

# BUDGET SPEECH – 1997/1998

## INTRODUCTION

Mr Speaker, honourable members, members of the media, ladies and gentlemen, it give me great pleasure to present the 1997/98 budget vote for the Department of Transport, KwaZulu-Natal.

In 1996/97, this department received a budget of R612 million, and in 1997/98, we have a budget of R597,8 million. This has been boosted by the additional R100 million allocated by Cabinet. Our critical objectives for the new financial year include:

<b>Community Access Roads</b>	The need to speed up delivery to neglected areas and to ensure capacity building, training, and job creation.
<b>Public Transport</b>	The need to combine bus and taxi successes into one public transport programme that balances economic viability with commuter needs.
<b>Road Safety</b>	The need to speed up road safety implementation with a capital investment into "Project Victoria" equipment and infrastructure, following Cabinet's allocation of R25 million for road safety.
<b>Rationalisation</b>	The need to rationalise and right-size the department structure to ensure appropriate human resources are directed to the areas of greatest need.
<b>Citizens Charter</b>	The need to spread customer-orientation through communication and training..

In addressing these issues, the Department of Transport needs to resolve a number of constraints:

<b>Staff issues</b>	Our staff structure is in flux due to severance packages.
<b>Financial constraints</b>	Despite our additional R100 million, our budget is inadequate for maintenance, public transport, road safety and service delivery programmes.
<b>Institutional mechanisms</b>	We need to formulate legislation that is appropriate to the new responsibilities of the Department of Transport and to structure the staff establishment of the department to face the challenges that lie ahead.

It is fair to say the 1997/98 is a watershed year for the Department of Transport. However, it is with confidence that I say that we have the leadership, the commitment and the vision to meet the demands of the new financial year.

## **1996/97 OVERVIEW**

The new financial year follows in the footsteps of a highly successful year for the Department of Transport.

<b>Legislation</b>	Solid progress was made in developing legislation for roads and transport and we are almost ready to table our Enabling Bill.
<b>Project Victoria</b>	Three of the four phases of the KZN Road Traffic Safety Project (that is, Project Victoria), were completed. An assessment report on the programme was completed, and a business plan for funding was drawn up.
<b>Taxis</b>	The Taxi Task Team made considerable headway in bringing unity to the taxi industry. A Taxi Investors Conference was held in April 1997.
<b>Busses</b>	The issues of economic viability and subsidies were work shopped with the bus industry at a bus summit in March this year.
<b>Citizens Charter</b>	The department's Public Service Delivery programme was implemented, with initial successes in the Motor Licensing Bureau.
<b>Community Access Roads</b>	The Community Access Roads Needs Study was completed. Transport Forums were established to involve communities in prioritising road development. Over 3000 job opportunities were created through labour intensive CAR programmes.
<b>Staff structure</b>	Ms Jenny Gray has been appointed as the new Secretary for Transport: she is the first woman to hold this position in the province. She will start with the department in June. Performance agreements have been initiated for all managers inline with the Citizens Charter. These (in draft form only) are contained in Annexure A.
<b>Personalised plates</b>	Personalised number plates, and new colour combinations for vehicle registration plates, were introduced in the province.

## Focus on Delivery

Our Achievements in 1996/97 result from a focus on delivery that is in line with the Citizens Charter programme. It is our intention to build actively on these programmes in the new financial year. Today I will touch on a number of programmes pursued by our department: for more information I refer you to the annexures of this report.

### ▪ **Community Access Roads**

Sixteen months ago, the Department of Transport called over 500 people to a Summit on Roads for Rural Development. This summit was attended by 22 Amakhosi, by NGOs' CBO's women's organisations, professional bodies, and the like. It was the department's first conference aimed at popular consultation on rural road development.

At this summit, we reported how we had increased our rural road budget allocation from R3.8 million in 1995/96; and how we had then redistributed the R20 million made available from local authority allocations to increase this figure to R28 million.

We reported that to effectively spend our money, we had initiated a Community Access Roads Needs Study to ascertain the precise backlog of road development in rural areas. We called on those present to assist us in organising Rural Road Transport Forums – democratic structures that could assist in determining where priority spending was needed. We suggested that these forums observe the tribal authority areas to ensure that they were inclusive, and we divided the province into 29 Transport Forum regions where Amakhosi, business people, women's groups youth groups, farmers, etc were all represented. We have now established 27 inclusive Rural Road Transport Forums: details are in Annexure C.

Because we could not delay development until the Needs Study was completed, we told our conference of our parallel short-term implementation programme, targeting high-density public transport routes. We promised to inform rural communities of our progress once the Needs Study was completed.

In 1996, the Department of Transport concentrated its energies on desktop and field top studies for the Community Access Roads Needs Study. It also lobbied for further funding from RDP, JSB and Public Works. In 1996, R8,6 million additional funding was received:

- The RDP provided R1,7 million for roads in Vulindlela, R2 million for Nongoma/Mahlabathini, and R1,7 for Msinga,
- The JSB provided R1,2 million for Vulindlela
- And Public Works provided R2 million for roads in Hlabisa.

By the end of last year, our Community Access Roads Needs Study was finally complete. For resource-poor rural people, this document was a triumph of democracy. For the first time ever as a government department, we had quantified the actual extent of our road backlog in rural areas. For the first time, rural communities had been given a voice. They had made input into prioritising road development. For the first time, scientific research had been combined with social analyses. We could say with authority that the rural road backlog was 11 421 kms.

When we analysed the data contained in the report, we found that 46% of the roads identified served schools, 18% served clinics and 13% served both clinics and schools. Over 3 000 kms served communities of over 2 000 people. To construct these high-density routes alone would cost R280 million. To access community schools and clinics would require R272 million. We estimated that given the necessary funds, we could make considerable headway with these priorities over a period of four years.

With the advent of the 1997/98 financial year, it became obvious that our R25 million budget for Community Access Roads was totally inadequate for the work that had to be done. We asked ourselves how best to raise money for this programme.

Our first option was raising the license fees by 25% -and dedicating the anticipated revenue of R45 million to Community Access Roads. Our second option was to sell personalised number plates and pass the profits to Community Access Roads.

While it was obvious to us that personalised number plates would attract those individuals who wished to express themselves on the road, we also realised that we could offer these plates as a reward for civic-minded citizens who wished to contribute to the delivery of infrastructure in neglected communities. We would position them as an act of saying "I may have only a little, but there are many others with less", knowing that each contribution of R1 500 goes directly to providing roads for rural development.

We took these ideas to Cabinet and they agreed that we dedicate the increased license revenue and our personalised number-plates profits to Community Access Roads for the next three years. They went further than that, and added an extra R55 million to this, allocating us a R100 million fund for Community Access Roads for three years.

It is therefore from a position of strength that we will be calling a Report-back Summit on 22 May 1997, for roads for rural development. We will report to rural communities that we have grown from R3 million to R100 million. We will show them our priority programmes, in which funds will be spent proportionately to need in each of transport forum areas. We will get consensus to move forward in the delivery of access roads.

