

Province of the
EASTERN CAPE
Transport

STRATEGIC PLAN

Tabled: 3 July 2014



FOR THE FISCAL YEARS
2014 - 2019

Vision 2030

FOREWORD BY THE MEC



MEC WEZIWE TIKANA
TRANSPORT, SAFETY AND LIAISON

In line with the 2014 ANC Manifesto, the 5th term of democratic government will be characterized by radical socio-economic transformation to meaningfully address poverty, unemployment and inequality through mobilizing and leveraging the active participation of all sectors, including the transport sector, which remains the heartbeat of the South African economy and social development.

The Eastern Cape Department of Transport will build on the solid foundation, which has been laid in the recent terms by implementing the adopted new departmental strategy and Service Delivery Model. This will be followed by the finalization of the organisational structure that will guarantee a proper and adequate resourcing towards achieving the strategy outcomes.

We are gearing up for a new era of massive investment in infrastructure to unlock economic opportunities and create jobs. These include:

- The implementation of all three phases of the Mthatha Airport Development Strategy working together with our stakeholders and the private sector;
- Improvement of freight transport through the implementation of a Provincial Freight Strategy with a special emphasis on overload control;
- Improvement of the quality of our public transport system through the implementation of the Provincial Integrated Public Transport Master Plan (PIPTMP);
- The implementation of the Scholar Transport Service through continuously pursuing ways to improve the efficiency of the service;
- Strategic partnership with the relevant transport entities and local authorities to connect our people in new human settlements, rural areas and townships. This will involve more emphasis on integration of our work with all transport agencies that exist in our province,
- Strengthening the Transport Planning Function and mobilise resources in line with our service delivery model;
- Promotion of the provision of non-motorised transport infrastructure,
- Investment in skills development initiatives in an effort to ensure that the previously marginalized groups, particularly the youth, participate actively in this critical sector of our economy.

Our five-year Strategic Plan gives a short to long term direction of the department in order to deliver “*An efficient, safe, affordable, sustainable and accessible transport system*”. It is generally informed by the ANC Manifesto and specifically responds to the following:

- Results of the Strategy Review Process
- Implementation of the PIPTMP
- National Development Plan
- Transport Agencies plans for the next 5 years

- Economic Initiatives for the next 5 years
- Medium Term Strategic Framework (MTSF)

This will be followed by the review of our Communication Strategy in order to ensure that we reach out to all our stakeholders and the people of the Eastern Cape to improve the image of the department and relations with our clients.

Efforts are in place to continue achieving the unqualified audit report going forward and ultimately have a clean audit.

During this term, we will further:

- Improve Implementation of the future Human Resource Plan with targets in the 2014/15 financial year,
- Finalise the person-to-post matching exercise towards the implementation of the new organogram by the 2015/16 financial year,
- Strengthen effectiveness of Labour Relations;
- Develop a strategy for Attraction and Retention;
- Transform our Supply Chain Management operations;

Through our Special Programmes Unit, we will continue to provide more support to SANWIT, the youth of the Province and people with disabilities through working together with all role players within the transport sector.

Through the PIPTMP, we will ensure that we introduce inter-town services in at least 10 main routes in the Province over the next five years.

More support will be given to Mayibuye Transport Corporation in order to improve its capacity and operations. We will further intensify efforts to improve the mobility and accessibility of our rural communities through the implementation of Phase 3 of Africa's Best 350 Ltd, which includes the roll out of new busses.

By the end of this term, we will ensure that we achieve 100% coverage of all eligible learners in the Scholar Transport Programme.

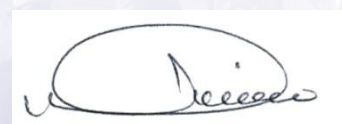
The Department will finalise the provincial freight transport strategy that responds to the National Freight Strategy and help us to strive to convey freight on the most appropriate transport mode, wherever possible. This will ensure improvement in the overload control efforts in the Province as we target to increase our weighbridges by the end of this term.

We will further support the implementation of Transnet's Freight Rail's Branch Line Strategy.

As the new MEC for Transport, I have made road safety as one of my flagship projects. We will develop a Road Safety Management Strategy in accordance with the newly developed National Road Safety Strategy driven by the RTMC. This strategy will also address some of our key road safety challenges as the Province, which include:

- Stray animals control and support to local authorities
- Pedestrian safety
- Better utilization of our road rangers to enhance road safety
- Enforcement
- Education
- Engineering
- Evaluation

Indeed, the future looks bright for the transport sector in the Eastern Cape. The remaining challenge is to strengthen collaboration, because working together we can do more and be held to "Move South Africa and the Eastern Cape Forward."



MEC Weziwe Tikana
DEPARTMENT OF TRANSPORT

OFFICIAL SIGN-OFF

It is hereby certified that this Strategic Plan:


1. Was developed by the management of the Department of Transport under the guidance of Honourable MEC Weziwe Tikana.
2. Takes into account all the relevant policies, legislation and other mandates for which the Department of Transport is responsible.
3. Accurately reflects the strategic outcome oriented goals and objectives which Department of Transport will endeavour to achieve over the period 2014/15 – 2018/19.

