

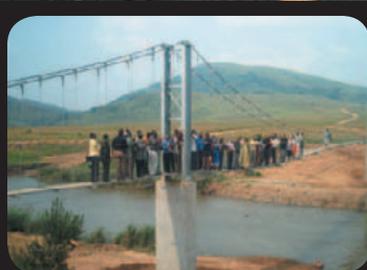


KWAZULU-NATAL DEPARTMENT OF TRANSPORT



Annual Performance Plan

2005/6 to 2007/8





CONTENTS

1	OVERVIEW	1
2	MEASURABLE OBJECTIVES, PERFORMANCE INDICATORS AND TARGETS	3
3	RECONCILIATION OF BUDGET WITH PLAN	3
3.1	DEPARTMENTAL SUMMARY	4
3.2	EXPENDITURE BY SUB-PROGRAMME	5
4.	CAPITAL INVESTMENT, MAINTENANCE AND ASSET MANAGEMENT PLAN	10
5.	MEDIUM TERM REVENUE	13
5.1	SUMMARY OF REVENUE	13
5.2	DEPARTMENTAL REVENUE COLLECTION	13
5.3	CONDITIONAL GRANTS	14
5.4	DONOR FUNDING	14
5.5	AGENCY FUNDING	14
6.	FINANCIAL MANAGEMENT	14
6.1	STRATEGIES TO ADDRESS AUDIT QUERIES	14
6.2	IMPLEMENTATION OF THE PFMA	14
7.	THE ORGANISATIONAL STRUCTURE	15

ANNEXURE A: MEASURABLE OBJECTIVES AND PERFORMANCE INDICATORS

ANNEXURE B: QUARTERLY PERFORMANCE TARGETS



1 OVERVIEW

The Departmental Annual Performance Planning Process has involved all senior management of the Department. This is the first Annual Performance Plan prepared for the 5 year Strategic Plan of 2005 to 2010. There are thus no shifts in policy or programmes from the five year Strategic Plan. The strategic goals and objectives, performance measures and targets proposed in the Strategic Plan are translated into measurable targets within this Annual Performance Plan.

An overview of the most important performance targets set out in the Annual Performance Plan follows. Attainment of these targets are critical for the success of the Department in meeting its objectives.

PROGRAMME 1: ADMINISTRATION

The ability of the Department to manage its financial affairs is a critical success factor. The Department aims to ensure that no under or over expenditure occurs in the financial year and that the Department's financial statements will be accepted by Treasury and the Auditor General as having adequate disclosure and being free from material misstatement.

PROGRAMME 2: ROAD INFRASTRUCTURE

The funding for road infrastructure is insufficient to adequately maintain the road network and provide for the equitable provision of access. Despite this the Department will strive to achieve the following critical success factors.

The Department will strive in the construction and maintenance of the road network to promote Black Economic Empowerment. To this end the Department commits itself to procuring 60% of road construction and maintenance services from BEE suppliers.

The Department will continue with community based labour absorptive road construction and maintenance programmes which align with the objectives of the Expanded Public Works Programme (EPWP). The Department aims to create over 27,000 person days of employment equating to 43,500 jobs created of which 75% will be for women and 18% for youth.

PROGRAMME 3: TRANSPORTATION

The Department aims to ensure that the public transport industry meets the needs of the people and is a sustainable and empowering industry. To this end the Department commits itself to



KwaZulu-Natal Department of Transport - Annual Performance Plan

ensuring that the industry is adequately regulated and enforced. To this end the Department commits itself to ensuring that 312 targeted enforcement operations are undertaken under Operation Shanela in order to remove illegal operators, unlicensed and unsafe drivers and un-roadworthy public transport vehicles from service.

PROGRAMME 4: TRAFFIC MANAGEMENT AND ROAD SAFETY

The Department aims to create a safe road environment through the reduction of road crashes. This is achieved through road traffic enforcement, road safety education and the analysis and re-engineering of hazardous locations.

To this end the Department commits itself to attaining the following critical success factors. The weighing of 220,000 vehicles per annum to prevent overloading, the measuring of the speed of 6,000,000 vehicles in order to reduce the incidence of accidents, the checking of 360,000 vehicles at road blocks in order to ensure roadworthiness of all vehicles and the patrolling of 2,700,000 km of roads to improve road safety.

PROGRAMME 5: COMMUNITY BASED PROGRAMME

The Department aims to advance communities previously disadvantaged under the apartheid regime. In order to attain this the

Department commits itself to the attainment of the following critical success factors.

The Department aims to ensure the development of a BEE road construction and maintenance industry through the advancement to the next level of 220 contractors in the Vukuzakhe contractor development programme. In order to support this the Department aims to create 1,083 entrepreneurial opportunities for Vukuzakhe contractors.

CONCLUSION

Despite the Department only receiving 40% of the required funding it is committed to attaining "Prosperity Through Mobility" through the development of a balanced provincial transport road infrastructure network and public transportation system and the investment in appropriate public security and road safety investment strategies.

Dr K. B. Mbanjwa

Head: Transport

KwaZulu-Natal



2 MEASURABLE OBJECTIVES, PERFORMANCE INDICATORS AND TARGETS

The Department of Transport has set measurable objectives and performance indicators for the Medium Term Expenditure Framework (MTEF) period based on the Strategic Goals and Objectives set in the Department's five year Strategic Plan. Measurable objectives and performance indicators have been set for all the programmes of the Department.

The Department continuously monitors the attainment of measurable objectives and performance indicators in order to ensure that the Department delivers on its core mandates.

The Measurable Objectives and Performance Indicators are appended as Annexure A. Only those measurable objectives which are strategically relevant are reported in this Annual Performance Plan although the Department has set measurable objectives and targets for all work of the Department and will monitor the attainment of these targets.

3 RECONCILIATION OF BUDGET WITH PLAN

The changes in expenditure in nominal and real terms by overall programme and sub-programme is shown and the rate of change in spending of past years compared with that projected for the MTEF period. As can be seen the real increase in budget allocations to the Department is minimal over the MTEF.

The programme structure of the Department of Transport has been adjusted with effect from 2004/05 to conform to the requirements of National Treasury and the National Department of Transport. The services rendered by the department are now categorised under five programmes, in line with the generic format for the transport and roads sector. In the tables below, the changes resulting from the implementation of this generic format have been retrospectively applied to the years prior to 2004/05 as far as possible for comparative purposes, with figures in the prior years being adjusted to conform to the new programme structure.

The Department annually reviews the spending trends per programme and sub-programme and the MTEF in order to ensure that they align to the strategic service delivery mandate of the Department.