Our Rural Roads Report-back Summit will be an important step in getting final community consensus on our priority roads. Our aim for 1997/98 will be to allocate our R100 million to bring access to approximately 400 schools/crèches and to approximately 100 clinics. We aim to spend one tenth of this budget on approximately 30 bridges and structures through our new Bridge Building Initiative (BBI), which we will introduce at the summit.

The Bridge Building Initiative aims to provide simple, easy to construct, cost efficient and effective structures in terms of our need study report. This initiative has been started because we realise that the most urgent access that communities require is access across rivers that separate homes from clinics, schools, pension payout points and the like. We will invite University and Technikon students to take part in mentorship programmes through the BBI, allowing them hands-on experience through this programme.

- **Emerging Contractors**

In September last year, the Department of Transport held an Emerging Contractor Conference to assist emerging businesses in accessing transport work. This conference was one of the first in the province. This year, we will invite emerging contractors to the May '97 Roads in Rural Development Summit to help them access work resulting from our additional Community Access Roads funds.

The Department of Transport will make use of the Accreditation Scheme for Emerging Contractors when choosing its emerging partners in the new financial year. This scheme accredits emerging contractors with five levels of competency and issues them with certificates accordingly. Obviously non-accredited contractors will also be considered but the department will encourage all emerging contractors to obtain accreditation. We believe that this will assist emerging contractors in gaining work and in building partnerships with big business.

- **Public Transport: Taxis**

The Taxi industry in KwaZulu-Natal has taken giant steps forward in 1996 and has made a number of watershed agreements regarding unity and regulation.. Throughout the country, it is

acknowledged that the KZN taxi industry is on the verge of a silent revolution that will radically alter the way that the business world interacts with public transport in this province.

The past year has seen a painstaking process in the taxi industry leading up to this victory. It has been very unfortunate that this process has been blighted by taxi violence. In the Department of Transport, we acknowledge that “to every birth, its blood”. Just as the day is darkest in the hour before the new dawn, so the taxi industry faces its most gruesome moments just before its new nativity. This is because there are disruptive elements set on reprisal who have nothing to gain from the birth of the new and prosperous taxi industry.

In recent months the Department of Transport has held regional meetings with taxi owners throughout the province. They have agreed with us that the recent violence is the work of desperadoes who are divorced from the mainstream taxi process.

From all comers of the province, taxi owners have assured us that they are committed to a taxi industry where:

- Routes are allocated fairly and are not fought over,
- Violence is stamped out and the institutional mechanisms are put in place to apprehend any perpetrators within a hour of any violent actions.
- And shady elements threatening to tarnish the reputation of the industry are exposed.

Having made a pact for peace and unity, the taxi industry can now be seen as one unit. And this unit has over 20 000 taxis, spending R2,2m on petrol every day, R6 million on services every three months, and R45 million on tyres every year.

The taxi industry took the message of its collective strength to a highly successful Taxi Investors Conference that was held in Durban last moth. Big business was well represented at the conference through banks, insurance companies, and vehicle/spares companies.

The taxi industry is using its consolidated might to arrange favourable fuel deals and insurance deals, and to negotiate land ownership. It is centralising its bargaining and purchasing power and forming taxi co-operatives in Durban North, Durban South, Empangeni, Mkuze, Newcastle, Ladysmith, PMB, Kokstad, Port Shepstone, Stanger, Vryheid and Mahlabathini / Ulundi.

Taxi co-op members are being drawn from all registered taxi associations within each of the twelve geographic areas. A membership contribution of R100 has been agreed to and each co-op will elect a board of directors that includes accountants and lawyers and the like. Each co-op will then use the land deals being negotiated by the taxi industry to form a taxi city made up of a service centre and an operational centre.

At the stage, the twelve taxi co-operatives will elect a central board of trustees that will look after property development and management, marketing, repair and service partnerships, and franchise / retail partnerships.

This initiative is the basis of a Section 21 company that has already been registered as the KwaZulu-Natal Taxi Development Company. The Board of Trustees will consist of 60% taxi industry and 40% professionals drawn from these various fields.

It is this process of unity and economic advancement that comprises the silent revolution in the taxi industry that I mentioned earlier. I applaud the provincial taxi task team for their successes in bringing the taxi industry to this point.

- **Busses**  
Parallel to the taxi process, the Department of Transport has been hard at work in addressing the issues that have arisen in the bus industry following the devolution of the bus subsidies in

April. 1996/97 has seen questions raised about economic viability, welfare and scholar concessions, urban/rural dynamics, SMME empowerment, inter-modalism and land use.

In February '97 the Department of Transport hosted a Bus Summit where big, small, urban and rural representatives met to workshop these issues while working towards a common vision for public transport in the province. The Workshop agreed that a Bus Task Team be formed to work with the department in finalising a Bus Policy as a part of the Public Transport Policy that is being drawn up at present.

This task team is in the process of being elected and will meet later this month. It is believed that the Bus Task Team's findings will assist the department in finalising the policies and structures it needs to manage its new bus transport competencies.

The Department of Transport is committed to a public transport vision that sees the appropriate use of transport mode as the basis for affordable transport fares and industry profitability. In the short term, the Department of Transport will issue interim contracts to present subsidiary beneficiaries. In the medium term, as we critically assess the financial difficulties facing bus companies against their planning and source-management principles, we will look at increasing the economic viability of bus transport. Tendered contracts will be issued to subsidise those routes alone that cannot prosper financially. In the long-term, the Department of Transport is committed to a multi-faceted public transport industry that balances a sound profit basis with commuter needs.

#### ▪ **Road Safety**

Our Road Traffic Inspectorate has continued its meteoric rise in driving road safety in the province. Since 1995, there has been a 30% decrease in road fatalities. This is attributed to the enhanced campaign we initiated against drunken driving, and our enhanced communications campaign.

1997 has been identified as the year where we move from theory to action with the implementation of our Road Traffic Safety Project (Project Victoria). In 1997/98, we have our first dedicated road safety budget of R25 million. This is part of the special Cabinet allocation of R100 million and will be used to establish Special Operations Group for Road Safety in the province.

As a part of this project, the department will be purchasing up to ten operational "Booze Busses" that will travel the length and breadth of the province doing drunk driving raids and targeting road-safety related offences. In establishing this force, the R25 million for road safety will be spent on:

- Five fully equipped 4x4 vehicles, one communications vehicle, the booze busses, thirty alcometers, fifteen laser speed timers, fifteen video cameras, ten dragar alco-check devices, thirty portable radios, ten pursuit vehicles, thirty permanent speed checking cable sites and on an initial road safety communications campaign.

Because of Project Victoria's emphasis on combining enforcement with communication, the KZN Road Traffic Safety Steering Committee has formed a special communication sub-committee to look at advertising programmes and the further funding of communications campaigns.

With an initial budget of R25 million, "Project Victoria" has been given a much needed capital injection. A full-time project manager will be appointed to the project to manage this funding, and to canvass for further funding this financial year. We have drafted the Business Plan for this project and we have met with Treasury to work out how money raised for road safety can be channelled into the project.

