

# REVISED STRATEGIC PLAN 2020-2025

VERSION 2



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**HONOURABLE MEC FOR TRANSPORT : MS NELISWA PEGGY NKONYENI**



**KWAZULU-NATAL PROVINCE**

**TRANSPORT**  
REPUBLIC OF SOUTH AFRICA

**KWAZULU-NATAL**

**DEPARTMENT OF TRANSPORT**

**Revised Strategic Plan; Version 2**

2020–2025

**KWAZULU-NATAL**

# TABLE OF CONTENTS

CONTENT		PAGE NO.
Executive Authority Statement		6
Accounting Officer Statement		8
Official Sign-Off		10
<b>Part A: Our Mandate</b>		<b>12</b>
1.	Constitutional Mandate	12
2	Legislative and Policy Mandates	13
2.1	Legislative Mandates	13
2.2	Policy Mandates	15
3.	Institutional Policies and Strategies over the Five Year Planning Period	16
4.	Relevant Court Rulings	19
<b>Part B: Our Strategic Focus</b>		<b>21</b>
1.	Vision	21
2.	Mission	21
3.	Values	21
4.	Situational Analysis	22
4.1	<b>External Environment Analysis</b>	22
4.1.1	Factors Contributing to the Performance of Policy and Regulatory Mandates	22
4.1.1.1	Road Transport	22
4.1.1.2	Maritime Transport	24
4.1.1.3	Rail Transport	25
4.1.1.4	Pipelines	27
4.1.1.5	Aviation Transport	28
4.1.2	Positioning KZN as an Economic Gateway to Africa and the World	30
4.1.3	The Service Delivery Context	33
4.1.3.1	Transportation Infrastructure	33
4.1.3.2	Transportation Safety	35

4.1.3.3	Socio-political Factors Affecting Service Delivery	37
4.1.3.4	Mainstreaming of Vulnerable Groups	38
4.1.3.5	Sustainable Development	41
4.1.3.6	Enabling Transport Through Digitisation	42
4.1.4	Stakeholders Contributing to the Department's Planned Outcomes	44
4.2	<b>Internal Environment Analysis</b>	46
4.2.1	Organisational Environment	46
4.2.2	Human Resources	47
4.2.3	Information and Communication Technology	48
4.2.4	Research and Knowledge Management	50
4.2.5	Financial Resources	51
<b>Part C: Measuring Our Performance</b>		<b>52</b>
1.	Institutional Performance Information	52
1.1	Measuring the Impact	52
1.2	Measuring Outcomes	52
1.3	Explanation of the Performance Information over the Five Year Period	54
1.3.1	A transformed Department through sound corporate governance and ethical leadership.	55
1.3.2	An efficient, effective, and sustainable transport infrastructure network and assets that respond to local and regional transportation demands.	55
1.3.3	Improved access to affordable, integrated, inclusive, safe and reliable transport systems	56
2.	Key Risks and Mitigations	58
3.	Public Entities	64
<b>Part D: Technical Indicator Descriptions</b>		<b>65</b>
List of Technical Indicator Descriptions		65
Annexure A: District Development Model		71



# Executive Authority Statement

The Revised Strategic Plan; V2 for the KZN Department of Transport categorically aims to align the electoral mandate and the new priorities of the KwaZulu-Natal province. Such a mandate must be interlinked with achieving the objectives and priorities of the 6<sup>th</sup> Administration. The priorities currently being implemented all seek to align and chase the targets outlined in the National Development Plan, which is Vision 2030 and the objectives of the Revised Provincial Growth and Development Strategy (PGDS).

Central to this strategy is the acceleration of service delivery and improvement of the quality of life for the people of the province. It is therefore proposed that transport as a sector has a fundamental role to play in the economic development by not only meeting but by exceeding the objectives of the current administration. Furthermore, and through this Revised Strategic Plan, we are making a bold entry into the role we should play in all the various modes of Transport in the Province, namely road, rail, maritime, aviation, and pipelines. By so doing, we are envisaging a KZN transportation system that will be developed in an integrated and complimentary manner for ease of movement for people, goods, and services.

Our service offering as a Department will therefore evolve to a more comprehensive version, where the Department's role in transport will bring us closer to what was previously deemed as National competencies. We will work seamlessly with all spheres of Government and State-Owned Companies in the new transportation modes we are now venturing into as we become a true gateway province to Africa and the world.

The Department needs to be at the forefront of influencing and integrating the multiple developments in the sector that are being implemented across KZN, so that the intents of the Provincial Growth and Development Plan are rendered real. Similarly, as we begin to consult and formalize agreements with key role players in the sector, a comprehensive and integrated transportation master plan can be developed for the betterment of our transportation system.

Much has been done hitherto to maintain and upgrade our roads infrastructure and we will manage the allocated 72% of the budget for infrastructure provision carefully so that we remain on track with our targets in this regard. The introduction of new transport modes will not be tantamount to the dropping of standards in our traditional roads transport mode.

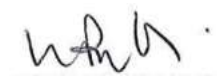
We will, through this strategy, continue the work of delivering bridges and blacktop roads for the Province and thereby sustain the momentum we have built in this transport mode as far as job creation is concerned.

The diversification we are proposing through this strategy is also cognisant of the alarming reality of unemployment that exists within our Province. We will therefore approach the new transport modes with a greater level of consciousness for the need for us to create new employment opportunities and support emerging enterprises in this sector.

In analysing our systemic and structural issues, we have agreed on reconfigure our framework for operations and delivering services by aligning it with the District Development Model, whereby our service delivery areas will be aligned with district demarcations. This will help us ensure the presence of the Department at a district level, and thereby make it accessible to improve service delivery.

Last but not least, the Department is also in the process of realigning its organisational structure to respond to our new service delivery approach, with an intention to strengthen its overall capacity to deliver services especially as it takes on the new strategic focus. We must reduce our overreliance on consultants and focus on building the capacity of the State as one of the strategic objectives of the current Administration. I therefore present to you this Strategic Plan as our guiding framework for accelerated service delivery.

I thank you.



**Honourable Ms N P Nkonyeni**  
**Executive Authority of the KwaZulu-Natal Department of Transport**

# Accounting Officer Statement

It is indeed very encouraging that we are now presenting our new Strategic Plan which represents a systematic, flexible and continuous process to define and reaffirm the main purpose of our Department, visualising the future in context of the internal and external working environment.

It is true that the COVID-19 pandemic over the last two years and the continuous pressures brought about by the fourth industrial revolution have forced us to rethink our current operational systems and fast track our plans to roll out technological and digital transporting systems.

Our Department has been operating on an organisational system which focused predominantly on road transport. We are now changing focus to widen our focus to all modes. In addition, our internal control systems, recording and assets management systems can be enhanced.

Through this Revised Strategic Plan; V2, we are seeking in the remaining five years period, to revitalise the Department and leverage economically out of the entire Provincial transport sector. This will see the Department extending its scope beyond road infrastructure and include other modes of transport such as aviation, pipeline, maritime and rail in our day-to-day work.

Key to this will be ensuring that we have an Integrated Transport Planning System that will be guided by our Provincial Infrastructure Master Plan. This will see our service delivery initiatives rolled out to all districts in a coordinated manner.

The new focus that we have taken on other modes of transport requires us to review our service delivery model and have a new organisational design. This will serve as a basis for our skills base being aligned to the various modes of transport.

This review will also see the Department's operations being aligned to the District Development Model. This means that all our regional and local offices will be turned into District offices for improved integration and coordination of services. Furthermore, this alignment will bring services closer to the people.



As we move to implement our Revised Strategic Plan; V2, we are reminded to eliminate wastage and to be innovative by doing more with less.

We also want to improve our audit outcomes and financial management. Central to this will be beefing up and capacitating our Supply Chain Management (SCM) System so that it is able to keep up with procurement needs of the Department.

We want our supply chain to enable service delivery on the ground and not serve as a deterrent. We will also be designing a performance report that will enable the Department to keep track of what is happening in SCM, so that we do not get surprised by the Auditor-General findings at the end of each financial year.

We want to see the Department's governance system and performance outputs improve so that when the 6th Administration comes to an end we are counted as one of the top performing departments.

I thank you.

A handwritten signature in black ink, appearing to read 'J S Mbhele'.

**Mr J S Mbhele**

**Accounting Officer of the KwaZulu-Natal Department of Transport**

# Official Sign-Off

It is hereby certified that Version 2 of the Revised Strategic Plan:


- was developed by the management of the KwaZulu-Natal Department of Transport under the guidance of the Honourable MEC, Ms N P Nkonyeni;
- takes into account all the relevant policies, legislation and other mandates for which the KwaZulu-Natal Department of Transport is responsible; and
- accurately reflects the Impact Statement and Outcomes which the KwaZulu-Natal Department of Transport will endeavour to achieve over the period 2020-2025.

<b>Ms S Ngubo Programme 1 Manager</b>	<b>Signature</b>	
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<b>Mr N Zondo Acting Programme 2 Manager</b>	<b>Signature</b>	
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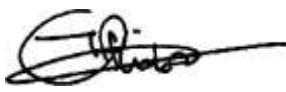
<b>Ms F Sithole Programme 3 Manager</b>	<b>Signature</b>	
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<b>Ms F Sithole Programme 4 Manager</b>	<b>Signature</b>	
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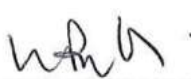
<b>Mr N Zondo</b> <b>Acting Programme 5</b> <b>Manager</b>	<b>Signature</b>	
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<b>Ms F Sithole</b> <b>Programme 5 Manager</b>	<b>Signature</b>	
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<b>Mrs S Kunene</b> <b>Acting Chief Financial</b> <b>Officer</b>	<b>Signature</b>	
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<b>Ms G P Xaba</b> <b>Chief Director: Strategic</b> <b>Management</b>	<b>Signature</b>	
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<b>Mr J S Mbhele</b> <b>Head: Transport</b>	<b>Signature</b>	
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<b>Ms N P Nkonyeni</b> <b>Executive Authority</b>	<b>Signature</b>	
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## Part A: Our Mandate

### 1. Constitutional mandates

The Constitution of the Republic of South Africa identifies the legislative responsibilities of different levels of government with regard to the different modes of transport. The Constitution, read with other legislation, outlines the mandate of the Department as follows:

<b>Functional Areas of Concurrent National and Provincial Legislative Competence</b>	<b>Functional Areas of Exclusive Provincial Legislative Competence</b>
<p>Schedule 4 Part A:</p> <ul style="list-style-type: none"><li>• Airports other than international and national airports</li><li>• Public transport</li><li>• Road traffic regulation</li><li>• Vehicle licensing</li></ul> <p>Schedule 4 Part B:</p> <p>The following local government matters to the extent set out in section 155(6)(a) and (7):</p> <ul style="list-style-type: none"><li>• Municipal airports</li><li>• Municipal planning</li><li>• Municipal public transport</li><li>• Pontoons, ferries, jetties, piers and harbours, excluding the regulation of international and national shipping and matters related thereto</li></ul>	<p>Schedule 5 Part A:</p> <ul style="list-style-type: none"><li>• Provincial roads and traffic</li></ul> <p>Schedule 5 Part B:</p> <p>The following local government matters to the extent set out for Provinces in section 155(6)(a) and (7):</p> <ul style="list-style-type: none"><li>• Billboards and the display of advertisements in public places</li><li>• Municipal roads</li></ul>

## 2. Legislative and Policy Mandates

### 2.1 Legislative Mandates

The Department is mandated by the Constitution in terms of responsibilities that it has to discharge, together with other Provincial mandates and policies that further guide the Department in the fulfilment of its role and its contribution towards the attainment of the Provincial vision. The Provincial Growth and Development Strategy (PGDS), together with other Provincial policies, places the Department as the leader and coordinator of transport-related functions in the Province. To this end, the Department is charged with the responsibility of coordinating and contributing towards five of the priorities contained in the PGDS, which are:

- Priority 1: A Capable, Ethical and Developmental State;
- Priority 2: Economic Transformation and Job Creation;
- Priority 4: Consolidating the Social Wage Through Reliable and Quality Basic Services;
- Priority 5: Spatial Integration, Human Settlements and Local Government; and
- Priority 6: Social Cohesion and Safer Communities.