3.1 Departmental Summary

Table 1a: Nominal Expenditure by Programme

Programme R'000	2002/03	2003/04	2004/05	Nominal average annual change (%) ¹	2005/06	2006/07	2007/08	Nominal average annual change (%) ²
	(actual)	(actual)	(estimate)		(budget)	(MTEF projection)	(MTEF projection)	
1. Administration	88,081	86,513	96,471	4.9%	95,691	101,425	106,371	5.4%
2. Road Infrastructure	838,440	1,179,507	1,383,849	29.0%	1,655,812	1,787,817	2,011,769	10.2%
3. Transportation	27,152	31,884	30,969	7.3%	34,103	35,889	37,288	4.6%
4. Traffic Management	197,682	231,134	266,318	16.1%	361,512	366,534	382,507	2.9%
5. Community based programmes	39,324	31,624	32,040	-9.1%	50,414	54,318	56,435	5.8%
Total:	1,190,679	1,560,662	1,809,647	23.5%	2,197,532	2,345,983	2,594,370	8.7%

Table 1b: Real Expenditure by Programme

Programme 2002/03 R'000s	2002/03	2003/04	2004/05	Nominal average annual change (%) ¹	2005/06	2006/07	2007/08	Nominal average annual change (%) ²
	(actual)	(actual)	(estimate)		(budget)	(MTEF projection)	(MTEF projection)	
CPI Index	122.7	123.2	128.7		135.3	142.2	149.3	
1. Administration	88,081	86,162	91,942	2.3%	86,773	87,510	87,407	0.4%
2. Road Infrastructure	838,440	1,174,720	1,318,883	26.2%	1,501,502	1,542,536	1,653,107	5.0%
3. Transportation	27,152	31,755	29,515	4.9%	30,925	30,965	30,640	-0.5%
4. Traffic Management	197,682	230,196	253,815	13.4%	327,822	316,247	314,313	-2.1%
5. Community based programmes	39,324	31,496	30,536	-11.5%	45,716	46,866	46,374	0.7%
Total:	1,190,679	1,554,329	1,724,691	20.8%	1,992,738	2,024,124	2,131,841	3.4%



3.2 Expenditure by Sub-Programme

Table 2a: Nominal Expenditure on Programme 1: Administration

Programme R'000	2002/03	2003/04	2004/05	Nominal average annual change (%) ¹	2005/06	2006/07	2007/08	Nominal average annual change (%) ²
	(actual)	(actual)	(estimate)		(budget)	(MTEF projection)	(MTEF projection)	
1. Office of the MEC	2,736	3,471	3,563	14.8%	3,789	3,979	4,178	5.0%
2. Management	8,690	14,020	9,603	14.9%	10,083	10,586	11,117	5.0%
3. Corporate Support	60,856	59,674	55,198	-4.7%	53,301	56,134	59,019	5.2%
4. Programme Support Office	15,799	9,348	28,107	79.9%	28,518	30,726	32,057	6.0%
Total:	88,081	86,513	96,471	4.9%	95,691	101,425	106,371	5.4%

Table 2b: Real Expenditure on Programme 1: Administration

Programme 2002/03 R'000s	2002/03	2003/04	2004/05	Nominal average annual change (%) ¹	2005/06	2006/07	2007/08	Nominal average annual change (%) ²
	(actual)	(actual)	(estimate)		(budget)	(MTEF projection)	(MTEF projection)	
CPI Index	122.7	123.2	128.7		135.3	142.2	149.3	
1. Office of the MEC	2,736	3,457	3,396	12.3%	3,436	3,433	3,433	0.0%
2. Management	8,690	13,963	9,152	13.1%	9,143	9,134	9,135	0.0%
3. Corporate Support	60,856	59,432	52,607	-6.9%	48,334	48,433	48,497	0.2%
4. Programme Support Office	15,799	9,310	26,787	73.3%	25,860	26,511	26,342	0.9%
Total:	88,081	86,162	91,942	2.3%	86,773	87,511	87,407	0.4%



KwaZulu-Natal Department of Transport - Annual Performance Plan

Table 3a: Nominal Expenditure on Programme 2: Road Infrastructure

Programme R'000	2002/03	2003/04	2004/05	Nominal average annual change (%) ¹	2005/06	2006/07	2007/08	Nominal average annual change (%) ²
	(actual)	(actual)	(estimate)		(budget)	(MTEF projection)	(MTEF projection)	
1. Programme Support Office	27,147	22,998	110,516	182.6%	118,654	124,503	130,429	4.8%
2. Planning	16,399	25,902	29,643	36.2%	12,329	12,944	13,591	5.0%
3. Design	4,902	2,290	9,766	136.6%	10,254	10,767	11,306	5.0%
4. Construction	255,877	429,339	641,327	58.6%	823,598	902,538	1,026,166	11.6%
5. Maintenance	533,648	698,855	578,061	6.8%	677,714	723,564	816,701	9.8%
6. Financial Assistance	467	123	14,536	5822.1%	13,263	13,501	13,576	1.2%
Total:	838,440	1,179,507	1,383,849	29.0%	1,655,812	1,787,817	2,011,769	10.2%

Table 3b: Real Expenditure on Programme 2: Road Infrastructure

Programme R'000s	2002/03	2003/04	2004/05	Nominal average annual change (%) ¹	2005/06	2006/07	2007/08	Nominal average annual change (%) ²
	(actual)	(actual)	(estimate)		(budget)	(MTEF projection)	(MTEF projection)	
CPI Index	122.7	123.2	128.7		135.3	142.2	149.3	
1. Programme Support Office	27,147	22,905	105,328	172.1%	107,596	107,422	107,176	-0.2%
2. Planning	16,399	25,797	28,251	33.4%	11,180	11,168	11,168	-0.1%
3. Design	4,902	2,281	9,308	127.3%	9,298	9,290	9,290	0.0%
4. Construction	255,877	427,597	611,219	55.0%	746,844	778,713	843,219	6.3%
5. Maintenance	533,648	696,019	550,923	4.8%	614,556	624,294	671,098	4.5%
6. Financial Assistance	467	123	13,854	5544.9%	12,027	11,649	11,156	-3.7%
Total:	838,440	1,174,722	1,318,883	26.2%	1,501,501	1,542,536	1,653,107	5.0%



Table 4a: Nominal Expenditure on Programme 3: Transportation

Programme R'000	2002/03	2003/04	2004/05	Nominal average annual change (%) ¹	2005/06	2006/07	2007/08	Nominal average annual change (%) ²
	(actual)	(actual)	(estimate)		(budget)	(MTEF projection)	(MTEF projection)	
1. Programme Support Office	1,095	2,000	1,011	16.6%	1,331	1,589	1,668	12.2%
2. Planning	11,152	19,189	18,622	34.6%	19,921	21,016	21,917	4.9%
3. Infrastructure		-	-	0.0%	1,000	1,000	1,000	0.0%
4. Empowerment and Institutional Management	10,515	5,266	5,600	-21.8%	5,800	5,900	6,000	1.7%
5. Regulation and Control	4,390	5,429	5,736	14.7%	6,051	6,384	6,703	5.3%
Total:	27,152	31,884	30,969	7.3%	34,103	35,889	37,288	4.6%

