

REPORT OF THE HEAD OF DEPARTMENT

SECTION 4: CORPORATE SERVICES



**Head: Corporate Services
Ms Vicky Cunliffe**



**Senior Manager:
Motor Transport & Motor Licensing
Mr Nazir Ally**



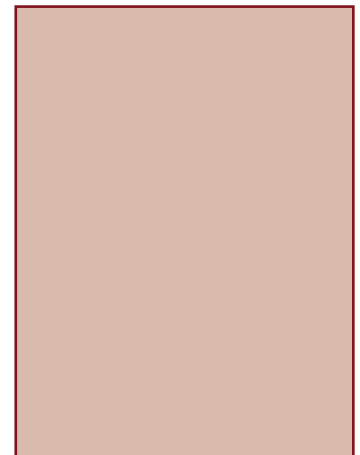
**Senior Manager:
Technology Transfer Centre
Dr Simon Oloo**



**Senior Manager:
Procurement &
Provisioning
(vacant)**



**Senior Manager:
Resources Management
(vacant)**



**Senior Manager:
Legal Services
(vacant)**

CHIEF DIRECTORATE: CORPORATE SERVICES**OVERVIEW**

Many of the successes and innovations in improving the quality of life of our people have been possible through the strong foundation provided by the Chief Directorate: Corporate Services. This is a relatively new Chief Directorate that incorporates the administrative components of the KwaZulu-Natal Department of Transport.

Corporate Services is quite renowned for its "CAN DO" attitude. Many government innovations have come out of Corporate Services, including the following:

- aggressive affirmative procurement procedures including the appointment, last year, of a customer liaison person, who is fluent in both English and Zulu, to act as an intermediary between the Department and its SMME service providers. This has contributed tremendously to the public's understanding of the procurement process,
- ongoing management fast tracking, and mentorship with 30 managers having been put through a University of Durban-Westville Management Development Diploma course. This is the fourth year that the Department has run a management development programme and this year the Department produced the top student for the year, and
- new marketing initiatives for Personalised Number Plates in the Motor Licensing Bureau (MLB) and a leadership in vehicle licensing and registration throughout Southern Africa.

This financial year Corporate Services created a new sub-directorate: Management Advisory Services to oversee:

- compliance with the Public Service Regulations concerning mandatory job evaluations of all vacant posts and for posts from level 9,
- the establishment of a Departmental Job Evaluation panel in compliance with the Provincial Job Evaluation Policy as approved by MEXCO,
- carrying out investigations on software and hardware requirements in the light of Information Technology being devolved to SITA with effect from 15 February 2002, and
- conducting ad hoc investigations into requests for the creation/abolition of posts and providing advice to management and senior management on establishment matters.

The sub-directorate: Management Advisory Services will ensure an equitable and correct grading of posts and appropriate IT programmes to track performance.

Corporate Services continues to provide an ABET programme for staff and is on target to meet the goals set by the Legislature. The current ABET programme caters for 40 classes with approximately 15 learners per class. A comprehensive audit of literacy levels throughout the Department has been completed and Corporate Services is committed to expanding the programme to 90 classes next year.

Since the inception of the programme 395 learners have graduated to further education and training levels.

DIRECTORATE: PROVINCIAL MOTOR TRANSPORT (PMT)

The Provincial Motor Transport (PMT) Directorate is responsible for the overall governing and monitoring of all official vehicles in the province.

PMT's mission is:

"To ensure value for money by facilitating the transport needs of government departments operating in the Province of KwaZulu-Natal".

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The past year has seen a significant improvement in the service delivery of PMT as a result of new initiatives and systems being implemented.

