

SECTION 6: IMPLEMENTATION



**Head: Implementation  
Mr Chris Hlabisa**



**Senior Operations  
Manager: Empangeni  
Mr Dumisani Ximba**



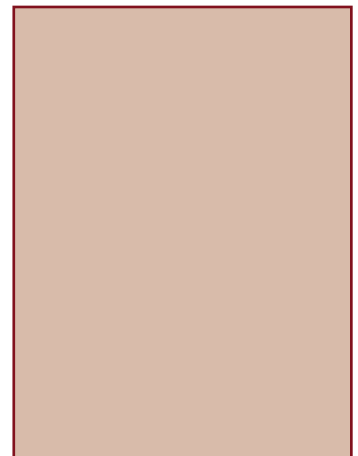
**Senior Operations  
Manager: Pietermaritzburg  
Mr Howard Bennett**



**Senior Operations  
Manager: Ladysmith  
Mr Siphwe Majola**



**Senior Operations  
Manager: Durban  
Mr Rob Tarboton**



**Senior Manager:  
Technical Support  
(vacant)**

# REPORT OF THE HEAD OF DEPARTMENT

## INTRODUCTION

The Chief Directorate: Roads and Transportation was further restructured at the beginning of 2002 as Chief Directorate: Implementation.

The Chief Directorate: Implementation's core functions are:

- road construction, maintenance and repairs;
- public and road transportation;
- road traffic;
- road safety;
- good governance.

Furthermore, the newly created Regional Directors posts in Durban, Empangeni, Ladysmith and Pietermaritzburg have been successful in both meeting local demands and implementing regional programmes.

## NOTABLE ACHIEVEMENTS - LADYSMITH



### Maintenance :

The Maintenance Program was built on last year's initiatives of outsourcing work to emerging contractors. This financial year saw 135 of the 238 outsourced opportunities going to emerging contractors. In addition gravelling, road-marking, road signing, guardrail, road patching and grass cutting contracts in excess of the Business Plan were completed.

New ground was broken in the awarding of seven road-marking contracts to emerging contractors. They were assisted in purchasing the appropriate plant and through training and mentoring, were all able to complete their contracts on time and to specification. The

Region also broke new ground in letting contracts for "specialist works" such as bridge handrail replacement to local emerging contractors.

### Construction:

The Department's units 3 and 4 constructed 36km of new major provincial roads. Both formal and emerging contractors augmented these forces.

Emerging contractors worked side by side with departmental forces to achieve a cost effective, high standard finish on Main Road 359 near Tholeni. The Department completed the layer works while local emerging contractors, supervised by the Department, completed the pipe culverts. On the job training ensured excellent performance.

### Zimbabwe:

The initial target of 1 750 Zimbabwe Contractors was adjusted to 2 600 and this was attained near the end of the financial year (the final figure being 2 612). A notable achievement was that a majority of Zimbabwe Contractors were paid through PERSAL. Notable advances achieved this year were the deployment of Zimbabwe Contractors on less trafficked blacktop roads where they focussed on the vital work of clearing road verges and protecting road signs against fire damage. All Zimbabwe Contractors were trained in the rudiments of traffic safety.

## NOTABLE ACHIEVEMENTS - PIETERMARITZBURG

### Mission Directed Work Teams:

The Pietermaritzburg Region has piloted the Mission Directed Work Teams (MDWT) in the Public Service. This is essentially part of the 2nd phase of the Department's Good Governance Programme. Our aim is to create a work

climate characterised by teamwork, participation and continuous development of the staff consistent with the concept of the One-Stop Shop.

The region's success story in terms of implementing the Mission Directed Work Team system is the Construction Unit situated in Merrivale. The construction manager saw the MDWT system as a way to improve productivity, improve morale and reduce the threat of privatisation.

The Unit has shown remarkable improved production figures over the period 1 March 2001 to 30 September 2001. While still not competitive with the private sector, the unit has targeted private sector norms in terms of quality, speed and cost, and is working towards achieving them. The system has provided the Unit with a tool to identify shortcomings and take remedial action. In the past the Unit was unable to track production outputs and related costs accurately. The introduction of a workable costing system has allowed teams at the lowest level to measure their outputs and costs daily. They are therefore in a point to identify and rectify problems immediately. The programme also assists the teams in becoming more responsible by allowing them to measure their outputs and display them visually on charts.