Table 4b: Real Expenditure on Programme 3: Transportation

Programme 2002/03 R'000s	2002/03	2003/04	2004/05	Nominal average annual change (%) ¹	2005/06	2006/07	2007/08	Nominal average annual change (%) ²
	(actual)	(actual)	(estimate)		(budget)	(MTEF projection)	(MTEF projection)	
CPI Index	122.7	123.2	128.7		135.3	142.2	149.3	
1. Programme Support Office	1,095	1,992	964	15.2%	1,207	1,371	1,371	6.8%
2. Planning	11,152	19,111	17,748	32.1%	18,065	18,133	18,010	-0.2%
3. Infrastructure		-	-	0.0%	907	863	822	-4.8%
4. Empowerment and Institutional Management	10,515	5,245	5,337	-24.2%	5,259	5,091	4,930	-3.2%
5. Regulation and Control	4,390	5,407	5,467	12.1%	5,487	5,508	5,508	0.2%
Total:	27,152	31,755	29,516	5.0%	30,925	30,966	30,641	-0.5%



Table 5a: Nominal Expenditure on Programme 4: Traffic Management

Programme R'000	2002/03	2003/04	2004/05	Nominal average annual change (%) ¹	2005/06	2006/07	2007/08	Nominal average annual change (%) ²
	(actual)	(actual)	(estimate)		(budget)	(MTEF projection)	(MTEF projection)	
1. Programme Support Office	4,049	4,384	10,500	73.9%	11,457	12,029	12,631	5.0%
2. Safety Engineering	10,078	5,286	15,134	69.4%	34,641	40,123	40,629	8.5%
3. Traffic Law Enforcement	95,580	122,715	131,881	17.9%	145,896	150,040	157,542	3.9%
4. Road Safety Education	30,627	31,605	38,806	13.0%	50,746	52,933	55,229	4.3%
5. Transport Administration and Licensing	57,348	67,144	69,737	10.5%	113,772	106,409	111,401	-0.9%
6. Overload Control		-	260	100.0%	5,000	5,000	5,075	0.7%
Total:	197,682	231,134	266,318	16.1%	361,512	366,534	382,507	2.9%

Table 5b: Real Expenditure on Programme 4: Traffic Management

Programme 2002/03 R'000s	2002/03	2003/04	2004/05	Nominal average annual change (%) ¹	2005/06	2006/07	2007/08	Nominal average annual change (%) ²
	(actual)	(actual)	(estimate)		(budget)	(MTEF projection)	(MTEF projection)	
CPI Index	122.7	123.2	128.7		135.3	142.2	149.3	
1. Programme Support Office	4,049	4,366	10,007	68.5%	10,389	10,379	10,379	0.0%
2. Safety Engineering	10,078	5,265	14,424	63.1%	31,413	34,618	33,386	3.3%
3. Traffic Law Enforcement	95,580	122,217	125,690	15.4%	132,300	129,455	129,455	-1.1%
4. Road Safety Education	30,627	31,477	36,984	10.1%	46,017	45,671	45,383	-0.7%
5. Transport Administration and Licensing	57,348	66,872	66,463	8.0%	103,169	91,810	91,540	-5.7%
6. Overload Control	-	-	248	100.0%	4,534	4,314	4,170	-4.1%
Total:	197,682	230,197	253,816	13.4%	327,822	316,247	314,313	-2.1%



Table 6a: Nominal Expenditure on Programme 5: Community Based Programme

Programme R'000	2002/03	2003/04	2004/05	Nominal average annual change (%) ¹	2005/06	2006/07	2007/08	Nominal average annual change (%) ²
	(actual)	(actual)	(estimate)		(budget)	(MTEF projection)	(MTEF projection)	
1. Programme Support Office	29,721	21,050	17,800	-22.3%	28,311	31,710	33,296	8.5%
2. Community Development	-	-	2,000	0.0%	7,000	7,250	7,513	3.6%
3. Emerging Contractor Development	9,603	10,574	12,240	12.9%	15,103	15,358	15,626	1.7%
Total:	39,324	31,624	32,040	-9.1%	50,414	54,318	56,435	5.8%

Table 6b: Real Expenditure on Programme 5: Community Based Programme

Programme 2002/03 R'000s	2002/03	2003/04	2004/05	Nominal average annual change (%) ¹	2005/06	2006/07	2007/08	Nominal average annual change (%) ²
	(actual)	(actual)	(estimate)		(budget)	(MTEF projection)	(MTEF projection)	
CPI Index	122.7	123.2	128.7		135.3	142.2	149.3	
1. Programme Support Office	29,721	20,965	16,964	-24.3%	25,673	27,360	27,360	3.3%
2. Community Development	-	-	1,906	0.0%	6,348	6,255	6,174	-1.4%
3. Emerging Contractor Development	9,603	10,531	11,665	10.2%	13,696	13,251	12,840	-3.2%
Total:	39,324	31,496	30,535	-11.5%	45,717	46,866	46,374	0.7%



4 CAPITAL INVESTMENT, MAINTENANCE AND ASSET MANAGEMENT PLAN

The Department has undertaken several strategic infrastructure planning projects over the last ten years. The most significant of these are the Community Access Roads Needs Study (CARNS) published in 1997 and the Road to Wealth and Job Creation in 1999. These strategic planning projects have informed the capital investment, maintenance and asset management plan of the Department.

The major capital investment programme of the Department is in Programme 2: Roads Infrastructure. This programme is severely under funded and this has constrained the Department’s ability to deliver on its mandate. In 1999 the Department launched the Road to Wealth and Job Creation strategy. This strategy outlined the Department’s vision of creating jobs and opening up access to rural communities using labour intensive methods whilst ensuring that the existing provincial road network is maintained to an acceptable level of service.

Based on the above planning projects the following long term road infrastructure construction strategy has been developed.