If FY97 has been selected for road safety delivery, then FY96 certainly laid the foundations for this important project. Earlier this year, the Road Traffic Inspectorate turned the spot-light onto fraudulent drivers licenses, acknowledging that untrained drivers pose one of the greatest dangers on our roads. In order to make learners licenses fraud-free, RTI is investigating the use of touch-screen computerised license tests that offer a choice between typed and oral questions. A sample of this technology is available in the foyer of parliament for you to see today.

The issue of drivers' license fraud was tackled at a Summit for Driving School Instructors earlier this year, where a frank discussion was held with driving school representatives from across the province. At the summit, the driving schools decided that they had a moral obligation to ensure that learner drivers that passed through their hands acquired their licenses legitimately. A code of conduct was drawn up by a task team representing the summit members. This code of conduct is backed by disciplinary procedures and will act to regulate driving schools throughout the province.

To launch FY97's commitment to road safety delivery, the Department of Transport has declared the month of August "Siyabakhumbula" (we remember them) month in the province.

Over a period of four weeks, the province will hold commemoration services and share the grief of those who have lost loved ones through road crashes. We acknowledge that people from several religious convictions believe that fatal crashes tend to occur on the same spots and that death draws more death to itself. We will hold memorial services at high frequency crash zones in an attempt to secure peace for both those who have died and those who have been left behind.

It is my sincere hope that the Siyabakhumbula month will help change the acceptance that crashes and their consequences are beyond human intervention. It is my hope that this project will encourage people to be actively accountable for their own safety on the road.

I can confidently say that following "Siyabakhumbula" month, our communications campaign, the acquisition of our new equipment, and our intensified enforcement programmes, we believe that drivers in KwaZulu-Natal will know the consequences of drunk driving by the time I report for the budget 1998/99. Speedsters will be aware that their behaviour will not be tolerated on our roads. Unlicensed and illegal drivers will have been made aware of the consequences they face and a new culture of road safety will begin to develop in this province.

Our Road Traffic Inspectorate has again excelled in its service to the public. Yet, by now all honourable members should be aware of the terrible salary dispensation set at national level for our traffic officers. I would like to extend my deepest thanks to every member of the Road Traffic Inspectorate for the sterling work done this last financial year. I would like to offer my assurances that I will continue to raise the salary issue with national government until RTI packages are improved.

- **Economic Corridors**

The Department of Transport has committed itself to working with national government, Swaziland and Mozambique in the Lubombo Spatial Development Initiative. The focus of this project is to leverage private sector investments with limited public sector investments to bring sustainable economic growth and job creation to Northern KwaZulu-Natal, one of the poorest regions in South Africa.

The Department of Transport will contribute to the provision of a surfaced road that will be known as the Maputoland Maputo Route or S58. The road is just less than 160 kms and follows the existing road alignments of 414S and MR 476, which are both surfaced roads.

Thereafter it follows the gravel road D448 to the Mzinene River. Here it follows a new alignment to Lower Mkuze.

From Lower Mkuze it will follow the existing gravel roads 466S, ZM 468 and ZM 466 up to Phelendaba where the road is surfaced up to KwaNgwanase. Then it follows the existing gravel road up to the Mozambique border. BY aligning the route along existing roads we have lessened ecological damage in the area.

The new road will ensure all-weather access to communities who at present are cut off from access during the wet season. The route brings an estimated 60% of these communities within 5kms of reliable all-weather access. It will serve as the main arterial for a network of secondary roads.

The total estimated cost for the construction of the road is R180 million. The Department of State Expenditure will provide R55 million through the Lubombo SDI for the road. Additional funding is being sought from the province, the Municipal Infrastructure programme and donor moneys.

The Department of Transport is committed to ensuring community involvement in the decision making process around this road. The rural road transport forums must participate in this project and skills transfer and SMME training must form a significant part of our investment into this programme.

With this project we are looking at feeder road requirements. These include roads linking the Makhathini with a high quality surfaced road to Hluhluwe or Mkuze depending on the airport upgrade, the re-opening and upgrading of MacMac Pass to link Swaziland to agricultural and tourist developments within Ubombo/Ingwavuma. These feeder roads will be prioritised as the agricultural and tourism projects take off.

For the benefits of this road construction to be maximised, the Department of Home Affairs is being requested to finalise decisions regarding the specific location and the nature of a border post at the Mozambique border.

MIP funds are being sought for the provision of municipal services such as sewerage and waste management to emerging local authorities in order to avoid urban blight along the road. The provision of public infrastructure at eManguzi, Mbazwana and Hluhluwe also requires attention.

The business plan for the road is almost complete and it is envisaged that construction will begin later this year.

#### ▪ **Provincial Motor Transport**

Provincial Motor Transport has remained problematic with both staff issues and the issues of vehicle-abuse and repair-fraud tarnishing the otherwise good reputation of the department.

Regarding vehicle repair fraud, the Department of Transport has achieved excellent results in 1997/98 and has already seen a number of merchants prosecuted for fraud. We will continue to root out those businesses who either overcharge for work done, charge for poorly repaired vehicles or charge for repairs that have not been executed at all.

The Department of Transport has hired the services of De Loitte and Touche and Manase and Associates to assess the functions of PMT. They have provided us with a report on their findings from their extensive investigation into the control, management and administration of provincial motor transport. The executive summary of this report has been tabled for your



further scrutiny. It is our intention to pursue these recommendations in the new financial year. These recommendations involve:

- The decentralisation of the day-to-day fleet management functions, including loss-control, to user departments: with PMT providing technical and management support, rendering Inspectorate and audit functions, the procurement and disposal of vehicles, and management of SMME development.
- The possible closure and re-engineering of PMT-administered fuel and tyre depots and the workshop functions of government garages.
- Calling for tenders for the services of external fleet management service providers, to cost effectively manage the provincial vehicle fleet, taking its age, the distribution of vehicles and vehicle uses into consideration. Emphasis will be placed on streamlining repair and fuel authorisation procedures and on human resource development.
- The accommodation of SMME's.

We have also called in professionals to assist with change management and conflict resolution, and with control procedures in PMT. Both of these processes have seen high levels of success.

The path we have trodden with PMT has not been an easy one. The high levels of fraud, the prohibitive costs of running and maintaining a vehicle fleet, and the staff tensions in the component, have conspired to complicate issues even further. However, 1996/97 saw much groundwork done in finding sustainable solutions to PMT's problems and with implementation set to begin, I am confident that 1997/98 will see the final resolution of these issues.

#### ▪ **Motor Licensing**

Motor Licensing remains the greatest revenue-earner in KwaZulu-Natal with an estimated R160 million earned through motor license fees in 1996/97. MLB staff members have proved a great commitment to public service delivery programmes over the last twelve months. I am sure you will all discover this as you pay your 25% increased motor license fees this year. With the options of paying via the post by cheque, by credit card or on Saturdays at some MLB offices or at our postal agencies, this task is no longer burdensome for members of the public, who overall have supported our call to increase license fees to pay for the development of rural roads.

