

REPORT OF THE HEAD OF DEPARTMENT

Corporate Services



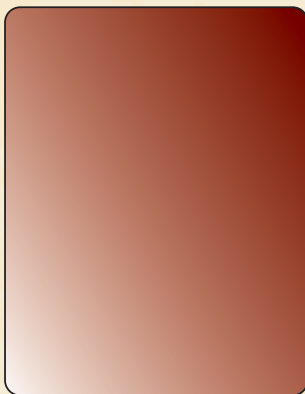
Chief Director:
Corporate Service
Ms. Vicky Cunliffe



Director:
Technology Transfer
Dr. Simon Oloo



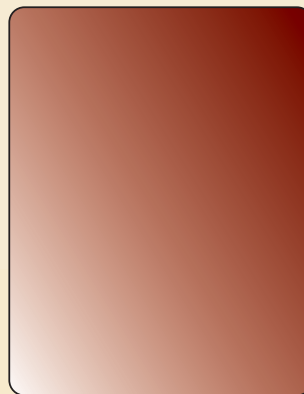
Acting Director:
Provincial Motor Transport
Ms. Bathandwa Nogwanya



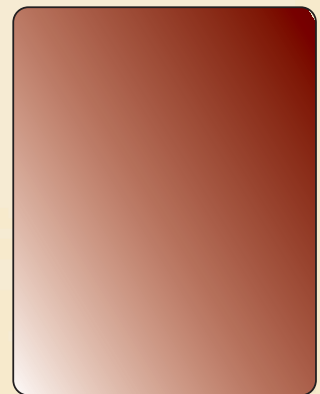
Director:
Legal Services
(Vacant)



Director:
Corporate Support
(Vacant)



Director:
Employment Relationship
Management
(Vacant)



Director:
Labour Relations
(Vacant)

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Executive Summary

The Chief Directorate : Corporate Services is responsible for the provision of effective support services to the KwaZulu-Natal Department of Transport. By providing support with Human Resources, Skills Development, Legal Services and Labour Relations, the Chief Directorate provides guidance and a clear way through bureaucratic processes. The Chief Directorate also controls the Provincial vehicle fleet and provides a licensing function to the Province of KwaZulu-Natal.

- **Directorate : Legal Services**
Is responsible for the provision of legal services in terms of the legislation and mandates which govern the functioning of the Department;
- **Directorate : Corporate Support Services**
Is responsible for ensuring the optimisation of information technology as a key Departmental resource and all real estate related issues for the entire Department as well as the provision of an Office Service function at Head Office;
- **Directorate : Human Resource Management**
The role of this Directorate is to manage the human resources of the Department to the benefit of both the Department and the human resources;
- **Directorate : Labour Relations**
The function of this component is to facilitate harmonious employer-employee relations;
- **Directorate : Motor Transport Services**
This Directorate consists of the Provincial Motor Transport Component, Motor Vehicle Administration (previously Motor Licensing Bureau) including the Traffic Camera Office which are responsible for the execution of the motor transport, motor and drivers licensing and traffic offence administration functions;
- **Directorate : Technology Transfer**
This Directorate is responsible for technical research and best practices, and the effective transfer of skills and technology.

Over the last year Corporate Services was responsible for the restructuring of the Department to ensure the incorporation of lower level components and functions into a single, coherent structure which effectively reflects the strategic role of Head Office and the entrenchment of the “One-Stop-Shop” concept at Regional level thereby ensuring that service delivery objectives are met.

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MOTOR VEHICLE ADMINISTRATION

In line with Good Governance and Batho Pele principles, the Motor Licensing Bureau has set a goal of providing an efficient, effective and dynamic customer oriented service to community, thereby ensuring Prosperity through Mobility and Saving Lives.

The Bureau currently controls 65 Registering Authority agents situated throughout the province consisting of 36 Local Authorities; 23 Post Offices 6 Provincial Licensing Offices, and in addition thereto directly manages the Traffic Camera Office.

The Bureau places a high priority and value on customer service of the highest quality and integrity. Collectively and including the administration and management of the Traffic Camera Office, the Bureau expects to generate revenue in the region of R353 million in the 2001/2002 financial year.

