



## Strategic Plan 2010/11–2014/15

Province of KwaZulu-Natal  
Department of Transport





**KwaZulu-Natal**  
**DEPARTMENT OF TRANSPORT**  
**Strategic Plan**

**for the fiscal years**  
**2010/11 – 2014/15**

9 April 2010



## Foreword

The fourth democratic elections held on 22 April 2009, ushered in a new electoral mandate which defines the strategic objectives and targets of government for the period 2010 to 2014. The strategic focus of this framework relates in particular to the understanding that, economic growth and development, the creation of decent work on a large scale, the investment in quality education and skills development are central to the present government's term of office.

In his State of the Nation Address his Excellency the President of the Republic of South Africa Mr Jacob Gedleyihlekisa Zuma said: *"When this administration came into office last year, we undertook to work harder to build a strong developmental state. We said it would be a state that responds to the needs and aspirations of the people, and which performs better and faster. This year, 2010, shall be a year of action. The defining feature of this administration will be that it knows where people live, understands their needs and responds faster. Government must work faster, harder and smarter"*.

Mr. President, we commit this department's political head, staff and all its stakeholders that we shall indeed work faster, harder and smarter in 2010 and beyond as we build roads and bridges, provide safe integrated public transport systems, manage traffic and safety of all our road users. Our strategic plan and annual performance plans will articulate the mandates of the government of the day for implementation by the department in its entirety.

One is mindful of the challenges experienced with regards to the maintenance backlog of our ageing Provincial Road Network, largely attributed, to the life span of our roads as well as the increased traffic volumes. Our strategy moving forward should solicit ways of finding solutions of the state we find ourselves in both financially and practically so as to ensure that we play our rightful place in making the government's strategic focus attainable.

The Department must bring on board municipalities in its land use and integrated transport plans. This is crucial so that we can achieve synergy as government whilst also avoiding potential conflicts which are prevalent particularly in the public transport sector leading to loss of innocent lives on our roads. As municipalities build malls, and other amenities,

transportation matters should be central in this kind of planning.

The thorny bus subsidy issue needs to be addressed swiftly so as to ensure that commuters are able to afford public transport while also enjoying an efficient service. By the same vein, mechanisms must be found to ensure that the subsidy is not a privilege of a few dominant contractors.

The Department needs to revive its road safety education strategy in order to come up with best possible solutions of eliminating crashes and fatalities on our roads. This should take on board the communities, the driving schools themselves, schools, including road safety engineering. The manner in which our road infrastructure is designed or engineered, also demands a shift towards safety standards that accommodates all road users, pedestrians, cyclists and motorists alike.

As we educate our communities, enforcement must kick in where road users disobey the rules of the road. Road users must fully understand that, KwaZulu-Natal Alufakwa Lubuya Nesaphulamthetho!

To be true to the spirit of our democratic values, it is important that this department recognizes our most valuable assets, who are our people, both internally and externally. To that end, we need to implement skills development, ensure a good working environment and comply with employment policies of the government of the day. We need to step up broad based black economic empowerment so that it benefits the broader section of our people such as the youth, women and people with disabilities. Linking initiatives of this nature with skills development will enable the realization of decent work opportunities.

This period of governance demands that we contribute our fair share towards the attainment of the United Nations Millennium Development Goals together with South Africa, Africa and further afield.

I thank you.



Mr T.W. Mchunu  
(Executive Authority of KwaZulu-Natal Department of Transport)



## OFFICIAL SIGN-OFF

It is hereby certified that this Strategic Plan:

- Was developed by the management of the KwaZulu Natal Department of Transport under the guidance of the Honourable Mr TW Mchunu, MEC for Transport, Community Safety and Liaison
- Takes into account all the relevant policies, legislation and other mandates for which the KwaZulu Natal Department of Transport is responsible.
- Accurately reflects the strategic goals and objectives which the KwaZulu Natal Department of Transport will endeavour to achieve over the period 2010–2014.

Ms. G.P. Xaba  
General Manager: Strategic Planning & Monitoring

Signature:



Mr. W.B. Evans  
Chief Financial Officer

Signature:



Mr B.C. Hlabisa  
Head of Department: Transport

Signature:



*Approved by:*

Mr. T.W. Mchunu  
MEC for Transport, Community Safety and Liaison

Signature:



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## PART A: STRATEGIC OVERVIEW

### 1. Vision

The KwaZulu-Natal Department of Transport's vision is :

***"PROSPERITY THROUGH MOBILITY".***

This means that all activities of the department and, the manner in which the department delivers services to communities, will increase the wealth and quality of life of all the citizens of the Province.

### 2. Mission

While delivering on our mandate and addressing the developmental needs of our province, we will strive to provide the public with a road transportation system that is:

- safe;
- integrated;
- regulated;
- affordable, and
- accessible.

### 3. Values

The values of the department emanate from the Batho Pele principles. The department's values are:

- Teamwork
- Innovation
- People first
- Hard work, efficiency, and recognition of our staff
- Good Governance.

CORE VALUES / PRINCIPLES – DEPARTMENT OF TRANSPORT	
Teamwork	We will promote consultation, an open door policy and communication in our activities to ensure teamwork.
Innovation	We will continuously explore new methods to innovate, improve and fast track service delivery.
People first	We remain committed to providing the best service to our citizens in a humble and respectful manner. People will be treated without prejudice or discrimination through customer care and consultation.
Hard work, efficiency, and recognition of our staff	We will continue to motivate our staff to work hard and efficiently through recognition while providing service excellence at all times.
Good governance	Facilitate an inclusive government and an integrated society that contributes to departmental activities and programmes while ensuring integrity and accountability, and trustworthiness

## 4. Legislative and other mandates

### 4.1 Constitutional mandates

The following sections of the Constitution are relevant to the Department:

- 4.1.1 **Chapter 2** – This Chapter deals with the Bill of Rights and the department will have to ensure that the necessary steps are undertaken to ensure that these rights are not compromised.
- 4.1.2 **Chapter 3** – This Chapter deals with co-operative government and intergovernmental relations. The department will have to ensure that we observe and adhere to the principles in this Chapter and that we conduct our activities within the parameters of this Chapter.
- 4.1.3 **Chapter 6** – As a public institution, the department will have to report to the Provincial Legislature as and when required.
- 4.1.4 **Chapter 10** – As a public institution, the department will have to ensure that it is administered in according with the provisions of this Chapter which deals with public administration.
- 4.1.5 **Chapter 13** – As a public institution, the department will have to ensure that it is administered in according with the provisions of this Chapter which deals with financial matters.
- 4.1.6 **Schedule 4** – This section sets out the areas of provincial legislative competence.

### 4.2 Legislative mandates

The department's core functions are mandated by the following key legislation:

NO	NAME OF LEGISLATION	MANDATE
4.2.1	Administrative Adjudication Of Road Traffic Offences, 1998 (Act No. 46 of 1998)	This Act provides for the promotion of road traffic quality by providing for a scheme to discourage road traffic contraventions, to facilitate the adjudication of road traffic infringements, to support the prosecution of offences in terms of the national and provincial laws relating to road traffic, and implement a points demerit system; to provide for the establishment of an agency to administer the scheme; to provide for the establishment of a board to represent the agency.
4.2.2	Broad-Based Black Economic Empowerment Act, 2003 (Act No. 53 of 2003)	This Act allows for the establishment of a legislative framework for the promotion of black economic empowerment.