*Ladies and Gentlemen*, that concludes my input on our programmes in the Department of Transport aimed at ensuring delivery to the people we serve. I am very proud of the achievements of the Department of Transport in 1996/97 and am confident that we will meet our many promises in 1997/98. My heartfelt thanks go to all staff in the Department of Transport for a year of excellent work. Before I come to the end of this report, I would like to briefly talk about:

- What we are doing to ensure we have the capacity to continue delivering services to the people of KwaZulu-Natal.
- And how we are pulling in partners from all spectrums of society to assist us in our programmes.

#### **Institutional reform**

Three years into the new dispensation, the Department of Transport is committed to ensuring that it has the institutional capacity it needs to sustain the delivery of its programmes. Whether we are talking about road safety, taxi initiatives, transport planning, or community access roads, we are committed to ensuring that we have the necessary structures in place to implement our programmes and assess their impact in relation to popular needs.

To ensure institutional capacity, the Department of Transport has prepared new legislation and is ensuring institutional reform through a number of important structures.

- Rural Road Transport Forums have been formed to assist our Community Access Roads programme (see Annexure C).
- The taxi industry has seen the formation of the provincial Taxi Task Team, a Taxi Office, a Registrar and Two Assessors.
- A “ProvCom / ProvTech” structure is being finalised with the first transport meeting of second and third tier government expected to occur in June, and Representative Local Road Transportation are in the process of being constituted. (More information on these structures is provided in Annexure D).
- The management structure of “Project Victoria” is being finalised and will fall within the “ProvCom” structure.

1997/98 will see five pieces of legislation being tabled in Parliament. Extensive preparatory work has already been done on these.

- Enabling legislation has been drafted, to serve before parliament by mid-1997.
- The translation of the provincial Road Traffic Bill is underway.
- The provincial Roads Bill is currently being drafted according to tight deadlines.
- The Land Transport Bill, dealing with provincial transport planning, passenger transport and freight will also appear this year.
- Taxi Legislation is being drafted at present.

I am aware that institutional reform is key to sustainable delivery in transport and to ensuring that popular needs and political vision are translated into clear programmes and policies.

### **Department of Transport partnerships**

In the last three years, the Department of Transport has realised considerable success resulting from partnerships it has forged internationally, and with the private sector, industry and other government structures within the country.

- The taxi process has seen many achievements because of the partnership formed between the department, local government and the taxi industry in the Taxi Task team.
- Our strong links with the Australian state of Victoria have proved invaluable in developing our own road safety project. Phases one and two of Project Victoria were jointly funded by the Australian funding agency, AUSAID, and by the national Department of Transport, and partnerships are now being formed with the private sector to raise a portion of the R90 million needed for the implementation of this project.
- Road construction and maintenance programmes have benefited from our partnerships with both the Rural Road Transport Forums, which were critical in assisting us in identifying our priorities, and with private sector concerns. The department has started providing low-cost black-top roads in partnership with local farmers and holiday resorts – a development that we will pursue in the new year.

The Department of Transport acknowledges the importance of partnerships for successful and co-operative government. In 1997/98, we will look to the private sector while we develop in-house skills and expertise and will be embarking on an intensive training programme to encourage the acquisition of expertise and multi-skilling in our personnel. We will build on current partnership and identify further partners to assist us in our delivery programmes. For example:

- Bus industry partners will be brought on board in the formation of a Bus Task Team.
- The establishment “ProvCom” and “ProvTech” structures similar to MINCOM and COLTO will formalise partnerships with third tier government.

## **Budget**

With the additional 1997/98 allocation for Community Access Roads, much of the heart-ache has been taken out of the task of prioritising the budget of the Department of Transport. However, despite the significant capital injection we have received for community access roads, the Department of Transport is still hard pressed to meet its other commitments in terms of roads and transport.

With the new transportation functions that have been devolved to province, there are concerns about the future funding of public transport. By 1998/99, the Department of Transport will need to find R220 million for bus subsidies, R8 million for urban transport, R1 million for transport planning, R1 million for Local Road Transportation Boards and R2 million for Road Safety Education.

The Department of Transport is also facing budgetary shortfalls for road maintenance programmes. In the new financial year, the department will embark on a Maintenance Needs Study along the lines of the CARNS report. A planning board will be established to oversee the departmental process of allocating funds between functions and will include myself, members of the Portfolio Committee, and senior officials from the department. The aim of this new prioritisation system is to ensure flexibility, transparency and equity.

## **Conclusion**

As the Department of Transport expands its services to meet its new priorities in public transport, road safety and community access roads, it faces the greatest challenge of its history. More than half the present management structure and large numbers of supervisory staff in the department are being lost through the severance programme. Already, the Department of Transport is setting up contingency plans to overcome these hazards. In some areas, this will include major restructuring and we envisage using a much younger technical and professional team.

We will be preparing ourselves to go into partnership with the private sector to maintain our levels of service. Both emerging contractors and emerging consultants will feature more prominently in the road and transport industry as we unbundled our services. My department is working hard to provide access to previously marginalized communities while still ensuring that the wheels of commerce and industry are kept turning. We have already laid the foundations for the Department of Transport as it becomes an increasingly bigger player in the development field. There is a strong commitment to service excellence and the Department of Transport is ready to deliver. Thank you.

## ANNEXURE A : PERFORMANCE AGREEMENTS FOR DOT MANAGERS

With 1997's emphasis on delivery, the Department of Transport's new managers have agreed to enter Citizens Charter contracts binding them to key performance targets and measures.

In early June, agreements will be signed between the Minister of Transport and the new Secretary; and between the Minister of Transport and the Ministry staff. By July, performance agreements will have been signed between the Secretary of Transport and the department's new management cadre. All contracts will be agreed to by both signatories.

A draft Performance Agreement for the new Secretary has been outlined and is included. This is in draft form as the Secretary for Transport has not yet officially started in the top management post. The draft agreement has been included in this report as it represents the focus for delivery in the Department of Transport in the fields of human resources, roads, road safety and public transport.

Once the department's rationalisation process is completed and the final staff structure is in place, appointees will also be called upon to sign performance agreements with the Secretary.

- Agreement between the KwaZulu-Natal Secretary: Transport and the KwaZulu-Natal Minister of Transport for Financial Year 1997.

### **Key Responsibilities**

- Policy development and the management of programmes resulting from policy – Rural Roads, Maintenance, Public Transport, Road Safety and Communication.
- Institutional reform and creation of new institutional mechanisms: ProvCom, Provincial Transport Forum, Provincial Permit Authorities, Dedicated Road Fund, Departmental restructuring (rightsizing and rationalisation).
- Representivity: Implementation of sustainable short-term, medium-term and long-term programmes to promote representivity through-out the department.
- Special Project Management: Project Victoria, Community Access Roads and BBI, and Citizens Charter.
- Integrated multi-year budgeting and planning.