Table 7: Road Infrastructure capital investment programme

	Total Cost of project (R 000 m)	Target for BEE (%)	Planned Start date (Year)	Planned End date (Year)
Major projects > R10m	2,367,000			
ARRUP Total	1,394,000	67%		
Nongoma Project	455,000	67%	2001	2008
Ongoye Project	226,000	67%	2001	2008
Nkandla Project	253,000	67%	2001	2008
St Faiths Project	221,000	67%	2001	2008
Osizweni Project	95,000	67%	2001	2008
Ndwedwe Project	112,000	67%	2001	2008
Vulindlela Project	55,000	67%	2001	2008
Cabinet Projects Total	878,000	67%		
Duffs Road (P577)	520,000	67%	2003	2010
Ulundi – Empangeni (P700)	373,000	67%	2003	2010
Total other projects <R10m	1,750,000			
Local Roads	1,750,000	85%	1996	2010

Due to funding for maintenance being significantly less than that required, the Department’s strategy on road maintenance is to undertake cost effective maintenance where it is needed most.

The existing three year capital investment, maintenance and asset management plan is detailed in the following tables.



Table 8a: Capital Investment and Maintenance Plan

CAPITAL / CURRENT	PROGRAMME	TYPE	OBJECTIVE	2004/05	2005/06	2006/07	2007/08		
Capital	1. Administration	Renewal	Major & Minor Works	16,512,000	13,446,000	14,100,000	14,600,000		
	1. Total: Administration			16,512,000	13,446,000	14,100,000	14,600,000		
	2. Road Infrastructure	New Works		Access to community facilities	30,000,000	45,000,000	43,500,000	66,925,000	
				IEC Roads	58,000,000	-	-	-	
				Labour based construction	25,000,000	25,000,000	25,000,000	25,000,000	
				Local Roads	94,500,000	129,226,000	184,188,000	214,398,000	
				New Infrastructure	6,000,000	8,000,000	8,000,000	8,000,000	
				New Infrastructure (P577)	52,416,000	101,650,000	111,192,000	117,001,000	
				Vukuzakhe Supervision & Management	25,411,000	26,682,000	28,016,000	29,417,000	
				Flood Damage Repairs	-	15,000,000	-	-	
				ARRUP	200,000,000	280,000,000	295,000,000	310,750,000	
				Upgrade to P700	33,000,000	85,000,000	100,000,000	105,250,000	
			Head: Contingency	36,000,000	35,000,000	32,000,000	30,000,000		
			Total: New Works (capital)			560,327,000	750,558,000	826,896,000	906,741,000
		Renewal		Periodic Maintenance	44,480,000	58,212,000	51,375,000	55,799,000	
				Regravelling	95,000,000	121,000,000	154,759,000	162,496,000	
				Rehabilitation (Conditional Grant)	68,000,000	72,040,000	75,642,000	161,529,000	
			Supervision and Management	164,015,000	88,152,000	92,558,000	97,187,000		
			Flood Damage Repairs	-	20,000,000	-	-		
		Total: Renewal (capital)			371,495,000	359,404,000	374,334,000	477,011,000	
	Maintenance		Plant Purchases	17,678,000	18,562,000	19,490,000	20,465,000		
			Supervision and Management	10,788,000	831,000	872,000	915,000		
	Total: Maintenance (capital)			28,466,000	19,393,000	20,362,000	21,380,000		
2. Total: Road Infrastructure (capital)				960,288,000	1,129,355,000	1,221,592,000	1,405,132,000		



Table 8b: Capital Investment and Maintenance Plan

CAPITAL / CURRENT	PROGRAMME	TYPE	OBJECTIVE	2004/05	2005/06	2006/07	2007/08	
Capital	3. Transportation	New Works	Public Transport Infrastructure	0	1,000,000	1,000,000	1,000,000	
	3. total: Transportation (capital)			0	1,000,000	1,000,000	1,000,000	
	4. Traffic Management	New Works	Vehicle Test Station - Durban Harbour		0	10,000,000	0	0
			Weighbridge Construction		0	3,500,000	3,500,000	3,500,000
		Renewal	Intelligent Road Studs		10,000,000	25,000,000	30,000,000	30,000,000
			Road Safety Projects		6,111,000	6,417,000	6,738,000	7,075,000
			RTI Training College Infrastructure		2,290,000	3,000,000	0	0
			Traffic Engineering		4,023,000	3,224,000	3,385,000	3,554,000
	Equipment	Vehicles and equipment		7,961,000	14,828,000	15,369,000	15,912,000	
	4. Total: Traffic Management (capital)			30,385,000	65,969,000	58,992,000	60,041,000	
5. Community based programmes	Renewal	BEE & Vukuzakhe Training		6,000,000	10,000,000	10,000,000	10,000,000	
		Pilot programmes		3,465,000	3,500,000	4,000,000	4,200,000	
5. Total: Community based programmes (capital)			9,465,000	13,500,000	14,000,000	14,200,000		
CAPITAL TOTAL				1,016,650,000	1,223,270,000	1,309,684,000	1,494,973,000	
Current	2. Road Infrastructure	Maintenance	Mechanical	71,540,000	78,267,000	82,180,000	86,289,000	
			Routine Maintenance	100,000,000	108,500,000	115,000,000	120,750,000	
			Safety Maintenance	43,050,000	47,204,000	49,464,000	51,938,000	
			Special Maintenance	7,560,000	7,940,000	8,336,000	8,752,000	
			Zimbabwe	92,544,000	123,581,000	143,791,000	163,980,000	
			Management & Support	10,949,000	94,339,000	99,057,000	104,010,000	
2. Total: Road Infrastructure (current)			325,643,000	459,831,000	497,828,000	535,719,000		
4. Total: Traffic Management (current)		Weighbridge Maintenance	2,260,000	1,500,000	1,500,000	1,575,000		
CURRENT TOTAL				327,903,000	461,331,000	499,328,000	537,294,000	
GRAND TOTAL				1,344,553,000	1,684,601,000	1,809,012,000	2,032,267,000	



5 MEDIUM TERM REVENUE

5.1 Summary of Revenue

The following sources of funding are used for the Vote: -

Table 9: Summary of receipts and financing

	Audited	Audited	Audited	Estimated actual	Medium-term estimates		
R000	2001/02	2002/03	2003/04	2004/05	2005/06	2006/07	2007/08
Provincial allocation	1,018,486	1,063,883	1,360,541	1,522,053	1,882,411	1,997,789	2,146,180
Conditional grants	68,179	132,449	200,121	282,594	315,121	348,194	448,190
<i>Provincial Infrastructure Grant</i>	68,179	132,449	200,121	282,594	315,121	348,194	448,190
Total	1,086,665	1,196,332	1,560,662	1,804,647	2,197,532	2,345,983	2,594,370

5.2 Departmental revenue Collection

The table below gives a summary of the revenue the department is responsible for collecting.

