

Section: 4

CHIEF DIRECTORATE: CORPORATE SERVICES



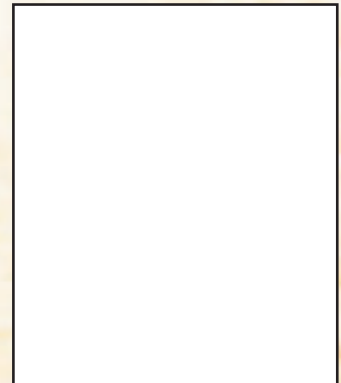
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Ms. Vicky Cunliffe



*Senior Manager:
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*Senior Manager:
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*Senior Manager:
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CORPORATE SERVICES

OVERVIEW

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, etc, 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.

Legal Services

Legal Services is responsible for the provision of legal services in terms of the legislation and mandates which govern the functioning of the Department.

Corporate Support Services

Corporate Support Services is responsible for ensuring the optimisation of information technology as a key Departmental resource and all Departmental real estate related issues and provision of an Office Service function at Head Office level.

Human Resource Management

The role of the Human Resource Management Directorate is to manage the human resources of the Department to the benefit of both the Department and its human capital.

Labour Relations

The function of this component is to facilitate harmonious employer/employee relations.

Motor Transport Services

The Motor Transport Services Directorate consists of the Provincial Motor Transport Component, and Motor Vehicle Administration (previously Motor Licensing Bureau) including the Traffic Camera Office. This Directorate is responsible for the execution of the motor transport, motor and drivers licensing and traffic offence administration functions.

Technology Transfer Centre

The Technology Transfer Centre is a Directorate that is responsible for technical research, best practices, and the effective transfer of skills and technology.

Employment Relationship Management

The Employment Relationship Management (ERM) Directorate has been faced with many challenges during the 2003/2004 financial year. Some of these challenges resulted from the restructuring process and changes within the Department that impacted on this Directorate's operations. For example, the staffing demands in the various Directorates, substantially increased the workload of the recruitment and selection component. Thus, ERM is responsible for ensuring sound employment relations within the Department.

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HUMAN RESOURCE ADMINISTRATION**Promoting Teamwork**

The Department, through the introduction of the Mission Direct Work Teams (MDWT) program actively promotes teamwork throughout all spheres of the workforce.

The MDWT program is designed to transform the front-line of any organisation into a productive, participative environment.

Apart from the MDWT program the Department holds various events such as a Cultural Day and Sport Day to promote "Esprit de Corps" within the workforce.



One of the highlights of the Department's Cultural Day festivities



Staff enjoying a game of soccer at the Department's annual Sport's Day

Recognition Of Outstanding Performance

The replacement of the traditional performance evaluation system with the Performance Management and Development System brought about significant changes in the Public Service. The Performance Management and Development System (PMDS) was launched in this Department with effect from 1st April 2003. The Department of Transport is amongst a few Departments that have implemented the PMDS system and developed a policy in respect of the new system.

The KwaZulu-Natal Department of Transport was the first Department in KwaZulu-Natal to finalise and implement the 1% pay progression system in 2003. A total of 3400 officials were granted the 1% increment. The successful implementation of the PMDS not only reflects the commitment of the Department towards improved service delivery but also the loyalty, dedication and commitment of staff.

Implementation Of Learnership Programs

As one of the strategies of the Department is to empower previously disadvantaged people via its emerging contractor program and as a result of the need to train and empower the emerging contractors, an investigation and research on various learnerships had been conducted.

To assist with the development and implementation of Learnerships, a Learnership Implementation Committee has been formed.

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Currently, the Department is in the process of a pilot project for Learnerships dealing with Construction Contracting. The project is funded by the CETA (Construction Education Training Authority)

Decentralisation of Human Resource Functions

In an effort to empower the regions and effect the concept of “one stop shop service”, general benefit functions were decentralised to the regions. This process included training of the regional staff and thereafter the transfer of files and functions.

Advertisement of Posts

During the 2003/2004 financial year, the advertisement of 306 posts attracted approximately 17 274 applications. A total of 116 posts were filled and the staff in the Promotions section was awarded a “Service Excellence Award” for their efforts and contributions towards improved service delivery.

SUMMARY OF POST VACANCIES AND SUPERNUMERARIES

Staff categories	Number			Average Annual Change
	1 April 2001	1 April 2002	1 April 2003	
Total Staff complement	4710	4556	4333	-4,08%
Number of professionals and managerial posts	134	140	190	20,10%
Number of professionals and managerial posts filled	107	110	119	5,49%
Number of Excess staff	0	0	0	0%

Eradication of Fraud

Over the past few years, there had been a number of fraudulent activities in respect of educational qualifications. It was found that candidates submitted fraudulent educational certificates when applying for posts.

The Department has identified a service provider who will be responsible for the verification of qualifications prior to the appointment of the candidate. The verification of the qualification will prevent unnecessary expenditure and administrative problems.

Service Terminations

A common problem that led to the delay in the processing of pension benefits for staff that had left the service, had always been non-submission of all required documentation by the relevant official. In order to be more pro-active, the Department formulated a comprehensive manual, which outlined the procedure that must be followed in dealing with different categories of service terminations. In addition, the regions have received training in this regard.

The Department has already embarked on an exercise that requires all officials in the Department to complete a beneficiary form that will be utilised to process pension benefits in the event of death.