NO	NAME OF LEGISLATION	MANDATE
4.2.3	Cross-border Road Transport Act, 1998 (Act No. 4 of 1998)	This Act provides for co-operative and co-ordinated provision of advice, regulation, facilitation and law enforcement in respect of cross-border road transport by the public and private sectors.
4.2.4	Intergovernmental Relations Framework Act, 2005 (Act No.13 of 2005)	This Act provides for a framework for the national government, provincial governments and local governments to promote and facilitate intergovernmental relations; to provide for mechanisms and procedures to facilitate the settlement of intergovernmental disputes.
4.2.5	KZN Provincial Roads Act, 2001 (Act No.4 of 2001)	This Act provides for the transformation, restructuring, establishment and control of the KwaZulu-Natal provincial road network.
4.2.6	KZN Public Transport Act, 2005 (Act No.3 of 2005)	This Act provides for the transformation and restructuring of the public transport system in the Province of KwaZulu-Natal; to develop and implement provincial public transport policy; to provide for an effective institutional framework; to facilitate the development and provision of public transport for all communities; to enhance the quality of life of historically disadvantaged communities through improved mobility and access to transport services; to provide for transparency in the development and implementation of provincial public transport policies and practices; to bring about effective regulation and enforcement of the public transport system; to substitute provincial arrangements for matters dealt with the National Land Transport Act, (Act No. 5 of 2009), within the framework of prevailing national land transport policy.
4.2.7	KZN Road Traffic Act, 1997 (Act No.7 of 1997)	This Act mandates the MEC to make determinations in respect of traffic and licensing matters, where these are within provincial competence.
4.2.8	National Land Transport Act, 2009 (Act No. 5 of 2009)	The Act is intended to finalise matters of land transport transformation and further clarify role and responsibilities for different spheres of government. It mandates the MEC to give guidance and support on matters of land transport and further establish appropriate institutions.
4.2.9	National Road Traffic Act, 1996 (Act No. 93 of 1996)	This Act provides for road traffic matters which shall apply uniformly throughout the Republic.
4.2.10	Occupational Health and Safety Amendment Act, 1993 (Act No. 181 of 1993)	This Act provides for the health and safety of persons at work and for the health and safety of persons in connection with the use of plant and machinery; the protection of persons other than persons at work against hazards to health and safety arising out of or in connection with the activities of persons at work; to establish an advisory council for occupational health and safety.
4.2.11	Preferential Procurement Policy Framework Act, 2000 (Act No. 5 of 2000)	This Act provides a framework for the implementation / development of preferential procurement policies in order to provide for the protection or advancement of persons disadvantaged by unfair discrimination.

NO	NAME OF LEGISLATION	MANDATE
4.2.12	Promotion of Access to Information Act, 2000 (Act No. 2 of 2000)	This Act gives effect to the constitutional right of access to any information held by the State and any information that is held by another person and that is required for the exercise or protection of any rights.
4.2.13	Promotion of Administrative Justice Act, 2000 (Act No. 3 of 2000)	This Act gives effect to the right to administrative action that is lawful, reasonable and procedurally fair and to the right to written reasons for administrative action as contemplated in section 33 of the Constitution of the Republic of South Africa, 1996; and to provide for matters incidental thereto.
4.2.14	Public Finance Management Act, 1999 (Act No.1 of 1999)	This Act allows for the regulation of financial management in the Department so as to ensure that all revenue, expenditure, assets and liabilities are managed efficiently and effectively and to provide for the responsibilities of persons entrusted with financial management in the Department.
4.2.15	Public Service Act, 1994 (Act No. 103 of 1994) and Regulations	This Act provides for the organisation and administration of the public service of the Republic, the regulation of the conditions of employment, terms of office, discipline, retirement and discharge of members of the public service.
4.2.16	Road Traffic Management Corporation Act, 1999 (Act No. 20 of 1999)	This Act was approved by Parliament and enacted in 1999 with the aim of establishing the Corporation to pool powers and resources and to eliminate the fragmentation of responsibilities for all aspects of road traffic management across the various levels of Government. It provides the Corporation with it's mandate, namely to in the public interest, aim for co-operative and co-ordinated strategic planning, regulation, facilitation and law enforcement in respect of road traffic matters by the national, provincial and local spheres of government and also allows for the collection of fees by the said Corporation to fund all the aforementioned initiatives, including the NaTIS.
4.2.17	The Construction Industry Development Board Act, 2000 (Act No. 38 of 2000)	This Act provides for implementation of an integrated strategy for the reconstruction, growth and development of the construction industry.

### 4.3 Policy and programme mandates

The Department's core functions are informed by the following:

NO	NAME OF LEGISLATION	MANDATE
4.3.1	Accelerated and Shared Growth Initiative for South Africa (AsgiSA) (2004)	The document seeks to deal with the constraints that inhibit economic growth and allows for the Department to develop macro-economic interventions to accelerate growth and ensure social inclusion.
4.3.2	Final Draft National Scholar Transport Policy, 2009	The policy provides a single framework and an enabling environment for government and other stakeholders to address scholar transport challenges. It also outlines the implementation framework for scholar transport which will assist government and relevant stakeholders to effectively render an improved scholar transport service throughout the country. The primary objectives of this national scholar transport policy are, among others, to provide national uniform norms and standards, promote co-ordination and co-operation amongst stakeholders, and provide a framework for monitoring and evaluation of scholar transport services.
4.3.3	Draft Non-Motorised Transport Policy, December 2008	The draft policy provides a framework for all matters connected with non-motorised transport.
4.3.4	Growth, Employment and Redistribution: A Macro-economic Strategy (GEAR), (June 1996)	Provides a strategy for rebuilding and restructuring the economy
4.3.5	KZN White Paper on Freight Transport Policy (October 2004)	The document informs on broad issues affecting all applicable modes of transport, that is, road, rail, pipelines, air and maritime transport.
4.3.6	Moving South Africa: A Transport Strategy for 2020 (1999)	The <i>Moving South Africa Project (MSA)</i> provides a transport strategy for the country over the next 20 years. It informs of the strategic action that extends the short to medium-term <i>policy</i> formulation documented in the Transport White Paper into a long-term <i>strategic</i> formulation embodying the sets of trade-offs and choices necessary to realise the vision as set out in the White Paper which is "provide safe, reliable, effective, efficient and fully integrated transport operations and infrastructure which will best meet the needs of freight and passenger customers at improving levels of service and cost in a fashion which supports government strategies for economic and social development whilst being environmentally and economically sustainable."