### **Performance Targets and Measures for FY 1997**

- White Paper on Public Transport and Roads to be completed.
- ProvCom / ProvTech structure to be functional.
- Maintenance strategy around funding limitations to be completed.
- Departmental communication establishment to be set up.
- Departmental rationalisation exercise to be successfully completed.
- Implementation of PMT report recommendations

Signed by:  
Secretary

Minister of Transport

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## Annexure B: Programmes of Delivery

### ▪ Community Access Roads

What was promised	What was delivered (96/97)	Next Steps (97/98)
<ul style="list-style-type: none"> <li>▪ That we would keep rural communities informed about our progress in delivering community access roads and that we would sensitise urban communities to the needs in rural areas</li> </ul>	<ul style="list-style-type: none"> <li>▪ A radio, newspaper and TV advertising campaign sending out the following messages:</li> <li>▪ That the Department of Transport was aware of the road backlogs and was working as hard as possible to address them</li> <li>▪ That rural road transport forums had been formed to involve communities in the decision making process</li> </ul>	<ul style="list-style-type: none"> <li>▪ Second rural roads summit to be held on 20 May 1997 with representatives from each of the 28 transport forums, from regional councils, other NGO's and CBO's and with the emerging contractors as observers to outline what can be achieved with R100 million in rural road development, and to gain consensus on the priority roads to be targeted.</li> </ul>
<ul style="list-style-type: none"> <li>▪ That we would ensure democratic processes we used to prioritise road construction in rural areas</li> </ul>	<ul style="list-style-type: none"> <li>▪ Rural Road Transport Forums were established in each of the 28 transport regions in the province, consisting of representatives of youth bodies, women's groups, business, agriculture, regional councils, etc.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Summit to be followed up with meetings between the regional offices of Department of Transport and the Transport Forums in each region to ratify the choice of roads to be built and to correct any discrepancies in the prioritising process</li> </ul>
<ul style="list-style-type: none"> <li>▪ That we would embark immediately on construction programmes providing access to the maximum number of people</li> </ul>	<ul style="list-style-type: none"> <li>▪ Construction programmes initiated (mainly on bus routes) using labour intensive methods combined with capital intensive methods to ensure employment creation, speedy delivery and skills transfer</li> </ul>	<ul style="list-style-type: none"> <li>▪ R100 million budget for Community Access Roads to be spent proportionately in each of the 28 transport regions. Aim to provide access to ± 400 schools and crèches and to ± 100 clinics</li> </ul>
<ul style="list-style-type: none"> <li>▪ That road construction would be used to create employment</li> </ul>	<ul style="list-style-type: none"> <li>▪ 95 community authorities involved in construction of 145 roads (average 3.5 km per road) creating 3 625 job opportunities</li> <li>▪ 1996/97 departmental policy of supporting emerging contractors. Skills transfer to local communities and the use of emerging contractors made a tender requirement in departmental contracts</li> </ul>	<ul style="list-style-type: none"> <li>▪ 1997/98 construction programmes to create over 15 000 jobs. The number of employment opportunities including those generated through the multiplier factor is expected to be well over double this figure</li> </ul>

<b>What was promised</b>	<b>What was delivered (96/97)</b>	<b>Next Steps (97/98)</b>
<ul style="list-style-type: none"> <li>▪ That road construction would be used to empower emerging entrepreneurs</li> </ul>	<ul style="list-style-type: none"> <li>▪ 12 plant hire contracts initiated worth R2m each, mainly on bus routes</li> </ul>	<ul style="list-style-type: none"> <li>▪ The current 12 plant hire contracts extended and ten additional plant hire contracts initiated to cover all districts in the province</li> </ul>
<ul style="list-style-type: none"> <li>▪ That we would increase the budgets available for community access roads</li> </ul>	<ul style="list-style-type: none"> <li>▪ 1994/95: R3,8 million</li> <li>▪ 1995/96: R8 million</li> <li>▪ 1996/97: R28 million</li> </ul>	<ul style="list-style-type: none"> <li>▪ 1997/98: R100 million</li> </ul>

▪ **Road network construction**

<b>What was promised</b>	<b>What was delivered (96/97)</b>	<b>Next Steps (97/98)</b>
<ul style="list-style-type: none"> <li>▪ That available funds would be spent in areas where the greatest need existed</li> </ul>	<ul style="list-style-type: none"> <li>▪ 7 departmental construction projects completed in previously disadvantaged communities</li> <li>▪ R5.5m spent providing access across the Tugela at Kranskop and across the Illovo at Dumezulu</li> </ul>	<ul style="list-style-type: none"> <li>▪ To concentrate the work of departmental units on providing blacktop access to neglected communities (programme includes a section between Nquthu and Blood River, the road to KwaNyuswa in the Valley of a Thousand Hills; and further blacktopping in the Driefontein area)</li> </ul>
<ul style="list-style-type: none"> <li>▪ That where possible construction programmes would support existing infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>▪ R2m spent on repairing badly corroded bridges along the South Coast</li> </ul>	<ul style="list-style-type: none"> <li>▪ To use all extra construction capacity to assist in providing communities with access to main roads.</li> </ul>
<ul style="list-style-type: none"> <li>▪ That construction would be planned intersectorally taking into consideration priorities from the private sector and other departments</li> </ul>	<ul style="list-style-type: none"> <li>▪ Road linking the historical sites of Isandlawana and Rorkes drift to be completed this July</li> <li>▪ SMME support through the emerging contractor programme</li> </ul>	<ul style="list-style-type: none"> <li>▪ To unbundled all new contracts to allow emerging contractors to access departmental work</li> </ul>
<ul style="list-style-type: none"> <li>▪ That the department would support SDI initiatives in the province</li> </ul>	<ul style="list-style-type: none"> <li>▪ Department involved in Lubombo SDI with national government, Mozambique and Swaziland</li> </ul>	<ul style="list-style-type: none"> <li>To assist in the building of a road from Hluhluwe to Ponto de Orro. The road will</li> <li>▪ Consolidate development nodes like Mbazwane &amp; KwaNgwanase, stimulating existing local business and agricultural projects through improved access</li> </ul>

<b>What was promised</b>	<b>What was delivered (96/97)</b>	<b>Next Steps (97/98)</b>
<ul style="list-style-type: none"> <li>▪</li> </ul>	<ul style="list-style-type: none"> <li>▪</li> </ul>	<ul style="list-style-type: none"> <li>▪ Serve KwaManqoba, Mngobokazi, Mbazwana, Mseleni, Phelendaba, KwaNgwanase directly and bring most development nodes within a 20 km radius of a tar road</li> <li>▪ Stimulate the development of investment opportunities for agriculture at Makhathini and tourism around St Lucia, to bring job creation and economic empowerment to previously disadvantaged communities</li> </ul>

