

Part 2

REPORT OF THE HEAD OF TRANSPORT

REPORT OF THE HEAD OF DEPARTMENT



Dr. Kwazi Mbanjwa
Head of Transport

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SECTION: 1 INTRODUCTION

The financial year 2004/05 has been characterised by a strong drive by our Provincial Cabinet and MEC for Transport, Community Safety and Liaison, Mr Bheki Cele, to deliver on their mandate in the first year of the electoral term. This resulted in an intensified effort by all in the Department to fast track our key delivery programmes.

The Department's vision "Prosperity Through Mobility" is at the core of everything we do. The greatest challenge facing the Department since 1994 has been the need to remedy road network inequalities that arose out of the apartheid government's policy of separate development, while at the same time maintaining the primary road network at an appropriate level. Years of inadequate funding for road infrastructure has led the Department to consciously choose to fund a road development programme that minimises the further deterioration of the primary road network while maximising the allocations to provide isolated rural communities with much needed access.

During the 2004/05 financial year, the Department contributed to the revised Provincial Growth and Development Strategy (PGDS) during the year, and continued to highlight the integral role of Transport with regard to the various sectors targeted for key development initiatives in the Province. These include the tourism and agricultural sector, trade and industry, spatial development initiatives and urban renewal strategy and integrated sustainable rural development programmes. In this regard the Department has improved communication and collaboration between itself and other Provincial Departments in order to leverage investments in the community

To this end, the Department has systematically restructured its organisation to now provide an effective, professional and consultative service to all stakeholders but particularly to those previously most disadvantaged. We are finalising our Integrated Human Resource Development Strategy which will effectively align the demand and supply factors concerning the professional skills now required within the transportation, civil engineering and construction sectors. We have adopted a Youth Empowerment programme which focuses on providing practical and experiential training for S3 students as well as accommodating learnerships.

The Department is fully committed to the provision of a balanced road network that is equitable, sustainable, in line with the Provincial Growth and Development Strategy and will maximise social and economic development where it is currently most needed. We are committed, in the process of developing a more balanced road network, to creating work and entrepreneurial opportunities for the marginalised and vulnerable in our economy.

It is for this reason that we have developed dedicated programmes such as Zibambele and Vukuzakhe and have also adopted labour based methodologies which today receive critical acclaim from both beneficiary communities and National Government. Such initiatives are critical to the successful implementation of the Expanded Public Works Programme as well as to the objective of re-skilling our nation through SETA. Our Annual Report highlights the fact that over the past eleven years, we have built solid foundations on which to expand our programmes so as to take advantage of the aggressive transport infrastructure investment environment associated with Soccer World Cup 2010.

The regulation of the minibus taxi industry is an ongoing process. This includes the nationally driven Taxi Recapitalisation Programme as well as many provincially driven initiatives designed to diversify the economic base of the taxi industry. Taxi cities, taxi co-operatives and taxi enterprises are all set to benefit from Government's initiative to subsidise all modes of public transport. Despite



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a reoccurrence of “taxi violence” the Department is committed to ensuring that the taxi industry in KwaZulu-Natal takes its rightful place as the most critical pillar of the Province’s Intermodal Public Transport System. Our Operation Shanela and our Public Transport Enforcement Unit have made a commendable contribution towards the normalisation of the taxi industry in KwaZulu-Natal and in ensuring that the commuting public are safe. There have undoubtedly been disappointments and setbacks but together with the Provincial Taxi Council, the Taxi Registrar and the Taxi Tribunal we are making progress.

The Department is committed to provide a safe road environment through the regulation of traffic on public roads, law enforcement, the implementation of Road Safety campaigns and awareness programmes and the registration and licensing of vehicles and drivers. Reduction of road fatalities and combating driver licence fraud and corruption are challenges faced with regard to ensuring the safety of the citizens of the Province.