NO	NAME OF LEGISLATION	MANDATE
4.3.7	National Freight Logistics Strategy (October 2005)	This report is a follow-up to the "Moving South Africa" document. It seeks to build on the world class infrastructure and operations we have in some areas of the system, while setting a clear framework for addressing system and meso-level challenges that constrain other areas of the freight system. It sets the strategic framework for institutional reform and industrial structuring that will ensure a more efficient freight system that allows greater system access to current marginalised service providers and cargo owners.
4.3.8	National Land Transport Strategic Framework (NLTSF), 2006-2011 (July 2006)	This National Land Transport Strategic Framework (NLTSF) is a legal requirement in terms of Section 21 of the National Land Transport Transition Act (No. 22 of 2000) (NLTTA). It embodies the overarching, national five-year (2006 to 2011) land transport strategy, which gives guidance on transport planning and land transport delivery by national government, provinces and municipalities for this five-year period.
4.3.9	National Road Safety Strategy, 2006 Onwards	The framework set out strategies for addressing and improving road safety.
4.3.10	Public Transport Strategy and Action Plan, 2007	The Public Transport Strategy has two key thrusts: Accelerated Modal Upgrading and Integrated Rapid Public Transport Networks. Accelerated Modal Upgrading refers to the current initiatives to transform bus, taxi and rail service delivery in the short to medium term. Integrated Rapid Public Transport Networks pertains to the upcoming Action Plan's focus on implementing high quality Phase 1 networks of Rail Priority Corridors and Bus Rapid Transit Corridors in especially the 6 metro cities.
4.3.11	Reconstruction and Development Programme (1994)	The policy framework is a coherent socio-economic seeks to mobilise the country's resources toward the final eradication of the results of apartheid and the building of a democratic, non-racial and non-sexist future. It represents a vision for the fundamental transformation of South Africa.
4.3.12	Road Infrastructure Strategic Framework for South Africa (October 2006)	The Strategic Framework is intended to be an embodiment of roads policy in South Africa and a blueprint for roads development planning and provision by all roads authorities. It contains the principles that are embodied in sector and government level policies that seek to bridge the economic divide through the integration of first and second economies i.e. emphasising the need to maintain good quality strategic economic road infrastructure while elevating the profile of social infrastructure; promoting the integration of transport planning with broader economic and social spatial and land use planning; maximising skills development and employment creation potential; while ensuring sustainability and harmony with the environment.
4.3.13	Road to Rail Strategy	This document intends to provide strategies for the movement of certain types of freight by rail as opposed to via the road network.

NO	NAME OF LEGISLATION	MANDATE
4.3.14	Rural Transport Strategy for South Africa 2007	The rural transport strategy is seen as a stimulant to social development and economic growth of rural areas, which would in turn grow the economic resource of district municipalities. The strategy calls for the Rural Transport Service; this includes services provided by users themselves (e.g. head loading, private vehicular transport) and by operators of all modes of motorised and non-motorised transport, and the promotion of non-motorised and intermediate modes of transport.
4.3.15	The Medium Term Strategic Framework, A Framework to Guide Government's Programme in the Electorate Mandate period (2009-2014)	The MTSF is a statement of intent identifying the development challenges facing South Africa and outlining the medium-term strategy for improvements in the conditions of life of South Africans and for our enhanced contribution to the cause of building a better world.
4.3.16	The National Spatial Development Perspective (2006)	The framework contains a set of principles and mechanisms for guiding infrastructure investment and development decisions.
4.3.17	White Paper on National Transport Policy, 1996	The policy document provides a basis for transport to play a more strategic role in social development and economic growth.
4.3.18	Green Paper on National Strategic Planning, 2009	The Green Paper on National Strategic Planning is a discussion document that outlines the tasks of the national planning function, broadly defined. It deals with the concept of national strategic planning, as well as processes and structures. It sets out an institutional framework for planning and describes the outputs of planning.

#### 4.4 Relevant court rulings

- 4.4.1 McIntosh v Premier of the Province of KwaZulu-Natal and Another (632/2007) [2008] ZASCA 62; 2008 (6) SA 1 (SCA); [2008] 4 All SA 72 (SCA) (29 May 2008)

In terms of this matter the department is compelled to conduct routine inspections and maintenance of the road network.

#### 4.5 Planned policy initiatives

The core functions of the department are to:

1.	Construct, maintain and repair the provincial road network
2.	Plan, regulate and provide an integrated transportation system
3.	Manage road traffic



As a means to deliver services to the communities of the Province, in keeping with government's electoral mandate, the government of the Province of KwaZulu-Natal has identified 12 provincial strategic priorities as focus areas. These are as follows:

- i. Quality of Basic Education
- ii. A long and healthy life for all South Africa
- iii. All people in the Province feel safe
- iv. Decent employment through inclusive economic growth
- v. Skilled and capable workforce to support an inclusive growth path
- vi. An efficient, competitive and responsive economic infrastructure network
- vii. Vibrant, equitable, sustainable and rural communities contributing towards food security
- viii. Sustainable human settlement and improved quality of household life
- ix. Responsive, accountable, effective and efficient Local Government System
- x. Protect and enhance our environmental assets and natural resources
- xi. Create a better South Africa, a better Africa and a better world
- xii. An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship

The department has thus identified some priorities as areas we can focus on within our core functions. Hence our policies will give priority to the following:

- 4.5.1 Rural Development – The department will continue with programmes like Operation kuShunquthuli and related activities in support of rural development through the provision of access in rural areas of road infrastructure development such as; the building of access roads, pedestrian and vehicle bridges; and the facilitation of public transport services.
- 4.5.2 Road Safety – The department will focus on safety matters involving all road users with particular attention to pedestrian safety, young road users, community involvement and public transport safety.
- 4.5.3 Job Creation and Decent Work – The department's remains committed to poverty alleviation and job creation in the Province through the labour programmes like Zibambele, Siyazenzela and EPWP.

## 5. Situational analysis

In 1994 the KwaZulu-Natal Department of Transport inherited a primary road network for which maintenance had been under-funded for several decades. South Africa's remarkable economic growth since 1994 has put our primary network under new pressure, especially as KwaZulu-Natal is the most critical link in South Africa's global supply chain.

KwaZulu-Natal's primary road network is of strategic importance to sustain South Africa's competitiveness in global markets. KwaZulu-Natal has two of the largest ports in the country that together handle some 75% of South Africa's cargo tonnage and account for 80% of its imports and exports. It is a national priority to develop an efficient freight system in support of a value added export economy. The fact that KwaZulu-Natal has the second highest number of road tolls in the country has put added pressure on our Provincial Road Network.

Furthermore, apartheid's separate development policies resulted in citizens living without adequate road access. Disadvantaged communities required road access as a priority if they were to be assisted to realise their social and economic potential. With minimal households in the province having access to a car, public transport is the main mode of motorised travel in the province. Despite this the majority of households in the province find that public transport is either not available or too far away.

Added to this, public transport costs more than 10% of household incomes for 35% of households in the province and over 60% of households earning less than R500 per month spend more than 20% of their income on transport. Quite clearly access to affordable public transport is essential for the majority of people in the province to realise their social and economic potential.

The province is also faced with challenges with regard to road safety especially in respect of road user attitudes and behaviour. The impact on the loss of life and the potentially devastating effects on family and the economy place added pressure on the need for increased education and enforcement.

### 5.1 Performance environment

#### Road Infrastructure

The challenge facing the Department of Transport since 1994 has been to remedy road network inequalities that arose out of the apartheid government policy of separate development, while at the same time maintaining the primary road network at an appropriate level.