C O R P O R A T E S E R V I C E S

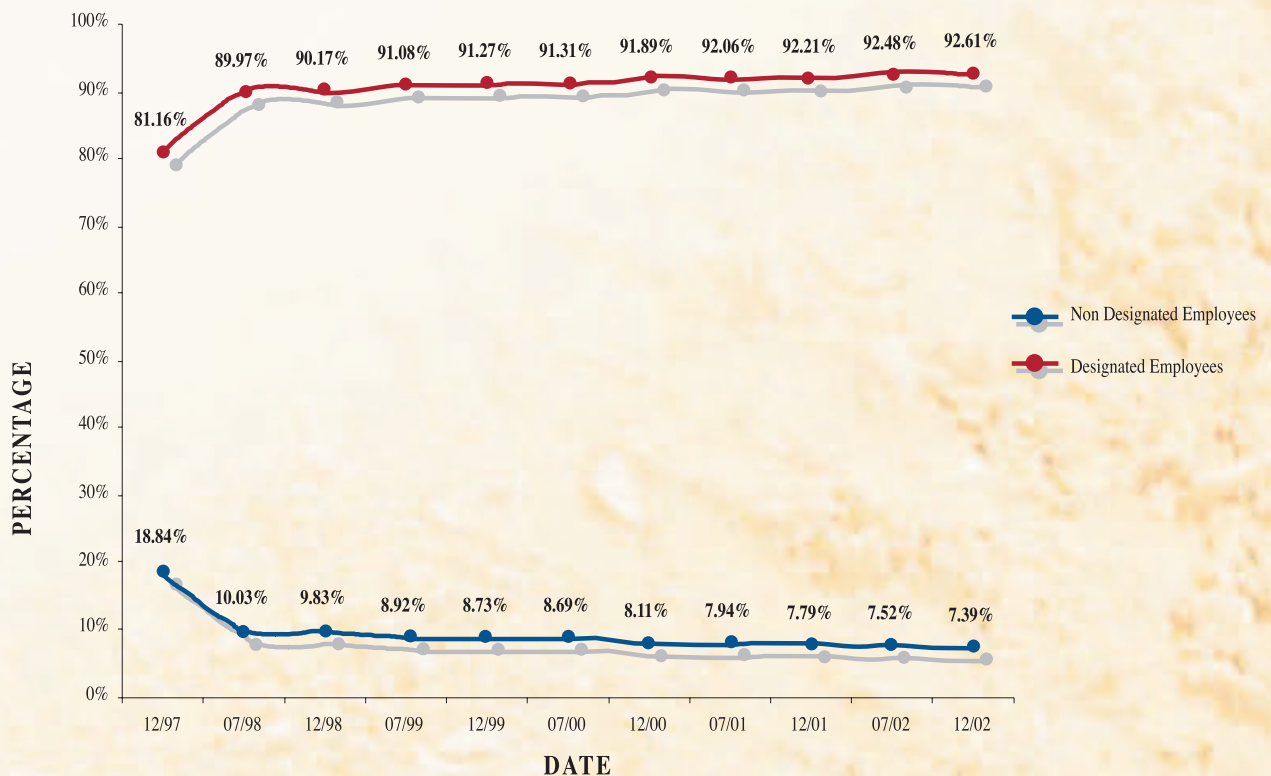
Compliance With Employment Equity Plan

One of the other barriers that was identified in the Employment Equity Plan was the non-representativity in terms of race and gender at specific staff levels. During the 2003/2004 year, in addition to the appointment of an Assistant Manager: Employment Equity, a fully representative Employment Equity (EE) Committee was established. The Employment Equity Committee comprises of representatives from all regions. The EE Committee has been focusing on the setting of numerical targets that will address the representivity issue within the Department. These numerical targets are based on the demographics of KwaZulu-Natal in terms of the Economically Active Population. As part of the recruitment strategy, which has been included in the numerical targets, people with disabilities have been identified as a priority.

The development and implementation of a Performance Management and Development System was also identified as a key objective in the Employment Equity Plan. In the 2003/04 financial year, the Department successfully implemented a Performance Management and Development System. The system was rolled-out to all regions through various workshops presented by the Employment Relationship management Directorate.

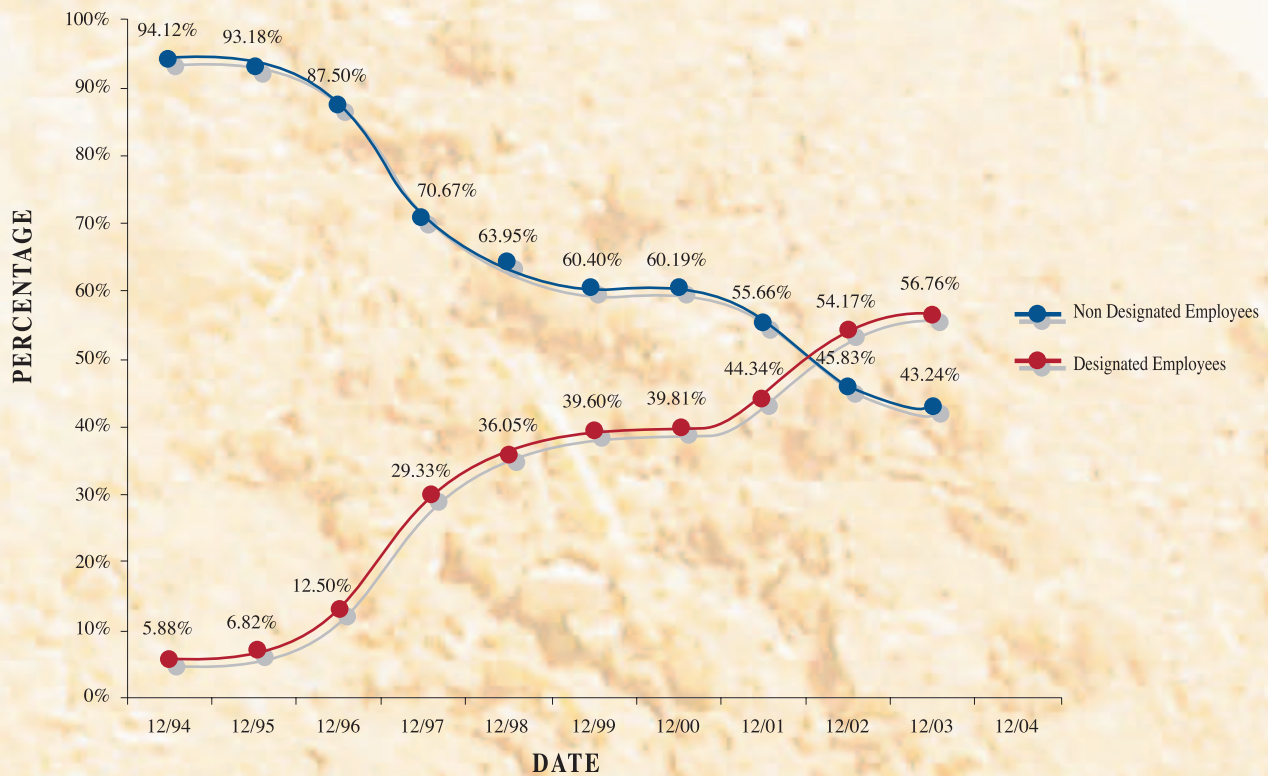
The Equity Statistics for the Department in terms of the designated and non-designated groups are illustrated in the following graphs:

Comparison between Designated and Non-designated Employees - All Levels



C O R P O R A T E S E R V I C E S

Comparison between Designated and Non-designated Employees from Salary Level 9 upwards



On a more positive note, the Department has complied with the requirements of the Employment Equity Act by providing the relevant reports to the Department of Labour. Labour Inspectors have conducted an audit at certain offices to ensure that the Department is complying with the relevant legislation. There have been no queries received from the Department of Labour with regards to the reports submitted or the audit that was conducted by the Labour Inspectors.

HEALTH AND SAFETY

Employee Assistance Program (EAP)

As the Department considers its employees as one of its main assets, an Employee Assistance Program (EAP) had been put in place. The EAP provides help to employees whose job performance is affected by personal problems. It also provides a supportive and confidential framework in which employees can obtain assistance and allows managers to manage their staff in a constructive and consistent manner.

The EAP is available for all employees to utilise. The nature of one’s personal problem could be either dependency on alcohol and /or drugs, HIV/AIDS, depression or financial related, etc.

HIV/AIDS

To ensure that the Department is adequately staffed and in light of the diminishing workforce as a result of the impact of HIV/AIDS in the workplace, the Department through its Human Resource Plan seeks to address this challenge. In an endeavour to address the impact of the HIV/AIDS pandemic, the Department has developed the following strategy: -

R E P O R T O F T H E H E A D O F D E P A R T M E N T

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- all employees are made aware of the Department's obligations in terms of the minimum standards to ensure commitment and co-operation in the managing of the pandemic;
- awareness and wellness programs are ongoing;
- Voluntary Counselling and Testing (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.

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

The following HIV/AIDS initiatives/activities have also taken place within the Department:-

- establishment of HIV/AIDS Committee which hold meetings on a monthly basis.
- development of HIV/AIDS policy and procedures.
- A policy on HIV/AIDS has been drafted. An investigation and research on information to assist in developing procedures that would guide managers in dealing with HIV/AIDS related issues within their components is conducted. However, a Knowledge, Attitude and Perception (KAP) study needs to be conducted first, before procedures can be drawn up.
- HIV/AIDS education and awareness and training has become a focus. Hence, training videos on EAP and HIV/AIDS have been ordered;

During 2003/2004 financial year, a nine-day (28th July-7th August 2003) HIV/AIDS education and awareness workshop was conducted within the Department. The workshop targeted all the employees of the Department and educated them on issues regarding the HIV/AIDS pandemic to create awareness of the importance of VCT. An industrial play "Live On – Live Long", inspirational speeches by two HIV positive women and a speech on the importance of VCT by the District HIV Co-ordinator were amongst the items in the program.

The presentations that were conducted covered issues on nutrition, VCT, condom usage, immune boosters and anti-retroviral drugs and coping with HIV/AIDS as an infected person. The workshop was a great success as people who are living with the illness exposed employees to the facts. It was an eye-opener for many employees and many myths that plague the illness were confirmed as being just myths. The interest shown and the number of questions asked during the workshops indicated that employees were willing to be educated in order to help themselves.

The knowledge gained from the workshops has made employees acknowledge that, there is a life to live as long as one knows one's status.

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To date, telephone calls have been received from various employees requiring information pertaining to the treatment, care and support, etc., for HIV/AIDS. This also proves that the workshops were indeed a success, as the employee/s, are taking steps to reach out for assistance. More importantly, four (4) employees have since, voluntarily, disclosed their status.

- sixteen (16) days of activism on no violence against women and children were conducted.

Various activities took place within the Department during the sixteen days of Activism. Brochures and posters were distributed and displays were placed in the foyer at Head Office.

The Department also participated in the events illustrated in the table below;

25th November 2003	International Day for No Violence against Women and Children
1st December 2003	International AIDS Day
3rd December 2003	International Day for People Living with Disability
10th December 2003	International Human Rights Day

On 1st December 2003 HIV/AIDS information was displayed on World AIDS day at the Department's foyers. Contact telephone numbers of various HIV/AIDS support units as well as the Departmental help-desk facility to assist employees to elicit support if so required, were also part of the display.

- Many Departmental employees joined together with other organisations in support of the million men march for no violence against women and children on 27th March 2004.
- The Department had featured articles in the Ezethu internal communication magazine on relevant matters as part of its continuous education and awareness drive.