MR. D. SKWEYIYA
CHIEF FINANCIAL OFFICER


SIGNATURE

30 June 2014
DATE

MR S. CIBI
HEAD OFFICIAL RESPONSIBLE FOR PLANNING


SIGNATURE

30 JUNE 2014
DATE

MR. HC. REYNOLDS
GENERAL MANAGER: MANAGEMENT SERVICE


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30 June 2014
DATE


MS. T. KGARE
ACCOUNTING OFFICER


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30 June 14
DATE

APPROVED BY:

MEC W. TIKANA
EXECUTING AUTHORITY


SIGNATURE

01 July 2014
DATE

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1 PART A: STRATEGIC OVERVIEW

1.1 Vision

An efficient, safe, sustainable, affordable and accessible transport system.

1.2 Mission

Provide, facilitate, develop, regulate, and enhance a safe, affordable and reliable multi-modal transport systems which is integrated with land uses to ensure improving levels of accessibility and optimal mobility of people and goods in support of socio-economic growth and development in the Province of the Eastern Cape.

1.3 Values

The values of the Department rest on the pillars of:

Commitment	The Department will endeavour to exceed expectations in delivering an efficient, safe, sustainable, affordable and accessible transport system. The Department will work with urgency and commitment to be successful from employee and department perspectives.
Accountability	At all times we act with integrity, providing quality service, being reliable and responsible.
Teamwork	Working co-operatively and making our work environment fun and enjoyable. We work with one another and our stakeholders with enthusiasm and appreciation.
Good Governance	<p>The Department encourages the public trust and participation that enables services to improve. The Department will strive to adhere to the six core principles of good governance i.e.:</p> <ul style="list-style-type: none">• Focusing on the Department's purpose and on outcomes for citizens and service users• Performing effectively in clearly defined functions and roles• Promoting values for the whole department and demonstrating the values of good governance through behaviour• Taking informed, transparent decisions and managing risk• Developing the capacity and capability to be effective• Engaging stakeholders and making accountability real

1.4 Legislative and other mandates

1.4.1 Constitutional mandates

State the relevant section(s) of the Constitution and how the department or public entity is directly responsible for ensuring compliance with this section(s).

Schedule 4 - Functional Areas of Concurrent National and Provincial Legislative Competence

- Public transport
- Road traffic regulation

Schedule 5 - Functional Areas of Exclusive Provincial Legislative Competence

- Provincial roads and traffic

1.4.2 Legislative mandates

1.4.2.1 The National Land Transport Act

The overarching legislation pertaining to transport, and in particular public transport, is the National Land Transport Act (Act 5 of 2009) (NLTA). The Act describes the functions and responsibilities of National, Provincial and Local Government in respect of public transport.

The NLTA sets out the powers and functions of the Minister of Transport and the Provincial MEC responsible for transport as well as “Planning Authorities” representing the local sphere of government.

1.4.2.2 The Municipal Legislative Framework

Municipalities have the executive authority and the right to administer Municipal Public Transport planning in terms of Schedule 4 of Part B of the Constitution. Public transport is defined as a municipal service by the Municipal Systems Act (Act 4 of 2000) (MSA).

The MSA provides in Section 76 that a municipality may supply a municipal service through an internal or an external mechanism. A municipality may also provide a municipal service through an external mechanism by entering into a service delivery agreement with another organ of State.

See Annexure A for Mandate Analysis per programme

1.4.3 Policy mandates

The Department has redefined its vision and mission towards providing an efficient, affordable, safe, sustainable and accessible transport system in an effort to improve lives in the Eastern Cape Province. This in line with the National Development Plan 2030 that requires an integrated planning approach which includes planning authorities and stakeholders at large. For the next five years the Department will continue to provide access to public transport through subsidies and the implementation of the approved Provincial Integrated Public Transport Master Plan.

The delivery of public transport services in the Department can be linked to National Outcome no. 6: “An efficient, competitive and responsive infrastructure network” and to Output no. 3: “Ensure the maintenance and strategic expansion of our road and rail network and the operational efficiency, capacity and competitiveness of our sea ports.”

The department also provides scholar transport services in line with the Draft Scholar Transport Policy. Following a cabinet resolution, the Department inherited a scholar transport scheme from the Department of Education on the 1st April 2011 with 42,000 learners and in the 2013/14 financial year the number of beneficiaries has grown to 56,210.

The Province has tabled seven strategic priorities that serve to holistically address the immense key crucial challenges identified. The seven provincial strategic priorities are the following:

1. Transforming the economy to create jobs and sustainable livelihoods
2. Stimulating rural development, land reform and food security
3. Promoting quality education and skills development
4. Better healthcare for all
5. Intensifying the fight against crime and corruption
6. Integrated human settlement and building cohesive communities
7. Strengthening the developmental state and good governance

The Department has a role to play in each of the strategic priorities of the province. To address this the Department has developed its own priorities which embrace the Seven Provincial Priorities, the National Development focus, the 2014 Ruling Party Manifesto and the 14 national outcomes. The Department's priorities over the next five years are to:

1. Strengthen the transport planning function and resource mobilisation
2. Expand public transport systems
3. Enhancement of scholar transport programme
4. Review and strengthen transport regulatory function
5. Promote the provision of non-motorised transport infrastructure in partnership with local municipalities and other key stakeholders.
6. Develop a road safety management strategy
7. Enhance upskilling programme

1.4.4 Relevant court rulings

Scholar Transport: No ruling has been made as yet on the litigation regarding the Department's decision not to award the previous Scholar Transport Tender. This litigation will result in the delay of implementing the new scholar transport model which is aimed at operational efficacy.