The road network assessment indicates a huge backlog in terms of maintenance and construction needs. Limited funding makes it difficult to deal with the backlog as quickly and expediently as possible. The department's lifecycle management plan for the minimum equity provincial road network is under funded by at least R1,2 billion on annual maintenance, and approximately R2,0 billion is required per annum to address the maintenance backlogs over a three year period. Therefore the road condition will continue to deteriorate at a rapid rate. In addition to this, the Department requires at least R2.4 billion to address access backlogs to achieve a minimum equitable road network.

These shortfalls highlight that the roads have exceeded their lifespan and are leading to increasing litigation due to the increasing poor conditions of the road network due to the inadequate funding levels. This inadequate funding levels for road infrastructure created a condition whereby the department consciously chose to fund a road programme that would minimise the further deterioration of the primary road network while at the same time maximise the allocations needed to provide isolated rural communities with appropriate access. At the same time a conscious decision was taken to promote a proper awareness of the importance of road investments for the development of South Africa's economy.

To achieve this, the department has committed itself to the provision of a balanced road network and non-motorised transport infrastructure that is equitable, sustainable and will maximise social and economic development where it is currently needed most and is in line with the Provincial Growth and Development Strategy and the Provincial Spatial Economic Development Strategy.

The department has worked diligently to restructure its organisation and revolutionise the way it executes its mandate. The department is now providing an effective, professional and consultative service to those previously disadvantaged and has created numerous job opportunities and an enabling environment for the emergence of the small enterprise sector, particularly in rural areas. The department has also adopted a data driven approach to prioritising road investments that is both consultative and proactive.

The availability of raw materials, specifically gravel of a quality acceptable for use as a riding surface, places a significant challenge on the department's ability to keep the cost of road construction and maintenance down.

### **Public and Freight Transport**

The Public Transport challenge facing the department since 1997, when this function was devolved from the National sphere, has been the normalisation of an industry that had operated in a largely unplanned, unregulated and un-enforced environment characterised by violent conflict between government and operators and amongst operators themselves. The result of this is an industry which has an innate distrust of government and each other. It often operates in an unsustainable manner and often does not look after the interests and needs of the travelling public.

Due to this service delivery environment the department has had to first rebuild trust between the industry and government and within the industry. The violence in the industry was a symptom of a lack of health in the industry. The reduction of violence could not be achieved through enforcement alone but through the re-establishment of planning, regulation and enforcement in partnership with the industry in order to bring about development and empowerment. This has been a long process which has met with many setbacks.

The transformation of the bus sector remains a top priority for government and subcontractors in this sector need to be empowered so that they may function independently of established contractors.

The stability of the public transport sector is an area of focus in the province particularly as we host the 2010 FIFA World Cup to ensure the safety of our commuters and visitors.

The freight transport challenge facing the department is the significant increase of freight transport due to the movement of freight from rail to the road network. KwaZulu-Natal is the

freight transport spine for South Africa's export driven economy. Millions of tons of road freight annually use the corridor between Johannesburg and Durban providing access to the South African ports.

The impact of this movement of freight on the provincial economy is enormous both in terms of income generated and damage done to the provincial road network. The challenge for the department is to formulate a structured provincial approach to freight transport in order to reduce the negative impact of road freight overloading on the road system whilst promoting BEE and development in a deregulated industry.

The development of the King Shaka airport, the Dube Trade Port and the expansion of the Durban Harbour are major developments which will have a significant impact on transport movement in the province. The challenge for the department will be to develop strategies and plans to ensure that provincial infrastructure can adequately serve these developments whilst ensuring that negative impacts of such developments on the provincial road network are minimised.

### **Traffic Management and Road Safety**

Road safety matters demand a collective approach by all people in the Province. Each role player must promote road safety especially as it has a ripple effect on a number of sectors. People who are hurt on our roads end up in hospitals consuming health resources with no planned forewarning. People who die on roads end up impacting on social development through disability grants, orphans grants etc. The economic security of families is impacted upon when breadwinners are left dead, disabled or injured on our roads.

The challenge facing the department with regard to traffic management is ensuring the safe and efficient operation of the road network. With the recovery of the South African economy since 1994 and the deregulation of the road freight industry in the 1980s, the growth of freight and passenger trips on the road network in the province has grown significantly. Although the recent growth of traffic has been less severe due to the recent economic downturn there has been a marked increase in traffic over the last 5 years.

Overloading and speeding have become a way of life for many South Africans. This poses a major challenge to the department. Thanks to concerted enforcement and educational campaigns these challenges are being addressed. The need for the declaration of road traffic enforcement as an essential service would assist greatly in improving on these gains made.

Pedestrian deaths on the road form a high percentage of all road deaths. This is an unacceptable situation and a rather difficult challenge. With the majority of trips in rural areas being by foot there are significant numbers of pedestrians using the road network. Pedestrians need no license to use the road and so very few of them know the rules of the road.

Clearly the challenge in ensuring a consistent and sustained decrease in accidents is developing an integrated engineering, enforcement and educational strategy on a province-wide basis based on identified needs in a consultative and data driven manner.

The department's strategic plan is informed by these environmental constraints and the department's strategic objectives attempt to provide an environment where these negative factors can be removed and service delivery is not constrained by them.

## 5.2 Organisational environment

Integrated planning and service delivery is a central policy of government. The organisational environment in which such integration should occur is highly constrained by a lack of skills and capacity in all spheres of government, a lack of alignment of the planning programmes of the provincial and municipal spheres and a lack of clarity with regard to the allocation of functions and related funding between the spheres of government.

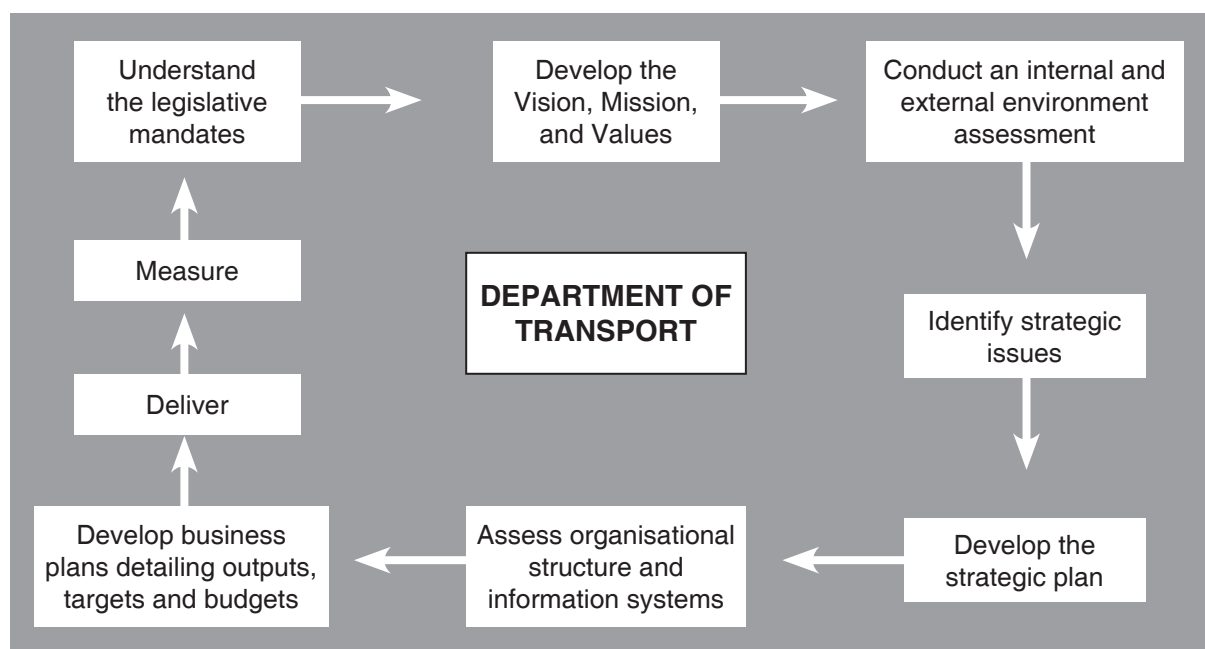
Within the department's organisational environment the major challenge that exists is in respect of human resource constraints. The availability of sufficiently skilled technical, engineering, professional and managerial staff in the marketplace willing to work for government has meant that the department has had to be innovative in ensuring that the professional and managerial skills required for delivery are available.