Directorate: Employment Relationship Management

Management Advisory Services

One of the achievements made by the Department during the past financial year is the finalisation of job evaluations of all vacant and newly created posts in terms of the restructuring exercise for the following Chief Directorates, viz. Strategic Planning, Financial Services, Public Safety and Communication and Public and Freight Transport. In addition to the aforesaid, job evaluations of all Senior Management Service (SMS) posts within the abovementioned Chief Directorates were finalised through the Provincial Job Evaluation structures. A total of 240 posts have been evaluated during the financial year, 2003/2004.

Human Resource Development Component

The National Skills Development Strategy (NSDS) advocates lifelong learning. To show commitment to this principle, the Department awards bursaries to serving officials and prospective employees.

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The Department assists individuals financially to acquire the necessary qualifications that will enable them to perform specific occupational tasks, general administrative tasks and technical tasks aimed at establishing a more dynamic public service and society.

The manual bursary record keeping system has been changed to a computerised system called the BURSARY ADMINISTRATION SYSTEM. Workshops have been conducted and newsletters to help students have also been distributed.

Below is an illustration of the budget and awarded bursaries for the 2003/2004 financial year.

In-service Bursary Holders

27 In Service bursaries were awarded, total estimated Value	=	R 105, 666.00
Current Bursary Holders and Prospective Bursary Holders	=	R 510, 370.00
TOTAL	=	R 616, 036.00

Prospective Students

Twenty six (26) prospective students have been awarded bursaries totalling R 1,786, 036,00.

Adult Basic Education And Training (ABET)

The objective of the National Skills Development Strategy is to develop a culture of high quality life-long learning. The strategy seeks that all workers should have at least a level one qualification on the National Qualifications Framework. In an effort to achieve this objective, the Department has implemented the Adult Basic Education and Training program. The program provides for the conducting of literacy classes for illiterate employees within the Department. The vision on ABET is thus "A literate South Africa within which all of its citizens have acquired basic education and training that enables effective socio-economic and political processes to contribute to reconstruction, development and social transformation."

Educators have been appointed from the community to undertake the ABET program in the regions during 2003 /2004 year. The appointed educators are responsible for the education of staff to ensure that their level of education is increased in order to comply with the National Skills Development Strategy targets.



ABET in progress

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Skills Development

In 1994 when the National Training Strategy was published it paved the way for three (3) new laws:

- The South African Qualifications Authority Act (Act 58 of 1995)
- The Skills Development Act (Act 97 of 1998)
- The Skills Development Levies Act (Act 9 of 1999)

The purpose of the Skills Development Act is to:

- develop the skills of the South African workforce
- increase the levels of investment in education and training in the labour market and to improve return on that investment
- improve the employment prospects of persons previously disadvantaged by unfair discrimination and to redress those disadvantages through training and education
- ensure the quality of education and training in and for the workplace

Successes that have been made during the year under review are presented below

- A skills Development facilitator was appointed for the Department.
- A Work Place Skills Plan has been developed and submitted to all SETA's
- Quarterly/annual monitoring reports have also been submitted to the SETA's

The KwaZulu-Natal Department of Transport was invited by the Training and Instructional Design Academy of South Africa (TIDASA) to share an exhibition stand for the Education Training and Development Practices (ETDP) exhibition hosted by the ETDP SETA that was held at the Durban International Convention Centre (ICC). Delegates who were invited to the conference represented all sectors of industry. The exhibition proved to be a resounding success as the stand was well visited by delegates showing an interest in the Department and its accomplishments. Delegates were impressed with the progress that the Department had made with Skills Development and Bursaries awarded. The KwaZulu-Natal Department of Transport was the only Department which had a stand at the exhibition and delegates from training providers as well as SETA's were impressed to have a government Department exhibit such achievements. The importance of skills development was outlined as well as the opportunities for bursaries that are available for disadvantaged students/scholars. The Department's commitment and drive towards the skills development process was clearly illustrated. The following pictures capture some displays.



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Directorate: Motor Transport Services

The restructuring of the Department brought about a merge of the former "Motor Licensing Bureau (MLB)" and "Provincial Motor Transport (PMT)" in March 2004. The new Directorate is now **MOTOR TRANSPORT SERVICES** and the commitment to service excellence just got better.

The new Directorate works hand in hand with seventy one (71) Registering Authorities comprising of six (6) Provincial Offices, thirty nine (39) Municipal Offices and twenty six (26) South African Post Offices. The Directorate is also responsible for the Traffic Camera Office and the Provincial Vehicle Fleet.

The Department prides itself on this Directorate's striving for service excellence, in keeping with the Batho Pele principles and taking its services to the people of KwaZulu-Natal. Financial year 2003/04, marked a further five (5) outlets being opened, namely Newcastle, Madadeni, Mobeni, Mtunzini and Margate.

The agents mentioned above have made provision for flexible payment methods and hours, such as the extension of service hours to include Saturdays and Sundays, as well as the introduction of speed point credit card machines. To enhance motor vehicle query response times, motor vehicle records have been digitised.

Provincial Vehicle Fleet Management:

The KwaZulu-Natal Department of Transport is responsible for the facilitation and monitoring of the Provincial vehicle fleet. During the year under review, the KwaZulu-Natal Department had implemented effective control measures, sound fleet management principles and curbed vehicle fraud and abuse.