HIGHLIGHTS OF 2001/2002 FINANCIAL YEAR

- Fraud detection and monitoring has become an essential component of PMT's activities. The scale and nature of a fleet driven by so many different people have necessitated the implementation of strong detective reporting systems via the fleet management service provider. With the systems in place, exception reports such as weekend fill-ups, tank overfills and high-velocity transactions quickly alert PMT personnel and transport officers in user departments of potential abuse and fraudulent transactions. These transactions are immediately checked with the various user department staff.
- The Road Traffic Inspectorate regularly stops official vehicles to assess whether officials driving these cars possess trip authorities. All officials driving state-owned vehicles are required to be in possession of a trip authority. The trip authority states the details of the driver, i.e. name, ID number, department, the date of the journey, the start and end points of the journey, details of passengers to be transported and authorising signatures from the responsibility manager, supervisor and transport officer. Should the official not be authorised to be on a specific route or the driver not have a trip authority, the vehicle is impounded immediately.
- The Fraud Awareness Campaigns conducted by PMT together with RTI during the 2001/2002 financial year resulted in 241 vehicles being impounded across the Province. The most significant reasons for impounding vehicles was that the drivers were not in possession of trip authorities, unauthorised passengers were being transported and drivers were under the influence of alcohol.
- In line with the monitoring of the fleet and strict control of government assets, PMT has facilitated significant changes with regard to the appearance of the fleet. The fleet of official vehicles is highly visible in the "golden-yellow" colour. And in addition each vehicle must have decals stating the name of the department to which it belongs.
- Another project has been the introduction of red "KZN" number plates that are clearly visible for the public to identify official vehicles, including the irregular use of these vehicles. The toll free number, 0800 002 375, through which the public reports abuse of official vehicles, enables the Department to inform user Departments of cases of abuse.
- The implementation of the new vehicle replacement policy will result in the age of the fleet improving from the current average of seven years, to the industry norm of two or three years within the next three to five years.
- A Departmental Transport Officer's Forum has been established. Departmental Transport Officers from all departments meet monthly to ensure that common problems relating to the fleet management service provider are addressed and resolved. Sharing of information has contributed to a significant improvement in the communication between PMT and its client-departments.
- PMT has also ensured that all its users are familiar with the policies that govern the operation of official vehicles by introducing a comprehensive and user friendly drivers handbook and training modules in both English and Zulu.

PMT, together with the Department of Finance and the fleet management service provider, have introduced a direct billing system through which all costs are now allocated directly to the respective cost centres. This has improved the efficiency of the cost allocation significantly as this new system only takes a day to process transactions.

- PMT has also managed to establish a vehicle asset register that is way ahead of those existing in other provinces. In February/March each year PMT conducts a physical verification of the fleet with the aim of locating abandoned vehicles and correcting vehicle details, and ultimately to provide each department with a comprehensive report on the condition and utilisation of their respective fleet.
- PMT has a strong Black Economic Empowerment focus regarding its procurement processes with SMME's receiving 80% of vehicle repair work.
- PMT and the fleet management service provider provide close guidance, full support and monitoring to the SMME contractors. Various funding mechanisms are being considered so as to assist with financing.
- A further advance from PMT is that negotiations are presently in progress with the University of Natal – Pietermaritzburg for the introduction of a Fleet Management Diploma. The primary aim of this Diploma is to equip Departmental Transport Officers with the theoretical knowledge to operate and maintain a vehicle fleet.
- As a result of the significant improvement in the vehicle procurement system at PMT, 867 new vehicles were ordered during the 2001/2002 financial year as compared to 624 during the 2000/2001 financial year.

THE TRAFFIC CAMERA OFFICE

The Traffic Camera Office was established in February 2000 as part of the Arrive Alive/Asiphephe campaign to reduce the carnage on the roads of KwaZulu-Natal. The main function of the office is to provide for the efficient and effective administration and processing of speed timing offences. The Traffic Camera Office operates with a total staff compliment of 41 made up of 3 staff seconded from the Motor licensing Bureau, 8 Permanent staff and 30 temporary staff.