Personalised and Specific Licence Numbers

The sale of Specific Licence Numbers and Personalised Licence Numbers continues to be extremely popular and has far exceeded the expectations. Choice Number Section, with an allocated marketing budget of only R199 000 market these products themselves, have almost doubled sales in comparison to the previous financial year. The Choice Numbers Section attended four shows during 2002 as a marketing initiative.



2001/2002 financial year
Personalised License Number sales
3063 sold = R4 719 829-00

Specific Licence Number sales
664 sold = R727 650-00

Total Revenue collected to date:
Personalised Licence Numbers
Specific Licence Numbers

2002/2003 financial year
Personalised License Number sales
3288 sold = R51 101 242-00

Specific Licence Number sales
897 sold = R941 850-00

R 21 102 883-00
R 3 860 100-00

Access to Services

In an endeavour to take its services to previously disadvantaged communities and, in partnership with the South African Post Office, opened offices in Bulwer, Ingwavuma, Mahlabatini, Mapumulo, Mkuze, Mtubatuba, Scottsville, Clernaville, Edendale, Umbumbulu and Kwangwanase.

The most recent office opened for motor vehicle licence renewals was the Umzinto TLC and the Babanango Municipal Office for the motor vehicle registration and licence function.

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The motoring public in the aforementioned areas have the advantage of extended office hours as the Post Offices are also opened on a Saturday and in some cases on a Sunday as well. A further 4 motor licence renewal outlets at the Newcastle and Madadeni Post Offices and the Margate and Mtunzini Local Authority offices will open in 2003.

Vehicle Testing Stations

In June 2002 the Bureau took over the administrative function of the Vehicle Testing Stations. The industry consists of 72 Testing Stations comprising of 52 private and 20 public stations, throughout KwaZulu-Natal.

The Bureau embarked upon an intense “clean-up” operation which entailed; following up on all outstanding reports and liaising with the South Africa Bureau of Standards (SABS) on Test Stations not audited for a period in excess of 1.5 years. Ensuring that all Test Stations have Quality Assurance manuals that are up to date, and are fully compliant with the SABS codes of practice. It must be mentioned that the latter is in fact a mandatory requirement in terms of section 76 of the National Road Traffic Act (Act 93 of 1996). The “clean-up” operation, has ensured full mandatory compliance of the Test Stations.

This industry was highly unregulated despite performing functions on behalf of government. Through engaging the services of Advocates instructed by the State Attorney’s office, the Motor Licensing Bureau drafted a generic agreement together with a proclamation making the signing an agreement a mandatory requirement. This is in fact a first in the country, and will in fact become a National contract taking into consideration the Road to Safety Strategy of the National Department of Transport.

As a result of the Regulating and Compliance checks the Department was able to successfully close a test centre in Durban and defend a High Court action. The case was viewed as a landmark case in the battle to rid the country of corruption at Vehicle Testing Stations that contribute to the carnage on our roads and as well as to curb the endemic proportions of white collar crimes rampant in this industry.

In addition a total of 5 vehicle examiners have been suspended and another Vehicle Testing Station has been closed down.

Based on the successful prosecutions thus far, the National Department of Transport has co-opted officials from the Motor Licensing Bureau to lead a sub-committee of the National Vehicle Technical Committee that is reviewing legislation governing this industry and to recommend improvements/ changes to legislation.

The effects that the improper regulation and control of the Vehicle Test Station industry has on our community are grave, and have resulted in innocent passengers and pedestrians risking their lives as a result of motor vehicles being in an unroadworthy condition, society losing its faith in licensing authorities and an increase in road accidents as a result of unfit motor vehicles. The stand taken by the Department of Transport sets it apart from other provinces in terms of the Road to Safety strategy of the KwaZulu-Natal Department of Transport and National Department of Transport.

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Traffic Camera Office (TCO):

The Traffic Camera Office has continued to function under the umbrella of the MLB and provide an efficient and effective service in the administration and processing of speed timing offences.

The Traffic Camera Office makes use of the TRAFMAN system. This system consists of 8 modules, 3 of which are functional in KZN and are managed and supported by the Traffic Camera Office Systems Administrator and Helpdesk. The Helpdesk provides a service to 22 Road Traffic Inspectorate (RTI) sites and approximately 700 users. The service and assistance the helpdesk provides is the registering and logging of calls with both the hardware and software consultants as well as assisting with the training of RTI officers either at the respective station or at the Traffic Camera Office.