Human Resource Operations Project Team (HROPT): This dispute dates back to 1994 when it became necessary to incorporate the former Ciskei and Transkei into the Eastern Cape Province. This incorporation necessitated the rationalisation of the Ciskeian and Transkeian Public Services with the Eastern Cape Public Service. Shortly before this rationalisation, and in the expectation of incorporation, many irregular promotions were effected. This resulted in inflated salaries of many public servants of the former Transkei and Ciskei. On resolution, this could substantially increase the salary bill of the Department.

1.4.5 Planned policy initiatives

The Department's most important policy initiatives for the period covered by the Strategic Plan are the following:

- Implementation of the Provincial Integrated Public Transport Master Plan
- Provision of scholar transport to benefiting learners
- Management of fleet for the Provincial Government
- Implementation of Expanded Public Works Programme Phase 3
- Support the implementation of Provincial Strategic Projects
- Completion and implementation of Provincial Freight & Civil Aviation Strategies
- Rollout of Phase 3 of the Africa's Best 350 Limited (AB350)



1.5 Situational analysis

Public transport is vital for residents in the Eastern Cape. A high proportion of the population is unable to afford private transport and the long travel distances between settlements and towns to essential services makes the use of non-motorised transport impractical. Public transport is therefore necessary to allow the residents of this Province to access essential services such as clinics and hospitals, schools, places of employment and shopping facilities.

During the 2012/2013 financial year the Department of Transport initiated a process of developing a Provincial Integrated Public Transport Master Plan (PIPTMP) that will improve the mobility of people in the Eastern Cape by setting guidelines for the development of integrated public transport services throughout the Province. On the 30th October 2013, the Executive Council of the Province endorsed the PIPTMP as the framework for the further development of the provincial public transport system. The implementation of the PIPTMP will improve the quality of life of Eastern Cape residents, support economic growth of the region and improve access to community services and facilities.

The source of the information contained in the performance environment subsection of this document is extracted from the Executive Summary of the PIPTMP and other statutory documentation.

1.5.1 Performance environment

The Department herein presents the broad environmental factors that influence the operations of the Department based on the Political, Economic, Sociocultural, Technological, Ecological and Legal (PESTEL) framework. The list of influences under the six PESTEL analysis include the following:



Diagram 1: PESTEL Framework

1.5.1.1 Political/Legal

In terms of the National Land Transition Act, No5 of 2009 (NLTA), the MEC must take the necessary steps to promote coordination between transport authorities and other planning authorities in the province, or between such authorities and the province, with a view to avoiding duplication of effort. Some of the main contributors in the challenges the province is experiencing with the transport system include the following:

- Lack of Integration
- Poor coordination
- Duplication of Projects and Efforts
- Services not delivered in an integrated and harmonious service delivery manner
- Lack of consultation by public sector departments

TRANSMEC, a structure which aims to improve co-ordination and lines of communication was developed by the Department and approved by the Executive Council (ExCO) of the Provincial Government of the Eastern Cape in June 2006. This is a political structure with the MEC for Transport as chairperson and includes political representatives from District Municipalities, the Metropolitan Municipalities and King Sabata Dalindyebo (KSD) Municipality.

As required by the NLTA, the Province has developed a Provincial White Paper on Transport Policy (2001) and a Provincial Land Transport Framework (PLTF). Towards the implementation of the PLTF the Department also developed a number of more specific strategies to improve the transport system in the Province.

1.5.1.2 Economic

The following section provides a background into the Province's economic profile with specific reference to the regional economic growth of the Eastern Cape over the past few years. The Eastern Cape's economic profile is also placed in perspective relative to the other provinces.

Diagram 2 shows the provincial contributions to the South African Economies for the years, 1996, 2006 and 2011.