KwaZulu-Natal is indisputably the Gateway Province to the South African economy. This status will be further enhanced by the development of the Dube Trade Port and the relocation of Durban International Airport to La Mercy. While the beneficial impact from the movement of high volumes of freight on the provincial economy is enormous, it does accelerate the deterioration of our provincial road network. This reality has not yet been fully factored into the allocation of our budget.

Our road engineers have been ringing alarm bells for several years now. Roads are designed to carry particular volumes of traffic and are usually built – under such traffic conditions – to have a life of some twenty years providing an appropriate routine and periodic maintenance regime is followed. Many of our Provincial Roads have reached or are nearing the end of their lifespan. In some instances, unplanned heavy volumes of traffic have caused roads to fail prematurely. We have, as a Department, succeeded in holding back the tide but have now reached a crises stage which requires a commitment to much higher order budgets.

Transport, the world over is seen as a catalyst for change and improved service delivery. Sustainable economic growth and development is not possible unless it is supported by appropriate transport infrastructure. While the recent positive growth rate in the provincial economy is welcomed it will, together with Soccer World Cup 2010, undoubtedly place our provincial road network under stress. A road network under stress will result in increased road collisions and public frustration.

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MANAGEMENT



Front row from left to right: Mr. Chris Hlabisa, Mr. Roger Govender, Ms. Vicky Cunliffe, Dr. Kwazi Mbanjwa, Mr. James Mlawu, Mr. George Mahlalela

Middle row from left to right: Ms. Glen Xaba, Ms. S'thandiwe Duze, Ms. Bathandwa Nogwanya, Ms. Cindy Zwane, Ms. Thoko Mabaso, Ms. Sue Grobbelaar, Ms. Kamintha Gounder, Ms. Thembi Nzuza

Second back row from left to right: Mr. John Kapueja, Mr. Mawande Jubasi, Mr. Mossie Mostert, Mr. Athol Moore, Mr. Chris Stretch, Adv. Simo Chamane, Mr. Wayne Evans, Mr. John Schnell, Mr. Bongsi Gcaba, Mr. Wally Bennett

Back row from left to right: Mr. S'bu Gumbi, Mr. Simphiwe Nkosi, Mr. Gavyn Wirth, Mr. Dumisani Ximba, Dr. Simon Oloo, Mr. Pat Dorkin, Mr. Logan Maistry, Mr. Rob Tarboton, Mr. Sipiwe Majola

Insert: Mr. Sinethemba Mngqibisa



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OFFICE OF THE MEC



Ms. S'thandiwe Duze
Manager:
Office of the MEC

Role of the Office of the MEC

The primary role of the Office of the MEC is to support the MEC in executing his functions as per his legislative and policy mandates. Furthermore, the office of the MEC is mandated to co-ordinate the activities of the Office of the MEC. The Office of the MEC performs the liaison function with various offices of political office bearers. This includes the Office of the Premier, the Office of the National Minister of Transport, the Legislatures including the National Council of Provinces, other Offices of MEC's in the country as a whole, local government leadership, etc.

Communication, both internal and external, is the heart of the Office of the MEC. This is intended to inform, convey, clarify decisions, and engage in dialogue on any relevant matters in the Department as well as with the Department's external stakeholders.

The Office of the MEC is the first point of contact within the Department for the community at large.

Whilst the Office of the MEC is part and parcel of the Department, the political environment of the Province and the Country as a whole, has a direct influence on how it functions.

In supporting the MEC to execute his mandates, the Office of the MEC thrives to ensure that the MEC is accountable to Cabinet, to the Legislature, and the community at large.

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CHIEF DIRECTORATE: FINANCIAL SERVICES



Mr Roger Govender
Chief Financial Officer



Mr. Gavyn Wirth
*Manager:
Supply Chain Management*



Ms. Bathandwa Nogwanya
*Manager:
Financial Accounting &
Reporting*



Mr. Wayne Evans
*Manager:
Financial Management*

The legislative mandate which underpins the strategic goals for the Office of the Chief Financial Officer is clearly defined in the Public Finance Management Act (PFMA) and Treasury Regulations which directly influence the financial management operating environment in the KwaZulu-Natal Department of Transport.