Other strategic legislation and policy mandates which impact upon or informs the Department's functioning while we execute our core functions, are summarised in the tables below. It must be noted that this list is not exhaustive:

NO.	NAME OF LEGISLATION
<b>Civil Aviation</b>	
2.1.1	Airports Company Act; 1993 (Act No. 44 of 1993)
2.1.2	Air Services Licensing Act; 1990 (Act No. 115 of 1990)
2.1.3	Air Traffic and Navigation Services Company Act; 1993 (Act No. 45 of 1993)
2.1.4	Carriage by Air Act; 1946 (Act No. 47 of 1946)
2.1.5	Civil Aviation Act; 2009 (Act No. 13 of 2009)
2.1.6	Convention on International Interests in Mobile Equipment Act; 2007 (Act No. 4 of 2007)
2.1.7	Convention on the International Recognition of Rights in Aircraft Act; 1993 (Act 53 of 1993)
2.1.8	Convention on International Interests in Mobile Equipment Act; 2007 (Act No. 4 of 2007)
2.1.9	International Air Services Act; 1993 (Act No. 60 of 1993)

NO.	NAME OF LEGISLATION
2.1.10	South African Civil Aviation Authority Levies Act; 1998 (Act No. 41 of 1998)
<b>Maritime Transport</b>	
2.1.11	Carriage of Goods by Sea Act; 1986 (Act No.1 of 1986)
2.1.12	Marine Pollution (Prevention of Pollution from Ships); 1986 (Act No. 2 of 1986)
2.1.13	Marine Traffic Act; 1981 (Act No. 2 of 1981)
2.1.14	Merchant Shipping Act;1951 (Act No. 57 of 1951)
2.1.15	Sea Transport Documents Act; 2000 (Act No. 65 of 2000)
2.1.16	Ship Registration Act; 1998 (Act No. 58 of 1998)
2.1.17	Shipping and Civil Aviation Laws Rationalisation Act; 1994 (Act No. 28 of 1994)
2.1.18	South African Maritime and Aeronautical Search and Rescue Act; 2002 (Act No. 44 of 2002)
2.1.19	South African Maritime Safety Act; 1998 (Act No. 5 of 1998)
2.1.20	South African Maritime Safety Authority Levies Act; 1998 (Act No. 6 of 1998)
2.1.21	Wreck and Salvage Act; 1996 (Act No. 94 of 1996)
<b>Rail Transport</b>	
2.1.22	Legal Succession to the South African Transport Services Act; 1989 (Act No. 9 of 1989)
2.1.23	National Railway Safety Regulator Act; 2002 (Act No. 16 of 2002)
<b>Pipeline</b>	
2.1.24	Gas Act; 2001 (Act No. 48 of 2001)
2.1.25	National Energy Regulator Act; 2004 (Act No. 40 of 2004)
2.1.26	Petroleum Pipelines Act; 2003 (Act No. 60 of 2003)
<b>Road Transport</b>	
2.1.27	Administrative Adjudication of Road Traffic Offences; 1998 (Act No. 46 of 1998)
2.1.28	Advertising on Roads and Ribbon Development Amendment Act; 1985 (Act No. 43 of 1985)
2.1.29	Cross Border Road Transport Act; 1998 (Act No. 4 of 1998)
2.1.30	KZN Provincial Roads Act; 2001 (Act No.4 of 2001)
2.1.31	KZN Road Traffic Act; 1997 (Act No.7 of 1997)
2.1.32	National Roads Act; 1972 (Act No. 54 of 1971)
2.1.33	National Road Safety Act; 1972 (Act No. 9 of 1972)
2.1.34	National Road Traffic Act; 1996 (Act No. 93 of 1996)
2.1.35	Road Traffic Act; 1989 (Act No. 29 of 1989)
2.1.36	Road Traffic Management Corporation Act; 1999 (Act No. 20 of 1999)

NO.	NAME OF LEGISLATION
2.1.37	Road Transportation Act; 1977 (Act No.74 of 1977)
<b>Cross Cutting</b>	
2.1.38	Broad-Based Black Economic Empowerment Act; 2003 (Act No. 53 of 2003)
2.1.39	Construction Industry Development Board Act; 2000 (Act No. 38 of 2000)
2.1.40	Construction Regulations; 2014; Gazette 37305 to the Occupational Health and Safety Act; 1993 (Act No 85 of 1993)
2.1.41	Criminal Procedure Act; 1977 (Act No. 51 of 1977)
2.1.42	Disaster Management Act; 2002 (Act No. 57 of 2002)
2.1.43	Engineering Profession Act; 2000 (Act 46 of 2000)
2.1.44	Government Immovable Asset Management Act; 2007 (Act No.17 of 2007)
2.1.45	National Environmental Management Act; 1998 (Act No. 108 of 1998)
2.1.46	National Land Transport Act; 2009 (Act No. 5 of 2009)
2.1.47	National Ports Act; 2005 (Act No. 12 of 2005)
2.1.48	National Regulator for Compulsory Specifications Act; 2008 (Act 5 Of 2008) and associated Regulations.
2.1.49	National Standards Act; 2008 (Act No. 8 of 2008)
2.1.50	National Water Amendment Act; 2014 (Act No. 27 of 2014) and the accompanying Draft Regulations Regarding the Procedural Requirements for Licence Applications in terms of Section 26(1) (k) of the National Water Act; 1998 (Act No. 36 of 1998)
2.1.51	Project and Construction Management Act; 2000 (Act No. 48 of 2000)
2.1.52	Promotion of Equality and Prevention of Unfair Discrimination; 2000 (Act No. 04 of 2000)
2.1.53	The Constitution of the Republic of South Africa; 1996 (Act No. 108 of 1996)
2.1.54	The Spatial Planning and Land Use Management Act; 2013 (Act No. 16 of 2013) (SPLUMA)
2.1.55	Urban Transport Act; 1977 (Act 78 of 1977)

## 2.2 Policy Mandates

NO.	NAME OF POLICY
<b>Civil Aviation</b>	
2.2.1	White Paper on National Policy on Airports and Airspace Management; 1997
<b>Maritime Transport</b>	
2.2.2	Comprehensive Maritime Transport Policy for South Africa; 2017



NO.	NAME OF POLICY
2.2.3	International Maritime Organisation under the International Convention named Safety of Life at Sea (SOLAS); 1974
2.2.4	National Commercial Ports Policy; 2002
<b>Rail Transport</b>	
2.2.5	Draft White Paper on National Rail Policy; 2017
<b>Road Transport</b>	
2.2.6	KZN Learner Transport Policy; 1 July 2021
2.2.7	National Learner Transport Policy; June 2015
2.2.8	White Paper on National Transport Policy; 1996
<b>Cross Cutting</b>	
2.2.9	Draft Non-Motorised Transport Policy; December 2008
2.2.10	Framework on Gender Responsive Planning, Budgeting, Monitoring, Evaluation and Auditing; 2018
2.2.11	Framework for Infrastructure Delivery and <i>Procurement Management, May 2019</i> (FIDPM) as issued by National Treasury, October 2019
2.2.12	Gender Equality Strategic Framework; 2015
2.2.13	KZN White Paper on Freight Transport Policy; October 2004
2.2.14	National Policy Framework for Women's Empowerment and Gender Equality (Gender Policy Framework); 2000
2.2.15	National Strategic Plan on Gender-Based Violence and Femicide; 2020
2.2.16	National Youth Policy 2020-2030; October 2020
2.2.17	The Department of Public Service and Administration's Determination on Reasonable Accommodation and Assistive Devices for Employees with Disabilities in the Public Services; July 2015
2.2.18	White Paper on the Rights of Persons with Disabilities; March 2016
2.2.19	Women's Financial Inclusion Framework; 2019

### 3. Institutional Policies and Strategies Over the 5 Year Planning Period

This Revised Strategic Plan; Version 2, aligns to the seven apex priorities of the 6th Administration which are underpinned by three pillars of the National Development Plan (NDP). The three pillars and related Revised MTSF priorities is where the Department has a direct contribution through its different programmes and projects:

NDP PILLARS	REVISED MTSF PRIORITIES
Pillar 1: Expansion of the economy and making growth inclusive	Priority 2: Economic Transformation and Job Creation
Pillar 2: Building of key capabilities (human physical and institutional)	Priority 4: Consolidating the Social Wage Through Reliable and Quality Basic Services  Priority 5: Spatial Integration, Human Settlements and Local Government  Priority 6: Social Cohesion and Safer Communities
Pillar 3: Building a capable and developmental State	Priority 1: A Capable, Ethical and Developmental State

Key areas of delivery for the Department, supported by the NDP and Revised MTSF are:

- transport infrastructure that stimulates economic growth and job creation;
- a transportation system that is an enabler for economic and social empowerment;
- transportation safety as an enabler of service delivery; and
- accelerating transformation so that there is greater economic participation of targeted groups.

The comprehensive list of institutional plans and strategies is as follows:

NO.	NAME OF PLAN/STRATEGY
<b>Maritime Transport</b>	
3.1	Operation Phakisa; 2017
3.2	Comprehensive Maritime Transport Policy for South Africa; 2017
<b>Rail Transport</b>	
3.3	Draft National Rail Policy; 2017
3.4	Economic Regulation of Transport Bill; 2020
<b>Road Transport</b>	
3.5	National Road Safety Strategy; 2016-2030
3.6	Road Infrastructure Strategic Framework for South Africa; October 2006
<b>Cross-cutting</b>	

3.7	Annual Budget Prioritisation Framework : Towards Budget 2022
3.8	Draft KwaZulu-Natal Provincial Public and Freight Transportation Framework
3.9	Final Revised Medium Term Strategic Framework 2019-2024; 1 October 2021 and supporting Presidency's Ministerial Circular 1 of 2021
3.10	KwaZulu-Natal Provincial Land Transport Framework; March 2004
3.11	KwaZulu-Natal White Paper on Freight Transport Policy; October 2004
3.12	National Development Plan; 2030
3.13	National Freight Logistics Strategy; October 2005
3.14	National Infrastructure Plan; 2014
3.15	National White Paper on Transport Policy; 1996
3.16	Provincial Growth and Development Plan; 2019
3.17	Provincial Growth and Development Strategy; 2021
3.18	Provincial Land Transport Plan; (2020- 2030)
3.19	Provincial Spatial Economic Development Strategy; October 2006
3.20	Public Transport Strategy and Action Plan; 2007
3.21	Rural Transport Strategy for South Africa; 2007
3.22	The Department of Planning, Monitoring and Evaluation's, National Annual Strategic Plan; 2022/2023
3.23	The National Land Transport Strategic Framework; (2017-2022)
3.24	The National Spatial Development Perspective; 2006
3.25	Transforming our World: The 2030 Agenda for Sustainable Development; 2015

## 4. Relevant Court Rulings

The following are the relevant Court Rulings which mostly relate to the roads environment. While we explore the civil aviation, maritime, rail and pipeline modes, we are limited in respect of rulings that may impact on these modes.

### 4.1 Minister of Finance v Afribusiness NCP CCT279/20 Case CCT 279/20 [2022] ZACC

04 – In this matter relating to the Revised Preferential Procurement Regulations; 2017 ("PPPFA Regulations 2017") issued in terms of the Preferential Procurement Policy Framework Act; 2000, the Supreme Court of Appeal ruled that certain Regulations dealing with compulsory sub-contracting and pre-qualifying criteria are unconstitutional and invalid. Furthermore, the implementation of provisions for the compulsory and optional sub-contracting as pre-qualification criteria, were thus unlawful. The Regulations were thus suspended for a period of 12 months.

The ruling was appealed by the Minister of Finance and the Constitutional Court dismissed that appeal and ruled that the Preferential Procurement Regulations, 2017, were unconstitutional and invalid.

However, there is still ambiguity on the interpretation of the ruling on whether the Procurement Regulations remain valid until 15 March 2023. Hence National Treasury has now advised that the Minister will be approaching the Constitutional Court for clarity on the ruling.

In the interim, while awaiting the outcome from the Constitutional Court, National Treasury has advised that:

- tenders advertised before 16 February 2022 be finalised in terms of the Procurement Regulations;
- tenders advertised on or after 16 February 2022 be held in abeyance; and
- no new tenders be advertised.

### 4.2 Agri Eastern Cape and Others v The MEC for The Department of Roads And Public Works and Others (3928/2015) [2017] High Court of South Africa Eastern Cape Division, (28 February 2017)

– In this matter, the court ruled that private citizens and bodies could perform basic service delivery functions with taxpayers' money. The court ordered the Provincial Roads Department to reimburse farmers who carry out maintenance themselves, subject to strict conditions including giving the Department 30 days' notice of the repairs and obtaining at least two independent quotes.

**4.3** Equal Education v MEC for Education Kwazulu-Natal and 32 Others (3662/17P/2017) [2017] High Court of South Africa Kwazulu-Natal Division (9 October 17 July 2017) –

In this matter, the KwaZulu-Natal Department of Education was obligated to the development of a policy to address the need for safe, reliable, government-subsidised scholar transport across the Province. The Provincial policy was crucial to clarifying the responsibilities of the Provincial Departments of Education and Transport to enable rigorous planning, including data collection and budgeting and ensure implementation of learner transport in the Province.

**4.4** Organisation Undoing Tax Abuse (OUTA) v Minister of Transport; Minister of Co-Operative Governance And Traditional Affairs; Road Traffic Infringement Authority and the Appeals Tribunal (Case no 32097/2020) [2022] High Court of South Africa Gauteng Division, Pretoria (13 January 2022) – The Pretoria high court declared that the AARTO Act, which includes the licence-demerit points system, invalid and unconstitutional. The Court also found that the legislation unlawfully intrudes upon the exclusive executive and legislative competence of the local and Provincial governments envisaged in the constitution, preventing local and Provincial governments from regulating their own affairs. The ruling is currently being appealed by National Minister of Transport.

## Part B: Our Strategic Focus

### 1. Vision

The vision of the KwaZulu-Natal Department of Transport is:

*“Prosperity through a smart transportation system”*

This means that as a Department we connect the Province, the country, Africa and the World, through a globally competitive and sustainable transportation system that drives socio-economic growth and improves the quality of life of our people.