Table 10: Details of departmental receipts

	Audited	Audited	Audited	Estimated actual	Medium-term estimates		
R000	2001/02	2002/03	2003/04	2004/05	2005/06	2006/07	2007/08
Tax receipts	361,899	438,850	505,394	506,409	530,000	560,000	600,000
Non-tax receipts	22,575	28,155	32,181	73,392	108,251	110,266	112,282
Sale of goods and services other than capital assets	5,392	6,261	8,479	50,006	80,000	80,000	80,000
Fines, penalties and forfeits	16,947	21,557	23,352	23,191	28,000	30,000	32,000
Interest, dividends and rent on land	236	337	350	195	251	266	282
Transfers received	-	-	-	-	-	-	-
Sales of capital assets	17,248	16,880	32,264	1,425	12,000	14,000	16,000
Financial transactions	3,817	1,971	3,263	(2,183)	-	-	-
Total	405,539	485,856	573,102	579,043	650,251	684,266	728,282



5.3 Conditional Grants

The department is currently in receipt of a Provincial Infrastructure Conditional Grant. This conditional grant is used to increase the provincial investment in infrastructure through the upgrading, rehabilitation and maintenance of the provincial road network. The grant received by the department is detailed above under the Summary of Revenue.

5.4 Donor Funding

The department has received no donor funding and the department has not budgeted for the receipt of donor funding in the Medium Term

5.5 Agency Funding

The department administers road based public transport subsidies in the province according to an agency agreement with the Department of Transport, National. The subsidy amounts to over R400 million per annum and does not appear in the Department's budget.

6 FINANCIAL MANAGEMENT

6.1 Strategies to Address Audit Queries

All material audit queries raised by the Auditor-General during the audit for year ending 31 March 2004 have been addressed and no further outstanding issues are to be carried over to future financial years.

6.2 Implementation of the PFMA

The department periodically reviews its compliance with the PFMA and is currently engaged in the implementation of the Provincial Treasury Practice Notes. These Practice Notes suggest best practice in the execution of various financial functions, and ensure compliance with the PFMA and Treasury Regulations in the every day transactions undertaken by the Department.



7 THE ORGANISATIONAL STRUCTURE

A summary of the top management structure and the current allocated functional responsibilities is reflected below: -

Head: Department of Transport

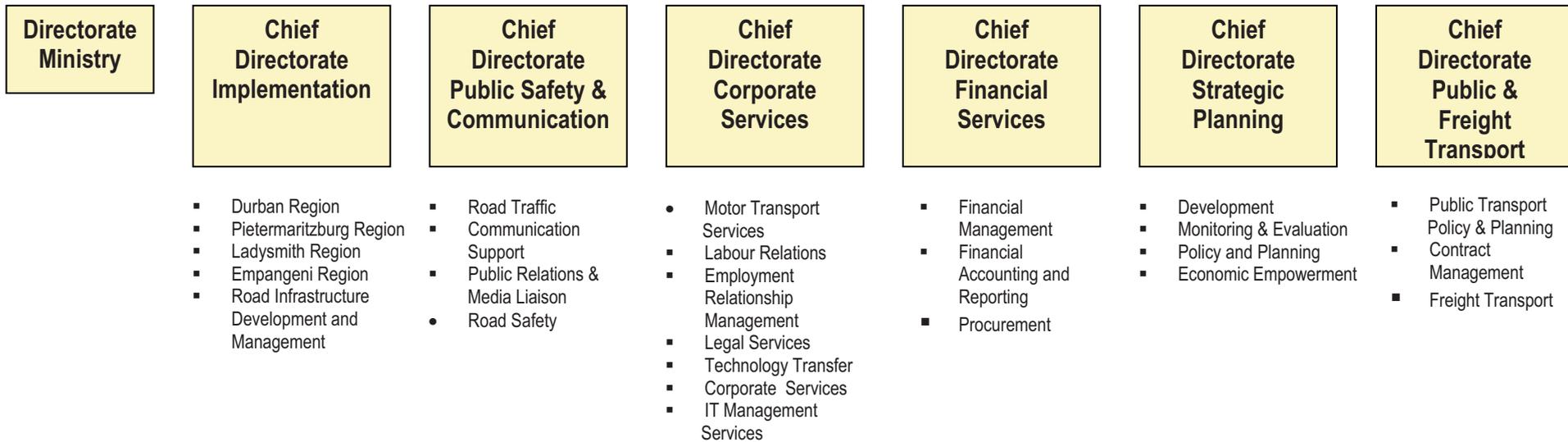


Table 11: Summary of post vacancies and super-numeric staff

Staff Categories	Number			
	2001/02	2002/03	2003/04	2004/05
Total staff complement	4,556	4,333	4,102	4095
Number of professional and managerial posts	140	190	264	329
Number of professional and managerial posts filled	110	119	159	218
Number of excess staff	0	0	0	0
HDI as % of management (level 9 upwards)	48%	53%	57%	66%
Women as % of management (level 9 upwards)	18%	16%	22%	24%



ANNEXURE A: MEASURABLE OBJECTIVES AND PERFORMANCE INDICATORS

Index	page
Table A1: Measurable Objectives - Programme 2: Road Infrastructure	A2
Table A2: Measurable Objectives - Programme 3: Transportation	A3
Table A3: Measurable Objectives - Programme 4: Traffic Management	A4
Table A4: Measurable Objectives - Programme 5: Community Based Programmes	A5
Table A5: Performance Measures - Programme 1: Administration	A6
Table A6: Performance Indicators - Programme 2: Road Infrastructure	A7
Table A7: Performance Indicators - Programme 3: Transportation	A7
Table A8: Performance Indicators - Programme 4: Traffic Management	A8
Table A9: Performance Indicators - Programme 5: Community Based Programmes	A8



Table A1: Measurable Objectives - Programme 2: Road Infrastructure

Strategic Objective	Measurable Objective	Measure	2004/2005	2005/2006	2006/2007	2007/2008
			Estimate	Targets	Targets	Targets
SURFACED ROADS						
To maintain the road network in a sustainable manner in order to ensure the safety of road users	Blacktop patching and rut repair	m2	90,000	90,000	90,000	90,000
	Reseals	m2	750,000	650,000	650,000	650,000
	Light rehabilitation	m2	550,000	320,000	320,000	320,000
	Heavy rehabilitation	m2	330,000	340,000	340,000	340,000
To construct a balanced and equitable road network that meets the social and developmental needs of the people and province	Upgrade gravel to Blacktop ARRUP projects	km	41	55	55	55
	Upgrade Ulundi Richards Bay road (P700)	km	11	14	32	25
	Agricultural roads	km	12	12	-	-
	Access to Community facility grant	km	-	9	23	37
	Construct Duffs Road (P577)	km	0	5	2	3
GRAVEL ROADS						
To maintain the road network in a sustainable manner in order to ensure the safety of road users	Betterment and Regravelling	km	800	850	950	950
	Blading	km	75,000	75,000	75,000	75,000
To construct and maintain the road network utilising labour intensive means	Roads maintained by Zibambele contractors	km	13,400	16,250	17,620	21,420
	Zibambele contractors	No.	22,280	27,080	31,390	35,700
	Labour based construction	km	63	60	60	60
To construct a balanced and equitable road network that meets the social and developmental needs of the people and province	Construct gravel roads	km	420	420	420	420
GENERAL						
To maintain the road network in a sustainable manner in order to ensure the safety of road users	remedial safety engineering measures	no. measures	40	42	45	48
To construct a balanced and equitable road network that meets the social and developmental needs of the people and province	New causeway	No.	45	41	42	40
	New bridges	No.	3	2	3	3
	New pedestrian bridges	No.	1	1	1	1
To improve the skill and cost efficiency of road construction and maintenance	field training and assistance	no. of person days	104	616	616	616