In the 2002/2003 financial year the Traffic Camera Office processed a total of 332 453 speed violations received from the RTI, of these 198 685 fine notices were sent to offenders throughout South Africa. The Traffic Camera Office receipted fine payments for a total of 52 069 fines to the value of R 10,976,903.00. A total of 87 583 summonses were served.

A Mercedes Benz sprinter was purchased and converted to house the REMCOM equipment which is used in conjunction with the RTI at roadblocks to scan drivers licences. A total of 20 operations from April 2002 to January 2003 were performed where 910 summonses to a total value of R 202 692.00 were issued. REMCOM operations have proven to be extremely successful in that payments from summonses served at a REMCOM operation result in a payment rate of 55% opposed to 37% when the Bailiffs serve summonses.

HUMAN RESOURCES MANAGEMENT

The objectives of the Human Resources Directorate is to create an environment of empowerment that will unleash potential for success, benefiting both the organisation and its people through improved processes, systems and structures.

The functions of the Directorate are as follows:

Organisation Development

- Ensure good governance by providing a holistic, systematic intervention strategy including people and processes and focusing on the culture of the organisation to bring about planned change;

Policy Formulation

- Ensure quick, effective application of Public Service and Departmental policies and procedures;

Management Advisory Services

- Provide accurate, timeous, proactive human resources and structure information for effective decision making;

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Labour Relations

- Facilitate harmonious employer-employee relations;

Human Resources Development

- Provide systematic, holistic training and development programmes that will result in a motivated, productive workforce;

Human Resources Administration

- Offer support to the department as a whole in respect of accurate, prompt Human resources Administration services.

Records and Support

- Ensure accurate, prompt record keeping and management information; and Employee Wellbeing – Health and Safety
- Advise and support management towards achieving high continuously improving levels of health and safety of the workforce.

Since 1994 the Department has systematically reduced its number of posts on its establishment to ensure that a higher proportion of the budget is spent on actual services to the public. Currently the Department has a total of 5341 funded posts, which have been approved at various levels, however, the structure is currently under review and this number may change. A total of 4336 of these posts are currently filled with 1005 vacancies at various levels.

During the 2002/2003 financial year the budget for Personnel Expenditure was 27,06% while for the 2003/2004 Financial year the budget for Personnel expenditure is 23,67%.

HIV/AIDS

To ensure that the Department is adequately manned and in light of the diminishing workforce as a result of the impact of HIV/AIDS in the workplace, the Department via its Human Resources Plan seeks to address this challenge in terms of recruitment and/or supplementing of internal resources with external resources such as Zibambele, Vukuzakhe so that the level of service delivery remains unchanged. The department has developed the following strategy in dealing with HIV/AIDS: -

- Ensure that all employees are made aware of the Departments obligations in terms of the minimum, standards to ensure commitment and co-operation in the managing of the pandemic;
- Awareness and wellness programmes are ongoing;
- VCT is encouraged; and
- Employees who are HIV/AIDS positive are given the necessary support and assistance by the department to keep them healthy and productive for as long as possible.

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The abovementioned strategy will be assisted by the appointment of a full time Employee Assistance Manager and co-ordinators in the various Regional Directors Offices.

To date 3701 employees have attended HIV/AIDS Awareness training conducted by the Department.

Policies and procedures

During 2003 the Directorate: Human Resources Management will be embarking on a programme to develop amongst others the following policies and procedures: -

- a) Sick Leave (Temporary/Permanent Disability);
- b) Recruitment and Selection;
- c) Performance Management and Development System (effective 1 April 2003);
- d) Special Leave;
- e) Alcohol and Substance Abuse and
- f) Subsistence and Travel Allowance

Once completed and accepted, training will be conducted on all policies and procedures to ensure that they are uniformly applied throughout the Department.

Employment Equity/Affirmative Action

To ensure that the Department meets its employment equity targets and promotes employment equity.

The Department has an Employment Equity Manager in order that this matter gets the attention it deserves.

The Department has established an Employment Equity Committee, which deals with all issues relating to Employment Equity. This Committee has developed an Employment Equity Implementation Programme as well as drafting an Employment Equity Plan (SKILLS DEVELOPMENT).