Financial Services' mission is to provide the Department with efficient and effective support in the utilisation of government resources by the preparation, execution and monitoring of budgets; to provide guidance on the utilisation of allocated funds; report on budgets to Provincial Treasury; ensure compliance to policies, legislation, regulations and delegations; manage the administrative and logistical support for procurement processes and plan, execute, and monitor financial reforms.

In respect of expenditure monitoring, the control, close monitoring and analysis of the Department's monthly expenditure reports assisted in timeously identifying areas of potential over spending, resulting in the Department remaining within its allocated budgets.

Transforming from Procurement to Supply Chain Management, a project that was spearheaded by Provincial Treasury, has been a challenge during the year under review.

In terms of the Public Finance Management Act, the Asset Management HardCat toolkit was implemented, making available a current asset record according to categories. This involved the introduction of a computerised asset system and an asset count has been conducted. This project is anticipated to be completed during the 2005/06 financial year.

Financial Services continues to identify areas of improvement in terms of financial management, valuing teamwork, sound planning and enthusiasm and strives to continually improve the quality, accuracy and reliability of the Department's service delivery.



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CHIEF DIRECTORATE: CORPORATE SERVICES



Ms. Vicky Cunliffe
Senior General Manager
Corporate Services



Adv. Simo Chamane
Manager:
Legal Services



Ms. Kamintha Gounder
Manager:
Corporate Support Services



Ms. Cindy Zwane
Manager:
Human Resource
Management



Ms. Thembi Nzuza
Manager:
Labour Relations



Ms. Sue Grobbelaar
Manager:
Motor Transport
Services



Dr. Simon Oloo
Manager:
Technology Transfer

Overview

The Chief Directorate: Corporate Services is responsible for the provision of effective support services to the KwaZulu-Natal Department of Transport. The Chief Directorate provides guidance and a clear way through bureaucratic processes, by providing support with Human Resources, Skills Development, Legal Services, Labour Relations, etc. 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 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, all departmental real estate related issues, and the provision of an office service function at Head Office.

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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, vehicle and drivers licencing, 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.

Human Resource Management

The role of the Human Resource Management (HRM) Directorate is to manage the human resources of the Department to the benefit of both the Department and its human capital. This Directorate has been faced with many challenges during the 2004/05 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, HRM is responsible for ensuring sound employment relations within the Department.



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CHIEF DIRECTORATE: STRATEGIC PLANNING



Mr. James Mlawu
General Manager:
Strategic Planning



Mr. Athol Moore
Manager:
Policy & Planning



Ms. Glen Xaba
Acting Manager:
Development



Mr. Bongzi Gcaba
Manager:
Economic Empowerment



Mr. Pat Dorkin
Manager:
Monitoring & Evaluation

The mandate of the Chief Directorate: Strategic Planning is to ensure the development and implementation of the strategic objectives of the Department through outputs that are set against clear development goals and outcomes which are consistent with the Provincial Growth and Development Strategy. This Chief Directorate leads departmental programmes, facilitates development, monitors delivery and ensures value for money.

The Chief Directorate's role of "client" includes the responsibility to undertake research to improve service delivery, research and develop policy directives that inform integrated development, enhance democratic governance, promote equity and secure the social and Broad Based Black Economic Empowerment of disadvantaged populations and communities in all programmes of the Department.

The performance of the Department is monitored and reviewed to ensure efficiency, value for money, transparency and compliance to the strategic objectives of the organization.

The Chief Directorate: Strategic Planning has the following Directorates:

- Policy and Planning;
- Development;
- Economic Empowerment; and
- Monitoring and Evaluation.

The Chief Directorate is also responsible for driving new and innovative programmes in the Department and managing the Department's delivery. The following departmental projects are managed through this office:-

- African Renaissance Roads Upgrading Programme (ARRUP);
- Extended Public Works Programme (EPWP); and
- Public Private Partnership (PPP) for sourcing Engineering Plant.