▪ **Road network maintenance**

<b>What was promised</b>	<b>What was delivered (96/97)</b>	<b>Next Steps (97/98)</b>
<ul style="list-style-type: none"> <li>▪ That the limited funds available for road network maintenance would be used as effectively as possible in road maintenance programmes</li> </ul>	<ul style="list-style-type: none"> <li>▪ 281 km gravelling</li> <li>▪ 241 km betterment</li> <li>▪ 139 km reseals</li> <li>▪ 281 km patch gravelling</li> <li>▪ 58 km reconstruction</li> <li>▪ 580 km road line marking</li> </ul>	<ul style="list-style-type: none"> <li>▪ To employ representative and innovative staff to meet the challenges facing road maintenance given the fact that the 1997/98 budget allocation is less than 60% of what has been determined the absolute minimum required to maintain the road network</li> </ul>
<ul style="list-style-type: none"> <li>▪ That other funding mechanisms would be explored so that the costs of roads would be borne by the public that use them</li> </ul>	<ul style="list-style-type: none"> <li>▪ Private sector partners used to fund a total of 73 km on 10 different roads through the province</li> </ul>	<ul style="list-style-type: none"> <li>▪ To explore further funding avenues to meet the maintenance backlogs on our roads</li> </ul>
<ul style="list-style-type: none"> <li>▪ That road maintenance programmes would remain sensitive to the needs of neglected rural areas</li> </ul>	<ul style="list-style-type: none"> <li>▪ Close liaison maintained with Rural Road Transport Forums to prioritise work</li> </ul>	<ul style="list-style-type: none"> <li>▪ To increase the number of road maintenance projects undertaken by emerging contractors</li> </ul>

▪ **Planning and Legislation**

<b>What was promised</b>	<b>What was delivered</b>	<b>Next Steps</b>
<ul style="list-style-type: none"> <li>▪ That planning functions would be appropriate in terms of the budget and the service delivery priorities of the KZN Department of Transport</li> </ul>	<ul style="list-style-type: none"> <li>▪ While budget limitations have seen a decrease in the number of road projects under design, the planning department has responded to numerous requests for</li> </ul>	<ul style="list-style-type: none"> <li>▪ To ensure that road design and construction is relevant to budget allocations</li> <li>▪ To develop a new budget prioritising system amongst the function of the Depart-</li> </ul>

<b>What was promised</b>	<b>What was delivered (96/97)</b>	<b>Next Steps (97/98)</b>
<ul style="list-style-type: none"> <li>▪</li> </ul>	<ul style="list-style-type: none"> <li>▪ information from the private sector and applications for residential, commercial and industrial access onto provincial roads</li> </ul>	<ul style="list-style-type: none"> <li>▪ ment of Transport with a planning board that includes the Minister of Transport, members of the Portfolio Committee and senior department officials</li> </ul>
<ul style="list-style-type: none"> <li>▪ That the new functions and terms of reference of the KZN Department of Transport would be translated into policy and legislation that would be easily understood by and accessible to all the people of KwaZulu-Natal.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Enabling legislation has been drafted, to serve before parliament by mid 1997.</li> <li>▪ Provincial Road Traffic Bill drafted, and the translation is underway</li> <li>▪ Provincial Roads Bill currently being drafted according to tight deadlines to serve before parliament by July 1997</li> <li>▪ Taxi Legislation is being drafted at the present</li> </ul>	<ul style="list-style-type: none"> <li>▪ To promote co-operative government through provincial and local government liaison structures along the lines of MINCOM and COLTO.</li> <li>▪ To finalise all outstanding legislation and to ensure that legislative development are communicated effectively to both staff in the department and to the public that the department serves.</li> </ul>

• **Transportation**

<b>What was promised</b>	<b>What was delivered</b>	<b>Next Steps</b>
<ul style="list-style-type: none"> <li>• That the Department of Transport would consult all stake-holders and obtain their input in drafting Transportation policies for KwaZulu-Natal</li> </ul>	<ul style="list-style-type: none"> <li>• Passenger Transport, Road infrastructure and Freight task forces have met to make input into the draft policy framework for the province</li> </ul>	<ul style="list-style-type: none"> <li>• Finalisation of transport policy and legislation, supported by strong communication campaign</li> </ul>
<ul style="list-style-type: none"> <li>• That The Department of Transport would increase its activities to educate the public about road safety</li> </ul>	<ul style="list-style-type: none"> <li>• Road Safety Education function was devolved to the province, Road Safety forums formed in Umlazi and Mpumalanga</li> </ul>	<ul style="list-style-type: none"> <li>• School syllabi to be developed in conjunction with the Department of Education</li> <li>• Increase the number of scholar patrols in the province</li> </ul>
<ul style="list-style-type: none"> <li>• That engineering activities in the Department of Transport would support road safety goals</li> </ul>	<ul style="list-style-type: none"> <li>• Ten road safety engineering projects to correct infrastructure deficiencies in the road network completed to the tune of R4,2 million</li> </ul>	<ul style="list-style-type: none"> <li>• Programme to be expanded to heavy motor vehicle safety and overloading control: new weighbridges to be constructed /upgraded at Mhloti (N2), Midway (N3), Park Rynie (N3), Groutville (N2), Gingindlovu (R68)</li> </ul>



- **Taxis**

<b>What was promised</b>	<b>What was delivered</b>	<b>Next Steps</b>
<ul style="list-style-type: none"> <li>▪ That the Department of Transport would support the provincial taxi industry in overcoming past problems and in developing into a strong, regulated and economically viable industry through a process of</li> <li>▪ Consultation on the restructuring process</li> <li>▪ Formalisation of the industry</li> <li>▪ Setting up institutional structures</li> <li>▪ A permit system</li> <li>▪ Taxi registration</li> <li>▪ Education and Training</li> <li>▪ Economic Assistance</li> <li>▪ Conflict resolution</li> </ul>	<ul style="list-style-type: none"> <li>▪ Provincial Taxi Office, funded by government for the next four years, was opened in August 1996 to provide administrative and logistical support to the provincial taxi process appointed with two assessors to monitor route allocations between various associations</li> <li>▪ Taxi Registration process completed; regional workshops held to ensure widespread knowledge of the registration process</li> <li>▪ Taxi Investor Conference held to inform the private sector of the restructuring of the taxi industry and to highlight investment opportunities in the taxi industry</li> <li>▪ Commission of Enquiry into Taxi Violence due to be completed resolution process assisted by SAPS</li> </ul>	<ul style="list-style-type: none"> <li>▪ Training programmes to focus on business, management and leadership skills, advanced driver training and customer care</li> <li>▪ Tax relief options to be pursued</li> <li>▪ Pilot project co-operative to be established in an urban area where unity and stability has been achieved amongst taxi members</li> </ul>

- **Buses**

<b>What was promised</b>	<b>What was delivered</b>	<b>Next Steps</b>
<ul style="list-style-type: none"> <li>▪ That the Department would revisit the present contract and subsidy system in order to ensure viable public transport run along business lines that would be affordable by commuters without placing unnecessary financial burdens on government</li> </ul>	<ul style="list-style-type: none"> <li>▪ Interim Contracts finalised for all existing subsidised bus operators, making provision for an escalation clause, as a step towards full tendered contracts in the future</li> </ul>	<ul style="list-style-type: none"> <li>▪ Scholar subsidy issue to be finalised in conjunction with the Department of Education</li> <li>▪ Contracts to replace "Putco" services in Durban and Washesha services in Estcourt to be awarded</li> </ul>
<ul style="list-style-type: none"> <li>▪ That emerging public transport operators would be assisted in gaining entry into the bus market</li> </ul>	<ul style="list-style-type: none"> <li>▪ Two workshops held to assist emerging operators in accessing contracts for bus routes</li> </ul>	<ul style="list-style-type: none"> <li>▪ Improved bus contract tender document to be finalised to assist SMME's and to assist taxi owners in tendering for bus transport routes</li> </ul>