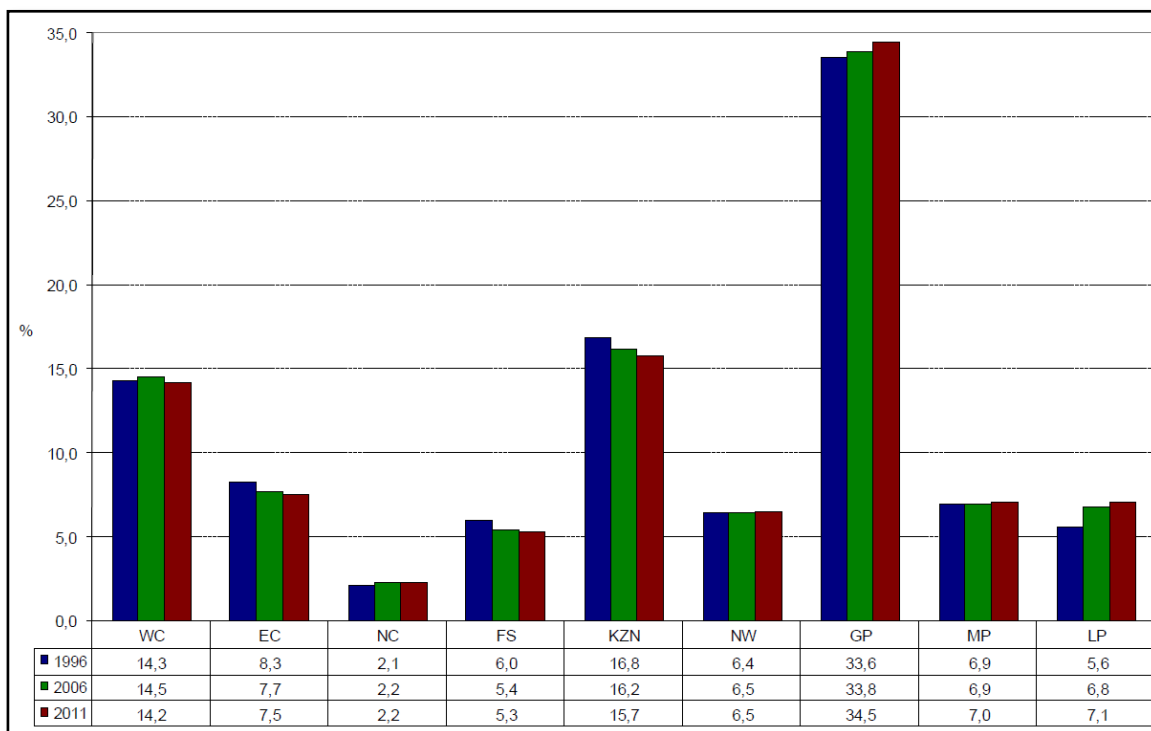


Diagram 2: Provincial Contribution to South African Economy: 1996, 2006 and 2011 (Source: Statistics South Africa, 2012b)

The diagram shows that the Eastern Cape's contribution to the national economy has been declining steadily over the period 1996 to 2011 from 8.3% to 7.5%. Table 1 below shows the contribution of the each provincial economic sector to the national sector and Table 2 reflects the contribution of the various economic sectors to each Province's economy. Given the focus of this study on freight, the three freight generating sectors of the economy (Agriculture, Mining and Manufacturing) are highlighted in the tables.

Table 1: Regional Contribution of Each Economic Sector to the National Sector: 2011

Economic Sector	Western Cape	Eastern Cape	Northern Cape	Free State	KwaZulu-Natal	North West	Gauteng	Mpumalanga	Limpopo	SA
Agriculture, forestry and fishing	22,6	5,0	6,1	10,3	26,8	6,2	6,0	9,0	8,1	100
Mining and quarrying	0,4	0,2	6,8	7,9	3,4	24,8	12,8	20,0	23,7	100
Manufacturing	14,6	8,0	0,4	3,9	21,6	2,5	40,5	7,1	1,5	100
Electricity, gas and water	11,2	4,1	2,7	6,4	15,9	3,6	33,0	15,1	8,1	100
Construction	17,9	4,7	1,1	3,1	13,6	4,8	43,3	6,8	5,1	100
Wholesale, retail and motor trade; catering and accommodation	17,4	8,0	1,6	4,7	17,6	4,4	35,5	5,2	5,5	100
Transport, storage and communication	15,4	7,1	2,1	4,5	22,4	4,8	34,2	4,9	4,6	100
Finance, real estate and business services	19,7	7,3	1,4	3,9	13,6	3,8	41,1	4,0	5,2	100
Personal services	13,7	12,9	3,4	10,1	17,3	8,5	23,5	5,7	5,0	100
General government services	9,8	11,2	1,9	5,2	14,2	5,3	39,7	5,0	7,7	100

(Source: Statistics South Africa, 2012b)

The Eastern Cape has the smallest contribution of two of the freight generating sectors (agriculture and mining) to those sectors' national levels with agriculture in the province contributing only 5.0% to the national agriculture contribution and mining 0.2% to the national mining sector. In terms of the manufacturing sector, the Eastern Cape does fairly well by contributing 8.0% to national manufacturing. This is mainly due to the motor vehicle manufacturing industries in East London and Port Elizabeth.

Table 2: Sector Contribution to Provincial Economy: 2011

Economic sector	Western Cape	Eastern Cape	Northern Cape	Free State	KwaZulu-Natal	North West	Gauteng	Mpumalanga	Limpopo
Agriculture, forestry and fishing	3,5	1,5	6,0	4,3	3,8	2,1	0,4	2,8	2,5
Mining and quarrying	0,3	0,2	26,7	13,3	1,9	33,6	3,3	24,9	29,4
Manufacturing	11,8	12,2	2,1	8,5	15,8	4,4	13,5	11,5	2,5
Electricity, gas and water	2,0	1,4	3,0	3,1	2,5	1,4	2,4	5,4	2,8
Construction	4,3	2,1	1,6	2,0	3,0	2,6	4,3	3,3	2,5
Wholesale, retail and motor trade; catering and accommodation	17,0	14,7	9,9	12,3	15,5	9,3	14,2	10,3	10,8
Transport, storage and communication	9,1	7,9	7,8	7,1	11,9	6,1	8,3	5,8	5,4
Finance, real estate and business services	26,6	18,6	11,6	14,2	16,5	11,1	22,8	10,9	14,0
Personal services	5,1	9,1	8,1	10,2	5,8	7,0	3,6	4,3	3,8
General government services	10,2	22,0	12,8	14,7	13,3	12,1	17,0	10,5	16,0
All industries at basic prices	90,0	89,8	89,8	89,7	90,0	89,7	89,9	89,7	89,7
Taxes less subsidies on products	10,0	10,2	10,2	10,3	10,0	10,3	10,1	10,3	10,3
GDP at market prices	100	100	100	100	100	100	100	100	100