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Directorate: Policy and Planning

The Policy and Planning Directorate ensures the strategic co-ordination and integration of planning and policy within the Department and between the Department and other stakeholders. The Directorate consists of two sub-directorates, namely:

- Policy; and
- Planning

The Policy Sub-directorate is responsible for co-ordinating, guiding and assisting in the development of new policies, as well as reviewing existing policies within the Department. The Sub-directorate ensures policies comply with legislation and that policies support the strategic goals and objectives of the Department.

The Planning Sub-directorate is responsible for co-ordinating, guiding and undertaking integrated planning within the Department. The Sub-directorate ensures departmental planning supports the strategic goals and objectives of the Department and is integrated across all programmes of the Department and with other spheres of Government.

Directorate: Development

The purpose of the Directorate is to initiate, develop and sustain empowerment programmes that are responsive to community needs, promote participatory democracy and accelerate transformation. The mandate of this Directorate is carried out within the three following sub-directorates:

- Community Liaison;
- Social Development; and
- Pilot Programmes.

Directorate: Economic Empowerment

The purpose of the Directorate is to facilitate the development of a sustainable and viable emerging business sector in KwaZulu-Natal through Black Economic Empowerment (BEE). The Directorate's mission is to identify, create and develop sustainable economic empowerment strategies, which are supported by appropriate procurement policies, training and other programmes designed to remove barriers to entry and performance.

The priorities of the Directorate are :-

- Overall enterprise development training including organisational, business, mentorship;
- Develop BEE policies and manage support systems;
- Develop and manage BEE databases; and
- Assist in the implementation of Pilot Programmes.



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Directorate: Monitoring and Evaluation

The Monitoring and Evaluation Directorate is responsible for monitoring performance and developing suitable evaluation tools to measure the impact of all departmental programmes and plans on targeted audiences, and to ensure that the desired outcomes of the departmental goals are achieved.

This is done by performing the following functions:-

- Monitor the execution of operational plans;
- Undertake research and report on the value added by measures contained in the business plans;
- Review compliance to standard and the relevance of such standards to the operations of the Department;
- Facilitate customer and stakeholder feedback processes focused on continuously improving the level of service delivery;
- Monitor and report on the content, quality and value of monthly and quarterly financial reports in relation to overall departmental service delivery objectives; and
- Evaluate the effectiveness and applicability of policy as applied to developmental initiatives and advise on areas of improvement.

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CHIEF DIRECTORATE: IMPLEMENTATION



Mr. Chris Hlabisa
General Manager
Implementation



Mr. Wally Bennett
Manager:
Pietermaritzburg Region



Mr. Siphwe Majola
Manager:
Durban Region



Mr. Simphiwe Nkosi
Manager:
Ladysmith Region



Mr. Dumisani Xaba
Manager:
Empangeni Region



Mr. Mossie Mostert
Manager:
Technical Support



Mr. Rob Tarboton
Manager:
Road Infrastructure
Development & Management

The Chief Directorate: Implementation is responsible for implementation of the departmental programmes which are mainly providing a safe, balanced and equitable Provincial road network through the construction, maintenance and repair of the provincial roads and bridges; ensuring a safe road environment through law enforcement, and ensuring Good Governance, Licencing of vehicles, etc.

The Head Office components of the Chief Directorate provide managerial and technical support services to the Regions, other components within the Department, other Departments and the public on an ongoing basis. In addition, construction of selected major road projects that have been identified as strategic routes is managed within this component.

The Head Office component is structured as follows:

Directorate: Road Infrastructure Development and Management

This Directorate is responsible for: Traffic Engineering & Geometric Design; Structural Design and Road Information & Survey Services.



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Traffic Engineering and Geometric Design

The Traffic Engineering and Geometric Design component is responsible for the following:

- Traffic impact studies approval;
- Design approvals – geometric designs and accesses;
- Expropriation plans;
- Development application approvals;
- Sign-posting management; and
- Traffic signals and roundabout approval.