### 2. Mission

To facilitate the mobility of people and goods by optimising the usage of all modes of transport through an efficient, reliable, integrated, safe, universally accessible and environmentally friendly transportation system.

### 3. Values

The values that guide and define the ethos of the Department are the following:

Core Values	What they mean to the Department
<b>Good Governance</b>	We will implement measures that ensure compliance with all applicable prescripts in the Public Service and the Republic and strive to obtain positive audit outcomes to strengthen accountability, build and sustain confidence in the manner in which we use public resources.
<b>Professionalism</b>	We will continuously strive to build a culture of high professional standards underpinned by work ethic and diligence and to encourage and actively support our staff to affiliate to professional bodies.
<b>Innovation</b>	We will strive to nurture a culture of creative thinking, continuous learning and encourage our staff to research and develop new ways of doing our business in ambitious ways that disrupts the status quo.
<b>Leadership</b>	We will continue to provide sound direction, guidance and leadership to motivate our staff to work hard and efficiently through recognition while providing service excellence at all times.
<b>Teamwork</b>	We will promote consultation, an open-door policy and communication in our activities to ensure teamwork and unity among all our staff.

## **4. Situational Analysis**

### **4.1 External Situational Analysis**

#### **4.1.1 Factors Contributing to the Performance of Policy and Regulatory Mandates**

During the remainder of the 6<sup>th</sup> Administration, the Department's main focus remains that of changing the lives of the people of KwaZulu-Natal for the better through the provision of a safe transportation system which will act as a catalyst for development and investment in the Province. The Department furthermore acknowledges the broader definition of Transport as a sector, and now sees it timely to expand its focus areas to other modes of transport namely, maritime, rail, aviation, and pipelines, while advancing social emancipation.

KZN is home to the two largest ports of South Africa, which are the Port of Durban and the deep water Port of Richards Bay, and it is also supported by a road network of 76 943 km in total, which is inclusive of the busiest economic corridor in the country in the region. This corridor consists of the N3 highway, the Natal Corridor rail line (Natcor), as well as a petrochemical pipeline network which runs through the Province connecting KZN with Mpumalanga, Free State, Gauteng and North West Provinces. Therefore the modal balance and the integration of these transportation systems becomes a priority in this Medium Term Strategic Framework (MTSF) period.

##### **4.1.1.1 Road Transport**

Transportation of goods and people in the Province is facilitated primarily by road transport as compared to other modes. As such a good and well-maintained road network will act as a catalyst for socio-economic growth and development in the Province. The Province is currently responsible for approximately 33 978 km of the Provincial road network. Some 1 859 kms is under the custodianship of SANRAL, while 30 903 km is under the custodianship of the municipalities, with 10 203 kms being in Ethekewini Metropolitan alone.

The road network condition assessment that was carried out in 2019 showed an improvement in the condition of our roads, where 48% of our road network was found to be in a “poor to very poor” condition as compared to the 52% in the previous assessment.



These results show that our maintenance efforts aimed at keeping our road network in a good condition are yielding positive results. We are however far from global benchmarks where the norm for a road network is that only 10% of roads are at “poor to very poor” condition.

The pavements also deteriorate with time as a result of increasing traffic loading and weather conditions. The rate of pavement deterioration depends on factors such as subgrade condition, the increasing amount of heavy traffic, and seasonal climatic variations. In recent times, climatic variations tend to have the greatest influence on rate of deterioration. Generally, all pavements begin to deteriorate slowly but over time the rate of deterioration grows at an exponential rate. A new pavement has very few distresses and is in good condition, and as the pavement ages, distresses such as cracks, begin to develop.

As these distresses develop the condition of the road worsens and each distress makes it easier for subsequent distresses to occur. Some of our roads are already showing signs of distress and our routine maintenance programmes will be ramped up to arrest the spread which may lead to more serious defects.

Our focus will also be on our strategic network that require rehabilitation of pavements because this intervention cannot be delayed any further. Generally it is most cost effective to treat a pavement as soon as the need is identified, and typically, the pavement condition drops about 40% during the first 75% of its life. From that point onwards, the rate of deterioration increases resulting in another condition drop of 40% within only 17% of its life<sup>1</sup>. While rehabilitation is a more expensive intervention, we believe that this will go a long way in improving the load carrying capacity of our roads while extending the lifespan of our pavements.

While acknowledging the good condition of our road network, we are mindful that the condition of some of our roads has worsened. Their pavements have reached a critical point of deterioration, where maintenance and rehabilitation are no longer effective intervention, and these roads will basically require reconstruction. This is unfortunately the most expensive intervention, and any further postponement will have detrimental effect as these roads will deteriorate beyond the optimum levels for rehabilitation and the reconstruction costs will be 18 times the repair costs<sup>2</sup>.

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<sup>1</sup> KwaZulu-Natal Department of Transport’s 2021/22 Road Asset Management Plan

<sup>2</sup> KwaZulu-Natal Department of Transport’s 2021/22 Road Asset Management Plan

Public transport is an essential need and enabler for the majority of citizens in the Province, and it is one of the most critical pillars for a growing inclusive economy, job creation, and social mobility for sustainable livelihoods. We recognise the weakness in our current public transport system and apartheid era spatial planning, which results in high transport costs borne by the majority of our communities. We will work together with Departments such as Co-operative Governance and Traditional Affairs and Human Settlements to mitigate the negative impact on communities. This will give impetus to the government's Priority 5 of the Revised MTSP which Spatial Integration, Human Settlements and Local Government is.

#### **4.1.1.2 Maritime Transport**

The Department realises the significance of the maritime transport sector for the Province and region and furthermore recognises the need to begin to actively drive a coordinated agenda, where this sector should be consciously managed for the betterment of the people of the Province. We have up to now left the management of the maritime sector to national government departments and designated State-Owned Entities but we have decided to embark on a new path of leading aspects of this sector in a manner that will empower the people and the businesses of our Province.

We furthermore note the pronouncements of the Comprehensive Maritime Transport Policy (CMTP) of 2017, and the Draft Merchant Shipping Bill of 2020 where National Government has stated very strongly their intention to resuscitate the existence of South African flag carrying ships in the shipping registry of the National Department of Transport, which is a positive initiative that will open up opportunities for our people at high seas. KZN remains the largest maritime hub for Southern Africa, and it is therefore our intention to reposition ourselves as active participants in this transformational journey.

We are furthermore mindful of the skewed economic participation patterns in this sector where the majority of the people of our Province remain ignorant and left out of the opportunities that this global industry presents, and it is our intention to improve oceans literacy in the Province and thereby progressively improve the participation levels by the people of our Province. Transnet has stated their intention to open up their ports business to greater private sector participation and we want to increase the possibility of previously disadvantaged KZN people to participate in such opportunities. The maritime sector is a multi-stakeholder environment, and we will collaborate with a wide range of stakeholders for further development of this sector, and for the creation of new opportunities.

Ports, by their very nature, have a dual function which we must be cognisant of. They are on one end platforms for commercial trade, but they are also national borders. Therefore, all the border control rules and regulations of the State are equally applicable to them and should be enforced in the best way possible whilst not hindering trade facilitation. The border control rules and regulations are a combination of the country's laws, and the international protocols, and both these are overseen and enforced by the joint border control stakeholders in the country.

The International Ship and Port Security Code (ISPS Code) of 2002 came from the International Maritime Organisation post 9/11 and sets minimum security compliance standards for ports and ships handling international trade. Up to that point in 2002, there had never been security regulations that governed international trade and international waters. There had only been safety regulations of the International Maritime Organisation under the International Convention named Safety of Life at Sea (SOLAS), which is "an international treaty that sets minimum safety standards in the construction, equipment, and operation of merchant ships".

The level of compliance by the Province's commercial ports to the international safety and security requirements speaks directly to the attractiveness of our commercial ports to international trade and will therefore be one of the key focus areas of the Department going forward.

#### **4.1.1.3 Rail Transport**

The Transnet rail network in the Province consists of 3 632 kms of railway of which 2 578 kms is mainline and 1 054 kms are branch lines. This does not include the Passenger Rail Agency of South Africa (PRASA) rail network. The PRASA passenger rails services run on their own rail network in and around Ethekwini Metro, and also run on some of the Transnet rail network. There is a commercial protocol between Transnet and PRASA on the interoperability of the country's railways, where Transnet gives priority access to passenger trains on their network, and PRASA also gives access to Transnet trains on the PRASA network.

The Department realises the importance of the railways sector in the landside transportation mix for both freight and passengers in the Province, and the current modal imbalance between road and rail, where the roads are overburdened whilst the rail network of the Province remains underutilised. N3 and N2 are overburdened with long distance road haulers which carry rail friendly traffic, and branch lines are by and large abandoned whilst parallel roads run a higher number of trucks, resulting in a higher road maintenance expenditure.

Although Transnet had planned certain rail improvements to be in place by now to increase the volumes of freight moved by rail, we note the decline in railed volumes in recent years. In 2012 approximately 18% of the freight volumes were moved along the corridor by rail and this should have increased to about 24% by now. The actual volume of rail freight has decreased to approximately 12% due to lack of rolling stock, and minimal trains run along this corridor per day. This has had the opposite effect of increasing the number of heavy vehicles to double of what was anticipated at this stage along the corridor. At this stage Transnet is working on a strategy to rescue this situation, but meanwhile, this will result in more heavy vehicle traffic on our roads.

We furthermore note the stated intentions of the Economic Regulation of Transport Bill of 2020, which amongst other things seeks to;

*“(i) promote the development of a competitive, efficient, and viable South African transport industry contributing to economic growth and development. (ii) an integrated system of economic regulation of transport of passengers and goods, by air or through airports or ports, and by road and rail”.*

We also note the subsequent initiatives to encourage third party access on freight railways as a means of unlocking private sector participation in the recapitalisation of the country's railways. These initiatives must happen in a stable, safe, and well-coordinated environment. The prevailing safety and security challenges on our rail network are also of concern and it is of strategic importance that we create a coordinated response plan to these challenges for the long-term attractiveness and sustainability of our economic corridors.

The planned development of high-speed rail lines connecting our Province to the economic heartland of the country, together with the Provincial plans to connect the economic centres of the Province by high-speed rail, have made us realise the need to have these key competencies within our Department. The KZN Province does not have a rail infrastructure masterplan as part of the comprehensive strategy for people and freight mobility into the future.

The challenges of operating an open system like the railways does present unique circumstances such as the encroachment of rail reserves and level crossing incidents and it is our intention to drive a multi stakeholder approach towards the elimination of such challenges.

Just like roads and the maritime sectors, the railways industry comprises a huge number of divergent stakeholders that we intend to leverage for the development and the advancement of this sector in our Province.

Broad based participation at various levels of this sector is of strategic importance to the Department and will be pursued in collaboration with stakeholders.

#### **4.1.1.4 Pipelines**

The Department also realises the unique role that the pipelines play in the transportation of petrochemical goods and in the manner in which this transportation infrastructure is presently configured where it serves oil majors in the main, with sprinkles of emerging players also benefitting. The current economic participation of previously disadvantaged South Africans is minimal and is only limited to support services like pipeline operations, maintenance, and security services. Regrettably, we do not foresee this picture changing drastically in the near future given the dominance of oil majors in the utilisation of all commercial capacity available on the petrochemical pipelines network.

The existing petrochemical pipelines infrastructure in the Province is broken down into four categories namely;

- a) the new Multi Product Pipeline (MPP) which runs from the port of Durban all the way to economic heartland of Gauteng;
- b) the old Durban Johannesburg Pipeline (DJP) which was decommissioned in 2018 and aspects of it are still being used upstream for distribution to parts of the Free State, Mpumalanga, and the North West Provinces;
- c) the Lily Line which is a gas pipeline that runs from Secunda down to Richards Bay and onwards to Durban. This pipe carries Sasol gas that is sourced by pipe from Mozambique to Secunda; and
- d) the industrial gas distribution network which is mainly in the Durban area, and Pietermaritzburg areas and is owned and managed by private industry players (like Springlight Gas) who are in turn contracted to Sasol.

The first three categories of pipelines are owned and operated by Transnet Pipelines whose head office is in Durban, with a central Pipelines Control Centre in Pinetown. Gas distribution by pipelines for domestic use has not started and remains an area of opportunity in the pursuance of clean energy solutions at a domestic level.

#### **4.1.1.5 Aviation Transport**

Air transport is an integral element of our transport system as it facilitates the movement of people and goods connecting them with local and international destinations. The existence of the King Shaka International Airport (KSIA) with the nine (9) regional airports presents an opportunity for the Province which needs to be leveraged for socio economic growth and development. It is a known fact that airports are mostly not profitable, and that only large major airports make profits through diversified commercial activities with the airport precinct that subsidizes the operating cost of the airport. Diversified revenue streams such as parking, advertising, and retailing, make more revenue for these large airports than traditional aviation activities.

The White Paper on Civil Aviation Policy advocates that government should not be building airports but rather encouraging private sector led development, where Government's role should be to ensure the regulatory role of civil aviation compliance and the intermodal connectivity of transport. We foresee the Department playing a key role in that transformative journey in the future.