(Source: Statistics South Africa, 2012b)

Following Table 1 and Table 2, it is important to note the following:

- In terms of the provincial economy, agriculture in the Eastern Cape contributes only 1.5% to the province's economy which makes it the third lowest contributor to the provincial economy. In turn the Eastern Cape agricultural sector is the lowest provincial contributor to the national agricultural sector. The contribution of mining is negligible, with manufacturing contributing slightly more than 12% to the provincial economy. The largest contribution is made by general government

services with 22.0% of the economy in the Eastern Cape originating from this sector. Based on percentage contribution, the Eastern Cape has the highest percentage contribution by the general government services sector of all the provinces in the country.

- Despite the fact that the mining and quarrying industry in the Eastern Cape is exceptionally small (virtually non-existent), the road network is still being used beyond its carrying capacity by heavy vehicles transporting Manganese from the Northern Cape and North West Provinces travelling to Port Elizabeth and Coega. Because of this, and possibly also aided by overloading, the Eastern Cape is left with deteriorating roads.
- The manufacturing industry in the Eastern Cape performs fairly well. This is most probably because of its motor vehicle sector, which is mostly export-orientated.

Diagram 3. below shows estimates of the real annual economic growth rate per province for 2011.

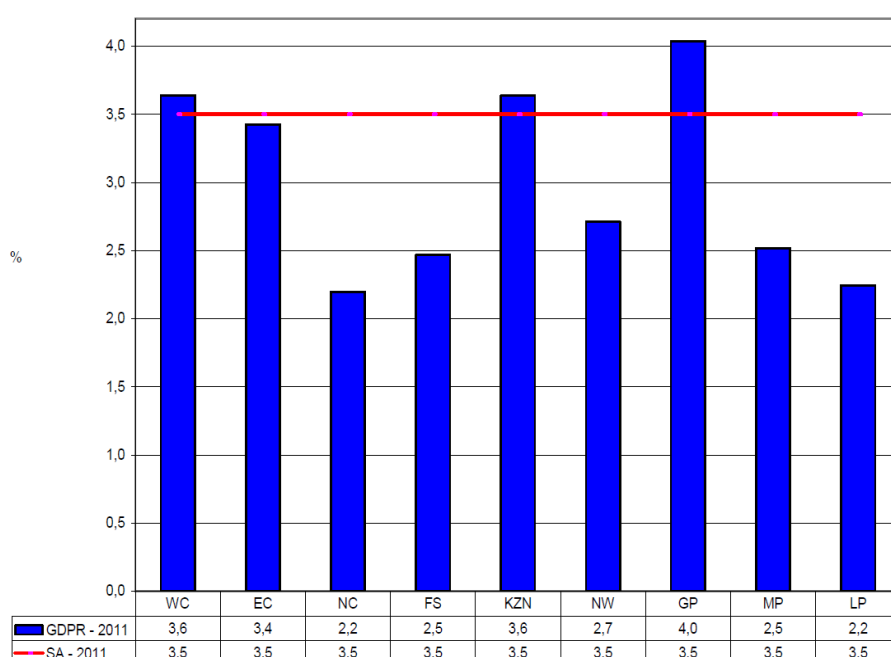


Diagram 3: Real Annual Economic Growth Rate per Region: 2011 (Source: Statistics South Africa, 2012b)

The diagram indicates that the highest real annual economic growth rate per province - as measured by the gross domestic product per region (GDPR) at market prices - for 2011 compared with 2010 were recorded in Gauteng at 4,0 percent, followed by Western Cape and KwaZulu-Natal at 3,6 percent each respectively. The figure indicates that the real annual economic growth rate for the Eastern Cape was recorded at 3,4%, slightly below the average national economic growth of 3,5%. In comparison, the real annual economic growth rate for South Africa, was 3,5 per cent in 2011.

In total, Amathole District Municipality¹ (37%) and NMBM (30.5%) account for nearly 70% of formal employment in the Province. Employment in the manufacturing sector is concentrated in NMBMM (49.1%) and in Amathole district (40.9%). Employment in Agriculture is predominantly in Cacadu (40.9%) and Amathole (20.4%). Employment in services sectors is concentrated in Amathole (38.2%) and in the NMBM (29.1%).

The Eastern Cape industrial sector is characterised by fundamental structural weaknesses due to various reasons. These include:

- Concentration of economic activity in the urban industrial centres of NMBMM and Buffalo City.

¹Amathole District Municipality includes the Buffalo City Metropolitan Municipality.