Structural Design

The Structural Design component is responsible for the following:

- Check and approve structural design; and
- Update manuals on new technology for bridge design.

Road Information and Survey Services

This component is responsible for the following:

- Declarations and Registration of Public Right of Ways (PROW's);
- GIS and Mapping;
- Aerial Survey;
- Contract & Cadastral Survey;
- Project Programming & Progress Records;
- Project Information Management System; and
- Implementation Reports.

DIRECTORATE: IMPLEMENTATION

This Directorate is responsible for the following:

Training and Mentoring of In-House Staff

Very few experienced engineers and technicians are available within the regions for the design, supervision and operation of our expanding road network. A number of vacant posts for engineers and technicians were advertised and filled with newly qualified applicants during the year and these individuals are being further trained and skilled for their tasks through various training mediums such as:

- Train the Trainer Programme;
- Regional Assistance Programme;

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- In-House training sessions;
- Civil engineering courses and seminars held by the South African Institution for Civil Engineers and related bodies; and
- Service Excellence the Batho Pele way.

Manuals and Guidelines

The Department has a large number of technical manuals and guidelines for use as a reference by departmental staff and consultants. There is an ongoing need to update and improve these manuals and guidelines. Task teams that include subject experts were established during the year under review for the updating and upgrading of these documents.

Contract Administration Support

Contract administration support has also been a priority during the reporting period to achieve the following:

- Standard unit rates for construction purposes;
- Compilation and management of annual supply contracts; and
- Supervision of construction projects in the field.

Mechanical Support

Mechanical support is provided to the departmental regions through preparation of technical specifications and management of contracts for the supply of construction equipment and plant. Procedure manuals are prepared and training for mechanical field staff is provided on an ongoing basis.

Materials and Pavement Design

Prior to and during construction of a major road, a full design is prepared for the earthworks, foundation and surfacing layers, taking the properties of the materials to be utilised into consideration. These designs are assessed and approved by the Materials and Pavement Design Section who also provide specialist advice, training and support where required.

The actual implementation of the programmes takes place through the departmental regional offices situated in Empangeni, Ladysmith, Pietermaritzburg and Durban. In order to bring these services closer to the public in a co-ordinated manner, twelve (12) one-stop-shop offices were established in all District Council boundaries throughout the province and are managed by the Cost Centre Managers.



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These Cost Centres are located as per the table below:

Empangeni Region	DC 26	Vryheid Ulundi
	DC 27	Hluhluwe
	DC 28	Eshowe
Ladysmith Region	DC 23	Estcourt
	DC 24	Dundee
	DC 25	Newcastle
Pietermaritzburg Region	DC 22	Mountain Rise
	DC 43	Ixopo
Durban Region	DC 21	Port Shepstone
	Metro	Merebank
	DC 29	Stanger

The Department is pleased to report that gender equity within the Chief Directorate is being fast tracked in all middle management positions, but it is acknowledged that there is still more room for improvement.

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CHIEF DIRECTORATE: PUBLIC & FREIGHT TRANSPORT



Mr. George Mahlalela
General Manager:
Public & Freight Transport



Mr. S'bu Gumbi
Manager:
Policy & Planning



Mr. Chris Stretch
Manager:
Contract Management



Mr. Sinethemba Mngqibisa
Manager:
Freight Transport

Over the past ten years, managing Public Transport has been a crisis that was inherited from the past. Thus, creating building blocks for a sustained programme has been the focus. The mentioned crisis was due to the following:

- The Public Transport System was driven by operation dictating the terms of engagement;
- Lack of community ownership;
- Serious under-investment in the system; and
- Weak management and regulated systems at provincial and municipal levels.

Accordingly, a platform for the restructuring of the public transport system has been finalised at national and provincial levels. The challenge is to streamline the Department's structures and systems in order to implement the following programmes.