<b>What was promised</b>	<b>What was delivered</b>	<b>Next Steps</b>
<ul style="list-style-type: none"> <li>▪ That all government decisions and developments would result from a transparent process of consultation with all stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>▪ Provincial Bus Summit held to ensure all operators were on board with new developments regarding bus subsidies and contracts, and to workshop the main issues facing the bus industry</li> </ul>	<ul style="list-style-type: none"> <li>▪ Bus Task Force to be established to develop a sustainable programme for an economically viable bus industry</li> </ul>

• **Road Traffic Inspectorate**

<b>What was promised</b>	<b>What was delivered</b>	<b>Next Steps</b>
<ul style="list-style-type: none"> <li>▪ Improved road traffic safety to eliminate loss of life, limb and property on the road and to promote the economic well-being of the people of the province</li> <li>▪ To finalise preparations for the KwaZulu-Natal Road Traffic Safety Project (Project Victoria) in readiness for implementation</li> </ul>	<ul style="list-style-type: none"> <li>▪ KwaZulu-Natal Road Traffic Safety Project (Project Victoria)</li> <li>▪ Following visit to Victoria by delegation led by Minister Ndebele (in 1995), an assessment report on the feasibility of this programme was drawn up by a multi-disciplinary team of Australian experts in conjunction with officials from KwaZulu-Natal. (report completed September 1996). Over 100 recommendations are made in this report.</li> <li>▪ Ten week training of two RTI officers in Victoria, Australia, completed in November 1996</li> <li>▪ Business plan to support appeals for funding completed in March 1996. This report indicates that R100 million is needed to implement the recommendations of the Assessment Report.</li> <li>▪ R25 million allocated for road safety for new financial year as a result of the special Cabinet allocation to the Department of Transport</li> </ul>	<ul style="list-style-type: none"> <li>▪ Full-time project manager to be appointed to manage the funding and implementation of "Project Victoria".</li> <li>▪ Special Operations Group to be formed to drive the enforcement arm of the project. This will be equipped with <ul style="list-style-type: none"> <li>▪ Five fully equipped 4x4 vehicle</li> <li>▪ One communications vehicle</li> <li>▪ The ten booze busses</li> <li>▪ Thirty alco-meters</li> <li>▪ Fifteen laser speed timers</li> <li>▪ Fifteen video cameras</li> <li>▪ Ten dragar alco-check devices</li> <li>▪ Thirty portable radios</li> <li>▪ Ten pursuit vehicles</li> <li>▪ And thirty permanent speed checking cable sites</li> </ul> </li> <li>▪ Communications campaign to accompany enforcement campaign</li> <li>▪ June Road Safety month programme to kick-start the implementation of the project thereafter.</li> </ul>

<b>What was promised</b>	<b>What was delivered</b>	<b>Next Steps</b>
<ul style="list-style-type: none"> <li>To cut back on non-core functions to ensure as many man-hours as possible on the road</li> </ul>	<ul style="list-style-type: none"> <li>Initial devolution of driver and vehicle testing to local authorities</li> </ul>	<ul style="list-style-type: none"> <li>Devolution to continue in Durban, Pietermaritzburg, Empangeni, Newcastle and Pinetown</li> </ul>
<ul style="list-style-type: none"> <li>To assist the Department of Transport in targeting heavy vehicles for both road safety infringements and for overloading, which is the biggest cause of damage (e.g. pot-holes) in the road network</li> </ul>	<ul style="list-style-type: none"> <li>51 000 vehicles weighed for overloading – over 18 000 found guilty. KZN tested 90% of all vehicles checked for overloading in SA during the last financial year</li> </ul>	<ul style="list-style-type: none"> <li>Overloading campaign to be continued with a call to other provinces to assist in this programme</li> </ul>

- Motor Licensing**

<b>What was promised</b>	<b>What was delivered</b>	<b>Next Steps</b>
<ul style="list-style-type: none"> <li>That all avenues for accommodating the public in the payment of motor licenses would be explored</li> </ul>	<ul style="list-style-type: none"> <li>Post office agencies for paying vehicle registration fees opened in West Street, Chatsworth, Westville and Phoenix post offices in Durban; PMB and Durban provincial licensing offices now open on Saturday mornings</li> </ul>	<ul style="list-style-type: none"> <li>To complete negotiations with the post office following an agreement that the post office take over all licensing functions at Umlazi, Nkandla, Maphumulo, Tugela Ferry, Bulwer, Umbumbulu, Mahlabathini, Ingwavuma, Nquthu and Ndwedwe; and to increase the number of post office agencies in Durban from 4 to 7</li> <li>TO rationalise services by combining Babanango and Melmoth licensing function and Impendle and Bulwer licensing functions and by opening a new provincial registration office in Newcastle</li> </ul>
<ul style="list-style-type: none"> <li>That public demands for novel licenses would be combined with the need to raise revenue for provincial development programmes</li> </ul>	<ul style="list-style-type: none"> <li>Personalised number plate system introduced at R1 500 per number plate (green and white colour scheme), new blue and white colour scheme introduced for private vehicles; red and white for government vehicles and black and white for public transport vehicles</li> </ul>	<ul style="list-style-type: none"> <li>To increase license fees by 25% as of 1 July in order to supplement budgets for community access road developments and road safety</li> </ul>

<b>What was promised</b>	<b>What was delivered</b>	<b>Next Steps</b>
<ul style="list-style-type: none"> <li>▪ That service delivery would be revisited to meet the needs of all the people of the promise</li> </ul>	<ul style="list-style-type: none"> <li>▪ NaTIS forms translated dinto Zulu, vending machines provided at all provincial MLB offices, a TV installed in Durban to entertain people waiting in queues, cheque deposit boxes installed in provincial banking halls for customer convenience</li> </ul>	<ul style="list-style-type: none"> <li>▪ To improve communication channels with the public who use the Motor Licensing Bureau</li> </ul>