The outsourcing of certain professional functions where skills are lacking in the department has greatly assisted in ensuring delivery. The department has a programme for developing skills within the organisation but retention of high calibre staff is extremely difficult. Added to this, the HIV/AIDS pandemic has a negative impact on the skilled staff of the department.

*The organisational structure of the Department is illustrated as Annexure A.*

## 5.3 Description of the strategic planning process

This five-year strategic plan is the culmination of continual planning in the department. The strategic plan was prepared according to the process outlined below.



During July 2009, an executive management strategic planning session was held to define the direction of the department during the course of the next five financial years (2010/11 to 2014/15). A departmental workshop including all managers was held, where the draft 5 year strategic plan was discussed. At this session the strategic goals and objectives of the department were confirmed.



## 6. Strategic goals of the department/public entity

The department's strategic goals are summarised as follows:

1.	<b>Provide access and mobility within the province</b>
2.	<b>Effective management of the road infrastructure network</b>
3.	<b>Promote an integrated land transport system</b>
4.	<b>Promote a safe road environment</b>

Strategic Goal 1	Provide access and mobility within the province
Goal Statement	The department seeks, in the spirit of cooperative governance, to plan and provide access roads and bridges (including pedestrian bridges) to communities particularly the previously marginalised rural areas with the aim of improving the quality of lives of our people thereby striving to achieve an equitable, balanced road network.
Justification	To ensure access and mobility to communities
Links	<ul style="list-style-type: none"> <li>• Poverty alleviation</li> <li>• Creation of decent jobs</li> <li>• Support economic development</li> <li>• Access to community facilities, i.e. health, education, agricultural, housing etc.</li> </ul>

Strategic Goal 2	Effective management of the road infrastructure network
Goal Statement	The department seeks to plan, design, construct, repair and maintain a balanced road network that supports the Provincial Growth and Development Strategy and the Provincial Spatial Economic Development Strategy thereby promoting economic and social development of the Province.
Justification	To support economic and social development in the Province
Links	<p>Road infrastructure is the backbone of all economic and social development activity in the Province</p> <ul style="list-style-type: none"> <li>• Provincial Growth and Development Strategy (PGDS)</li> <li>• Provincial Spatial Economic Development Strategy (PSEDS)</li> </ul>

Strategic Goal 3	Promote an integrated land transportation system
Goal Statement	The department seeks to create a well managed, integrated land transportation system, incorporating all modes of transport, both public and private, that is accessible to all people of the Province
Justification	<ul style="list-style-type: none"> <li>• Provide easy and seamless travel for the people of the Province</li> <li>• Integrate different modes of transport</li> <li>• Provision of transport to employment and social services</li> </ul>
Links	<ul style="list-style-type: none"> <li>• Speeding up growth and transforming the economy                         <ul style="list-style-type: none"> <li>– Development of Public Transportation Infrastructure</li> <li>– Provision of Public transport services</li> </ul> </li> <li>• Rural public transport</li> <li>• Safety</li> </ul>

<b>Strategic Goal 4</b>	<b>Promote a safe road environment</b>
Goal Statement	We seek to provide a safe, regulated road environment for all road users(drivers, passengers, commuters, pedestrians and goods) through Education, Enforcement, Engineering and Evaluation
Justification	To save lives by reducing accidents
Links	<ul style="list-style-type: none"><li>• Access to communities and facilities</li><li>• Safety</li></ul>

## PART B: STRATEGIC OBJECTIVES

The department is aligned to the Sector agreed Programme and Sub Programme structure as shown in the table below:

Programme	Sub-programme
1 Administration	1.1 Office of the MEC
	1.2 Management of the Department
	1.3 Corporate Support
2 Road Infrastructure	2.1 Programme Support
	2.2 Road Planning
	2.3 Design
	2.4 Construction
	2.5 Maintenance
3 Public and Freight Transport	3.1 Programme Support
	3.2 Public and Freight Planning
	3.3 Public and Freight Infrastructure
	3.4 Institutional Management
	3.5 Operator Safety and Compliance
	3.6 Regulation and Control
4 Traffic Management	4.1 Programme Support
	4.2 Safety Engineering
	4.3 Traffic Law Enforcement
	4.4 Road Safety Education
	4.5 Transport Administration and Licensing
	4.6 Overloading Control
5 Community Based Programme	5.1 Programme Support
	5.2 Community Development
	5.3 Innovation and Empowerment
	5.4 EPWP Co-ordination and Monitoring

## 7. Programme 1 : Administration

The purpose of the Administration programme is to provide the department with strategic planning, financial management and corporate support services in order to ensure that it delivers on its mandate in an integrated, efficient, effective and sustainable manner.

### 7.1 Strategic objectives

	Strategic Objective	Linkage to Strategic Goals
1	Policy development	Goals 1, 2, 3 and 4

Strategic Objective 1	Policy development
Objective Statement	The department will follow fair processes and undertake consultation in activities related to policy development and strive for ongoing monitoring and evaluation with 100% of policies being reviewed to promote service delivery, sound human resource management practices, human resource development and employment equity (54% women in the department, 50% women in Senior Management, 2% disabled in the department).
Baseline <sup>1</sup>	10% of policies reviewed 1,522 (37%) Women employed 18 (50%) Women in Senior Management 21 (0.5%) Disabled employees
Justification	<ul style="list-style-type: none"> <li>• Sound policies and procedures</li> <li>• Improved service delivery</li> <li>• Value for money</li> <li>• Legislative compliance</li> <li>• Integrated planning</li> <li>• Creating and sustaining a workforce that is skilled, informed, efficient, developed, healthy and representative</li> </ul>
Links	<ul style="list-style-type: none"> <li>• Co-operative governance</li> <li>• Economic and social development</li> <li>• Community needs</li> <li>• Government's mandates</li> <li>• Education and skills for all</li> <li>• Safer communities</li> <li>• Creating decent work</li> <li>• Development and empowerment of staff</li> <li>• Education and skills for all</li> </ul>

### 7.2 Resource considerations

#### Key staff trends

In the past few years, the department has been faced with challenges in respect of recruiting and retaining staff with the necessary skills, competencies, educational requirements and

1. Department of Transport Annual Report, 2008/2009.

experience in the technical and engineering fields. The situation has been exacerbated by the higher salaries that are offered in the private sector and municipalities that has attracted staff with these skills and competencies and lead to high staff resignations. The delay in the introduction of the occupation specific dispensation for engineers has further compounded the problem.