On 17 February 2003, the Department appointed a Skills Development Facilitator. The 2003-2004 Workplace Skills Plan was finalised on 28 March 2003. The Workplace Skills Plan was completed taking into account the Skills Development Act, the Skills Development Levies Act and the National Skills Development Strategy. Emphasis was placed on the five (5) objectives of the National Skills Development Strategy ie, developing a culture of high life-long learning, fostering skills development in the formal economy for productivity and employment growth, stimulating and supporting skills development in small businesses, promoting skills development for employability and sustainable livelihoods through social development initiatives, and assisting new entrants into employment.

Skills Development

The Skills Development Plan has been completed and submitted to PSETA. The Department is in the process of appointing and training trainers, assessors, moderators, module writers and quality controllers according to the South African Qualifications Authority (SAQA) requirements.

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Skills Development Levy

The Skills Development Levy has been calculated as 10% of 1% of the Total payroll for the 2003 – 2004 financial year. The payroll for this financial year is R 312,854,000.00 and the levy amounts to R312,854.00. This levy payment is the administrative cost in order for the SETAs to be able to assist with the training of officials according to SAQA and will be paid to the Construction Education and Training Authority (CETA).

Current Status

The Human Resources Development component within the Department will make provision for the developmental functions as well as Skills Development activities. The Workplace Skills Development Committee is in the process of being established in the Department to coordinate all Skills Development activities.

The Department has a representative on all forums ie P SETA, CETA and The Central Human Resource Development committee meetings.

The Department is also represented on 5 Standard Generating Bodies (SGBs), namely:

Mechanical,
Engineering,
Road Traffic Inspectorate,
Motor Licensing Bureau, and
Administration.

Training Statistics

Out of twenty four (24) Student Industrial Technicians, there are eight (8) African Females, fourteen (14) African Males, and two (2) Indian females.

One hundred and seventy one (171) bursaries have been awarded to serving and non-serving officers.

The Department held an ABET graduation ceremony in November 2002 with the following achievements:

Internal exams in Elementary Oral English Second Language	93 graduates
External exams in Mother-Tongue Zulu First Language:	12 graduates
External exams in English Second Language Level 1:	38 graduates
External exams in English Second Language Level 2:	8 graduates
External exams in English Second Language Level 3:	4 graduates
External exams in English Second Language Level 4:	2 graduates
External exams in Numeracy Level 1:	4 graduates
External exams in Numeracy Level 2:	1 graduate
Internal exams in Zulu Second Language Level 1:	38 graduates
TOTAL GRADUATES:	200

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This Department has taken the responsibility of adult basic education very seriously and is making every effort to ensure that employees are given the opportunity to receive basic education, not only to comply with legislation, but also to build a strong economic base in the Province. Therefore this programme is committed to reaching all the employees in the 2003 – 2004 financial year and it is planned that a minimum of 1830 learners will participate in the programme.

A total of forty seven (47) people obtained a Traffic Officers Diploma and 36 were people from designated groups. Sixteen (16) people completed examiner of vehicle course and 12 of them were from designated groups. Twenty nine (29) people completed examiner for driving licences course and 25 were from designated groups.

Training Budget and Plan

R11.2 million was budgeted by the Department for Training.

R6 million to be used by the Technical Transfer Centre

R5.2 million to be used for the ABET programme

The Department has submitted its Workplace Skills Plan to both the Construction SETA and Public Service SETA.

The department is using the following external institutions for training:

1. South African Red Cross for First Aid Courses.
2. NOSA for Healthy & Safety Courses.
3. Construction Resources Development Centre for Supervisory Skills.
4. Contest for concrete courses.
5. Project Safety for Fire/Health and Safety Courses.
6. Barlows for Earthmoving/Plant Operators.
7. Office of the Premier for some line function and skills training of the Department such as Management and Generics functions.
8. Technikons, Technical Colleges and Universities.
9. SITA for computer training.

The Departmental Bursary Committee, when awarding business, makes use of these service providers: Technikon South Africa, ML Sultan, Mangosuthu, UNISA, Durban Westville and Natal Universities Durban, Northdale and Msunduzi Technical Colleges.

Technical Training Centre

Technical training courses are presented to the departmental Roads Foremen and Road Superintendents in a formal training environment, supported by administrative lecture based skills training.

Mechanical Apprentice Training Centre

This training centre was registered with the Metal Engineering Training & Education Board (MEIETB) as a training provider for Earth Moving Equipment Mechanic Learnership.