The SA Constitution assigns airports other than international and national airports as a concurrent function between national and Provincial spheres of government. In 2014 the Province through the Department of Economic Development, Tourism and Environmental Affairs (EDTEA) developed a KZN Aviation Strategy which involves nine (9) secondary airports viz; Pietermaritzburg, Richards Bay, Ulundi, Margate, Virginia, Newcastle, Vryheid, Mkuze and Dundee. All these airports are owned by local municipalities.

These airports differ widely in their function, operations and facilities. The Pietermaritzburg and Margate airports run scheduled services to the OR Tambo International Airport (ORTIA) while some airports were found to have extensive aviation activities including being a little more than a landing strip. One distinct observation made by the Strategy was that the authorities of these airports operated independently, without cooperation on development of infrastructure, route system, or promotion of tourism and business opportunities.

The White Paper on Civil Aviation Policy highlights the lack of involvement of all spheres of government with integrated planning involving the airports, as well as regulation and operation, as a cause of there being little or no proper direction for coordinating the responsibilities in this area. The dilapidation of some of the regional airports is attributable to a lack of investment and focused strategies relating to them.

The Municipal Systems Amendment Act; 2003 (Act No.44 of 2003; and Municipal Finance Management Act 2003 (Act No. 56 of 2003), requires municipalities to prioritise basic services, but airports are not identified as basic services. This situation is going to continue, and hence the KZN Aviation Strategy makes a case for the establishment of an aviation agency which will focus on planning for infrastructure development, operations and management of regional airports. The recommendation is to establish this entity through a unit either within EDTEA, the Office of the Premier (OTP) or the Department. A decision on this recommendation is still pending.

The Department's role will remain critical in terms of integrated planning on aviation transport, regardless of the ultimate decision on the custodianship of the Provincial Aviation Agency. The Department foresees the regional airports as critical facilitators and enablers for mobility and economic growth to the benefit of all. Hence one of our focus areas will be the creation of connectivity amongst our regional airports so that air transport becomes an alternative mode of travel within the Province.

The advent of the COVID-19 pandemic in 2020 had a catastrophic effect on the aviation industry, globally. The travel restrictions imposed by countries, including South Africa, impacted negatively on the industry growth resulting in significant job losses. (Airline Business: 24 September 2021)<sup>3</sup>. "In South Africa, the impact of the coronavirus pandemic has been catastrophic, primarily as a result of prolonged air travel restrictions. Prior to the pandemic, the air transport and tourism industries in South Africa supported a total of approximately 472,000 jobs and contributed R180 billion (\$10.7 billion) to the country's GDP per year, according to Oxford Economics".

Pre-pandemic, the Airports Company South Africa (ACSA) recorded 248,519 aircraft landings at its airports during the 2019/20 financial year. This figure decreased to 86,434 during 2020/21.

This reflected a massive decline in the number of passengers travelling by plane and those passengers who landed at airports were struck by the emptiness of formerly bustling airports.

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<sup>3</sup> Airline Business



The King Shaka International Airport was also negatively affected, and since the move of the Airport to its new site around 2010, the growth of passengers at King Shaka International Airport was significant and was approaching 6 million per year. This was a growth rate of 6% year on year in the period prior to COVID 19 lockdowns.

The recovery has been slow, and the airport is only just beginning to see the first international flights being introduced back at King Shaka International Airport.

While the COVID 19 Pandemic impacted the aviation industry negatively, e-commerce on the other side has created new opportunities for growth. (Natasha Parmanand: January 2022<sup>4</sup>). She highlights how the rapid changes in trade and retail networks demonstrated the importance of logistics, in particular air logistics, to the economy. The advent and growth of online shopping places air express services at a perfect position to support major e-commerce platforms. Small emerging businesses that are looking to expand to cross border markets get opportunities that will in turn stimulate economic growth in South Africa and beyond.

#### **4.1.2 Positioning KZN as an Economic Gateway to Africa and the World**

The Department plans to address the priorities, outcomes, goals, and objectives of the Revised Medium Term Strategic Framework; 2021; Changing Lanes - Moving South Africa Forward (Transport Minister's Priorities 2024); National Development Plan – Vision 2030; the 2035 Provincial Growth and Development Strategy (November 2016); the 2035 Provincial Growth and Development Plan (2019), the Provincial Growth and Development Strategy; 2021; and South Africa's international commitment to target the United Nation's Sustainable Development Goals 2030.

The outcomes planned in this Revised; Version 2 of the Strategic Plan (2020-2025) take into consideration KwaZulu-Natal's unique role as the Gateway Province to Africa and the World. The 2035 Provincial Growth and Development Plan estimates much higher orders of trade through the Ports of Durban and Richards Bay as the African Union Agenda 2063 gains currency through the signing of the Kigali Declaration (2018).

In July 2019 the African Continental Free Trade Area (ACFTA) launched its operational phase for the 54 nations that have joined the Union.

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<sup>4</sup> Biz Community Copyright; 2022

The 1st of January 2021 is the date in which the ACFTA came into force. South Africa was designated as the centre of excellence for rail by the African Union and KZN needs to leverage this continental mandate for the benefit of its citizens.

South Africa is expected to become a major supplier of goods and services to the continent and to benefit from increased foreign direct investments. The KZN Provincial Growth and Development Strategy asserts that there is sufficient evidence that supports the idea that infrastructure development is a significant factor that should underpin poverty eradication and economic growth efforts in developing nations. The PGDS identifies the ability of the Province to improve its transport and logistics infrastructure as an imperative for successful participation in global markets and long-term socio-economic success.

According to Global Africa Network, Durban is strategically well located on the South East Coast of Africa and is a major port city of the African continent and the southern hemisphere. Its location puts it in the heart of shipping routes reaching to all major markets on the globe” (July 10, 2019). Global Africa Network further asserts that Durban is “the busiest container port in Africa” and “the 4<sup>th</sup> largest port in the Southern Hemisphere”.

We are also aware of the corridor development initiatives in Maputo, Walvis Bay, and the Port of Lobito will bring competition to the commercial ports of the Province. This happens against the backdrop of the World Bank report of 2021 which ranked the Port of Durban as one of the worst performing container ports in the world in terms of efficiencies. Therefore, there is an urgent need to improve port performance of our commercial ports if they are to retain their status as some of the leading ports of the African continent.

Furthermore, and noting the port developments in the region, it is of strategic importance for the Province that the Durban Dig Out Port (DDOP) be fast tracked. It is now opportune that the next significant development of a digital age commercial port be considered for the Province. We do realise that Transnet has recently stated that the DDOP project be further postponed until 2050 but this is contrary to the private sector interest that has been shown in this development by international investors. This project is the biggest catalytic project for KZN that will create approximately 64 000 jobs during the construction phase and will furthermore bolster Durban’s position as one of the leading maritime destinations in the world.

The Department will actively champion the development of this project in consultation with the National Department of Transport and relevant State-Owned Entities.

One of the main planning considerations in this cycle was the vision of the Revised Provincial Growth and Development Strategy; 2021 and how the Department should contribute towards its achievement.

Similarly, this Revised Strategic Plan; V2 also drew extensively from other major national, Provincial and global policy and strategy frameworks that have underpinned key tenets of this strategy and how it contributes to the broader strategic agenda. We have furthermore looked into the international considerations of areas like the Maritime Sector, which is governed by the prescripts of the International Maritime Organisation and various United Nations Conventions.

The Gateway strategic positioning is an integrative theme bringing all mandate components of the Department into a holistic perspective in the extent to which each contributes strategically to the realisation and functioning of the gateway. The Five Strategic Thrusts that guide the national delivery of transport services as outlined in the Minister of Transport's 5 Year Priorities for the period 2019-2024, provide a cornerstone upon which this strategy is based. These five strategic thrusts are:

- safety as an enabler of service delivery;
- public and freight transport systems that provide ease of mobility and an economy that works;
- infrastructure build that stimulates economic growth and job creation;
- building a maritime nation, elevating the oceans economy; and
- accelerating transformation towards greater economic participation.

### **4.1.3 The Service Delivery Context**

#### **4.1.3.1 Transport Infrastructure**

The strategic transport infrastructure that connects the economies and peoples of different parts of Africa and the World, is key to driving economic growth and socio-economic transformation. The Provincial Growth and Development Strategy; 2021 outlines the strategic importance of transport infrastructure in the overall growth trajectory of the Province.

It is estimated that 90% of South Africa's imports and exports are transported through our commercial ports, and that the Ports of Richards Bay and Durban account for some 80% of the value of all goods imported into and exported from South Africa.

SANRAL reports that the current number of heavy vehicles passing through the Marianhill Toll Plaza on the N3 is approximately 9 000<sup>5</sup> per day and furthermore estimates that the users of the N3 suffer losses of nearly R800 million per annum due to accidents and time delays. The modal imbalance has increased road freight, particularly between Gauteng and Durban, which has placed the KwaZulu-Natal Provincial road network under severe strain. Richards Bay is also handling a disproportionate amount of trucks, more than before. The railed volumes on the Natal Corridor (Natcor) have declined sharply in recent years, which has further exacerbated road congestions in the Province.

Many of the most heavily congested roads have passed their design life, while some of these roads were not designed to accommodate freight trucks. This problem has increasingly manifested itself through road failure, a decreased lifespan of roads, more potholes, higher accident rates, increased vehicle operating costs, longer journey times, higher transaction and logistic costs, reduced productivity, reduced global competitiveness and high levels of public and private sector discontent.

The railways infrastructure of both PRASA and Transnet also sits with significant maintenance backlogs resulting from decades of under investment in this mode of transport. This backlog results in railways not operating to service design standards and trains running at sub optimal speeds in areas. Furthermore, our rail breaks statistics is far higher than global benchmarks resulting in running line derailments and disruption of services.

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<sup>5</sup> SANRAL Traffic Counts

The branch lines rail network is even in a worse state of disrepair, with many of the lines being either underutilised, abandoned, or lifted and sold off as scrap. The Province will strategically intervene to bring some of these branch lines back to life and thereby stimulate new economic activity in those areas.

Taking into consideration the lessons learnt, the Department seeks to pursue the NDP, PGDP and Revised MTSF objectives with renewed vigour and to establish the fundamentals necessary to realise the strategic vision of enabling the Province to become the gateway to Africa and the World. One of the key admissions that the Department is making upfront is the absence of an integrated transport masterplan. Without the masterplan our transport infrastructure development will be fragmented, misguided and misdirected.

The development of a masterplan could not have come at a better time than now when the Department is expanding its focus to other modes of transport. It is for this reason that the next financial year will be spent developing this masterplan which will serve as a blueprint for all transport infrastructure initiatives in future.

The revitalisation of the transport infrastructure environment in the Department is poised to improve the quality of outputs and outcomes as well as the pace of delivery over the medium term especially in relation to the big catalytic transport infrastructure projects. The Department continues to support the Province with the implementation of the National Infrastructure Plan's Strategic Integrated Projects (SIPs), in particular SIP 2 which is the Durban-Free State-Gauteng logistics and industrial corridor.

The King Shaka International Airport, the Dube Trade Port and the expansion of the Durban Harbour are major developments that have a significant impact on integrated transport and transport infrastructure in the Province.

The challenge for the Department is to ensure that the Provincial transport infrastructure can adequately serve these developments whilst optimising the social and economic impacts of such developments. Similarly, the Department seeks to confront the Fourth Industrial Revolution challenge in the context of transport infrastructure to ensure that future road construction and other build projects integrate strategic and essential technology that will enable the future proofing of Provincial transport infrastructure.

#### **4.1.3.2 Transportation Safety**

Travelling is about moving people from one activity or place to another, from an origin to a destination. Therefore, in realisation and acceptance of the challenges around the transport system, government in its Revised MTSF; 2019/2024 has made a commitment to make public transport, safe, affordable, accessible and integrated.

According to the Crash Data Report; 2018, the Province's road fatalities have decreased from 2 734 in 2017 to 2 473 in 2018 representing a 9.5% reduction in fatalities. Despite this drop, the Department has acknowledged that we have underperformed against our 2014-2019 five-year target which was "to reduce road fatalities by 30%". During the 2021/2022 festive season a total of 1 685 people lost their lives on the country's roads. KwaZulu- Natal recorded 289 fatalities as compared to 275 fatalities recorded in the same period in 2020/2021.

This indicates a 14% increase in fatalities from crashes on the roads, in the Province. Road safety remains one of the key challenges and the World Health Organisation projects road deaths to be the fifth major causes of deaths globally.

The volatility of the public transport industry poses a threat to the social and economic well-being of the Province and that of the country. Between 2016 and 2018 the Department has been working with and supporting municipalities in undertaking a study on economic viability of public transport to establish a better understanding of the sector and to inform decision-making on the different routes.

The study found, amongst others that "most registered routes are overtraded and that operating licenses can be issued for the unregistered routes". The study further notes that in order to ensure that oversaturated taxi routes are not exasperated, unregistered routes may be added on existing operating licenses for taxi associations that already operate those unregistered routes. The study however calls for a careful consideration of each route individually before issuing any new operating licenses.