- A manufacturing base dominated by the automotive sector and declining manufacturing subsectors outside of the automotive sector.
- A small and declining primary sector.
- Stagnant growth in district municipalities such as OR Tambo, Alfred Nzo and Joe Gqabi over the past 12 years, with social grant dependence increasing as a result of employment contraction on the mines and traditional manufacturing sub-sectors,
- Disinvestment from the former industrial decentralization zones such as Butterworth, and Dimbaza.
- Insufficient public investment in economic infrastructure (transport, energy, ICT etc.), particularly in the rural economy of the former Transkei and Ciskei areas

Despite these challenges, the Province is well positioned to take advantage of export opportunities and is well endowed with natural resources (for exploitation in tourism, agriculture and agro-processing and green industries). The Province also has potential to grow the services and trade sector. With the appropriate support and public investment, significant opportunities exist to build a sustainable and labour absorbing agro-processing economy in the east of the Province, and significant opportunities exist for downstream beneficiation from heavy industries. The extent to which the Province can take advantage of these opportunities will depend on the extent to which local productive capabilities and the delivery of enabling infrastructure, training and skills development can be sustained.

1.5.1.3 Sociocultural

The Eastern Cape Province is located on the south-eastern seaboard of South Africa and is the second largest of the nine provinces, comprising 14.0% of the country's total land area. The Province consists of six district municipalities and two Metropolitan Municipalities.

The Eastern Cape is home to 6.8 million people which is approximately 13.5% of the national population of 51 million (2011 STATS-SA census). The population of the Eastern Cape is increasing annually, however the rate of population growth is decreasing. The sparsely populated districts in the western and north-western parts of the Eastern Cape have experienced a decrease in population recently, indicating outward migration from these districts. The two Metropolitan Municipalities have shown relatively low population growth rates, while the highest population growth rates have been observed in the Alfred Nzo and OR Tambo districts.

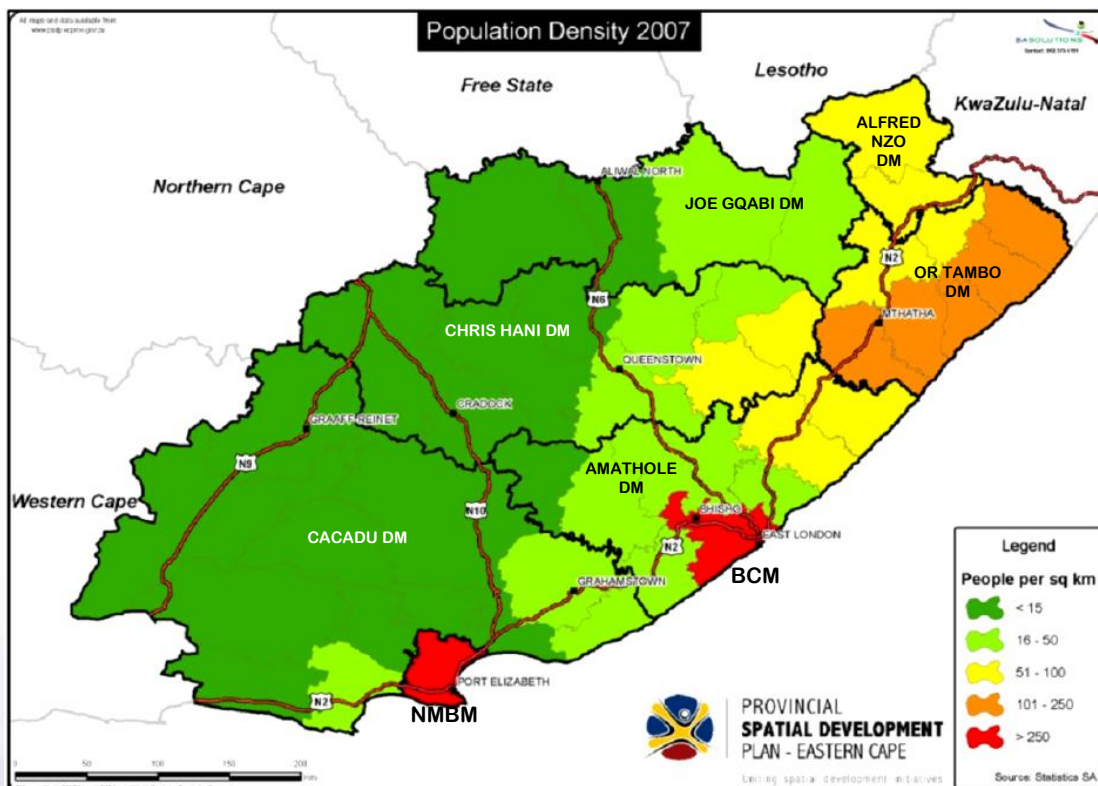


Diagram 4: Population Densities of Municipalities

Diagram 4 above illustrates the distribution of the Eastern Cape population, as contained in the Provincial Spatial Development Plan.

Current trends in settlement development indicate that *in-situ* urbanisation, where rural settlements start to function like suburbs of the larger urban centres in their vicinity, has become a predominant phenomenon in the Eastern Cape, with increasing public transport demands. Another major trend that is observed is informal settlement around major urban areas in the eastern and central regions of the Province leading to significant peri-urban sprawl. Settlements in these urbanising areas are consolidating along main roads, with easy access to public transport vehicles travelling on these roads.