The Traffic Camera Office makes use of TRAFMAN (Traffic Management) a Windows based computer system. This system consists of 8 modules, of which 3 are functional in KwaZulu-Natal and are managed by the Traffic Camera Office's System Administrator and Help Desk.



The Traffic Camera Office is responsible for the administration and processing of speeding violations captured on camera by our RTI colleagues throughout KwaZulu-Natal. In the 2001/2002 financial year a total of 180 730 violations were received from RTI and in turn processed by the Traffic Camera Office. The entire process involves the reading of wet film, capturing of the details of the violation onto TRAFMAN and the printing and posting out of notices. Those notices not paid within a 60-day period are followed up with summonses and warrants of arrests where applicable. The Traffic Camera Office not only prints these summonses and warrants but also oversees the services of 16 bailiffs. At present the Bailiffs on contract to the Traffic Camera Office have a success rate of 40%, one of the highest in the country. The Traffic Camera Office

also prints court rolls and court control documents required by the courts. The staff at the Traffic Camera Office are so dedicated to bringing the speeding offenders to justice that of the 29 courts used by the Traffic Camera Office, 22 have their court rolls and documents not only printed by the Traffic Camera Office, but also prepared by them in order to ensure that these cases go to trial. These 29 courts are visited weekly by the Traffic Camera Office staff, are spread geographically from Nqutu in the north of KwaZulu-Natal to Izingolweni in the south. For this reason, the Traffic Camera Office acquired two additional vehicles to ensure that their agreements to visit the courts on a weekly basis are met.

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The Traffic Camera Office not only prints and posts out the fine notices, it also receipts payments made for fines both by its cash counter and postal sections. A total of R6,19 million in revenue was collected by the Traffic Camera Office for the 2001/2002 financial year with an additional R514 979-00 collected by the courts for payments made on summonses issued by the Traffic Camera Office.

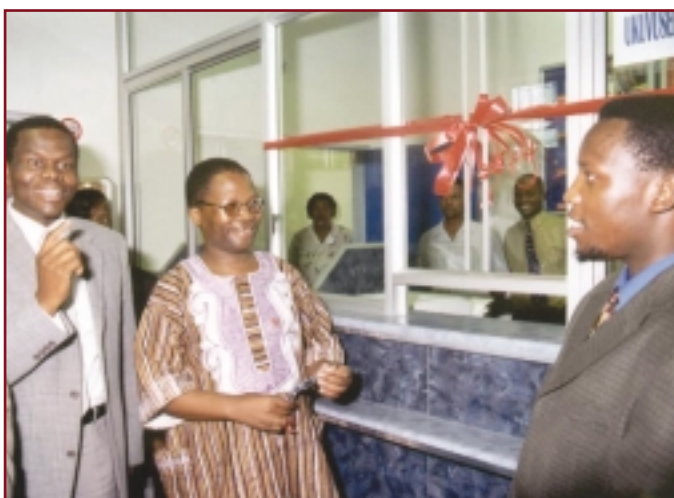
The Office has a call centre that deals with both telephonic and written enquiries from the public as well as supplying information regarding fines issued. The Traffic Camera Office staff dealt with a total of 15 840 phone calls and 7 800 written queries in the 2001/2002 financial year. Further the office has a fully functional Help Desk that provides a professional service to the 22 RTI sites that utilise the TRAFMAN system. Assistance is provided in the registering and logging of calls with both the hardware and software service providers/consultants, as well as assisting with the training of all RTI officers and clerical staff in KwaZulu-Natal.

During the course of the 2001/2002 financial year the Traffic Camera Office acquired 3 REMCOM units and software. This is the second module of TRAFMAN to be initiated by the Traffic Camera Office. The primary function of this equipment is to access the TRAFMAN database from a remote roadside via a cellphone connection and print summonses and warrants that are then served to the offender on site. During the course of this year a total of 18 operations were held with 30 087 Identity Documents/drivers licence being scanned and a total of 578 summonses were issued with a monetary value R123 455 of which R37 785, or 37% has been paid. In April 2001, the office oversaw the rollout of the 3rd module of TRAFMAN, namely the Weighbridge module at the Pinetown RTI site. The Traffic Camera Office provided staff to operate the system for the first month and then assisted with the training of the 75 RTI officers who now operate the system.