Table A2: Measurable Objectives - Programme 3: Transportation

Strategic Objective	Measurable Objective	Measure	2004/2005	2005/2006	2006/2007	2007/2008
			Estimate	Targets	Targets	Targets
To develop, manage and promote a safe, cost effective and sustainable public transport system that meets the needs of the people and promotes rural development	Assist municipalities in preparing legislated transport plans	Milestone Achieved	8 CPTR	4 CPTR 2 PTP	5 PTP	5 CPTR
	Promote public transport	Milestone Achieved		Develop plan & pilot	Implement strategy	Implement strategy
	Review provincial public transport framework	Milestone Achieved		Undertake review	Undertake review	Undertake review
	Develop & pilot rural public transport strategy	Milestone Achieved		Develop Strategy	Pilot Strategy	
To promote Black Economic Empowerment in the public and freight transport industry	Provide training to BEE public transport operators and SMME development	Number Trained	250	250	250	250
	Provide training to BEE freight operators and SMME development	Number Trained		172	200	200
	Establish BEE bicycle sales & service shops serving rural areas	number establish	7	10	10	10
To establish and manage a sound and effective institutional framework for the regulation and enforcement of the public transport industry in order to reduce conflict and increase safety	Establish a Public Transport Regulatory Authority	Milestone Achieved	Complete framework	Establish & staff	Monitor	Monitor
	Undertake goal directed enforcement of public transport (Operation Shanela)	Number of operations	312	312	312	312
To implement an integrated freight transport strategy in the province which will meet the market demands of the freight industry and protect road infrastructure	Facilitate the development of truck stops on major freight routes	number		3		
	Update Freight Information Databank	Actions Taken	Launch	Update	Update	Update
	Develop plan for Movement of Dangerous Goods	milestone achieved		50% complete	100% Complete	



Table A3: Measurable Objectives - Programme 4: Traffic Management

Strategic Objective	Measurable Objective	Measure	2004/2005	2005/2006	2006/2007	2007/2008
			Estimate	Target	Target	Target
To provide a safe road environment	Crossing patrol services	no. of patrols	70	74	79	83
Facilitate behavioural and attitude change of road users	Learners education programme	no. learners reached	1,140	1,200	1,200	1,200
	Adult education programme	no. adults reached	30,000	30,000	30,000	30,000
	Awareness campaigns	no. campaigns	20	21	20	20
	Provide training to Community Road Safety Councils	no. trained	40	42	42	42
Protect road infrastructure through the regulation and enforcement of the freight industry	Provide overloading control enforcement	No. of vehicles weighed	220,000	220,000	220,000	220,000
	Maintain, calibrate and construct weighbridges	Maintained Constructed	13 0	13 0	14 1	15 1
Reduce road traffic crashes in general and fatalities in particular	Speed timing operations	Vehicles timed	6,000,000	6,000,000	6,000,000	6,000,000
	Roadblocks	Vehicles checked	35,890	36,000	36,000	36,000
	Vehicle Patrols	Km patrolled	2,700,000	2,700,000	2,700,000	2,700,000
	Roadside courts	Days	145	145	145	145
	Provide training for law enforcement officers	no. officers trained	450	600	650	650



Table A4: Measurable Objectives - Programme 5: Community Based Programmes

Strategic Objective	Measurable Objective	Measure	2004/2005	2005/2006	2006/2007	2007/2008
			Estimate	Targets	Targets	Targets
Develop and support black economic empowerment programmes	Develop a BEE score card in compliance with legislation and ensure Departmental compliance therewith	Milestone Achieved	Develop Scorecard	Monitor compliance	Monitor compliance	Monitor compliance
	Develop an EPWP implementation framework and ensure compliance therewith	Milestone Achieved	Obtain Cabinet approval	Provide training	Monitor compliance	Monitor compliance
	Zibambele savings clubs Training	Number trained	350	450	550	650
	Vukuzakhe Training	Number trained	113	150	200	250
	Provide capacity building and development sessions for empowerment programmes	Number of sessions	5	9	10	10
Ensure community supported transportation service delivery	Facilitate public participation through Rural Road Transport Forum meetings	Number of meetings	400	400	400	400



Table A5: Performance Measures - Programme 1: Administration

Indicator	Measure	Actual		Estimate	Targets		
		2002/03	2003/04	2004/05	2005/06	2006/07	2007/08
People accessing employment assistance programme	Number	15	14	50	80	100	150
Injuries on duty	Number	115	64	50	45	40	36
Women in management positions (level 9 upwards)	% of staff	18%	16%	24%	25%	30%	40%
Designated employees in management positions (level 9 upwards)	% of staff	54%	57%	66%	70%	75%	80%
Persons with disabilities employed by the Department	% of staff	0.1%	0.2%	0.2%	1%	2%	2%
Financial statements that have adequate disclosure and are free from material misstatement	Outcome	Accepted by Treasury & Auditor General					
Over (under) expenditure for the year	% over	2.6%	0.3%	0%	0%	0%	0%
% of total contracts to SMMEs by value	%	56%	63%	65%	55%	55%	55%
% of total contracts to BEE by value	%	49%	58%	65%	60%	60%	60%
Improve internal controls.	Number of audit queries	-	-	70	60	50	50



Table A6: Performance Indicators - Programme 2: Road Infrastructure

Indicator	Measure	Actual		Estimate	Targets		
		2002/03	2003/04	2004/05	2005/06	2006/07	2007/08
% blacktop network in condition:							
very good	%	0.1%	16.0%	18%	19%	20%	21%
good	%	10.1%	23.0%	24%	25%	26%	27%
fair	%	29.9%	23.0%	23%	23%	23%	23%
poor	%	43.6%	22.0%	20%	19%	17%	16%
very poor	%	16.3%	16.0%	15%	14%	14%	13%
Maintenance as a % of programme 3 budget	%	63.6%	59.2%	47.2%	41.2%	42.5%	42.9%