The department has also experienced challenges with regard to meeting employment equity targets in respect of the disabled. This is largely due to the fact that buildings and facilities are not "disabled friendly". The remedy to renovate buildings, so that they are more accessible for persons with disability, is a long term solution. However, it is one that will be very expensive to undertake.

### 7.3 Risk management

PROGRAMME	IDENTIFIED RISK	RISK MITIGATION
1. Administration	Lack of appropriate information technology systems to assist the department in making data driven decisions with regard to integrated project management and financial management systems	Implement a project management system
	Lack of reliable and comprehensive data to inform strategic planning	Develop systems and capacity for strategic planning and delivery management
	Lack of skills and capacity	Recruit and retain appropriately skilled staff
	Procurement of services and goods	Effective implementation of supply chain management
	Budget constraints hindering the department from meeting its objectives	Motivate for additional funding and ensure optimal usage of available funds



## 8. Programme 2 : Road Infrastructure

The purpose of this programme is to provide a balanced, equitable provincial road network. The main functions include: the planning and design of road infrastructure; the construction of new infrastructure and the upgrading of existing; and routine, preventative and periodic maintenance as well as rehabilitation of roads. When referring to roads this includes all elements of roads within the road reserve including, but not limited to, the pavement, bridges and signage.

### 8.1 Strategic objectives

	Strategic Objectives	Linkage to Strategic Goals
1	A balanced and equitable road network through infrastructure development	Goals 1 and 2
2	Provincial road network maintenance	Goals 1, 2 and 4

Strategic Objective 1	A balanced and equitable road network
Objective Statement	The department will endeavour to develop a balanced and equitable road network to 32,100km of declared roads by providing infrastructure such as roads, pedestrian bridges and non motorised transport infrastructure to allow for safe access to public facilities (1,750kms of new access roads and 70 pedestrian bridges).
Baseline <sup>2</sup>	29,965kms of declared roads 32 Pedestrian bridges
Justification	<ul style="list-style-type: none"> <li>• Provide access</li> <li>• Appropriate level of service</li> <li>• Increased safety</li> <li>• Increased access to social, economic and public facilities</li> <li>• Decrease in disparities</li> </ul>
Links	<ul style="list-style-type: none"> <li>• Rural development</li> <li>• Creating decent work and ensuring economic growth</li> <li>• Social and economic infrastructure</li> <li>• Nation building and good governance</li> <li>• Cohesive and sustainable communities</li> <li>• Sustainable resource management</li> <li>• Economic growth</li> </ul>

Strategic Objective 2	Provincial road network maintenance
Objective Statement	The department will strive to maintain the provincial road network in a sustainable manner so that 10% of the road network is in a poor to very poor condition, to ensure the safety of road users and the retention of network asset value.
Baseline <sup>3</sup>	52% of the blacktop road network is in a poor to very poor condition. 43% of the required maintenance funding is received.
Justification	<ul style="list-style-type: none"> <li>• Support a safe road environment</li> <li>• Retain lifespan of road network</li> </ul>
Links	<ul style="list-style-type: none"> <li>• Safety</li> <li>• Value for money</li> <li>• Preserving access</li> </ul>

2. Department of Transport Annual Report, 2008/2009, and Department of Transport Infrastructure Plan, 2009.

3. Department of Transport Infrastructure Plan, 2009.

## 8.2 Resource considerations

### Expenditure trends

The department has continually faced challenges with regard to funding in order to meet the Province's road infrastructure requirements. This is illustrated by the following: if it is assumed that 90% of all roads are in good or very good condition, then for 2010/11 at least R3,2 billion is required to adequately maintain the road network. However, only R1,9 billion has been received, which is only 54% of the requirement. Hence, the continual backlog in funding exacerbates infrastructure maintenance and constrains the department in fulfilling its mandate.

The increasing costs in respect of construction due to rising inflation, the economic recession and the construction boom created by the 2010 Soccer World Cup has also contributed to funding and delivery woes.

## 8.3 Risk management

PROGRAMME	IDENTIFIED RISK	RISK MITIGATION
2. Road Infrastructure	Quality of information available with regard to road infrastructure planning	Initiate a planning programme that will ensure that the information used in planning is sufficiently comprehensive, up to date and accurate in order to adequately plan for the short and long term roads programmes
	Inadequate funding	Motivate for additional funding and ensure optimal usage of available funds
	Increase in heavy freight traffic on routes alternative to toll roads	Develop strategies for enforcement and monitoring
	Lack of integrated planning across spheres	Ensure co-operative governance and the co-ordination of the department's projects with other government spheres
	Huge backlog in construction and maintenance of road infrastructure network in order to meet the minimum equity standards	Prioritise construction and maintenance needs and utilise innovative techniques and technology.
	Effects of global warming and climate change on the road networks.	<ul style="list-style-type: none"> <li>• Promotion of moving freight from road to rail</li> <li>• Promotion of public transport usage.</li> <li>• Promotion of non motorised transportation (e.g bicycles)</li> </ul>

## 9. Programme 3 : Public and Freight Transport

The purpose of this programme is to plan, regulate, enforce and develop public transport and freight transport in order to ensure balanced, equitable, safe and sustainable public and freight transport services. The main functions include: the development of policies and plans for public and freight transport service and supporting infrastructure; the regulation of the public and freight transport services; and the enforcement of legislation in regards to public transport. Overloading control enforcement is excluded from this programme due to the nationally agreed programme structure. The planning and regulation of freight transport including the planning of the location of overloading control infrastructure is however included in this programme.

### 9.1 Strategic objectives

	Strategic Objective	Linkage to Strategic Goals
1	An integrated land transport system	Goals 1 and 3

Strategic Objective 1	An integrated land transport system
Objective Statement	To plan and promote an affordable, sustainable and integrated land transport system that seeks to meet the needs of the people by co-ordinating with all District Municipalities.
Baseline <sup>4</sup>	Co-ordinate 3 Integrated Rapid Public Transport Networks (IRPTN's)
Justification	<ul style="list-style-type: none"> <li>• Access to livelihood</li> <li>• Cheaper transport</li> <li>• Reduction in traffic congestion</li> <li>• Facilitators of empowerment of Public Transport Operators</li> </ul>
Links	<ul style="list-style-type: none"> <li>• Safety</li> <li>• Mobility</li> <li>• Access</li> <li>• Access to employment</li> <li>• Economic development</li> </ul>

### 9.2 Resource considerations

#### Municipal capacity

The department has been faced with a constraint pertaining to the capacity of staff in most of the municipalities with regard to the completion of relevant Integrated Rapid Public Transport Plans (IRPTNs). It has been found that staff in the municipalities lack the necessary skills and experience in the fields of transportation planning and management. As such, the department has been continually providing assistance in this regard.