This Training Centre has 6 Earth Moving Equipment Mechanic Apprenticeships and 21 Welding Apprenticeships.

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Traffic Training College

The Traffic Training College:

- presents the Basic Officer Diploma Course for all Traffic Authorities within the Province of KwaZulu-Natal. The duration of this course is 6 months;
- provides training to the Examiner for Driving Licences for the Department as well as Local Authorities;
- provides training to the Examiner of Motor Vehicles;
- provides internal refresher and advance generic RTI courses pertaining to Law Enforcement.

LABOUR RELATIONS

Since mid 1999 the application of discipline has been vested in line managers. Extensive training courses were conducted during 2001 and 2002 to equip line managers with the skills required to initiate discipline through both informal meetings and departmental disciplinary enquiries. It is essential that measures be taken correctly in accordance with Collective Agreements and the Labour Relations Act, 1995 (as amended) to limit possible disputes which may arise and have costly implications to the Department.

Work was undertaken during 2002 on a Collective Agreement, for implementation within the province of KwaZulu-Natal, on Organisational Rights. Members of the Labour Relations component within the Department drafted the Agreement which was recently signed at the Provincial General Public Service Sector Bargaining Council. This Collective Agreement contains detailed provisions on the manner in which the rights contained in Chapter III of the Labour Relations Act, 1995 (as amended) will now be implemented. This should result in cost savings as regards subsistence and transport within the Department.

The Labour Relations component has continued to administer the grievance procedure contained in the Rules For Dealing With Complaints And Grievances of Officials In The Public Service (Government Notice No R.800). This has assisted in resolving grievances lodged by employees of the Department and hence improved relations between aggrieved staff members and the Department as employer.

Management Advisory Services

Management Advisory Services is currently involved with a number of functions aimed at predominantly providing a Management and Departmental support function. This includes the fast tracking of the Departmental restructuring process in so far as the post migration exercise and evaluation of all newly created vacant posts are concerned. The abovementioned two tasks have received priority at this stage in line with the Departments strategic vision of delivering a more effective and efficient service to all its clients within the Province of KwaZulu-Natal.

Upon completion of the restructuring process, the Department would be better enabled to deliver on its legislative mandate and it's strategic plan and objectives. Therefore the completion of the said tasks is vitally important. The Establishment Control Section is working around the clock to finalise the migration process. Concurrently, all newly created vacant posts are being evaluated in order that they can be graded correctly and subsequently advertised and filled. Once people have been appointed into the said posts, it will greatly assist the four regional offices in realising the one-stop shop concept.

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The evaluation of all filled Senior Management Service (SMS) posts has been finalised and the only SMS posts which have not been evaluated thus far are those that have been created in terms of the new structure and awaiting approval. This is in keeping with a directive from the Department of Public Service and Administration that all the said approved posts be evaluated by no later than 31 March 2003.

Whilst the abovementioned tasks have received priority status within Management Advisory Services, the Sub-directorate is continuing to deliver on its mandate with regard to the other core functions it provides. These include conducting investigations into labour saving devices so as to enable Departmental officials to be equipped to carry out their functions efficiently and timeously as well as conducting ad hoc investigations into requests pertaining to organisational development requirements. All requests received in respect of the above have been dealt with accordingly and timeously.

CORPORATE SUPPORT SERVICES

Office Services

The Department of Transport has a varied portfolio, which includes some highly sensitive and politicised. This fact together with the fact that the global economy is on a downward trend and the crime in the country is continuously increasing has resulted in the Department embarking on a huge drive to improve security and Office Services have been tasked with overseeing this initiative.

As a result a state of the art security system has been installed in the Department and implementation of the system is imminent. This system will not only ensure the safety of all departmental officials but will also ensure that the assets of the Department are sufficiently protected.

Office services is also, together with assistance from the Information Technology component investigating a document management and tracking system which could be implemented and be of great assistance to administrative processes within the Department.

Procurement

Procurement has implemented all tasks and procedures as dictated by the new Procurement Act and is now fully compliant with legislation. Policies and circulars have also been put in place and circulated to further ensure there is no misunderstanding with the new legislation. Procurement further has a dedicated official available to provide hands on training as and when required, to ensure the regions are fully acquainted with their own respective roles and functions, which contributes to the Departments service delivery.