Following are achievements attained during the 2003/04 financial year;

- The Department ordered seven hundred and fifty (750) new vehicles. As a direct result, 68% of the fleet is five years and younger, compared to the 2002/03 financial year during which 50% of the fleet was five years and younger
- The operational costs of the vehicle fleet ranged between R6,5 to R7,5 million per month
- Three (3) Fraud Awareness Campaigns were conducted and one hundred and thirty three (133) vehicles were impounded across the Province, mostly for unauthorised trips or conveying unauthorised passengers and/or goods.
- Constant communication between the KwaZulu-Natal Department of Transport and its customers on formal and informal basis had been undertaken. Thirty-three (33) formal forum meetings were held to assess customer needs. The forums are Motor Transport Advisory Committee, Departmental Transport Officer's Forum, Risk Management Forum, and Technician's Forum.



Part of the Department's responsibility - vehicle fleet management

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Personalised and Specific Licence Number Sales

Due to popular demand, the sale of Black on White personalised licence numbers for passenger-carrying vehicles for reward (taxis) was introduced in March 2004. This is expected to boost the sale of Personalised Licence Numbers. As a marketing initiative, the Choice Numbers Section attended three (3) shows during 2003/2004. During the Bankfin Motor Show fifty (50) applications for personalised licence numbers and ten (10) specific licence numbers were received. At the Diwali Show twenty (20) applications for personalised licence numbers and five (5) specific licence numbers were received. At the Chatsworth Show thirty two (32) applications for personalised licence numbers and eight (8) applications for specific licence number were received.

Traffic Camera Office

The Traffic Camera Office was established in 1999 and has been managed by the Department since. Comprising of a staff compliment of forty two (42), the Traffic Camera Office is responsible for the processing and administration of speed camera violations utilising the TRAFMAN System.

Owing to the Department's ability to successfully introduce and co-ordinate new concepts, the implementation of the Remote Communication System (REMCOM) was successful. REMCOM is essentially a roadside prosecution system that enables law enforcement to conduct driving licence checks as well as to view prior traffic offences for which summonses or warrants were issued, thereby enabling the immediate prosecution of offenders at the roadside.



Pinetown Traffic Camera Office

During the first road block after the implementation of REMCOM, a total of 827 cars were stopped in a period of eight hours, of which 220 offenders were identified and dealt with as follows:

- 57 notices were issued,
- 358 summonses were served,
- 11 warrants of arrest were executed, and
- Fines totalling R 109 620 were paid.

The TRAFMAN system itself consists of nine (9) modules of which four (4) are in active use:

- Traffic contravention module
- Accident monitoring module
- Traffic control centre module
- REMCOM

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The optimum utilisation of TRAFMAN has required all users to be fully trained on the system. The users includes ±450 officers and ±80 administrative personnel at twenty one (21) Road Traffic Inspectorate sites throughout the Province, thirteen (13) Road Traffic Inspectorate sites with weighbridge facilities, six (6) users at the Department's Technology Transfer Centre and forty two (42) users at the Traffic Camera Office.

The Department also provides after hours support to the Road Traffic Inspectorate in the form of a systems administrator who is available 24/7. The latter also includes REMCOM support.

Fraud and Misappropriation of Revenue at Agencies

It was discovered at several Registering Authorities that specific license numbers were allocated to motor vehicle owners without the required fees being tendered. At Mooi River Registering Authority, a staff member was suspended and subsequently dismissed. At Estcourt Registering Authority, a member of staff was suspended and found guilty and fined after not declaring revenue for transactions processed. An official from the Scottburgh Licensing Office was suspended following an investigation into under-banking of revenue, misappropriating some R751,788,35. The member was dismissed immediately. In all the above cases, criminal charges have been laid against the people concerned and the matters referred to the State Attorney for recovery of the monies from the Municipalities concerned. Criminal cases were opened against a further five (5) officials at Mkuze, Ingwavuma, Nkandla and Mahlabathini Post Offices, for certifying vehicles as roadworthy without the supporting Certificate of Roadworthiness (CRW) documents.

A further two (2) officials from the Impendle and Eshowe Registering Authorities were suspended and are pending disciplinary hearings by their Municipalities.

Disciplinary Action Taken Against Staff at Provincial Offices

Following an investigation, a staff member of the Newcastle Provincial Licensing Office was suspended from duty with effect from 5th November 2001, for performing various irregular transactions on the NaTIS. A disciplinary hearing was held on 22nd November 2001 whereby the Chairperson found the staff member guilty and a sanction of dismissal was recommended. The staff member's appeal was subsequently denied and she was dismissed with effect from 31st December 2001. The staff member's union representative, from NPSWU, applied for a Conciliation Board meeting, which was held on 24th April 2003. The matter was unresolved and an application for an arbitration hearing was made. The arbitration hearing scheduled for 1st August 2003 was postponed to 29th August 2003 and was subsequently held on 19th February 2004. The findings were in the Department's favour.

Decrease in Application and Issue of Duplicate Deregistration and Registration Certificates

After establishing that a large number of stolen vehicles were being registered on the NaTIS, the matter was investigated and the common link was found to be the application for duplicate registration/deregistration certificates. A syndicate obtained duplicate registration/deregistration certificates, produced false Identity Documents and registered stolen vehicles. In light of the aforementioned, the Bureau has blocked the issuing of any duplicate registration/deregistration certificates from all Registering Authorities. The Motor Licensing Bureau first investigates any such application and if the application is legitimate, the Help Desk authorises the issuing of the duplicate registration/deregistration certificate. Prior to this drastic procedural change, 3 000 duplicates are issued per month. A further decrease is attributed to the increase in the cost of duplicate registration/deregistration certificates from R120,00 to R500,00.

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Tare Weight Project

With the resurrection of the tare weight project, it was decided that fees should be re-calculated due to the period of time that had elapsed since the initial calculations were made. That was done to ensure that no further tare weights have been adjusted and that the tare weights which have been updated on the NaTIS, have been updated, accordingly.

It was decided that a letter of demand should be sent to all owners who had the vehicles registered in their names at the time of the tare changes.