THE MOTOR LICENSING BUREAU

The Motor Licensing Bureau's in Pietermaritzburg, Durban, Pinetown, Newcastle and Ulundi collectively have a staff establishment of 237 consisting of 205 filled posts and 32 vacant posts. The 67 Registering Authority agents contracted to the Motor Licensing Bureau for the registration and licensing function throughout KwaZulu-Natal also collectively represent a staff compliment of about 700. The Motor Licensing Bureau undertakes agency support for the latter mentioned Registering Authority staff, and, in addition, also undertakes the conducting of regular inspections at these offices situated throughout KwaZulu-Natal.

The Bureau currently controls 67 Registering Authority agents situated throughout the province consisting of 37 Local Authorities; 1 Magistrates Office; 6 Provincial Licensing Offices and 23 Post Offices (11 Post Office outlets perform the full function and 12 perform the renewal of motor vehicle licensing function. The latest post offices opened were Nongoma and KwaNgwanase).



Furthermore, owing to the high levels of fraud and corruption encountered at the Umhlanga and Verulam Registering Authorities and the geographic location of the Durban and Umbilo Motor Licensing offices, the Bureau has identified a critical need to open up three additional provincial licensing offices in the Umhlanga, Verulam and Chatsworth areas. The latter will not only curb the high level of fraud and corruption encountered, but will also greatly enhance service delivery, by creating greater access to the Department's services. The opening of these additional outlets will be in terms of the current legislation, which empowers the Minister of Transport to identify and declare registering authorities. To cater for the opening of the proposed 3 additional registration and licensing outlets in the

Durban Metropolitan area, approximately R2.9 million is required, as a once-off to implement this proposal during the forthcoming 3 year period, with the personnel costs reoccurring each year at an estimated amount of 2.2 million.

Also as a result of continual financial irregularities at the Nongoma TLC, the Minister of Transport has approved the withdrawal of the motor vehicle registration and licensing function from this office. In an effort to ensure a continuity of the service to the Nongoma motoring public, the South African Post Office has agreed to perform the licence renewal function at the Nongoma Post Office with effect from 1 April 2002. Further, the Ulundi Motor Licensing Bureau are performing the full registration and licensing function for 'NND' (Nongoma) vehicles. The Nongoma motoring public was not required to change their licence mark; hence the "NND" licence mark was retained.

To further ensure value for money, the Bureau has rather secured its presence on the National Department of Transport's tender committee for the adjudication of the NaTIS maintenance contracts i.e. software and hardware. A senior member of staff from the Motor Licensing Bureau has been appointed as a member of this committee, to award this contract that costs KwaZulu-Natal alone approximately R3.5 million per annum. The National Department of Transport concluded the new contract on 1 February 2002.

Revenue control and the monitoring thereof takes place on a monthly basis and the Bureau's revenue collected for 2001/2002 was R 341 446 062-00, including the sale of 3 063 Personalised Licence Numbers, whose revenue amounted to R4 695 579-00.



The Motor Licensing Bureau was allocated a budget of R39 641 251-00 for the 2001/2002 financial year, of which R14 906 895-00 is for Personnel related expenditure and the balance of R24 734 356-00 is for operational costs. This Budget represents 12% of the actual revenue collected or R8 of revenue for every R1 spent collecting revenue.

The Motor Licensing Bureau continues to be the pace setters with regards to the sale of Personalised Licence Numbers, which was introduced in 1997, with the Eastern and Western Cape following in 1999, Gauteng Province in 2000. All these Provinces visited KwaZulu-Natal, and with the assistance of the dynamic Choice Numbers team, duplicated the procedures utilised by KwaZulu-Natal.