4. Department of Transport Annual Report, 2008/2009.

### 9.3 Risk management

PROGRAMME	IDENTIFIED RISK	RISK MITIGATION
3. Public and Freight Transport	Shortage of skills and experience in the fields of transportation planning and management, in the municipal sphere	Provide technical support to municipalities in public transport planning and management
	Inadequate communication between and within the different spheres of government	Establish formal consultative forums on public and freight transport
	Information resources on public and freight transport are limited and difficult to access	Co-ordinate efforts to gather useful information through the public transport planning processes and programmes of freight information gathering.
	Unsafe and unreliable passenger and freight transport.	<ul style="list-style-type: none"> <li>• Public transport policies in place.</li> <li>• Compliance with current legislation.</li> <li>• Coordination of public transport integrated network plans.</li> <li>• Promoting revised legislation.</li> </ul>

## 10. Programme 4 : Traffic Management

The purpose of this programme is to ensure the provision of 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.

Traffic management includes the provision of a safe road environment through community outreach and development which encompasses the following elements:

- Engineering of hazardous locations
- Promoting safe use of public roads
- Dedicated road patrols
- Reducing high pedestrian accident location

### 10.1 Strategic objectives

	Strategic Objective	Linkage to Strategic Goals
1	A safe road environment	Goal 4

Strategic Objective 1	A safe road environment
Objective Statement	The department seeks to reduce injuries and fatalities by 6% per annum, to 8.6 fatalities per 100 million vehicle kilometres, by applying the 4 Es (enforcement, engineering, education, evaluation).
Baseline <sup>5</sup>	10.64 fatalities per 100 million vehicle kilometres
Justification	<ul style="list-style-type: none"> <li>• To save lives</li> <li>• Safety of commuters and operators</li> <li>• Reduce conflict</li> </ul>
Links	<ul style="list-style-type: none"> <li>• Road traffic safety</li> <li>• Public Transport Safety</li> </ul>

### 10.2 Resource considerations

#### Key staff trends

The department is also faced with challenges in respect of efficient enforcement activities due to the fact that the service provided by traffic officers has not been declared as an essential service. The department has limited capacity to provide a 24 hour patrol service to enforce road traffic rules and regulations. Negotiations with the National Department of Transport and the Department of Public Service and Administration have not been very fruitful in this regard.

5. Road Traffic Management Report (RTMC), September 2009.



### 10.3 Risk management

PROGRAMME	IDENTIFIED RISK	RISK MITIGATION
4. Traffic Management	Lack of legislative mandate for the Road Traffic Inspectorate to provide a 24-hour service	Plan to implement 3 shifts providing 24 hours service
	Lack of trained resources to implement specialised road safety education programmes in the province	Capacitate staff to implement road safety education projects
	Incidence of fraud	Increased monitoring and inspections
	Increase in the number of road accidents and fatalities and an unsafe road environment	<ul style="list-style-type: none"> <li>• Public education and awareness</li> <li>• Testing stations registered and audited.</li> <li>• Advanced technology in law enforcement</li> <li>• Undertaking multi disciplinary road blocks</li> <li>• Goal directed M&amp;E on test stations/DLTC</li> </ul>

## 11. Programme 5 : Community Based Programmes

The purpose of this programme is to direct and manage the implementation of programmes and strategies which develop and empower communities. This includes is:

- The strategic planning and monitoring of programmes to further broad based Black Economic Empowerment;
- The development and training of emerging BEE roads contractors;
- Programmes to bring about the development and empowerment of impoverished communities

### 11.1 Strategic objectives

	Strategic Objectives	Linkage to Strategic Goals
1	BBBEE and SMME development	Goals 1, 2 and 3
2	Job creation and poverty alleviation	Goals 1, 2, 3 and 4

Strategic Objective 1	BBBEE and SMME development
Objective Statement	The department will promote and support BBBEE and SMME development through empowerment programmes and policies (1000 Vukuzakhe contractors trained)
Baseline <sup>6</sup>	60% of contracts awarded to emerging and BBBEE contractors 40,000 Zibambele contractors 100 Vukuzakhe contractors trained
Justification	<ul style="list-style-type: none"> <li>• Economic growth</li> <li>• Promotion of sustainable broad based black economic empowerment</li> <li>• Rural development</li> <li>• Training and development of SMMEs</li> <li>• Education and skills for all</li> </ul>
Links	<ul style="list-style-type: none"> <li>• Economic development</li> <li>• Decent and sustainable work opportunities</li> <li>• Education and skills for all</li> </ul>

6. Department of Transport Annual Report, 2008/2009.

Strategic Objective 2	Job creation and poverty alleviation
Objective Statement	The department will support job creation and poverty alleviation through labour intensive methods that seek to meet the social and developmental needs of the people and province, through the implementation of EPWP principles (285,000 persons employed and 26,200,000 person days of work created).
Baseline	44,885 persons employed 3,777,181 person days of work created
Justification	<ul style="list-style-type: none"> <li>• Economic and social development</li> <li>• Poverty alleviation</li> <li>• Job creation</li> </ul>
Links	<ul style="list-style-type: none"> <li>• Economic, social and rural development</li> <li>• Community needs</li> <li>• Food security</li> <li>• Job creation</li> <li>• Poverty alleviation</li> <li>• Education and skills for all</li> <li>• Creating decent work</li> <li>• Social and economic infrastructure</li> <li>• Nation building and good governance</li> <li>• Cohesive and sustainable communities</li> </ul>

## 11.2 Resource considerations

### Funding

The department has always been severely constrained by a lack of sufficient funding to meet all our service delivery requirements. As a consequence thereof, the ability of the department to create greater employment opportunities for previously disadvantaged contractors has been limited.

## 11.3 Risk management

PROGRAMME	IDENTIFIED RISK	RISK MITIGATION
5. Community Based Programmes	Inability of the department to provide sufficient Vukuzakhe opportunities in terms of the current budgets	Form partnerships to create more opportunities