Procurement implemented procedures to ensure that the all important road maintenance and construction contracts are given priority, ensuring the timeous renewal thereof, of which, a large percentage is awarded to contractors who were historically disadvantaged. To this end, contract specifications are now being drafted with the Departments developmental initiatives in mind, which is indicative of Procurements commitment to the Departments strategies in this regard. Database programmes were also designed for Procurements unique needs, which facilitates the extraction of statistics, which ensures tasks are effectively monitored.

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Together with Development directorate, Procurement has been instrumental in drafting the revised edition of the Vukuzakhe policy, which was implemented at the end of 2002, which will ensure the programmes goals are achieved.

In the new Financial Year further intensive training will be conducted for all procurement officials on all procurement and related legislation with particular emphasis on black economic empowerment and how Procurement can add value and impact on the policies of the present Government. This training will include understanding the role of Procurement and how it fits into the Department as a whole and how Procurement officials can make a difference.

A procedure is also being created to track procurement in relation to other departmental business plans. All Procurement of goods and services needs to be in line with the strategic direction of the Department as well as in support of the approved business plans and a mechanism will be in place to ensure that this is monitored and reported on should any procurement be considered outside the ambit of the business plans.

Real Estate

The Real Estate section under Corporate Services is responsible for the acquisition of property for roads as well as for office use. Land has been expropriated for the upgrading and alignment of Main Road P235-2 (KwaHlabisa) and compensation for land has been made in consultation with traditional authorities. The Department engaged in consultations with property owners in P100 and P68 with regard to compensation issues and payments have already been made to all affected.

At present land is being acquired for the construction of Main Road P577, which runs across Inanda, KwaMashu and KwaDabeka. Communication lines have been opened with the community with regard to the above and negotiations related to compensation are underway. The Department is in the process of acquiring properties for the Cost Centres in Hluhluwe, Jozini and Park Rynie with the intention of establishing 'One Stop Shop' centres to promote service delivery.

The Department has implemented an exercise of having all expropriated properties vested in the Province, which is in line with a National Government initiative to give the Provinces more control over their properties. Over 200 properties have been vested in the past year and with production levels being on the increase each year, a greater number of vested properties is expected this year.

The Department continuously offers assistance to the public by issuing, on request, clearance certificates of portions of expropriated properties for transfer purposes. Whenever a portion of any property has been expropriated, it becomes necessary to produce a certificate clearing the property from an expropriation before it can be registered. Because of the number of roads in the Province one finds that all major projects such as Township Developments cannot be completed without any of the properties to be developed requiring clearance. These multi-million rand projects always necessitate urgent attention, as any delays caused could result in huge financial losses.

The Real Estate component has identified a project to address the amounts offered as compensation to affected property owners when building a road, and provide a fully updated schedule for valuations. It is felt that the present methodology that is utilized requires review and as it is felt that people are possibly being paid out amounts that are inadequate and unfair which could ultimately impact negatively on the economy. This exercise could be further extended to include the social aspects that require addressing, for example the Department needs to follow up to ensure that the people who are being compensated (particularly for housing) are actually able to secure housing of the same quality that they were compensated for.

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A further new development for which this component is responsible is the creation of housing committees with representation from the relevant field offices. These committees will be responsible for the drafting of fair housing policies and procedures of the department and recommendations concerning the allocation of official housing. These committees will also have close liaison with the Department of Works to ensure consistency within the Province but the main issue will be to have a totally fair and unbiased policy which is totally objective.

The Department continues to build bridges across the frontiers because it believes that its effectiveness cannot be reflected through service delivery only, but also on transparency and through the partnerships that are formed daily with its number one clients, the public.

Internal Control and Training

In order to ensure that there is proper administrative/financial and personnel control measures are in place the officials of I C & TD undertook 57 Administrative and Personnel Inspections throughout the department from April 2002 to March 2003. Further during the 2001/2002 financial year this division conducted an audit of leave records for the entire department (4 491 leave files). The audit included the verification of appointment dates, verifying the correctness of accrual changes, application dates recorded on files, verification on Persal, leave without pay and sick leave.

Ad-hoc investigations are also carried out continuously to detect fraudulent activity and reduce fruitless expenditure.