Hearings were held on the 10th November and 9 - 11 December 2003 in order to recover the outstanding debt.

Achievements

In order to increase access to the Department's services, a total of five (5) new registration and licensing agencies have been opened, three (3) of which are in predominantly disadvantaged areas i.e. Mtunzini, Madadeni, and Plessislaer.

Upon taking over the regulation and control of the Vehicle Test Station Industry during the past financial year, the Department has closed down four (4) Private Testing Stations and suspended and/ or cancelled the registration of fourteen (14) motor vehicle examiners. This has made a significant contribution to road safety and saving lives.

In order to restrict the irregular movement of vehicle examiners between Test Stations, all vehicle examiners are now linked to the Test Stations of their employment. Should any examiner move between Test Stations without notifying the Department, NaTIS automatically rejects any certificate of roadworthiness issued by such examiners. The KwaZulu-Natal Department of Transport also took the lead in the country to draft and propose major legislation amendments to Regulations contained in the National Road Traffic Act, 1996 (Act 93 of 1996) concerning the regulation and control of the Vehicle Test Station industry. Those amendments have been accepted by both the National Department of Transport and the other Provinces.

Labour Relations

The Labour Relations (LR) Component has been sub-divided into Discipline, Grievances and Disputes in order to function at its optimum and deliver excellent service. The Disputes section assists both Officials and the Department with Labour related issues in terms of LR Act and Resolution 5 of 2000.

A 'White Board' system has been implemented to monitor the progress of all cases. Staff members in the Disputes Section are currently trained to be multi-skilled. The aim is to empower staff to be fully versed in the Labour Relations Component. As a result, the success rate with arbitrations has increased.

Collective Agreement 1 of 2003 has led to the amendment of the disciplinary procedures to incorporate labour practices legislated in the LR Act 1995 and has eradicated a number of uncertainties contained in the procedure. Training courses have been conducted to equip line managers with the skills required to initiate discipline through both informal meetings and Departmental disciplinary enquiries.

The former grievance procedure for the resolution of staff dissatisfactions was replaced by Government Notice No. R.1012. These are the "Rules to deal with the Grievances of Employees in the Public Service" which came into effect on 19th September 2003. The Department has appointed dedicated managers to investigate and attempt to resolve grievances as per the new procedure. Consequently, the time taken to address grievances has now been considerably improved.

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A Departmental Consultative Forum had been established. The Forum meetings are attended by representatives of the Department and recognised trade unions. The primary aim of this Forum is to discuss matters of mutual interest and jointly resolve problems affecting the parties concerned. The working relationship between the Department and Organised Labour has thus improved with a spin-off effect of better morale and greater productivity amongst employees.

Directorate: Corporate Support Service

Real Estate

The Real Estate Section, as part of Corporate Services, is responsible for the acquisition of land and property for roads and office use. Land has been expropriated for the upgrading and alignment of various Main roads as well as District roads to facilitate the construction of the African Renaissance Road Upgrading Projects. Compensation for land and improvements have been made to owners in consultation with traditional authorities.

During the 2003/04 financial year, payments to owners have been made as the construction progressed on P100 (Ndwedwe), P399 (Taylors Halt), P68 (Highflats), P50-2 (Nkandla), P240 (Mtunzini), P700 (Ulundi), P235 (Hlabisa) and P577 (running through Inanda, KwaMashu and KwaDabeka).

The Department has implemented an exercise vesting all expropriated properties in the Province, which is in line with a National Government initiative to give Provinces control. Over three hundred properties have been vested in the past financial year and more are expected to be vested during the forthcoming financial year.

The Department is in the process of acquiring properties for the cost centres in Ixopo, Jozini and Park Rynie with the establishment of 'One Stop Shop' centres to promote a better service delivery.

The Department continuously offers assistance to the public by issuing, on request, clearance certificates of portions of expropriated properties for transfer purposes. When a property is expropriated, it becomes necessary to produce a certificate clearing the property from expropriations before it can be transferred. Due to the number of roads in the Province, all major projects such as township developments cannot be completed without obtaining the clearance.

The Department has launched a project to address the amounts offered as compensation to affected land owners when constructing a road. A fully updated policy had been put in place including an updated schedule for valuations. The policy ensures that owners who are being compensated (particularly for housing) are compensated with houses of the same standard as those they were compensated for.

The development of the newly created housing committees, of which this Department is a full partner, is progressing well and the interaction between the committees and the Department of Works has led to a number of housing problems being resolved.

Office Services

During March 2004, the control of Official Vehicles for Head Office was transferred from the Transversal Support Division to Office Services. The process formed part of the restructuring initiative.

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Other improvements to be noted are the new Electronic Security System installed at Head Office as well as the Voice Mail System recently activated at the complex. The system was initially installed to improve security and to reduce theft. Both objectives have been achieved to a certain degree although isolated incidents of theft have been reported.

The security system serves to limit staff members' access to the blocks/buildings where they are stationed, unless permission is granted for increased access to other blocks. Entrance and exit times are also monitored in this manner and a more accurate record can now be kept in this regard. It is hoped that this system will achieve the abovementioned objectives in the short and long term and provide value for money.

Registry

The challenge for Registry was the construction of the new building which impacted enormously on Registry as a whole due to the shortage of service accommodation. However, Registry continued to deliver its services, which is to provide a support service by efficiently managing the Department's records, providing an efficient mail delivery service and ensuring value for money.

The implementation of Registry's procedures with regard to payslips, reports and cheques are given priority, ensuring efficient service delivery to Head Office and the regions is maintained. Slots were allocated and proformas designed, to ensure that the control and service delivery of payslips are monitored.

Extension of office facilities

The Department of Transport has established a Technology Transfer Centre on its premises in Pietermaritzburg and in order to create space for this centre additional office accommodation was required.