## PART C: LINKS TO OTHER PLANS

### 14. Links to the long-term infrastructure and other capital plans

Table 1: Links to long term infrastructure plan

No.	Project Name	Programme	Project details	Type of infrastructure	Target Outputs	Estimated Project Cost (R1000's)	Project Duration	
							Start	Finish
1. New and replacement assets								
1.	P577 Duffs Road	Programme 2:	Construction in Ethekwini from Umngeni Road to Clermont	Roads – Tarred	14	860,000	2003	2012
2.	P700	Programme 2:	Construction from Ulundi to Richards Bay	Roads – Gravel	95	750,000	2003	2013
3.	Access Roads	Programme 2:	Rural access: new road construction	Roads – Tarred	14,000	5,400,000	1996	2025
4.	Pedestrian Bridges	Programme 2:	Rural access: new pedestrian bridges	Bridges/Culverts	474	1,200,000	2006	2030
Total new and replacement assets						8,210,000		
2. Maintenance and repairs								
1.	Routine	Programme 2:	Routine maintenance	Roads – Tarred & Gravel	29,965	2,285,000	annual	annual
2.	Preventative	Programme 2:	Preventative maintenance	Roads – Tarred & Gravel	5,115	1,600,000	annual	annual
Total maintenance and repairs						3,885,000		
Upgrades and additions								
1.	P496 John Ross Highway	Programme 2:	Upgrade from Empangeni to Richards Bay	Roads – Tarred	16	915,000	2005	2013
2.	P318 Sani Pass	Programme 2:	Upgrade of international access between Lesotho and South Africa	Roads – Tarred	32	490,000	2006	2015
3.	DubeTrade Port Roads	Programme 2:	Upgrade access to new Dube Trade Port and King Shaka International Airport	Roads – Tarred	35	1,250,000	2007	2015
4.	ARRUP Roads	Programme 2:	ARRUP: upgrading of roads	Roads – Tarred	400	2,375,000	2001	2013
5.	Access Roads	Programme 2:	Rural access: upgrading of roads	Roads – Gravel	2,500	11,000,000	2003	2030
Total upgrades and additions						16,030,000		
Rehabilitation, renovations and refurbishments								
1.	Rehabilitation	Programme 2:	Rehabilitation of Blacktop roads	Roads – Tarred	490	735,000	annual	annual
Total rehabilitation, renovations and refurbishments						735,000		

## 15. Conditional grants

Name of grant	Infrastructure Grant to Provinces
Purpose	To help accelerate construction, upgrading and rehabilitation of new and existing infrastructure in education, roads, health and agriculture; to enhance the application of labour intensive methods in order to maximize job creation and skills development as encapsulated in EPWP guidelines; and to enhance capacity to deliver infrastructure
Performance indicator	Kilometres of road upgraded from gravel to blacktop Kilometres of new gravel road constructed Number of pedestrian bridges constructed
Continuation	The grant is to be reviewed after five years
Motivation	The grant ensures that the Provinces give priority to infrastructure construction, maintenance, upgrading and rehabilitation, and support rural development and accelerated and shared growth initiatives in line with Government priorities, while stimulating the use of labour intensive methods to create jobs and develop the right skills.

Name of grant	Expanded Public Works Incentive Grant to Provinces
Purpose	To incentivise provinces to increase labour intensive employment through programmes that maximise job creation and skills development as encapsulated in the EPWP guidelines
Performance indicator	Number of jobs created Number of Full Time Equivalents
Continuation	Grant continues until 2014
Motivation	This grant is intended to incentivise and reward performance on the EPWP. This allocation will be paid out based on the performance of provinces and the incentive of poorly performing provinces will be adjusted downwards

Name of grant	Public Transport Operations Grant
Purpose	To provide supplementary funding towards public transport services provided by Provincial departments of Transport
Performance indicator	Number of vehicles subsidised Subsidy per passenger Vehicles kilometre subsidised
Continuation	The grant is for three years and subject to review
Motivation	The fund is intended to supplement provincial subsidised services to incorporate the conversion of the existing interim commuter bus services subsidies with negotiated contracts that are per kilometre based and are supportive of intermodal efficiencies in public transport

## **16. Public entities**

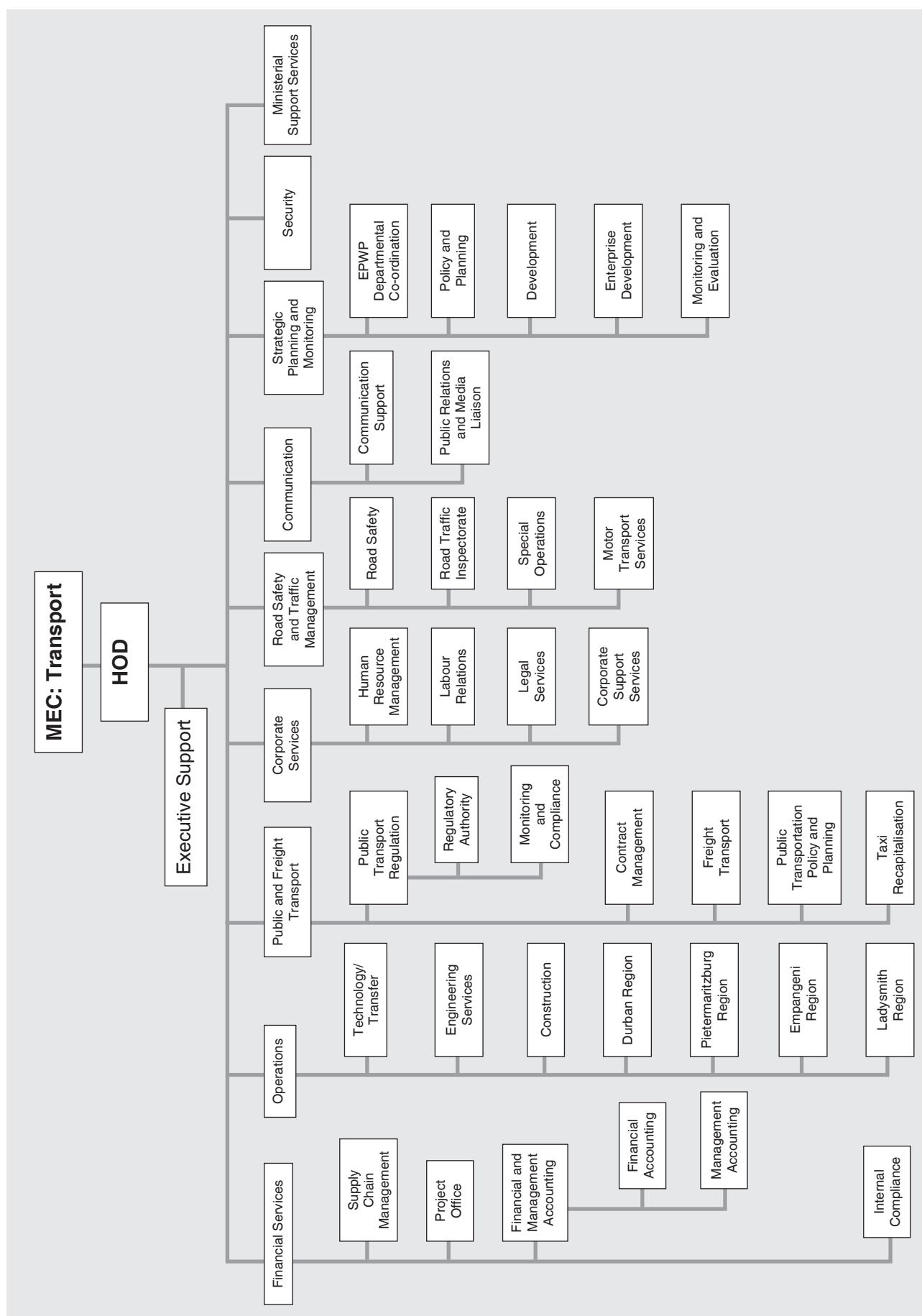
The department does not have any public entities and will not be responsible for any in the five year period.

## **17. Public-private partnerships**

The department has not entered into any public-private partnerships.



## ANNEXURE A: Organisational Structure



## NOTES

[illegible]