The Bureau did again win the prestigious silver Batho Pele award i.e. the PriceWaterhouse Coopers Premiers Good Governance Award, and achieved the second highest accolade in this respect. The National Department of Transport has given the KwaZulu-Natal Motor Licensing Bureau a 95% rating for the administration of the NaTIS in this province and in this regard the Province has earned the highest rating nationally.

PROCUREMENT

There have been many changes in procurement legislation in 2001 / 2002 with the new KwaZulu-Natal Procurement Act being promulgated as well as the accompanying regulations. One of the major changes is the revision of the points system. This will have a major impact on the Treasury database. The approval of delegations of authority pertaining to procurement will give considerably more autonomy to Accounting Officers by taking the existing amounts that may be authorised within Departments for the purchase of goods and services that may be authorised within Departments for the purchase of goods and services from R250 000 to R1 000 000. This is undoubtedly a move towards more economic methods of procurement and will allow the Department to achieve its core objectives, better and faster service delivery to the public in terms of approved business plans.

Procurement is responsible for unbundling all outsourced contracts to ensure that previously disenfranchised groups receive a fair share of Departmental work.

TECHNOLOGY TRANSFER (T²) CENTRE

The T² Centre was established to provide for the effective transfer of "best practice" technology in the transport industry to meet the current developmental needs of KwaZulu-Natal.

The T² Centre was originally established as part of a joint co-operation agreement between the United States Federal Highways Administration (FHWA) and the KwaZulu-Natal Department of Transport. It is one of the three T² Centres in the country with linkages to other similar centres in the SADC region and the rest of the world.

Highlights of the Centre's activities in the 2001/2002 financial year include:

- Initial planning and consultations with stakeholders and future users in the Department on the need to establish a provincial quarry and gravel source database. It is proposed that this is called the "Road Material Sources Management System" (RMSMS). The proposed database will record private, expropriated and commercial material source location and ownership details, and provide material type, quantity and possible usage information. This should lead to improved and more efficient use of dwindling material sources particularly in areas where there is a severe shortage of suitable gravel and pavement layer materials.
- a draft low cost river crossing guideline document has been researched and prepared for the Department's Field Managers. This guideline document will be used as a training and design resource for field staff involved in the design and construction of low level structures. Low level structures are routinely constructed on access roads where economic considerations favour them over more costly high level bridges. This document is being developed particularly to cover the provision of:
 - low cost, low level structures, and
 - low cost pedestrian structures, where currently no guideline or design parameters exist,
- a draft Protocol for Gravel Roads has been researched and prepared. This document is a comprehensive source of information for all aspects of gravel roads from gravel material location and testing to design and surfacing alternatives. It will be an invaluable guideline document for the training of all field staff. It explains how to manage a gravel road network properly, and how to apply a consistent protocol for gravel roads in the future,
- a draft Estimating Protocol Document has been researched and prepared. This document is a comprehensive source of information on all aspects of project estimation. It will assist substantially with setting uniform standards for future project estimation exercises for business plans. This document will be used to assist in training of field staff as a guideline document showing how to estimate the costs of projects properly. This will ensure the compilation of consistent Departmental estimates and business plans for funding allocation,

Other activities undertaken by the Technology Transfer Centre include:

- Involvement in internal and external programmes aimed at enhancing learner interest and abilities in mathematics and science. It is anticipated that this will counteract the current poor standard of these subjects in the previously disadvantaged community schooling systems. These programmes assist in preparing previously disadvantaged learners for careers in the scientific, technology and engineering fields,
- Mentorship of young engineers and technicians within the Department provides experiential training for pupil technicians between their S3 and S4 years of study at the three Engineering Technikons in KwaZulu-Natal, and
- Liaison with other T² centres in South Africa, the SADC and the United States of America, to source and effectively transfer "Best Practice" transport industry technology to meet the current developmental needs of KwaZulu-Natal.