After consultation with all role players including the Department of Works, the new office block was decided upon as being the most economical way of providing the required accommodation.



Extended Head Office facilities

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INFORMATION TECHNOLOGY (IT)**Introduction**

In the absence of a Master System Plan at the time, the 2003/4 Business Plan was drawn up with no specific outcomes in terms of projects committed to. A number of projects were identified, prioritised and the budget estimates compiled, accordingly.

IT has an **Information Plan** from which to work: The Information Plan comprises;

- IT Security Policy
- IT Strategy
- IT Systems Plan
- Technology Plan
- IT Systems Architecture Plan
- IT Infrastructure Plan
- IT Operational Plan
- Service Delivery
- Project Management
- Security Plan
- Capacity Plan
- IT Training Plan

The Master Systems Plan (MSP) that SITA has drawn up concentrates primarily on the Systems. It also brings in elements of an Operational Plan such as Governance and Enterprise Project Office, and also gives some direction for the development of a Technology Plan, etc.

IT Challenges

A year ago Information Technology was largely seen as a section that delivered PC's to the desktop, repaired PC's and procured IT consumables for the Department.

With new legislation, e-government initiatives and awareness of Management Information Technology, the Department now has a bigger Vision for Information Technology.

The IT section needs to put the infrastructure, processes, resources and systems in place to deliver the Vision. However, business needs cannot be put on hold while IT sorts out its processes.

IT has achieved the following

The Provincial Government Information Technology Officers Council (PGITO) has been established and the Department is represented on the Council. Further, the Departmental IT Steering Committee has been established.

Since then a draft Minimum Information Security Policy has been compiled by SITA/DPSA and the Department is now in a position to review its current IT Security, accordingly. A policy on communications and IT framework has also been drafted. In addition, a training plan has been developed.

A decision to use Information Technology Infrastructure Library (ITIL) as the base for service delivery has been taken. This library is a collection of Best Practice IT procedure used in the British Government but has been widely accepted and used throughout the world.

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ITIL addresses six topics: Service Support; Service Delivery; Planning to Implement Service Management; ICT Infrastructure Management; Applications Management; The Business Perspective. Overall, it is a representation of best practice for IT service management, comprising a series of books and information which provide guidance on the quality provision of IT services.

In addition, the Server has been upgraded. This project has brought about Electronic Asset and Remote Management systems. Once these systems are in place, the Department will optimise usage of its assets and centralise IT, software and contract management.

As a result of the Server upgrade, the Department is able to implement a Disaster Recovery System.

Departmental Informatics have also conducted several small projects, namely; backups, virus protection, Internet access, implementation of procurement registers, etc.

A Departmental Intranet site has been developed and so far is receiving 4301 hits on average, a month.

A new Front Page was initiated for the Internet. The site is receiving 2056 hits on average, a month. The Development of Intranet and Internet has provided links to several websites.

Certain sites have also been upgraded from analogue to 64k Diginet lines to accommodate the systems, such as TRAFMAN and BAS. DTims Gravel Road Management module was also purchased and data is currently being populated into the database.

The Department is the first in KwaZulu-Natal to obtain an MSP, tested the SITA ITAC procedure and provided feedback. The Department's ideas have been taken into consideration by SITA, for example concern regarding the Service desk has eventually been acknowledged and is being addressed.

Some wins in terms of SITA costs have been achieved and DBA costs have been reduced significantly.

Directorate: Technology Transfer (T²) Centre

Keeping track of communication is one of the challenges for the Department. In order to ensure easy access to information a new T-Series in respect of filing for the Technology Transfer Centre has been established. A document tracking system to keep track of incoming and out going documents as well as their filing location has also been implemented.

To get around the shortcomings in the financial control and management system, T² Centre has conducted a project on the financial management system. It has been discovered that the system is versatile enough to provide customised financial information for better financial management and control.

A video explaining the process of the construction of roads using labour based methods was also commissioned and produced. The video will greatly benefit field supervisors involved with Stage One contracts for road construction.

A manual to guide field staff in the design and supervision of labour based road construction works was also developed. The manual comes in two volumes and covers all aspects of labour based road construction in a simplified step by step format. In addition to providing guidance for the planning, design and supervision of road construction using labour intensive methods, the manual forms the basis of training in such methods.

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More importantly, all existing technical manuals that require updating have been identified. Arrangements have been made to convert all those that are not in electronic format to electronic format to enable easy upgrading.

The T² Centre, as part of its objective of promoting the study of maths and science in schools, entered into a partnership agreement with PROTEC Pietermaritzburg to sponsor the attendance of a group of fifteen selected learners from disadvantaged township schools for a period of three years.

Along the same lines, T² Centre supported the 2003 bridge building competition organized by SAICE to stimulate interest in civil engineering amongst high school students. Sponsorship was in the form of plane tickets for the winners to attend the national competition in Cape Town.

Extensive consultations have taken place between regional staff and T² Centre to identify training needs and review courses. For example, the process has already started with the review of the Road Superintendent's course.

A course aimed at introducing non-technical managers to road construction matters and terminology was also 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.