▪ **Human Resources**

<b>What was promised</b>	<b>What was delivered</b>	<b>Next Steps</b>
<ul style="list-style-type: none"> <li>▪ That a new management profile representative of the people of KwaZulu-Natal would be structured for the Department of Transport</li> </ul>	<ul style="list-style-type: none"> <li>▪ New Secretary approved by the PSC, new Chief Director appointed, interviews conducted for three vacant Director posts. All new staff to sign service delivery contracts regarding key objectives and performance appraisal standard.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Posts vacated by severance packages to be filled in a manner that promotes representivity</li> </ul>
<ul style="list-style-type: none"> <li>▪ That the post establishment of the Department of Transport would be reduced</li> </ul>	<ul style="list-style-type: none"> <li>▪ 12.6% of posts abolished</li> </ul>	<ul style="list-style-type: none"> <li>▪ Further 12% reduction anticipated in 1997/98</li> </ul>
<ul style="list-style-type: none"> <li>▪ That the departmental rationalisation process would begin as soon as amalgamation was completed</li> </ul>	<ul style="list-style-type: none"> <li>▪ Statement of intent for the rationalisation process drawn up and approved by Minister Ndebele</li> </ul>	<ul style="list-style-type: none"> <li>▪ To complete the departmental rationalisation programme, looking at various models for regional control and a post establishment for the new Transportation Directorate</li> </ul>
<ul style="list-style-type: none"> <li>▪ That training programmes would be extended to assist human resource development in the department in the department</li> </ul>	<ul style="list-style-type: none"> <li>▪ Literacy programmes initiated: 961 DOT attendees</li> </ul>	<ul style="list-style-type: none"> <li>▪ To increase human resource development through accelerated training programmes</li> <li>▪ To provide pro-active training to as many of the 7000 staff members as possible on all aspects of the new Labour Relations Act</li> </ul>

## **Annexure C: Rural Road Transport Forums in KwaZulu-Natal**

The Department of Transport is committed to a programme of roads for rural development, which is designed to end the physical, social and economic isolation of rural populations. Having recognised the absence of inclusive representative structures and organisational capacity in rural areas through which it could channel its commitment, the Department of Transport established Rural Road Transport Forums. These were formed to empower ordinary citizens to take decisions in transport-related matters that influence their communities.

Founded in civil society these set out to use the development of rural roads for:

- Job creation through capital and labour intensive road building
- Economic growth through the development of multipliers and the creation of income generating opportunities for local people.
- Emerging contractor support for construction and maintenance programmes

Rural Road Transport Forums consist of a geographical representation of the following groups / organisations:

- |                             |                         |
|-----------------------------|-------------------------|
| ➤ Regional Tribal Authority | Minimum of 1            |
| ➤ Business Sector           | Minimum of 1            |
| ➤ Taxi industry             | Minimum of 1            |
| ➤ Public transport          | Minimum of 1            |
| ➤ Farmers Associations      | Minimum of 1 / max of 4 |
| ➤ Organised Labour          | Minimum of 1 / max of 2 |
| ➤ Youth                     | Minimum of 2 / max of 3 |
| ➤ Women's groups            | Minimum of 2 / max of 3 |
| ➤ Professional bodies       | Minimum of 1            |
| ➤ Other CBOs                | Minimum of 2 / max of 3 |

The Department of Transport realises that the building of road networks and their maintenance usually comprises the largest single capital investment made in rural development. However, the absence of a road network usually constrains the delivery of all other social services. Not only do roads provide access to markets, services, employment, business opportunities, transport and communication, they also improve personal mobility, crisis management, worldview and quality of life.

Established Rural Road Transport Forums are:

### **Region 1**

Nkandla  
Nseleni  
Eshowe  
Ubombo /  
Ingwavuma  
Ongoye  
Hlabisa

### **Region 2**

Pongola / Simdlangenstha  
Nongoma  
Mahlabathini  
Vryheid

### **Region 3**

Nquthu  
Madadeni  
Buhlebomzinyathi  
Utrecht

**Region 4**

Bergville  
Estcourt  
Ladysmith

**Region 5**

Bulwer  
Kokstad  
Vulindlela  
Mpumalanga

**Region 6**

Maphumulo  
Ndwedwe  
Umbumbulu

**Region 7**

Mzumbe  
Vulamehlo  
Izingolweni

An example of the successes of the Department of Transport in getting democratic representation at these forums can be seen in the Nquthu forum. This forum consists of:

- Mr M G Hadebe from the Regional Authority
- Mr Ndlovu from the business sector
- Mr Ngcobo and Mr Coka from public transport
- Mr A Thango representing emerging contractors
- Mr Sikhakane and Zulu representing professional bodies
- Ms Mabaso representing youth
- Mrs Mthimkhulu representing women's organisations
- Mr Buthelezi representing labour
- And Mr Masimula, Mr Buthelezi, Mr Njoko and Mr Buthelezi representing community based organisations.

## **Annexure D: Institutional Structures**

Co-operative government has been identified as a critical factor in determining the Department of Transport's successes in realising its vision for transport in the province. With the success of the Mincom/Colto structure between national and provincial government, the Department realises that it needs to work with local government towards a common vision in order to build support around agreed policies and strategies.

This will combine political commitment with co-ordination at official level in the implementation of policies, strategies and actions.

At a political level, representation on the "ProvCom" structure (Provincial Committee for Transport) is being thrashed out in conjunction with local government. The objectives of ProvCom would be to:

- Develop and review provincial transport policy
- Seek alignment on transport policy
- Build consensus on an political commitment to transport policy and actions
- Serve as a forum for the exchange of information
- Serve as a forum to identify critical issues

The ProvTech structure would comprise the official counterparts of the political officer bearers represented at ProvCom. The objectives of the Provincial Technical Co-ordinating Committee would be to:

- Make recommendations on provincial policy and the allocation of funds
- Co-ordinate the implementation of the provincial transport policy
- Promote inter-regional co-operation on matters impacting on neighbouring councils
- Serve as a forum for the exchange of information
- Serve as a forum to identify critical issues
- Act on technical requests from ProvCom
- Discuss technical policy issues

## **Local Road Transportation Boards**

The LRTBs for Pietermaritzburg and Durban are formed to regulate operators wishing to gain entry into the passenger transport market by issuing permits to bus and taxi operators who can prove that a transport need exists in a specific area.

In the past, these structures have been widely criticised in the past for being illegitimate and not sufficiently representative. The process to appoint a new Board is already in place following wide consultation and an extensive communication campaign. Nominations for the new board members closed at the end of February and a selection panel has been assembled to recommend the new board members so that the new Boards will be in place by June 1997.

The main task of the boards is to ensure that commuter requirements are taken into consideration when regulating public transport in a specific area.

**Annexure E: Total Spending (National and Provincial) on KwaZulu-Natal Roads: 1996/97**

	<b>Region 1 Eshowe</b>	<b>Region 2 Nongoma</b>	<b>Region 3 Dundee</b>	<b>Region 4 Estcourt</b>	<b>Region 5 PMBurg</b>	<b>Region 6 &amp; 7 Durban</b>
National DOT: Maintenance	12,301		54,038	15,506	28,151	105,781
National DOT: New Construction	24,978			10,041	4,977	213,875
Prov DOT: Maintenance	32,076	21,684	23,613	20,162	54,830	37,155
Prov DOT: Construction	6,019		12,870	6,330	7,718	24,136
Road Traffic Inspectorate	6,124	4,036	4,872	3,748	10,718	24,498
Community Access Roads	20,830	11,190	12,520	9,380	16,300	16,780
<b>Total</b>	<b>102,328</b>	<b>36,910</b>	<b>107,913</b>	<b>65,177</b>	<b>122,737</b>	<b>422,225</b>