The Department therefore plans to process and implement key interventions that are underpinned by the understanding of the economic viability of public transport generated through this study. It is the belief of the Department that oversubscription of the routes contributes to the conflicts that erupt within the industry. Hence at the heart of these interventions will be the fundamental imperative for the Department to establish balance in the distribution of government support across all public transport modes.

The revival of the passenger rail system is critical and will be dependent on the safety and security strategy of this mode. PRASA, in their 2021 Annual Report, reiterated that the challenges relating to safety and security of company assets and infrastructure, could potentially end their operations and their vision of renewal. Amongst the key issues cited are the theft and vandalism of their rail infrastructure. The Province intends to collaborate with the rail authorities, namely Transnet and PRASA, to protect the rail reserves in KZN.

Encroachment is another real threat to the sustainability of the Province's railways and concerted efforts are needed to relocate communities where there have been transgressions. The Department intends to play a catalytic role in resolving this problem, in conjunction with Local Government. The encroachment hotspots have been well identified by the rail authorities and should now be addressed.

Similarly, the railway level crossings in the Province are many and some of them have been the sites of horrific accidents that have resulted in the loss of lives of our citizens. These level crossings vary from the formal to the informal ones that are typically found in rural areas and farms. In urban areas some level crossings have grown busier over time and now require engineering solutions to separate road traffic from rail traffic. The Mtubatuba level crossing exemplifies this type of situation, and the Province will lead a coordinated solution that will be inclusive of the rail authorities and the municipalities.

As the Province, we will establish a direct relationship with the Railway Safety Regulator of South Africa with an intention to assist them in resolving the inherent safety matters within the Province as we are mindful that it is in the interest of our Province to be known for reliable, and safe supply chains in the region.

The security of the railway systems will remain the primary responsibility of the rail authorities, but it is in the Province's interest that recurring incidents get addressed for the attractiveness of this mode. It is also central to the Road to Rail Strategy, and therefore the Province will play an active role, firstly in understanding the type and location of security challenges that the railways are experiencing, as well as the progress achieved in addressing them.

With regards to the aviation mode, South Africa is a signatory to the international conventions on civil aviation safety and security, and therefore air transport in South Africa should at all times comply with the norms and standards as set out by those conventions.



National government, through the South African Civil Aviation Authority (SACAA), bears the responsibility for the safety and security of the entire airport network of the country in terms of our legislation as well as international conventions. Air travel is generally regarded as one of the safest modes of travel. With the exception of crashes that have happened in the past involving small private aircrafts, the country has not experienced any serious safety related incidents in the past 5 years. The Province needs to proactively monitor and manage the settlement patterns near our regional airports. This should come from lessons learnt on matters of encroachments on other modes of transport.

#### **4.1.3.3 Socio-Political Factors Affecting Service Delivery**

##### **Public Protests**

We live in an era where communities are well informed about the level and quality of services they should receive from the government, and the Constitution gives them the right to voice their discontent through various means, including protest action. Hence public protests have become an everyday occurrence in our communities. What is of concern is the violence and the destruction which usually accompanies some of these public protests in KZN.

The Province has experienced a spike of service delivery protests over the past two years. Some of these protests were attributed to our Department's failure or slow pace of delivering services, and others were due to government's lack of service delivery in general. What has become a norm is that, it does not matter what the source of unhappiness may be for that particular protest, it always ends up on the road. Hence these public protests result in road blockages, destruction of infrastructure which sometimes include the burning of the roads signage, the digging up of the roads, and so on. In some instances, infrastructure projects get stopped for lengthy periods while negotiations are ensuing with angry communities.

Rail has also not been spared in this regard with communities blocking the main lines with railway sleepers demanding employment opportunities. This has happened mostly around the coal line in the Richards Bay area. On some occasion's trains do hit livestock that does stray onto the railway lines, which becomes a great source of community discontentment with the railways.

The service delivery protests cause huge losses to the economy of the country as major routes are affected, and this act has a potential to chase away investors from the Province. This is a setback that the Province can't afford given our backlog in infrastructure development.

We have also observed with concern the blockages on the key corridors by truck drivers and the burning of trucks which is fast becoming a usual occurrence in the Province. These incidents tend to cause huge traffic disruptions, traffic backlogs, delays in the delivery of freight, as well as inconvenience and safety breaches for all road users.

The impact of the public protests is also felt by the Department on its planned activities. The work stoppages on infrastructure projects result in the Department being unable to attain its delivery targets as set out in the APP.

Furthermore, it is demoralising to the traffic law enforcement officers who find themselves having to stretch the already limited resources to conduct intensive and extended enforcement operations. They end up having to do extra patrolling and clearing operations on roads that have been blockaded, and they have to clear the resultant backlogs in traffic. All in all, this tends to impact upon planned enforcement activities as traffic officers have to be redeployed to problem areas.

The community stakeholder we are dealing with today is unlike the community stakeholder we were dealing with fifteen years ago. Community stakeholders of today are more demanding and impatient and can no longer wait for our long-tailed planning activities. Therefore, our administrative processes and implementation plans must be sensitive to this hard reality on the ground. An example of this plight is when the Department is confronted with pressure from communities who are demanding surfaced roads where there are still gravel roads. Whereas it is a well-known fact that surfaced roads are more costly than gravel roads, and the Department does not have enough resources to meet all the demands, there is still a need for the Department to explore innovative solutions which are durable, less costly, and will not compromise on quality standards. Therefore, research and benchmarking on alternative technologies will need to be prioritised in this regard.

#### **4.1.3.4 Mainstreaming of Vulnerable groups**

In South Africa, the job creation growth rates have consistently under-performed when compared to economic growth rates. This therefore suggests that higher rates of economic growth on their own, will not solve South Africa's unemployment crisis. Figures released by Statistics South Africa (Stats SA) in September 2021 showed that the unemployment rate increased by 1.8% points to 34,4% in the second quarter compared to 32,6% in the previous quarter.

As a critical part of our mandate, the Department has a responsibility of ensuring that the lives of the citizens of the Province, in particular those that are identified as vulnerable groups, are improved. The vulnerable groups which include women, youth, people with disabilities and military veterans, need to be prioritised to benefit from our job creation and empowerment programmes. Noting that Stats SA's definition of vulnerable groups include children who are 17 years and older, and senior citizens, it is thus critical that our policy interventions are broadened to cover all groups in the society which are designated as vulnerable and/or marginalised.

Government will continue to play an active role in leveraging public spending for the advancement of its socio-economic transformation objectively, particularly in industries where government is a majority client or customer. Therefore, public procurement will continue to be advised by a purposeful drive to penetrate and transform such industries. We will be stricter on evidence in selecting products and services for this strategy to be effective and sustainable. We will:

- create a repository of data on procurement spend areas across the industry to allow for the Department led product/ service selection for designation;
- collect and report information on procurement spend; and
- monitor and enforce delegations to ensure that they are being adhered to.

The Department is also aware of the slow pace of transformation in some subsectors within the broader transport sector which needs to be addressed. The supply side to the rail and aviation industries is highly specialised and is dominated by big technology suppliers. It is the intention of the Department to position KZN as the preferred hub for the localization of some of these supplies such as rail and rail components, as well as rolling stock components. For instance, Transnet and PRASA have in the past run maintenance programmes where they were collectively replacing about 1 000 kms of rail every year, as part of their rail renewal programmes. All this rail was imported from Europe and the Far East, and such volumes of rail demand in the country justifies the establishment of facilities for local manufacturing.

We furthermore note the vast opportunities that the Oceans Economy presents for our people, in line with the pronouncements of Operation Phakisa, and we will embark on a coordinated effort to unleash these opportunities for the betterment of our citizens. Job creation, skills development, and the development of SMMEs, are the primary drivers of our interest in the Oceans Economy. Operation Phakisa needs greater local participation to realise its full potential and this will be our strategic reason to lead this effort from the front.

More can still be done in terms of professional services in respect of these modes of transport. Higher level maritime skills such as port designers and developers are still not well developed within our society. The Department here has an opportunity to design and manage the training blue print for skills development in some of these sectors. Targeting of women, youth, and people with disabilities (PWDs) for transport sector skills development with dedicated resourcing will also form part of the package of measures that the Department intends to pursue in the medium term. The Province will, in the long run, gain more traction on the transformation agenda in these sectors as new greenfield Provincial projects begin to unfold. The development of small harbours and high-speed railway lines should unleash new job and empowerment opportunities under the Province directly.

The support to cooperatives will also need to be scaled up in order to ensure their participation in our value chain, and this will ensure the inclusion of township/community-based economic activities. All of these will be anchored on a deliberate strategy by the Department to improve on the issue of late payment of services providers.

There is also no doubt that the unlocking of value chains for inclusion, empowerment and transformation, will require mutually reinforcing strategic and innovative partnerships across the industry, financial institutions, and the government at large. Therefore, the Department's intention is to establish collaborative partnerships across its programmes internally, within the Transport industry, in the Construction industry, with the relevant SETAs and the development finance institutions. These collaborative partnerships will facilitate access to funding, training and capacity building. Since PWDs face greater social barriers to inclusion than people without disabilities, further partnerships will also be established to support this section of our community.

The improvement of universal access to all transport modes and their facilities, especially for PWDs, is a strategic imperative the Department plans to address in the medium term. A hassle free integrated multimodal transportation system is what is desirable for the Province where there shall be integrated support systems among the modes to further enhance convenience to the end user. Taxis, buses, and passenger railways should progressively move towards a common ticketing system where the passenger can change modes without having to pay in each and every mode but just pay once.

#### **4.1.3.5 Sustainable Development**

The Green Transport Strategy; 2017 indicates that emissions from the transport sector in South Africa account for 10.8% of the country's total Greenhouse Gas (GHG) Emissions with road transport being responsible for 91.2%. Climate change may have been viewed as a farfetched concept, however it has now become a reality. We are living and experiencing the consequences of global warming which has resulted in climate change. The contribution of transport in terms of emissions cannot be denied, and it thus becomes critical that as a Province we begin to pay attention to this reality.

While the issue of climate change cannot be solved by one government department, the decisions towards sustainable transport in the Province will go a long way in contributing towards our environmental sustainability. Green transport solutions that have zero or low carbon emissions such as non- motorised transport must be encouraged from local to Provincial government level.

The International Convention for the Prevention of Pollution by Ships (MARPOL) was developed by the International Maritime Organisation with an intention “to minimise pollution of the oceans and seas, including dumping, oil and air pollution”, [Wikipedia]. The International Maritime Organisation, under the Paris Agreement, directed that the carbon dioxide emissions by ships should be significantly reduced as part of the climate change initiatives. This therefore meant that our petroleum refineries must produce low sulphur diesels in the range of 10% and below, which most of them were not designed for. Bunker fuel supplies are central to the sustainability of our refineries which are now faced with having to make huge technological investments or shut down. The Department will pay attention to these developments as we strive to comply with international regulations in the maritime sector.

Our railways are almost equally split between the dieselised network and the electrified network. Both these networks are deemed to be more carbon efficient than road transport. The modernisation of the passenger train services, as well as the locomotive fleet of Transnet, will further improve the carbon footprint of this mode. Therefore, the road to rail initiatives have a positive spin-off from an environmental sustainability perspective and should be encouraged.

The aviation sector is also known to be a significant contributor to carbon emissions, which are harmful to the environment. International aviation accounts for roughly 11% of total energy used in transport; and if international aviation were a country, it would be the third largest carbon emitter after China and the United States of America.

The White Paper on Civil Aviation Policy; 2017 addresses issues of environmental management and disaster risk management within the aviation industry by advocating for integration of airports with the communities within which they exist. The policy further identifies aircraft noise and engine emissions as some of the challenges that require attention. In this regard a recommendation for the establishment of Airport Environment Committees whose role will be, amongst other, to calculate aircraft noise count and conduct monitoring of air noise and/or air quality.

#### **4.1.3.6 Enabling Transport through Digitisation**

The review of the Strategic Plan happens in the context of the digital age as well as the Fourth Industrial Revolution (4IR), and it is therefore prudent that our approach to the continuous improvement of this sector is underpinned by innovation that will reposition the Province's transport system to world class standards. Our multi modal transport systems must evolve to smart ports and smart ships, on time railways services, and smart corridors where there is greater visibility of performance for the convenience of the customers.

Our passenger transport services must be more integrated and efficient, to the point where the use of personal transport becomes secondary. Our passenger mobility strategy must find expression in a Provincial master plan that will be rolled out over a period of time. It is critical that we take key stakeholders on board, like taxi associations, as we embark on this transformative journey.

The use of drones technology in corridor monitoring and management should be central to our plans for enhanced reliability. Aerial and aquatic drones technology will be looked into for the maritime sector, where port infrastructure gets inspected by this technology for underwater condition monitoring.

Equally there is a need for integrated port and rail community systems that enhance communication between stakeholders on cargo movement so that there is greater visibility of performance as well as track and trace of freight and freight transport.

In the era of the 4IR, we should have better oversight into the activities in our territorial waters as well as our exclusive economic zone. We are aware of the satellite technology that was recently launched into space by the Department of Science and Technology for the surveillance of the country's maritime areas. It is therefore our strategic intent that we should also tap into such facilities for better knowledge about what is happening in the Province's coastal areas.