The implementation of the MDWT system has resulted in the Unit's depot becoming a neat, well-presented, safe and efficient environment that is aesthetically pleasing to both employees and customers. The Unit's staff members have developed pride in their surroundings and the depot's store yard resembles that of any world-class organisation.

The Unit has become a model for the department. The construction manager has been appointed as the regional champion, to assist with training and implementation in all other work components. All divisions namely the Motor Licensing Bureau, Road Traffic Inspectorate, Fleet Services, Mechanical and Roads have made visits to the Unit to get ideas on how to adapt the system to meet their particular needs. The Unit's manager has assisted the Ladysmith region, which has recently adopted the system, in ironing out minor problems experienced in implementation.

The Unit, through their hard work, has been through the learning curve, and as such is able to make it less painful for others.

High-ranking officials from other departments, including the Office of the Premier and private sector enterprises including the Pietermaritzburg Chamber of Commerce, have visited the Unit in order to see the system in operation.

#### **NOTABLE ACHIEVEMENTS - DURBAN**

##### **Adopt-A-Highway - Roadside Verge Maintenance:**

Because of a lack of funding for maintaining a highly trafficked and coastal vegetation road reserve, the Durban Region has initiated an "Adopt-a-Highway" project.

This project entails the KZN-DOT entering into an agreement with a contractor or a local non-profit organisation, such as a conservancy, to erect advertising signs at one-kilometre intervals. The income the contractor or conservancy derives from this advertisement is used for grass cutting, removal of noxious weed, litter collection and drain clearing – using emerging contractors at no cost to the KwaZulu-Natal Department of Transport.

To date, numerous conservancies have shown interest in this initiative. At present there are 4 projects up and running – the most successful being the Kloof Conservancy along Main Road 1 (M13), between Pinetown and Hillcrest.

##### **Refurbishment Programme:**

The Department undertook an intensive refurbishment programme of its large earthmoving equipment. Articulated dump trucks, dozers and graders were targeted for refurbishment due to the high cost of replacement and the quality of the equipment.



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The programme cost R3.1 million and included the refurbishment of 3 articulated dump trucks (Bell Equipment), 3 graders (Caterpillar Equipment) and 1 dozer (Caterpillar Equipment).

Overall, this programme has had a tremendous moral boosting effect on confidence of mechanical staff as well as the Head Office personnel. Staff interpret the plant refurbishment programme as a commitment to the future of their jobs as well as a commitment to provide them with good tools to do their work efficiently.

## **Major Project Status Report – M82:**

The roadworks include Pavement repairs on M82 (for heavy rutting, shoving of asphalt and general severe deterioration of pavement), comprise approximately 3km on the Eastbound carriageway and approximately 1,6km on the Westbound carriageway. The road was previously constructed using stabilised sub base, asphalt base and asphalt surfacing. The work now being done is:

- milling and replacing asphalt layers to various depths;
- continuously reinforcing concrete pavement inlay;
- asphalt surfacing - (SMA); and
- road marking.

Since work is under traffic, accommodation of traffic is a major component of this contract on this heavily used and busy main road. It has been carried out with utmost safety in mind. Various options have been utilised to maintain smooth traffic flow and minimum time delays but with safety as a prime consideration. It is quite a challenge to satisfy both these requirements.



It is a requirement of the contract to keep at least one lane open in each direction on the freeway and one on the interchange ramps during construction of concrete in-lay work. Work is currently in place on the 2nd last section of the R.C. layer and concurrently on the SMA sections. The project is progressing well and as planned.

Further rehabilitation work on the M 82 is in the planning phase.

## **Mpisi River Bridge – D881 – New Infrastructure:**

This project comprises a new bridge on road D881, over the Western Channel of the Mpisi River. It is situated 100m from the existing bridge over the other side of the river and approximately 20 km, on a gravel road, from the junction (near Maphumulo) of D881 with P20-2 (R74) between Stanger and Kranskop.