Table A7: Performance Indicators - Programme 3: Transportation

Indicator	Measure	Actual		Estimate	Targets		
		2002/03	2003/04	2004/05	2005/06	2006/07	2007/08
Number of accidents involving mini-buses or buses	Number	29004	26015	24000	22000	21000	20000
Subsidised trips monitored per month	%	40%	40%	50%	50%	50%	50%
Percentage by value of subsidised contracts operated by BEE companies	%	30%	80%	100%	100%	100%	100%
Percentage by value of subsidised contracts operated by companies owned by members of the Preferential population group	%	8%	8%	10%	30%	50%	50%



Table A8: Performance Indicators - Programme 4: Traffic Management

Indicator	Measure	Actual		Estimate	Targets		
		2002/03	2003/04	2004/05	2005/06	2006/07	2007/08
Number of accidents reported	number	94,149	94,118	95,660	94,000	84,600	76,140
Number of accidents involving mini-buses or buses	Number	16,260	18,680	19,000	18,500	16,000	14,000
Number of Fatalities	number	1,685	1,335	1,450	1,000	900	800
Number of serious injuries	number	7,207	6,440	6,830	6,400	5,500	4,800
Number of pedestrians killed	number	732	633	660	400	350	300
number of children pedestrians killed	number	211	162	170	110	90	80
% of licences paid on time	%	95%	95%	96%	97%	97%	97%
Percentage of traffic fines paid	%	3%	5%	6%	10%	20%	30%
Percentage of freight traffic overloaded (N3 corridor)	%	14	12	11	10	9	8
Percentage of weighed vehicles overloaded	%	26	30	35	45	60	65

Table A9: Performance Indicators - Programme 5: Community Based Programmes

Indicator	Measure	Actual		Estimate	Targets		
		2002/03	2003/04	2004/05	2005/06	2006/07	2007/08
Work opportunities created							
Total persons employed	Number job opportunities	27,500	28,750	34,515	43,665	47,055	50,000
Women employed	Number job opportunities	13,900	18,600	25,350	33,500	39,000	40,000
Youth Employed	Number job opportunities	Not measured		5,600	7,900	9,750	11,000
Disabled employed	Number job opportunities	Not measured		0	11	12	13
Jobs created	Person days	1,298,768	1,880,926	2,439,432	3,089,230	3,546,510	3,980,270
Advancement of Vukuzakhe contractors to next level	number	118	152	190	220	240	250
Entrepreneurial opportunities	number of contracts	891	912	1030	1,083	1,180	1,180



ANNEXURE B: QUARTERLY PERFORMANCE TARGETS

Index	page
Table B1: Quarterly Performance Targets - Programme 2: Road Infrastructure	B2
Table B2: Quarterly Performance Targets - Programme 3: Transportation	B3
Table B3: Quarterly Performance Targets - Programme 4: Traffic Management	B4
Table B4: Quarterly Performance Targets - Programme 5: Community Based Programmes	B5



Table B1: Quarterly Performance Targets - Programme 2: Road Infrastructure

Strategic Objective	Measurable Objective	Measure	QUARTER			
			1 st	2 nd	3 rd	4 th
SURFACED ROADS						
To maintain the road network in a sustainable manner in order to ensure the safety of road users	Blacktop patching and rut repair	m2	20,000	22,500	25,000	22,500
	Reseals	m2	50,000	200,000	250,000	150,000
	Light rehabilitation	m2	80,000	80,000	80,000	80,000
	Heavy rehabilitation	m2	50,000	120,000	120,000	50,000
To construct a balanced and equitable road network that meets the social and developmental needs of the people and province	Upgrade gravel to Blacktop ARRUP projects	km	10	15	20	10
	Upgrade Ulundi Richards Bay road (P700)	km	3	4	4	3
	Agricultural roads	km	4	4	1	3
	Access to Community facility grant	km	1	2	3	3
	Construct Duffs Road (P577)	km	1	2	1	1
GRAVEL ROADS						
To maintain the road network in a sustainable manner in order to ensure the safety of road users	Regravelling	km	50	110	150	100
	Blading	km	15,000	15,000	25,000	20,000
To construct and maintain the road network utilising labour intensive means	Roads maintained by Zibambele contractors	km	13,400	13,400	16,250	16,250
	Zibambele contractors	No.	22,280	22,280	27,080	27,080
	Labour based construction	km	5	15	25	15
To construct a balanced and equitable road network that meets the social and developmental needs of the people and province	Construct gravel roads	km	50	150	120	100
	Betterment and gravelling	km	50	130	150	110
GENERAL						
To maintain the road network in a sustainable manner in order to ensure the safety of road users	remedial safety engineering measures	no. measures	5	15	12	10
To construct a balanced and equitable road network that meets the social and developmental needs of the people and province	New causeway	No.	2	12	15	12
	New bridges	No.	0	0	1	1
	New pedestrian bridges	No.	0	0	1	0
To improve the skill and cost efficiency of road construction and maintenance	field training and assistance	no. of person days	190	220	106	100



Table B2: Quarterly Performance Targets - Programme 3: Transportation

Strategic Objective	Measurable Objective	Measure	QUARTER			
			1 st	2 nd	3 rd	4 th
To develop, manage and promote a safe, cost effective and sustainable public transport system that meets the needs of the people and promotes rural development	Assist municipalities in preparing legislated transport plans	Milestone Achieved	-	-	-	4 CPTR 2 PTP
	Promote public transport	Milestone Achieved	-	-	Finalise plan	-
	Review provincial public transport framework	Milestone Achieved	-	Finalise review	-	-
	Develop & pilot rural public transport strategy	Milestone Achieved	-	Develop strategy	commence pilot	-
To promote Black Economic Empowerment in the public and freight transport industry	Provide training to BEE public transport operators and SMME development	Number Trained	60	70	60	60
	Provide training to BEE freight operators and SMME development	Number Trained	86	-	86	-
	Establish BEE bicycle sales & service shops serving rural areas	number establish	-	-	5	5
To establish and manage a sound and effective institutional framework for the regulation and enforcement of the public transport industry in order to reduce conflict and increase safety	Establish a Public Transport Regulatory Authority	Milestone Achieved	Source office	Complete establishment	-	-
	Undertake goal directed enforcement of public transport (Operation Shanela)	Number of operations	78	78	78	78
To implement an integrated freight transport strategy in the province which will meet the market demands of the freight industry and protect road infrastructure	Facilitate the development of truck stops on major freight routes	number	-	-	1	2
	Update Freight Information Databank	Actions Taken	-	Complete update	-	-
	Develop plan for Movement of Dangerous Goods	milestone achieved	-	-	Complete research	-