The evolution and advancement of marine and maritime training in the Province should reflect the digital age particularly in a leading maritime region of the country that we are. Therefore, we want to see the 4IR thinking find expression in the curriculum of various institutions in the Province, so that innovation becomes central to what we do.

The Transportation Sector's future prosperity depends on the policy environment created to help enhance service delivery, increase access to big data for decision making, increase access to secure infrastructure, support emerging technologies (real time information), and that ensures that "fit-for-purpose" regulatory frameworks are in place in order to support digital transformation in the Transportation Sector.

A strong and dynamic Digital Strategy requires a Transportation Sector that has the foresight and is ready to invest in digital tools and processes, including:

- **Digital infrastructure** – to connect business and its customers;
- **Cyber security, safety and trust** – to protect our systems and build confidence;
- **Skills and inclusion** – to build digital capabilities for the future workforce;
- **Systems and regulation** – to implement smart, modern systems that will drive digitalisation; and
- **Establishment of the Transport Command Centre** – acts as the "nerve centre" for operations management, day-to-day exception handling and disaster management. The nerve centre will also provide insights by processing big data for the Transport ecosystem.

The Department must capitalise on the advantages brought about by the 4IR in order to improve service delivery. The transformative change that was brought about by the COVID-19 pandemic necessitated that we review the manner and way in which we do business and deliver services to our citizens. The beginning of year 2020, brought about drastic changes to the world of work globally. As a Department we were not spared and had to adjust quickly to the resultant virtualisation of our workings, as the new normal. Fortunately, when the shift started happening, the Department was already in the process of Implementing the Digital Transformation Strategy, which entailed collaborating with Industry Peers and the captains of the Transportation Sector.

In spite of all these changes, customer experience remains our priority. We must work tirelessly to ensure safety on our roads through Smart Road safety technologies where road safety alerts are digitised, and a smart interface between drivers, vehicles and infrastructure be put in place.

Our commuters and the drivers must, in future, interact on digital platforms. Furthermore, our customers must access our offering on digital platforms thereby eliminating the need for physical visits to our offices just to get information. Our customers must, in future, receive timeous alerts on their cellular phones.

Our Digital Strategy outlines a comprehensive roadmap, which includes but is not limited to – overall initiatives already underway, the investments we have embarked upon, as well as the areas of consideration in order to unlock opportunities in future.

#### **4.1.4 Stakeholders Contributing to the Department’s Planned Outcomes**

The Department’s priorities and mandates will be more attainable if we continue to engage with our stakeholders on a regular basis, especially as we shift focus to other modes of transportation. These engagements will foster improved relations and partnerships in our quest to improve transportation service delivery and transportation safety, especially in an environment where we have limited resources and capacity, namely in the aviation, maritime, rail and pipeline spheres.

Furthermore, these partnerships serve as a means to jointly address challenges that the Department may face while delivering services in a holistic transportation environment.

Our list of stakeholders with their responsibilities is detailed below. It is envisaged that with our expanded scope and focus on other modes of transport, the Department will be engaging far more with stakeholders who have the skills, knowledge, expertise and experience in these areas. These stakeholders are:

<b>STAKEHOLDER</b>	<b>RESPONSIBILITY</b>
National Department of Transport	Provide guidance and support as well as possible collaboration on aviation, maritime, pipeline and rail modes of transport.
Provincial Department of Economic Development, Tourism and Environmental Affairs	Collaboration on aviation, maritime, pipeline and rail modes of transport especially in respect of economic strategies and benefit.
Provincial Department of Cooperative Governance and Traditional Affairs	Collaboration on aviation, maritime, pipeline and rail modes of transport especially in respect of projects at



	municipal level and those that require municipal co-operation.
Provincial Department of Public Works	Collaboration on aviation, maritime, pipeline and rail modes of transport especially in respect of projects pertaining to government property and works.
Civil Aviation Authority	Provide guidance in the area of aviation safety.
Transnet	Collaborate on projects as the custodian of ports, rail and pipelines infrastructure.
Passenger Rail Agency of South Africa (PRASA)	Collaborate on projects in respect of passenger rail services.
District and Local municipalities	Collaboration on aviation, maritime, pipeline and rail modes of transport especially in respect of projects at municipal level and those that require municipal co-operation.
Educational institutions	Research and skills development in respect of modes of transport
Hauliers	Co-operation and involvement in projects and plans regarding alternate modes of transport.
Strategic Infrastructure Development Agency (SIDA)	Ensure the integration of infrastructure plans among government departments, as well as different spheres of Government.

## **4.2 Internal Situational Analysis**

### **4.2.1 Organisational Environment**

The Department is still functioning on an organogram which was approved in 2008. The process of reorganising and restructuring the Department started in 2013 and it has not yet been finalised. The new direction taken by the Department to broadening its focus to other modes of transport which are rail, maritime, pipeline and aviation, requires a new organisational design. It is a known factor that the Department's focus has been mainly on roads, and as such our organisational design and skills base has been aligned only to this mode of transport. The need to create capacity that will enable the Department to deliver on its vision of providing a transportation system which is safe, affordable, accessible, and regulated cannot be debated nor denied.

At the centre of this reorganisation will be the alignment of the Department's operations to the District Development Model (DDM). This will ensure that the Department offers a bouquet of critical services in line with the official demarcations of the country and those of the Province.

Furthermore, this alignment will bring the services closer to the people as communities will not be required to spend money, and time, travelling to access our services instead of accessing them at their Districts. Transitioning from the current *modus operandi* to the desired fully aligned model, will require changes that affect personnel, infrastructure, planning systems, IT systems, etc. It is the intension of the Department to ensure that this transition takes place in a seamless manner, and through a well-coordinated plan.

Central to this transition will be the need for the Department to transition from managing infrastructure projects manually, to managing them smartly through well-defined systems and processes. This should be done whilst creating a repository of data for quicker and informed decision making in future. The Departmental Programme Management Unit (DPMO) initiated in 2017 requires full institutionalisation. This will be realised through the full implementation of the DPMO Framework and its policy so that they become part of the day to day procedures for managing projects. Focus must be given to the DPMO to ensure that it is appropriately capacitated with skilled personnel who lead and drive it within the Department.

#### **4.2.2 Human Resources**

The Department's human resources environment has been unstable as a result of the following factors:

- the COVID-19 pandemic;
- the resultant infection rate and deaths;
- the Regulations and Alert Level Lockdowns;
- the failure to finalise the Department's organisational structure;
- high vacancy rates in key units such as Supply Chain Management and Internal Compliance;
- inadequate capacity for the policy and planning functions;
- 20% vacancy rate, as at 1 March 2022, in the Senior Management Service; and
- the resignation and retirement of key personnel such as the Chief Financial Officer, and Deputy Director: Internal Compliance, respectively.

The vacancy rate is a result of the delays in the finalisation of the organisational structure and has proven to be a major challenge as the current organisational design is no longer suitable and sufficient to ensure adequate delivery of services. However, the filling of critical vacant posts continues and this should ease the burden to a certain extent.

While we acknowledge the high vacancy rate that exists, especially within our Programme 2: Transport Infrastructure, we believe that this is going to be compounded by the new direction that the Department is taking. The shift to participate in the other modes of transport will require capacity and a new skills set especially at management levels that will enable the Department to talk with authority on these modes while making informed decisions. Our training and capacity building programmes will be key to facilitating this transition. Our Supply Chain Management capacity and capability needs a total ramp up to enable the Department to deal with the demand for procurement particularly in infrastructure development.

As part of building the capacity of the State, the Department will continue with planning in respect of "fit for purpose" matching and placement of skills and talent in the right places and at the right time and informed by the outcomes of the skills audit. The purpose of the skills audit will be to identify the skills and knowledge gaps that the Department has at various levels, and to assess the skills repository of all employees in the Department, so that employees can be deployed in positions where they are able to perform optimally and with dedication.

The end objective being the need for us to ensure that the Department has the required corps of skilled and professional public servants who are morally upright and are geared to serve with dedication for the good of the public.

The Department's commitment to employing and empowering women, youth and people with disabilities remain steadfast despite challenges with regard to filling of posts, access to and an available pool of available skills required by the Department. Our failure to reach the target of 7% of persons with disability on our establishment is noted and regretted. It may not help us to keep on lamenting on challenges we encountered in recruiting persons with disability, but we must come up with better strategies of attracting candidates from this particular grouping.

Employee wellness will remain a priority of the Department given that employee health has a direct correlation with employee performance and service delivery. The COVID-19 pandemic and its attritional nature has brought back a sharper focus on employee wellness. The Department will continue to implement its Employee Health and Wellness Programme to keep employees healthy for as long as possible and to support those affected by social ills such as gender-based violence and the psychological effects of the Lockdown and pandemic.

Our Business Continuity Plan (BCP) must be reviewed, to allow the Department to continue providing services under any emerging condition, like the Pandemic. The COVID-19 pandemic, and implementation of austerity measures highlighted the need for a more robust and well rounded BCP. The adaptation to a model that allows for remote working while ensuring productivity is a requirement and will be focused on and refined. The benchmarking with the private sector has to be prioritised in order for the Department to learn the best practises that exists in this space.

#### **4.2.3 Information and Communication Technology**

The recent COVID-19 pandemic and resultant Lockdowns has highlighted the Department's shortcomings in the information technology environment.

The Department's lack of IT systems to operate remotely, electronically and provide services such as motor licensing; online lodging of applications by public transport operators; and driver licence renewals and bookings; poses challenges.

This problem was exacerbated by insufficient bandwidth for satisfactory electronic services and the capacity to execute requirements for the conversion of current written material into digital format for publication on social media platforms. This is a challenge to our quest for achieving the 4IR imperatives.

Furthermore, the information technology systems that could have mitigated the risk of infections; improved operations and efficiency; and reduced inaccurate and delayed reporting on performance were lacking. E.g. these relate to manual internal processes related to payments and other operational systems and to manual project management and reporting systems. In this regard, the Department is exploring the use of technology to streamline transactions, etc.

The lack of information technology resources such as laptops and connectivity had also compromised remote working, and work in remote areas.

The Lockdown further highlighted the weakness in our operating environment, which is characterised by manual and cumbersome paper-based processes that make governance and delivery burdensome. This was particularly so for high risk and high volume transactional areas of work that are currently inefficient and ineffective due to their manual nature.

Furthermore, most administrative processes are still manual and paper-based and pose accounting and auditing challenges as record and information management becomes more and more difficult to manage.

Information technology thus remains a key component for improving our overall efficiency, effectiveness and accountability in the Department. Therefore, as we strive to meet service delivery and governance improvement goals effectively, we will continue to leverage off Information Technology enabled solutions.

This will occur in an environment where technological advancement is sometimes not accessible due to the exorbitant costs in procuring such technology and where equipment becoming obsolete rapidly, is a real challenge. Furthermore, the dependency on procuring from overseas manufacturers and software business systems with higher exchange rates, further compounds the challenge, especially in our weak economy, post COVID-19.

The Department will continue to utilise available information technology as a resource to share information and to create awareness among the public on Departmental programmes and projects; and to share information with staff via electronic mail.

In addition, the integrated approaches to community consultation and engagement for purposes of service delivery planning and progress reporting will be explored. This approach will ensure that the Department engages with communities in an integrated manner while linking transport operations, regulation and infrastructure for planning and feedback purposes.

The popularity and growing usage of social media provides new opportunities for communicating and reaching a wider and diverse audience. Social media pages will continue to be utilised as a tool to communicate with the public on service delivery issues, e.g. extended hours of operation at licensing offices, and for online publication of road safety material. This has proven invaluable in disseminating information, in real time, to citizens who mostly have access to social media.

#### **4.2.4 Research and Knowledge Management**

Research and knowledge management continues to remain a weakness in the Department in general. This is more so because the Department does not have a dedicated research component, research capability and has no defined and systematic research agenda that is responsive to knowledge generation in most of the core functions of the Department. As the Department reorganises itself, capacity has to be created for research and development.

Furthermore, the lack of knowledge management practices undermines our planning endeavours. Most of the core business functions in the Department still lack readily available and accessible basic functional data and information related to the sector.

The strategic direction to be taken by the Department for the next few years to 2025 seeks to reposition the Department as an innovator and thought leader that competently drives the strategic agenda for social transformation, infrastructure development, and economic growth in the Province. This will require that strategic and operational capabilities for research and knowledge management of the Department be established. The Department therefore plans to develop and facilitate the adoption and implementation of a cost-effective model for building this strategic capability.

#### **4.2.5 Financial Resources**

The Financial Services business unit comprises two fundamental pillars namely, Finance and Supply Chain Management (SCM). The strategic intervention in both these subsections of the Department will positively impact delivery on the ground. The Finance section has always been characterised by having resource constraints to deliver the quantity of services we would like to, at the rate we would like. This situation remains unchanged, and the Department is continually exploring options to utilise budgets more efficiently and with greater delivery.

The COVID-19 pandemic has further exacerbated the situation with budget coming under greater pressure as new, emergency projects had to be funded. Similarly, the effects of climate change, with extreme weather conditions and floods, further meant reallocation of limited resources. At a strategic level, the Department will continue to look into more efficient ways of utilising financial resources, so that the right level of service delivery is achieved. We must eliminate wastage in the system and move to greater cost efficiency. We will nurture the culture of doing more with less, so that our services can be more far reaching on the ground.