In the sphere of Human Resource Development this division offered training on the Money Management Programme to all officials within the department and a total of 398 were trained.

Identification tags for departmental staff was under taken during August 2002 and a total of 3 900 tags have been distributed to officials within the department. This is effectively an added security measure for use within the Department and is used in conjunction with any electronic access systems that are implemented.

The component has a programme of continuously liaising with the Office of the Auditor General to align all compliance inspection checklists with those of the Auditor General. This enables the Department to be proactive with its inspections and ensure that as far as possible the Department complies with the latest financial acts, regulations and practice notes. This effort assists with elimination to a large extent of unnecessary and time consuming audit queries as a result of not following proper procedures.

PROVINCIAL MOTOR TRANSPORT

The Directorate: Provincial Motor Transport (PMT) is the component of the KwaZulu-Natal Department of Transport responsible for the facilitation and monitoring of the provincial vehicle fleet. PMT's mission statement is: "To ensure value for money by facilitating the transport needs of government departments in the Province of KwaZulu-Natal by implementing effective control measures, fleet management principles, curbing vehicle fraud and abuse and maintaining an accurate Vehicle Asset Register. "

With the substantial experience that has been gained over the past financial year, it has been established that ultimately fleet management boils down to one word:

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ATTITUDE

This can be analysed into the following PMT's successes in 2002/2003 financial year:

Accountability is the most effective means of achieving control. At every point in facilitating transport needs, it became imperative to identify clearly who is responsible for specific tasks.

- Physical vehicle verification exercise of 4219 vehicle fleet had been conducted, during February 2003 to ensure accurate vehicle details, assess mechanical condition of each vehicle in the fleet, confirm physical location of each vehicle and ensure that each vehicle complies with the transport policies and regulations.
- For effective accountability to take place, it is important that PMT maintain an accurate Provincial Vehicle Asset Register. The maintenance of the asset register involves updating of all vehicle records including new vehicles that have been purchases, transfer of vehicles from one department to another, disposal of vehicles on a Board of Survey. Monthly reconciliations of the Vehicle Asset Register update vehicle records had also been conducted.

As a result of implementation of a vehicle replacement policy and PMT's endeavour to maintain a young fleet whilst at the same time ensuring that vehicles that meet vehicle replacement criteria are disposed of and replaced with new vehicles, PMT has ordered 812 new vehicles during 2002/2003 financial year. As a direct result, of this 50% of the fleet is five years or younger, as compared to the 2001/2002 financial year during which 68% of the fleet was seven years and older.

Training: The development of vehicle fleet management skills at all levels has been essential for success in management of the vehicle fleet. During the 2002/2003 financial year, 13 training and consultation sessions have been conducted with the Transport Officers within the user departments.

Transport handbook: The development and communication of policy has been essential for the operation of the fleet. Policy promotes consistency and serves as a deterrent against abuse. It also serves as a benchmark to evaluate cases of abuse, misuse and fraud. PMT has accordingly developed and communicated transport policies, namely,

Preventative Maintenance of Heavy Duty vehicles, Vehicle Tyre Management, Vehicle Maintenance Systems, Prohibition of smoking in government vehicles, etc. These policies had been communicated through the Transport Handbook.

Information systems: In this age, the importance of relevant information cannot be under-estimated. To this end, reporting in the form of exception on vehicle utilisation reports had been made available, electronically to the user departments, on a regular basis. The detective systems put in place by PMT coupled with vigorous attention to exception reports such as tank overfills and high velocity fills has resulted in an decrease of 8% and 27% in the number of incidents and a decrease of 51% and 20% in value, respectively, during 2002/2003 financial year. A change in the reporting parameters for detecting weekend usage has led to a 50% increase in the number of incidents reported where vehicles were used over weekends.

PMT has also implemented a tracking system for each vehicle order which is accessible to the user departments for all orders placed.

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Transport Officers and PMT Technicians are key players in the process of controlling and managing the Provincial fleet. Technical and Departmental Transport Forum meetings have been conducted to ensure uniformity in implementing fleet management procedures and advices on policy developments and improvements on operational fleet management issues have been provided to the Motor Transport Advisory Committee through these forums. Close monitoring of the First Auto fleet management contract had been conducted by the forums. During 2002/2003 financial year, 24 meetings were held.