Public Transport Demand

There are three identifiable patterns of public transport demand within the Eastern Cape:

1. Travel within a particular settlement (local services) for example between the town centre and peripheral residential areas
2. Travel between adjacent settlements (inter-town services) for example between a small settlement and larger local or district centre, or between towns
3. Long distance travel (between districts or trips that extend past the borders of the province)

The modes of public transport used most frequently in the Eastern Cape are minibus taxi services, bus services and passenger rail to a lesser extent. Minibus taxi services are the most predominant form of public transport in the Province, operating unscheduled services. Minibus taxis pick up and drop off passengers at formalised taxi ranks, but also allow boarding and alighting at any point along their route.

Approximately 160 000 inter-town and long distance road based public transport passenger trips are made per day in the Eastern Cape. Of the road based public transport passenger trips, approximately 75% are made using minibus taxi and 25% using bus services.

There are a high number of minibus taxi trips undertaken in the two metropolitan municipalities viz. Nelson Mandela Bay and Buffalo City. These metropolitan routes are considered to be local commuter services.

There are five passenger rail services in the Eastern Cape. Two suburban services are operated by Metrorail in the metropolitan municipalities of Nelson Mandela Bay (NMBM) and Buffalo City (BCMM). These are commuter services that operate over relatively short distances between Port Elizabeth and Uitenhage and East London and Berlin. Long distance passenger rail services are operated by Shosholoza Meyl between Port Elizabeth and Johannesburg and between East London and Johannesburg. Both Metrorail and Shosholoza Meyl are business units of the Passenger Rail Agency of South Africa (PRASA).

Regional rail passenger services account for a very small percentage of passenger trips per day. Approximately 400 passengers per day (three days per week) use the Shosholoza Meyl service between Port Elizabeth and Johannesburg and an average of 540 passengers per day (6 days per week) use the service between East London and Johannesburg. An average of 420 passengers per day used the Kei Rail service between AmaBhele and Mthatha before (the service was suspended in 2012). Passenger rail usage therefore constitutes less than 1% of daily public transport passenger movements in the Eastern Cape.

Scholar Transport

Scholar transport services are provided free of charge for eligible learners in the Eastern Cape to and from identified schools by local bus and minibus taxi operators through a contract with the Eastern Cape Department of Transport. A large portion of the daily trips taking place on the transportation network, are undertaken by learners, students or parents taking learners to school.

Transportation for learners is seen as a very important part of the total transportation service and must receive proper attention. What is also very critical is that these learners travel to school during the morning peak hour, utilising transport infrastructure and services during one of the busiest times of the day.

The Department has an opportunity to promote and advance effective, efficient and affordable transport, mainly to and from schools and other learning institutions. Scholar transport is not only related to actual service but also to the role and position of scholar transport in the wider transportation field. Role-players include all three spheres of government, the Department and education departments, the schools, parents, learners, and the different modes of transport.

The Department of Transport currently provides scholar transport to 57,176 learners daily, which represents 60% of the total scholar transport need in province. Scholars are transported to 645 schools, from 3,117 pick-up points over a total daily distance of 77,690km using about 2,400 vehicles. An amount of R356 million has been allocated for this purpose.

The department notes some of the challenges experienced during the last term which include inefficiency gaps in the Scholar Transport operations coupled with a weak governance environment within the company that is running the program and inadequate monitoring of the program. To that end, efforts to improve monitoring have been implemented and are bearing fruit as we begin to see some stability in the program.

We should all note the transformation agenda for this program and we would be the first to acknowledge that it has been a steep hill to climb due to the informal nature of the industry. The department continues to seek ways to make Scholar Transport more efficient. A daunting task indeed considering the conditions of our roads in the province as well as the unavailability of suitable fleet (i.e Province is over saturated with mini bus taxis) for the operations.

Going forward, the Department has developed a new model for the procurement of scholar transport services, which is expected to be implemented in the 2015 academic year, subject to the conclusion of the pending court case. The Position Paper which contains the new model for scholar transport was adopted by EXCO on the 19th December 2013.

The implementation of the new model is expected to assist the department in addressing some of the issues raised and it is expected that over time, the program will be more efficiently run therefore allowing the department to meet its target of ensuring that all the deserving learners as identified by the Department of Education will be covered over the next 5yrs.

1.5.1.4 Technological

The Department has to provide mobility to rural communities where the road conditions have forced operators to use “bakkies” for public transport services, and to promote the use of appropriate technology for these conditions. Road conditions in the rural areas have deteriorated exponentially over the last few years. This resulted in a decrease in transport service patronage. High maintenance cost of vehicles travelling on these roads have forced operators to withdraw from some areas. Taxis can no longer operate effectively and efficiently on the roads in many rural areas. Buses also only serve those areas where the road conditions are still acceptable. This resulted in less people having access to proper transport services.

As a result of the need for transport in rural areas with poor road conditions, other types of vehicles have been introduced by operators to provide transport in the rural areas. The most commonly used vehicle is the Light Delivery Vehicle (LDV) or commonly known as a “bakkie”. Most of these vehicles are not suitable for usage as public transport vehicles. An opportunity was therefore created for a SANS legal compliant light delivery vehicle to be manufactured. The Department will promote the use of these legally compliant vehicles in the Province.