Similarly, the Finance section of the Department is a fundamental pillar for SMME development and enablement, and to this end, we will continue to closely monitor that these suppliers are paid on time. The manner and way that we pay our service providers will reflect the seriousness with which we take the notion of socio-economic transformation.

With regards to the SCM section under Finance, we want to shift to greater visibility of performance in this area, as a critical enabler to service delivery on the ground. A cumbersome supply chain environment can be serious impediment to performance on the frontline. We will design a performance report that will enable the Department to keep track of what is happening in SCM, so that we do not get surprised every year by Auditor-General findings. Furthermore, SCM should partner closely with key suppliers where opportunities to curb costs, improve service quality, and transformation should be closely managed.

## Part C: Measuring Our Performance

### 1. Institutional Performance Information

The Department acknowledges that the communities and citizens of the Province are the customers of our service delivery and operations. Hence, we prioritize their contributions when we undertake planning within the Department.

We are evolving the manner in which we plan, by leveraging new technologies as well as our partnerships with municipalities and stakeholders. Furthermore, we are evolving the way we measure performance from the traditional focus on outputs to a more distinctive measurement of impact. This is prudent as the Department strives to measure the impact on the citizen and society over time, and various instruments are being explored for this purpose.

#### 1.1 Measuring the Impact

<b>Impact Statement</b>	A universally accessible, sustainable and safe transportation system.
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#### 1.2 Measuring Outcomes

<b>REVISED MTSF PRIORITY</b>	<b>Priority 1:</b> A Capable, Ethical and Developmental State	
<b>Outcome 1</b>	A transformed Department through sound corporate governance and ethical leadership.	
<b>Outcome Indicator</b>	<b>Baseline</b>	<b>Five Year Target</b>
1. Number of annual audit findings	3 Qualified audit outcomes	Clean/unqualified audit
2. Project management maturity level	Level 1	Level 3 project maturity level
<b>REVISED MTSF PRIORITY</b>	<b>Priority 2:</b> Economic Transformation and Job Creation <b>Cross Cutting Focus Areas:</b> Women, Youth, People with Disabilities	
<b>Outcome 2</b>	An efficient, effective, and sustainable transport infrastructure network and assets that respond to local and regional transportation demands.	
<b>Outcome Indicator</b>	<b>Baseline</b>	<b>Five Year Target</b>
1. Percentage of road network in a	57% of the road network in a “poor” to “very poor” condition.	46% of the road network in a “poor” to “very poor” condition.



'poor to very poor' condition		
2. Kms of road declared	33 600kms	34 800kms
3. Percentage completion of the Provincial Transportation Masterplan	0	100%
4. Number of feasibility studies undertaken on establishing inland waterways routes and coastal routes	0	3
<b>REVISED MTSF PRIORITY</b>	<b>Priority 5:</b> Spatial Integration, Human Settlements and Local Government	
<b>Outcome 3</b>	Improved access to affordable, integrated, inclusive, safe and reliable transport systems.	
<b>Outcome Indicator</b>	<b>Baseline</b>	<b>Five Year Target</b>
5. Number of public transportation interventions implemented from the Provincial Land Transport Plan (2020- 2030)	0	3
6. Number of freight transportation interventions implemented from the Provincial Freight Transport Strategy	0	1
7. Number of municipalities surveyed to ascertain travel patterns of all modes of transport.	0	6
8. Number of fatal crashes	2 113	1 812 25% reduction in fatal road crashes

### **1.3 Explanation of the Performance Information over the Five-Year Period**

Over the next few years to 31 March 2025, the Department seeks to bring about a safe, affordable, integrated, efficient and compliant transportation system. It is an impact statement against which all programmes, projects, initiatives and interventions across all budget programmes and functional components will be conceptualised, planned, resourced and executed.

Supporting this impact statement are three outcomes that the Department is planning to achieve in the five-year period, namely; good governance; a responsive transport infrastructure; and an integrated, safe, efficient and sustainable transport system.

The content of this Revised Strategic Plan; Version 2, marks a fundamental shift in the planning paradigm and the overall strategic direction of the Department as reflected in the new vision and impact statements as well as the planned outcomes. This shift has been brought about by the depth of strategic analysis conducted during this planning cycle. The analysis has interrogated both internal and external environments and arrived at a conclusion that some of the old practices will not bring about the desired change in the transport sector in the Province.

As detailed out in section 8 above, a number of strategic challenges that still confront the transport sector within the Province and beyond were identified, together with their effects in the socio-economic landscape of the Province. This analysis has prompted the Department to conceptualise a different approach to the planning and execution of its mandate. The new approach is one that is undergirded fundamentally by the principle of integrated planning, resourcing and execution.

This has meant that different stakeholders and role players within the Department have had to leave their budget and functional platforms and silos and embrace the entirety of the mandate of the Department in its integrated and singular yet differentiated sense. At the core of the change theory that propels this shift is the idea that the transport sector is intrinsically integrated to the extent that each sub-sector has a direct impact on others and of the sector as whole.

### **1.3.1 A transformed Department through sound corporate governance and ethical leadership.**

Improving the governance environment of the Department is one of the prerequisites for organisational capability to implement our strategy and fulfil our mandate. Good governance is also one of the key priorities set out in the Sixth Administration's Medium Term Strategic Framework as represented by the priority on building a capable, ethical and developmental state. The situational analysis of the Department has highlighted two critical areas of strategic significance that the Department should focus on in the next five years.

Firstly, it is to build the Department's capability to perform its functions and fulfil its mandate in an effective and efficient manner. The second critical area is on strengthening accountability for public resources entrusted to the Department. The process of reviewing and aligning the organisational structure, with the medium term strategy of the Department, will bring about institutional coherence and organisational cohesion necessary to provide the desired competence and capability to perform functions and fulfil the mandate.

The Department will therefore implement an organisational alignment programme intended to deliver an approved organisational structure as well as a workforce skill matching and placement programme through which employees with the right skills will be placed in the right jobs to enhance the overall competence of the Department to deliver on its mandate.

Similarly, the Department will implement a programme to strengthen financial management with a particular focus on eliminating irregular expenditure. This is intended to improve public trust and confidence in the Department through effective accountability and value for money in the delivery of transport services in the Province.

### **1.3.2 An efficient, effective, and sustainable transport infrastructure network and assets that respond to local and regional transportation demands.**

The Department has identified the strategic imperative to plan, resource and deliver a transport infrastructure system that responds to stakeholder needs in order to achieve the desired impact. A responsive transport infrastructure is one that appreciates and respond to the overall strategic requirements for an integrated, safe and efficient transport system.

Inherent in a responsive transport infrastructure system therefore, are elements of safety, efficiency, affordability and overall sustainability. It is the infrastructure that is adaptable and can respond to the demands of the Fourth Industrial Revolution (4IR) and a sustainable environment. It is an infrastructure system that responds to the socio-economic developmental objectives and enables social integration and cohesion through transport infrastructure connectivity. It brings convenience to communities by connecting communities and businesses to social service delivery points. Last but not least, it supports road safety through better engineering solutions and technologies.

The improved condition of the road network that is balanced and equitable, will create the necessary conditions for efficiency, safety and affordability of the transportation system. This, in turn, will facilitate socio-economic development in the Province and beyond.

To achieve the responsive transport infrastructure outcome, the Department plans to implement two major strategic outputs, namely, the improvement of the condition of our road network, and secondly, the delivery of a balanced and equitable road network. This outcome will provide the Department with an opportunity to align future transport infrastructure construction, as well as the maintenance of existing infrastructure, with the socio-economic and spatial development strategic imperatives of the Province. It will furthermore provide a Provincial master plan from which major transport infrastructure programmes and projects will emerge for rollout in the medium to long term.

### **1.3.3 Improved access to affordable, integrated, inclusive, safe and reliable transport systems.**

This outcome is intended to impact the entire transport system within the Province by making it integrated, safe, efficient and sustainable.

It is about creating seamless transitions between different modes of transport in the movement of both people and goods. It is about spatially connecting social habitats and economic nodes in the Province through a well connected transport system. It is also about improving the ease of movement whilst reducing the length and complexity of transition from one mode to the other. It is about improving the overall cost effectiveness of the transport system within the Province from both people and goods movement perspectives.

This outcome seeks to impact across all modes of transport within the context of the limitations of legal, policy and fiscal competence of the Department.

We realise that the act of integrating the Province's transport system will require the participation of Departments, municipalities and State-Owned entities in all spheres of government.

Similarly, we realise that the success of this outcome relies on the maturity of our inter-governmental relations as well as our strategic partnership management processes within the Department. These relations will enable the Department to deliver its mandate through others in joint government and social partnerships. To this end, the Department will furthermore reposition its intergovernmental relations (IGR) and strategic partnerships to support this outcome. The process will include stakeholder mapping as well as the development of standard processes, methodology and a system of managing the IGR. through these changes, we intend to build institutional capability to deliver this outcome on a sustainable basis.

The role and mandate of local government in transport services and infrastructure enshrined in government policy, legislation and regulatory frameworks enjoins the Department to seek differentiated strategic pathways that accommodate different types, sizes and economic profiles of municipalities in relation to the enablement of transport integration across the Province. The differentiated strategic pathways for transport integration especially in the context of local government recognises the unique conditions in each municipality whilst seeking common strengths and strategic levers across municipal boundaries.

To this extent, the Department will implement transport integration strategic interventions where it is feasible and reconfigure the transport system to make it efficient and safe where transport integration models are not feasible.

Internal integration of processes and functions within the Department is equally an important consideration in gearing up the Department to perform and achieve an integrated, safe and efficient transport system. Key to this is the establishment of a single transport planning point in the Department that will serve as the knowledge, data and innovation hub. The research capabilities will assist the Department to leverage on best practices for transport gateways, as we embark on our capability enhancement drive.

Achieving the sustainable public transport outcome is a major strategic undertaking that will preoccupy the Department for the next five years. A sustainable public transport system is one that is affordable and accessible to the citizens and businesses of the Province. It enables social cohesion and economic development, and is renowned for safety, reliability, accessibility and inter-connectedness.

The strategic link between an integrated transport system and sustainable public transport is subtle but immense.

Sustainable public transport must inherently be integrated thereby allowing seamless transitions from one mode of transport to the other. The priority features of sustainable public transport that the Department plans to pursue in the remaining five years are affordability and accessibility.

To this end, the Department plans to implement strategic programmes that will ultimately lead to a reduction in percentage income spend on public transport and thereby increasing the use of public transport in the Province.

## 2. Key Risks and Mitigations

Outcome	Key Risk	Root Cause	Risk Mitigation
<b>1. A transformed Department through sound corporate governance and ethical leadership.</b>	1. Poor corporate governance.	Non-compliance with/poor implementation of governance principles and prescripts underpinning good audit outcomes.	Compliance tool for tracking monitoring and implementation of governance principles and prescripts.

Outcome	Key Risk	Root Cause	Risk Mitigation
		Delays in the approval of organisational structure.	<ul style="list-style-type: none"> <li>Leadership and intervention of the approval process by the Executing Authority and Accounting Officer at Departmental and intergovernmental level, Provincial level (Office of the Premier) and at National level (Minister for Public Service and Administration).</li> <li>Fast tracking and completion of the restructuring process (appointment of a service provider).</li> </ul>
		Under utilisation of information management systems.	Compliance tool for tracking monitoring and implementation of governance principles and prescripts.
		Failure to implement consequence management timeously.	<ul style="list-style-type: none"> <li>Audit logs and Audit Improvement Strategy are monitored at MANCO level.</li> </ul>

Outcome	Key Risk	Root Cause	Risk Mitigation
			<ul style="list-style-type: none"> <li>• Address audit findings timeously.</li> </ul>
		Poor monitoring of governance within the Department.	100% of compliance audits conducted.
		Sampling when conducting compliance audits.	100% of compliance audits conducted.
<b>2. An efficient, effective, and sustainable transport infrastructure network and assets that respond to local and regional transportation demands.</b>	1. Lack of infrastructure development, management and maintenance.	Stakeholders refusing to operate on infrastructure that was developed.	Enter into Memoranda of Understanding (MOU) with mandate holders, across all modes of transport.
		Land use limitation compromising other developments.	Expropriation or Buyout if necessary.
		Capacity constraints in infrastructure development, management and maintenance.	<ul style="list-style-type: none"> <li>• Finalisation of structure to align to the District Development Model.</li> <li>• Capacitation of the Department.</li> </ul>
		Poor dissemination of information and non-availability of an integrated infrastructure management system.	Introduction of an integrated infrastructure management system.
		Failure to access good quality materials.	<ul style="list-style-type: none"> <li>• Utilisation of technological innovations to deal</li> </ul>



Outcome	Key Risk	Root Cause	Risk Mitigation
			<p>with transport network development.</p> <ul style="list-style-type: none"> <li>• Explore innovations for alternate means to develop and maintain infrastructure.</li> <li>• Engage with the Department of Economic Development, Tourism and Environmental Affairs/other stakeholders on innovations.</li> </ul>
		Lack of stakeholder co-operation.	<ul style="list-style-type: none"> <li>• Engage stakeholders to build strong relations.</li> <li>• Enter into formal agreements (MOUs) to promote good working relationships and co-operation with stakeholders.</li> <li>• Develop and manage a stakeholder engagement plan.</li> </ul>