The bridge is in the form of a five span, continuously reinforced concrete slab on wall type piers with solid abutments and splayed wing-walls. The spans are 6,5 m long, overall deck width of 6,8m, piers and abutments are approximately 5,5m high.

The foundation is done on a boulder layer or bedrock approximately 1m below the riverbed level. Roadworks for the approach, scour protection and gravelling etc. will also be carried out. This project will greatly enhance access and mobility for the surrounding community as the area is well populated. Heavy flooding of the Mpisi River has caused extensive road damage in the past. The building of a new bridge over the Mpisi River will alleviate that problem.

## **NOTABLE ACHIEVEMENTS - EMPANGENI**

### **P522 link road between Jozini and Phalendaba:**

During the 2001 / 2002 financial year, the Empangeni region benefited from an allocation of over R20 million to repair damage caused by the year 2000 floods.



The Department was able to carry out extensive rehabilitation works on the P522, between Jozini and Phalendaba. P522 is a vital economic road in Northern KwaZulu-Natal, which had seriously deteriorated over the last 3 to 4 years and which has become almost impassable for vehicular transportation. The rehabilitation of this vital link was a major boost to both tourism and trade in the area.

Extensive regravelling works were also carried out, mainly in Ubombo and Ingwavuma, where flood damage had been the most severe.

Table 1: Provincial Road Network – Summary Of Achievements

ACTIVITY	UNIT	EMP	LSM	PMB	DBN	TOTAL
Construction of Local Roads	Km	206	197	56	107	566
Causeways Constructed	No.	41	27	14	21	103
New Bridges / Box Culverts	No.	0	1	1	0	2
Upgrade to Surfaced Roads	Km	0	36	15	0	51
Road Rehabilitation	Km	85	79	46	16	226
Road Safety Improvements	No.	16	28	26	20	90
Regravelling	Km	203	76	280	22	581
Reseals	Km	120	174	53	5	352

Table 2: Plant Availability - Overall

Plant Availability	Target %	Actual %
Graders	85	76
Dozers	85	78
Front-End Loaders	85	81
Articulated Dump Trucks	82.5	74
Excavators	85	83

Table 3: Socioeconomic Outputs

103,190	People Provided With New Access
102	Schools Provided With New Access
46	Clinics Provided With New Access
673	Emerging Contractors Contracted
1,166,440	People Days Of Work Created
9,856	Routine Maintenance Contract Opportunities for Zibambebe Households

Table 4: SMME Opportunities – Summary Of Contracts By Stage

Region	Stage 1	Stage 2	Stage 3	Stage 4	Total
Empangeni	172	37	29	10	248
Ladysmith	149	57	30	2	238
Pietermaritzburg	61	25	10	6	102
Durban	106	19	13	0	138
<b>TOTAL</b>	<b>488</b>	<b>138</b>	<b>82</b>	<b>18</b>	<b>726</b>

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Table 5: Zibambele Contracts Per Region

Region 1 : Empangeni	4,129
Region 2 : Ladysmith	2,612
Region 3 : Pietermaritzburg	1,506
Region 4 : Durban	1,609
<b>Totals</b>	<b>9,856</b>

Table 6: Summaries Of The Number Of Projects Per Basket For Each Region

Region	Local Roads	Causeways	Gravelling	Total
Empangeni	122	43	40	205
Ladysmith	82	27	18	127
Pietermaritzburg	40	22	0	62
Durban	67	24	11	102
<b>Totals</b>	<b>311</b>	<b>116</b>	<b>69</b>	<b>496</b>

Table 7: Final Output for the Year

Region	No. of KM CAR Constructed	No. of KM Gravelled Regravelled	No. of KM Bladed	No. of Causeways Completed
Empangeni	206	203	18,600	41
Ladysmith	197	76	8,800	27
Pietermaritzburg	56	280	7,418	14
Durban	107	22	18,600	21
<b>TOTALS</b>	<b>566</b>	<b>581</b>	<b>53,418</b>	<b>103</b>