- The National Taxi Recapitalisation Programme.
- Projects emanating from Public Transport Plans; and
- The integration of taxi operations into the Public Transport Subsidy System.
- Re-alignment of municipalities and public entities such as the KwaZulu Natal Taxi Council, Omutha Association, to be able to deliver on their mandate has also become imperative.

The following programmes should be considered to effectively regulate and build the capacity of the licencing board:



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- Beefing up Human Resources;
- Improving Systems and Management Processes; and
- Improved Communication with Public Transport Stake Holders.

Finally, implementation of the 2010 Action Plan and Taxi Recapitalisation serves as a base for integration of the systems.

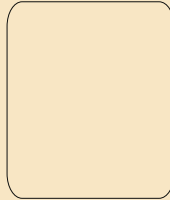
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CHIEF DIRECTORATE: PUBLIC SAFETY & COMMUNICATION



(Vacant)
General Manager:
Public Safety & Communication



Mr. Mawande Jubasi
Manager:
Media Liaison & Public Relations



Ms. Thoko Mabaso
Manager:
Road Safety



Mr. Logan Maistry
Acting Manager:
Communication Support



Mr. John Schnell
Manager:
Road Traffic Inspectorate

Public Safety

The Constitutional devolution of responsibility for traffic control and traffic policing to the nine provinces yokes this Department with the responsibility for the provision and co-ordination of such services, and functions with other spheres of Government not only within KwaZulu-Natal, but also with those Provinces such as the Eastern Cape and Free State, with whom we share common borders.

As the Department moves from "Zero Tolerance" to "One Hundred Percent Compliance" it is important to note that apart from engineering resources, the Department is fully committed to deploy road safety educational resources, followed by enforcement resources spearheaded by the Road Traffic Inspectorate and Public Transport Enforcement Unit to ensure 100% compliance.

One of the challenges identified is improved levels of safety services including public passenger vehicle safety and expansion of road safety programmes to rural areas.

A CSIR study into the Department's Road Traffic Inspectorate Officer Allocation Model is nearly complete and has quantified the Department's officer needs for KwaZulu-Natal. This is the first study of its kind undertaken in South Africa.

Road Safety Education, in many forms, continues to interact with role players at various levels including children in school, junior pedestrians, adult pedestrians, Omela eKhaya and continued positive interaction with Community Road Safety Councils.



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In an endeavour to strive towards a successful incident free 2010 Soccer World Cup, more road safety and enforcement activities will be undertaken. to ensure a safe transport environment for all our people and visitors to South Africa for 2010 and beyond. To this end the Department has established partnerships with other departments and local government, in respect of its road safety programmes.

Communication and Media Liaison and Public Relations

Government, which is based on transparency and openness, has a responsibility to inform. This is entrenched in Clause 32 of South Africa's democratic Constitution as follows:

"(1) Everyone has the right to access to:

- (a) any information held by the State; and
- (b) any information that is held by another person and that is required for the exercise or protection of any rights."

"National legislation must be enacted to give effect to this right, and may provide reasonable measures to alleviate the administrative and financial burdens on the state".

Communication is essential to the process of transformation towards reconstructing and developing our country. The RDP framework for an informed society states:

"(O)pen debate and transparency in Government and Society are crucial elements of reconstruction and development. This requires an Information Policy that guarantees active exchange of information and opinion among all members of society.... (N)ew Information Policy must aim at facilitating exchange of information within and among communities and between the democratic Government and society as a two-way process."

Among the key objectives for operationalisation identified by the RDP are the following in respect of communication:

- active exchange of information;
- facilitating exchange of information;
- development of democratic media;
- unbundling of media monopolies;
- training of media personnel;
- broadening the Freedom of Information Act; and
- strengthening the information arms of the various ministries.

Communication features prominently as a strategic objective of the KwaZulu-Natal Department of Transport because of the realisation that an effective and efficient communication strategy is critically important to the overall success of the entire Department. It is based on the simple premise that an essential feature of democratic governance is "The right to know".