Outcome	Key Risk	Root Cause	Risk Mitigation
<b>3. Improved access to affordable, integrated, inclusive, safe and reliable transport systems.</b>	1. Inefficient/ineffective transportation systems.	Lack of collaboration between the Provincial and local spheres of government due to a non-clarification of roles and responsibilities between the provincial and municipal spheres of government.	<ul style="list-style-type: none"> <li>• Capitalising on existing IGR processes and structures.</li> <li>• Provincial land transport policy to institutionalise collaboration.</li> <li>• Enforcement of the political powers by the Executing Authority.</li> </ul>
		Transport infrastructure and services from municipalities are competing with basic provision of services by the municipalities.	<ul style="list-style-type: none"> <li>• Project management approach in implementing projects.</li> <li>• Enforcement of the political powers by the Executing Authority.</li> </ul>
		Lack of resources at municipal level to fulfil the integrated transport mandate.	<ul style="list-style-type: none"> <li>• Alignment between municipalities, the Department and the Department of Co-operative Governance and Traditional Affairs, and the provision of structured and strategic support to municipalities for</li> </ul>

Outcome	Key Risk	Root Cause	Risk Mitigation
			<p>transport planning, infrastructure and institutional capacity.</p> <ul style="list-style-type: none"> <li>• Enforcement of the political powers by the Executing Authority.</li> </ul>
		Poor road maintenance and deteriorating transport infrastructure.	<ul style="list-style-type: none"> <li>• Improved planning.</li> <li>• Project based road network management.</li> <li>• Enforcement of the political powers by the Executing Authority.</li> </ul>
		Lack of reliable data relating to traffic management.	<ul style="list-style-type: none"> <li>• Streamlining of processes and the provision of competent and adequate human resources to capture traffic and road incidents data.</li> <li>• Introduction and effective use of technology on the Provincial transport network.</li> <li>• Improved joint planning and operations,</li> </ul>

Outcome	Key Risk	Root Cause	Risk Mitigation
			information sharing and communication across the spheres of government.
		Lack of Provincial policy on the public transport subsidy.	Review current bus subsidy and develop broader public transport support (subsidy) model focusing on mass mobility across modes.
		Fraud and corruption.	<ul style="list-style-type: none"> <li>• Implementation and monitoring of the Provincial Consequence Management Framework.</li> <li>• Implementation and ongoing monitoring of the Fraud Prevention Strategy.</li> </ul>

### 3. Public Entities

The Department does not have any public entities and is contemplating the new Public entities it may need to set up with the new modes that it will now begin to oversee.

## Part D: Technical Indicator Descriptions for Outcome Indicators

<b>Indicator title</b>	<b>1. Number of annual audit findings</b>
<b>Definition</b>	Refers to material findings of the Auditor General which results in a negative outcome
<b>Source of data</b>	The Auditor-General's Report
<b>Method of calculation or assessment</b>	Quantitative
<b>Means of verification</b>	AG's Report
<b>Assumptions</b>	Opinion of the AG
<b>Disaggregation of beneficiaries (where applicable)</b>	N/A
<b>Spatial transformation (where applicable)</b>	N/A
<b>Calculation type</b>	Non-cumulative
<b>Desired performance</b>	Performance that is lower than targeted performance is desirable.
<b>Indicator responsibility</b>	Chief Financial Officer

<b>Indicator title</b>	<b>2. Project management maturity level OPM3</b>
<b>Definition</b>	The measure of the Department's maturity on how well it ties the management of projects, programmes and portfolios to its stated strategic goals.
<b>Source of data</b>	OPM3 Assessment report
<b>Method of calculation or assessment</b>	Quantitative
<b>Means of verification</b>	OPM3 Assessment report
<b>Assumptions</b>	Full Stakeholder participation in the assessment
<b>Disaggregation of beneficiaries (where applicable)</b>	N/A
<b>Spatial transformation (where applicable)</b>	N/A
<b>Calculation type</b>	Non-cumulative
<b>Desired performance</b>	Performance that is higher than targeted performance is desirable.
<b>Indicator responsibility</b>	Deputy Director General : Corporate Services Management

<b>Indicator title</b>	<b>3. <i>Percentage of road network in a ‘poor to very poor’ condition.</i></b>
<b>Definition</b>	To maintain the Provincial road network in a sustainable manner so that 30% of the road network is in a “poor to very poor” condition.
<b>Source of data</b>	<ul style="list-style-type: none"> <li>• Road Information Management System</li> <li>• Asset Management Systems</li> </ul>
<b>Method of calculation or assessment</b>	The visual assessment index of the road network undertaken in cyclic periods as prescribed by RAMS and DORA
<b>Means of verification</b>	<ul style="list-style-type: none"> <li>• Asset management report will have dates of when the data was assessed.</li> <li>• Videos and images that are captured during the assessments with a date and time stamp</li> </ul>
<b>Assumptions</b>	<ul style="list-style-type: none"> <li>• Adequate funding to preserve the road network.</li> <li>• Records and reporting are correct.</li> </ul>
<b>Disaggregation of beneficiaries (where applicable)</b>	N/A
<b>Spatial transformation (where applicable)</b>	Province-wide
<b>Calculation type</b>	Cumulative year to date.
<b>Desired performance</b>	Performance that is higher than targeted performance is desirable.
<b>Indicator responsibility</b>	Deputy Director – General : Transport Infrastructure and Regional Services

<b>Indicator title</b>	<b>4. <i>Kilometres of road declared</i></b>
<b>Definition</b>	The number of kilometres of declared road network at the end of the MTSF, that provides access to communities through the construction of gravel and surfaced roads.
<b>Source of data</b>	<ul style="list-style-type: none"> <li>• Road Information Management System</li> <li>• Asset Management Systems</li> </ul>
<b>Method of calculation or assessment</b>	Simple count of actual length of road declared in the Department’s GIS Asset Register.
<b>Means of verification</b>	Excel report from RIS with the list of roads generated from the GIS asset register.
<b>Assumptions</b>	Projects progress as planned.
<b>Disaggregation of beneficiaries (where applicable)</b>	N/A

<b>Spatial transformation (where applicable)</b>	Province-wide
<b>Calculation type</b>	Cumulative year to date.
<b>Desired performance</b>	Performance that is higher than targeted performance is desirable.
<b>Indicator responsibility</b>	Deputy Director – General : Transport Infrastructure and Regional Services

<b>Indicator title</b>	<b>5. <i>Percentage completion of the Provincial Transportation Plan</i></b>
<b>Definition</b>	Development of Provincial Transportation Masterplan encompassing all modes of transport (road, rail, maritime, aviation and pipeline).
<b>Source of data</b>	<ul style="list-style-type: none"> <li>• National Department of Transport's data</li> <li>• Sector Departments' data</li> <li>• Municipal data (IDPs)</li> <li>• State-owned Entities' Data</li> <li>• Data from the Private Sector</li> </ul>
<b>Method of calculation or assessment</b>	Simple count
<b>Means of verification</b>	Data from Stakeholders
<b>Assumptions</b>	<ul style="list-style-type: none"> <li>• Co-operation from stakeholders</li> <li>• Availability of verifiable and credible data</li> </ul>
<b>Disaggregation of beneficiaries (where applicable)</b>	N/A
<b>Spatial transformation (where applicable)</b>	Province
<b>Calculation type</b>	Non-cumulative
<b>Desired performance</b>	Targeted performance is desirable.
<b>Indicator responsibility</b>	Macro Planning Unit

<b>Indicator title</b>	<b>6. <i>Number of feasibility studies undertaken on establishing inland waterways routes and coastal routes</i></b>
<b>Definition</b>	Feasibility studies conducted to establish the viability of establishing inland and coastal transportation routes.
<b>Source of data</b>	<ul style="list-style-type: none"> <li>• Maritime Industry data</li> <li>• Municipal data</li> <li>• Other Sector Departments' data</li> </ul>

	<ul style="list-style-type: none"> <li>• Data from the Private Sector</li> </ul>
<b>Method of calculation or assessment</b>	Simple count of interventions implemented.
<b>Means of verification</b>	Data from Stakeholders
<b>Assumptions</b>	<ul style="list-style-type: none"> <li>• Availability of credible and verifiable data.</li> <li>• Co-operation from all stakeholders</li> </ul>
<b>Disaggregation of beneficiaries (where applicable)</b>	N/A
<b>Spatial transformation (where applicable)</b>	<ul style="list-style-type: none"> <li>• Coastal Towns or Cities (Richards Bay, Durban and Port Shepstone)</li> <li>• Inland towns with rivers</li> <li>• Province-wide</li> </ul>
<b>Calculation type</b>	Non-cumulative.
<b>Desired performance</b>	Performance that is higher than targeted performance is desirable.
<b>Indicator responsibility</b>	Director: PT Policy and Planning

<b>Indicator title</b>	<b><i>7. Number of public transportation interventions implemented from the Provincial Land Transport Plan (2020- 2030)</i></b>
<b>Definition</b>	Interventions that are implemented from the 10 year Provincial Land Transport Plan (2020- 2030) in respect of transport services.
<b>Source of data</b>	Findings contained in reports from research and elaborated upon in plans.
<b>Method of calculation or assessment</b>	Simple count of interventions implemented.
<b>Means of verification</b>	Findings contained in reports from research and elaborated upon in plans.
<b>Assumptions</b>	N/A
<b>Disaggregation of beneficiaries (where applicable)</b>	N/A
<b>Spatial transformation (where applicable)</b>	uMkhanyakude District
<b>Calculation type</b>	Non-cumulative.
<b>Desired performance</b>	Performance that is higher than targeted performance is desirable.
<b>Indicator responsibility</b>	Deputy Director – General : Transportation Services



<b>Indicator title</b>	<b>8. Number of freight transportation interventions implemented from the Provincial Freight Transport Strategy</b>
<b>Definition</b>	Interventions that are implemented from the 10 year Provincial Freight Transport Strategy in respect of freight services.
<b>Source of data</b>	Departmental records.
<b>Method of calculation or assessment</b>	Simple count of interventions implemented.
<b>Means of verification</b>	Written reports.
<b>Assumptions</b>	Co-operation from all stakeholders.
<b>Disaggregation of beneficiaries (where applicable)</b>	N/A
<b>Spatial transformation (where applicable)</b>	Province -wide.
<b>Calculation type</b>	Non-cumulative.
<b>Desired performance</b>	Performance that is higher than targeted performance is desirable.
<b>Indicator responsibility</b>	Deputy Director – General : Transportation Services

<b>Indicator title</b>	<b>9. Number of municipalities surveyed to ascertain travel patterns for all modes of transport.</b>
<b>Definition</b>	Municipalities surveyed to determine the modal split of transport utilised by commuters.
<b>Source of data</b>	Findings contained in reports from research and elaborated upon in plans.
<b>Method of calculation or assessment</b>	Simple count of municipalities surveyed.
<b>Means of verification</b>	Findings contained in reports from research and elaborated upon in plans.
<b>Assumptions</b>	None
<b>Disaggregation of beneficiaries (where applicable)</b>	N/A
<b>Spatial transformation (where applicable)</b>	Province-wide.
<b>Calculation type</b>	Non-cumulative.
<b>Desired performance</b>	Performance that is higher than targeted performance is desirable.
<b>Indicator responsibility</b>	Deputy Director – General : Transportation Services

<b>Indicator title</b>	<b>10. Number of fatal road crashes</b>
<b>Definition</b>	To decrease fatal road crashes by 25% by promoting a safe road environment through practicing a coordinated and integrated enforcement and licensing programme.
<b>Source of data</b>	<ul style="list-style-type: none"> <li>• South African Police Service statistics</li> <li>• Road Traffic Management Corporation statistics</li> </ul>
<b>Method of calculation or assessment</b>	Number of fatal road crashes per 100 000 vehicle population in the Province.
<b>Means of verification</b>	<ul style="list-style-type: none"> <li>• South African Police Service statistics</li> <li>• Road Traffic Management Corporation statistics</li> </ul>
<b>Assumptions</b>	All road users comply with the rules of the road.
<b>Disaggregation of beneficiaries (where applicable)</b>	N/A
<b>Spatial transformation (where applicable)</b>	Province -wide.
<b>Calculation type</b>	Non-cumulative.
<b>Desired performance</b>	Performance that is lower than targeted performance is desirable.
<b>Indicator responsibility</b>	<ul style="list-style-type: none"> <li>• Deputy Director – General : Transportation Services</li> <li>• Deputy Director – General : Transport Infrastructure and Regional Services</li> </ul>

## **Annexures to the Revised Strategic Plan; V2**

### **Annexure A: District Development Model**

Please refer to the Department's Table B5 for a detailed list of projects in respect of the District Development Model. The Table B5 is available on the Department's website at [www.kzntransport.gov.za](http://www.kzntransport.gov.za)



**KWAZULU-NATAL PROVINCE**  
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## **REVISED STRATEGIC PLAN 2020-2025** **VERSION 2**

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