Mobile Technical Training Centre

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The following tables summarise courses and training that have been run during the year in review:

Table: Health and Safety Courses

Course Details	Internal/External	Number Trained
Basic Hygiene & Aids Awareness	Internal	512
Basic Health & Safety	External	205
Chemical Safety & Dangerous Goods	External	149
Employees Health & Safety	External	12
General First Aid	External	77
Hazchem & Service Wagon	Internal	42
Health & Safety Implementation	External	4
Health & Safety Managers	External	18
Health & Safety Representative	External	6
Worker's Safety & Fire Fighting	Internal	29
Practice First Aid	External	112
Occupational Health & Safety	Internal	10

Table: Driver and Operator Training

Course Details	Internal/External	Number Trained
4 X 4 Techniques	External	48
Brush cutter & Chainsaw	Internal	203
Certificate of Competency	Internal	124
Driver Training	Internal	44
Daily Check Sheet	Internal	10
Dozer, loader & TLB operator	External	98
Grader Training	Internal	45
Truck Refresher	Internal	20
Truck Mounted Crane	Internal	21
Refresher Plant Operator	Internal	59
Refresher Driver	Internal	22

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Table: Road Construction and Maintenance

Course Details	Internal/External	Number Trained
Batter Boards & Drainage	Internal	1
Betterment & Gravelling	Internal	10
Blacktop patching	Internal	138
Blading, Bolsters	Internal	15
Cleaning Meadow Drains	Internal	3
Minor Culverts, Gabion Protection	Internal	6
Gravel Processing	Internal	7
Water & Raising Roads	Internal	5
Soil Stabilisation & Compaction	Internal	6
Sign Posting	External	61
Shutter hand Grade III	Internal	3
Practical Road Traffic Signs	External	120
Pothole Repairs	Internal	21
Pipe Installation	Internal	4

Table: Structural Works

Course Details	Internal/External	Number Trained
Bridge Filing	Internal	2
Concrete Placing & Finishing	Internal	9
Concrete Technology	External	1
Stone Pitching	Internal	14

Table: Management Training

Course Details	Internal/External	Number Trained
6 M Simulation	Internal	55
Basic Man Management	External	82
Foreman Training	Internal	20
Road Works Foreman Training	Internal	112
Productivity Improvement	External	6
Planning & Organizing	External	15

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Table: Miscellaneous Courses

Course Details	Internal/External	Number Trained
Assessing Roads	Internal	1
Basic Fire Training	External	10
Fire Fighting	Internal	20
Incident investigation	External	153
She Rep Inspection Coaching	Internal	39
Security Officer	External	200
Radio Communication	Internal	9

The Technology Transfer Centre continued to provide practical training opportunities to third year Technikon students to enable them to complete their studies. During the year, fifteen (15) training opportunities were made available at a total cost of R 675 000. T² has compiled a database that over the past four (4) years has received more than 650 applications. It currently adds about 150 new applications each year mainly from the Technikons situated in the Durban area.

The Department also awards bursaries to a number of candidates to study civil and mechanical engineering. In return, the successful graduate has to work off the bursary monies received on a year to year basis whilst following a structured training program. The T² Centre co-ordinates the training program for engineers.

The monitoring of the performance of treated low volume road was initiated. This was conducted using a proprietary product designed to treat soils, gravels and sands. The T² Centre was involved in recording the process of construction and is carrying out long term monitoring of performance. It is hoped that the results of this experiment will shed some light on the suitability and long term performance.

The Bridge Management System (BMS) software package that had been used for the past 12 years to manage the Department's 1603 bridges and 1320 major culverts was upgraded with the latest windows version of a BMS package developed by the CSIR.

All the bridges and major culverts were geo-referenced and linked to the measured road network. This has significantly improved the selection procedure for structures due for inspection and simplified the production of reports based on inventory and inspection data.

A tender has been awarded to one engineering firm with the necessary bridge capacity for the inspection of all, or selected pre-defined structures that are grouped into clusters throughout the Province. The contract was awarded to a single consultant at a very competitive rate instead of appointing various consulting firms.

A bridge and major culvert map book based on municipal boundaries was produced. Structures are symbolised on these maps by class of structure and are labelled by structure number. The map book also contains comprehensive indexing that includes inventory data such as class, structure type, bridge rail, span or cell combinations and dimensioning for each structure.

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Pavement Management System

A review of the Pavement Management System identified a number of shortcomings. Of greatest concern was the lack of consistency in the visual condition results contained in the system. A decision was made to appoint a single specialist consultant to carry out a visual inspection of the whole blacktop network as a benchmarking exercise. Benchmarking visual inspections had been carried out during 2003/2004 financial year and that had provided the basis for assessing the value of past vs future visual assessments.

Gravel Roads Management System

Gravel roads account for 71% of the total declared road network in the Province. The length of gravel roads increases annually as the Department continues to build more community access roads as part of its efforts to provide a balanced road network. The maintenance of gravel roads therefore makes up the bulk of the Department's maintenance activities.

Under funding for infrastructure has been and will continue to be a reality in the Province as the government strives to address the historical and social imbalances. It is therefore imperative that the greatest possible efficiency is attained in the utilisation of the scarce resources available. While the Department maintains a pavement management system to inform decision making with respect to black top roads, no such system exists for gravel roads. Thus, there is a need for a gravel road management system. Initial consultations and discussions have been held to identify a suitable strategy to implement a system during the year under review.

Accident Management System

An improvement to the accident management system has drastically reduced the backlog in the updating of the database.

Internal Compliance Services

The latter half of the 2003/2004 financial year has proven to be an extremely positive one for the Department in respect of Internal Compliance Services. Twenty (20) Compliance Officer posts were filled with effect from 1st March 2004, as well as a Manager and three (3) Assistant Managers.

Programs have been developed to ensure that all administrative inspections will be complete and that major objectives, including reduction of audit queries, are achieved in future.

All compliance inspection checklists have been aligned with the Auditor General's. This has been necessary with the introduction of BAS. Inspections have been completed on schedule and particular emphasis had been placed on procurement. Ad-hoc inspections and investigations are also continuously undertaken which have also had positive results in not only detecting fraudulent activity and taking steps to bring perpetrators to book but also preventing recurrences.

However, the section that is discussed below, Strategic Planning, Monitoring and Evaluation is one of the key elements of success to the Department.