Utilisation of the vehicle fleet is the key indicator for effective fleet management. Under-utilised vehicles have been identified and re-allocated to other needy departments to ensure optimal vehicle utilisation. Vehicles that were under-utilised by various departments had been re-allocated to the Department of Health who had a shortage of vehicles.

Discipline in fleet management is essential in the following areas:

- Fiscal discipline to protect the public's money that officials are entrusted with
- Elimination of fraud and ridding government of fraudsters.

The Fraud Awareness Campaigns conducted by PMT together with RTI during 2002/2003 financial year resulted in 289 vehicles being impounded across the Province. The most significant reasons for impounding vehicles was that the drivers were on unauthorized trips or conveying unauthorized passengers and goods.

Emerging, Micro, Small, Medium And Agents (EMSMA) Contractors: The objective of the EMSMA project is to provide opportunities for Previously Disadvantaged Individuals from Emerging vehicle repair merchants through to Agent status. During 2002/2003, efforts had been made to ensure

sustainable development of Previously Disadvantaged Individuals by implementation of the following projects;

- Car wash
- Supply of vehicle hands free kits for government vehicles
- Sealing of vehicle speedometers
- Supply of registration number plate of government vehicles
- Providing preventative maintenance for Provincial Heavy Duty vehicles

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TECHNOLOGY TRANSFER CENTRE (T²)

Because the Technology Transfer Centre is a relatively new directorate, its functions and objectives were re-defined, negotiated and finally approved by the Head of Department at the beginning of the financial year. This gave way to the serious business of delivering on its mandate. Some notable successes are highlighted below:

Administration

- T² implemented a simple project management system that is used to enhance project and financial management as well as reporting.
- The initial identification and cataloguing of all assets belonging to the Technology Transfer Centre was done and a basic electronic register established. This will provide information for the Departmental asset register when it is introduced.
- The T² Documentation Centre was created to source, catalogue and house research papers, reports and related documents, it has been a phenomenal success with over 3 900 reports catalogued to date.
- An issue of the T² Newsletter has been produced every quarter and circulated to external and internal stakeholders. The T² Newsletter updates stakeholders on the activities and successes of the T² centre.

Research & Liaison

- A video explaining the process of construction of roads using labour based method was commissioned and produced. The video would greatly benefit field supervisors involved with stage 1 contracts for road construction.
- All existing technical manuals requiring updating have been identified. Arrangements have been made to convert all those that are not already in electronic format to electronic format to enable easy upgrading.
- Other initiatives with the Research and Liaison component include the development of a labour based construction manual, a transportation statistics and data handbook, and a computerised testing system for the betterment and gravelling course.

Training

- Extensive consultations have taken place between regional staff and the T² centre to identify training needs and review courses. The Process of reviewing courses has to be in line with the training needs identified.
- A course aimed at introducing non-technical managers to road construction matters and terminology was developed. Managers and other personnel who do not have formal training in civil engineering can greatly improve their understanding of the Department's business through this course. The technical training centre continues to run its regular courses.

REPORT OF THE HEAD OF DEPARTMENT

Corporate Services

Infrastructure Management Systems

- For the first time the locations and characteristic of structures in the Bridge Management System are available for visual manipulation in GIS. This will greatly enhance the querying and reporting capabilities of the Bridge Management system.
- The compilation of a structures map book will be completed by the end of the financial year. The structures map book is a fully indexed resource for bridge and culvert information aimed at regional offices.
- The condition report on bridges and culverts inspected during the 2001/2002 financial year has been completed and is available in hard copy and electronically on the intranet. The report takes advantage of the newly acquired GIS capabilities to present more user friendly inspection reports.
- A lot of effort has gone into the re-organisation of the accident data capturing component to improve work flow and general efficiency. Measures have been put in place to ensure that accident forms from SAPS stations reach our offices in Pietermaritzburg within one month.

This measure, as well as the streamlining of capturing operations has reduced the capturing backlog to one month.

- A review carried out when Technology Transfer Centre took over the management of the Traffic counting system revealed major shortcomings in the system. The most critical of these shortcomings was the existence of duplicate and unnecessary counting stations. A process was put in place to rationalize the system. The process of removing duplicate stations is now complete. Efforts will now be directed to the removal of unnecessary counting stations from the system. Only then will it be possible to produce reasonable traffic count data.