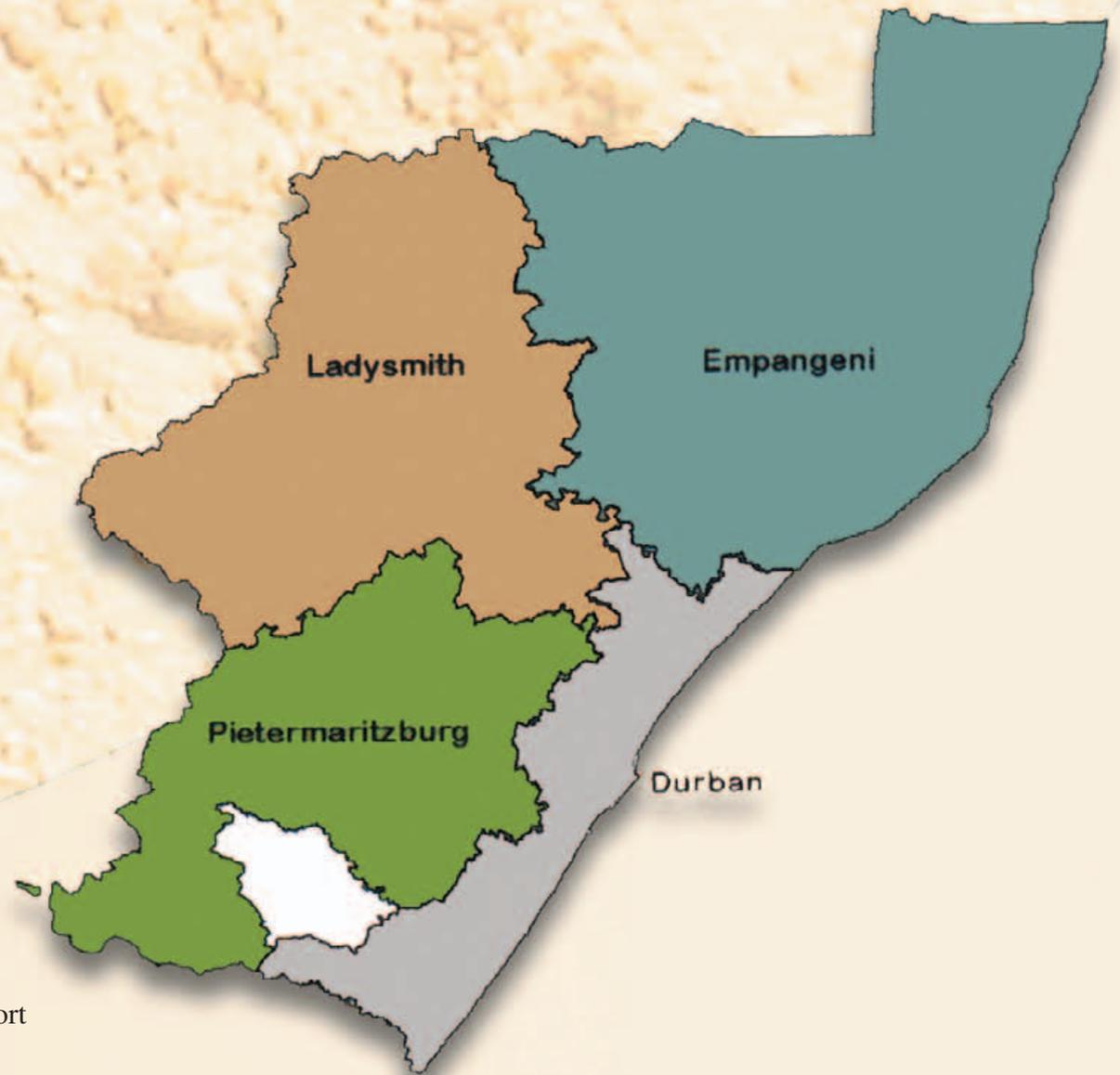
Table B3: Quarterly Performance Targets - Programme 4: Traffic Management

Strategic Objective	Measurable Objective	Measure	QUARTER			
			1 st	2 nd	3 rd	4 th
To provide a safe road environment	Crossing patrol services	no. of patrols	70	74	74	74
	Learners education programme	no. learners reached	300	400	500	-
Facilitate behavioural and attitude change of road users	Adult education programme	no. adults reached	10000	5,000	10,000	5,000
	Awareness campaigns	no. campaigns	8	2	10	1
	Provide training to Community Road Safety Councils	no. trained	40	40	42	42
Protect road infrastructure through the regulation and enforcement of the freight industry	Provide overloading control enforcement	No. of vehicles weighed	40000	70,000	40,000	70,000
	Maintain, calibrate and construct weighbridges	Maintained Constructed	13 0	13 0	13 0	13 0
	Speed timing operations	Vehicles timed	1700000	1,000,000	2,300,000	1,000,000
Reduce road traffic crashes in general and fatalities in particular	Roadblocks	Vehicles checked	10000	6,000	15,000	5,000
	Vehicle Patrols	Km patrolled	700000	-	-	-
	Roadside courts	Days	45	-	70	30
	Provide training for law enforcement officers	no. officers trained	145	155	150	150



Table B4: Quarterly Performance Targets - Programme 5: Community Based Programmes

Strategic Objective	Measurable Objective	Measure	QUARTER			
			1 st	2 nd	3 rd	4 th
Develop and support black economic empowerment programmes	Develop a BEE score card in compliance with legislation and ensure Departmental compliance therewith	Milestone Achieved	Monitor compliance	Monitor compliance	Monitor compliance	Monitor compliance
	Develop an EPWP implementation framework and ensure compliance therewith	Milestone Achieved	Form provincial forum	Undertake training	Monitor compliance	Monitor compliance
	Zibambele savings clubs Training	Number trained	90	160	100	
	Vukuzakhe Training	Number trained	50	50	20	30
	Provide capacity building and development sessions for empowerment programmes	Number of sessions	2	3	2	2
Ensure community supported transportation service delivery	Facilitate public participation through Rural Road Transport Forum meetings	Number of meetings	38	72	38	72



Compiled by:

KwaZulu-Natal Department of Transport

Physical Address:

172 Burger Street
Pietermaritzburg 3201

Postal Address:

Private Bag X9043
Pietermaritzburg 3200

Website Address:

<http://www.kzntransport.gov.za>

For more copies contact the Library:

Tel.: (033) 355 8694

Fax.: (033) 355 8092

Design and layout by:

Sub-Directorates: Policy and Planning & Communication Support

ISBN: 0-621-35601-8

