantaged Individuals
<b>IDP</b>	Integrated Development Plan
<b>ITP</b>	Integrated Transport Plan
<b>MEC</b>	Member of Executive Council
<b>MTEF</b>	Medium Term Expenditure Framework
<b>NATIS</b>	National Traffic Information System

<b>NDOT</b>	National Department of Transport
<b>NLTTA</b>	National Land Transport Transitional Act
<b>NRTA</b>	National Road Traffic Act
<b>OLAS</b>	Operating License Administration System
<b>PAVE</b>	Professionalism, Awareness, Visibility and Education
<b>PFMA</b>	Public Finance Management Act
<b>PPP</b>	Public Private Partnership
<b>PRDP</b>	Professional driver's permit
<b>RAL</b>	Roads Agency Limpopo
<b>SADC</b>	Southern African Development Communities
<b>SANRAL</b>	South African Roads Agency Limited
<b>SDI</b>	Spatial Development Initiative
<b>SMME</b>	Small Medium Enterprise
<b>SRDP</b>	Integrated Sustainable Rural Development Plan
<b>TCC</b>	Traffic Control Centers
<b>VTS</b>	Vehicle Testing Stations