The Department is in the process of modernising its entire traffic management environment through the implementation of the Traffic Management System. This system complements the eNaTIS and its main purpose is to:

- Improve on the tracking and tracing of Traffic Fines;
- Improve on payment of Traffic Fines;
- Improve on records Management of Traffic Fines;
- Capture Traffic Offenders using modern devices whilst vehicles are on the move;
- Whilst reducing on the Road Carnages and maximising on Road Safety;

1.5.1.5 Environmental

It is generally accepted that continued population growth, accompanied by urbanisation and the mushrooming of informal settlements, is leading to increasing pressure on the environment and the deterioration of natural processes. In this context, it is also recognised that the provision of transport infrastructure and the operation of the transportation system have the potential for causing damage to the physical and social environment through inter alia, atmospheric or noise pollution, ecological damage, and severance.

Inefficient land use systems give rise to long average trip lengths and a disproportionate time of travel. This has led to a rapid increase in vehicle emissions and the presence of large quantities of pollutants, which is particularly noticeable in the metropolitan areas. The quality of public space associated with transport facilities generally requires improvement. In particular, land that constitutes part of the road reserve is often poorly maintained. In many townships and rural settlements, poor planning, construction and maintenance of unpaved roads lead to dust pollution and severe soil erosion.

An opportunity is created for initiatives to reduce dependence of transport on fossil fuels as a source of energy and the Department will encourage the use of fuels that are less harmful to the environment will be supported. The use of environmentally friendly modes of transport will be encouraged.

1.5.2 Organisational environment

Although the Department developed its mission, values and vision at the beginning of the 2009-2014 MTSF Cycle, it has received feedback which suggests that its focus and direction need to be revisited as it appears not to be effectively delivering on its mandate. The need for clarity of the Department's strategic direction was further necessitated by the movement of the roads function to the Department of Public Works. In order to address these issues, the department embarked on a process of reviewing its 2010-2015 strategic plan, and facilitate the development of a strategic plan which has clearly defined objectives that are implementable and achievable.

The Strategy Review process has 3 phases:

- Review of the current organisational strategy and propose an appropriate strategy for the next 5 years
- Development of a Service Delivery Model aligned to the proposed Strategy, and
- Design of an organisational structure

During the 1st Phase of the review, a number of critical systemic challenges have been identified. These challenges represent key strategic leverage issues which if not managed and changed will erode the Department's ability to deliver on its mandate even further. The Department utilised the SWOT (Strengths, Weaknesses, Threats and Opportunities) analysis as a method of environmental analysis. The outcome of the SWOT Analysis and strategies to address them could be summarised on a matrix as follows:

	STRENGTHS – S Transport Planning and Engineering Capacity Sound management of PTOG and subsidised services management Strong monitoring capabilities of Driving License testing Centres Dedicated Road Safety team Strong rural focus and non-motorised transport	WEAKNESSES – W Shortage of technical staff (Economists and Planners) and recruitment turnaround time too long Silo culture leading to inability to coordinate with stakeholders Crisis mode in operating domain ICT systems not fully aligned to the Department's Strategic Objectives. Performance Management System poorly managed
OPPORTUNITIES – O Promote new multi-modal transport system in the Province. In a position to influence infrastructure planning to support economical strategic infrastructure in Coega and Port of East London Improve Logistics infrastructure in the Province	SO – STRATEGIES Expand Public transportation services through the implementation of Provincial Integrated Public Transport Master Plan. Support the implementation of Integrated Public Transport System in both Metros Actively participate in Special Intervention Projects (SIP 3)	WO – STRATEGIES Finalisation of organisational design process Recruitment of technical staff Business and ICT strategic alignment through the implementation of CGITPF Strengthen the Department's management of coordinating structures such as TRANSMEC and TTC
THREATS – T High level of road accidents and fatalities Splitting of Roads Function resulting in roads prioritisation falling outside planning model of the Department. Fragmented Freight and Logistic Planning between various stakeholders Lack of sustainable funding for subsidised transport	ST – STRATEGIES Development of a Road Safety Management Strategy Lobby the Cabinet for Transfer of the Roads function back to Transport Development of a Provincial Freight Logistics Strategy	WT – STRATEGIES Strengthen the Transport Planning function and resource mobilisation Possible merger with Roads function

Diagram 5: ECDOT SWOT Matrix

a) Strengths

The Department has a strong transport planning and engineering capability. The Department has produced all transport statutory plans as required by the National Land Transport Act no 5 of 2009. The Department has sound management of public transport contracts for contractors receiving financial assistance through the Public Transport Operations Grant. It was also found that the Department is strong in monitoring compliance of registering authorities with the laws and regulations relating to vehicle registration and licensing, vehicle fitness testing and driver fitness testing. The Department was also successful in ensuring that the plans required by all three spheres of government are in place.

b) Weaknesses

There is lack of sustainable funding for subsidized transport. This has resulted in a lack of understanding of what subsidies are used for, and this hampers public transport planning and contract management. The minibus taxi industry's expectations are too excessive and this impacts negatively on getting the Algoa Bus Company into an Integrated Rapid Public Transport Network (IRPTN) in the Nelson Mandela Bay Metro (NMBM). There are delays in decision-making from NMBM and these are hampering implementation of an IRPTN in the NMBM. Due to the two challenges above, NMBM has lost funding from National Treasury.

The Department is also hampered by a shortage of technical staff. The silo culture characterizes how work is performed. There is lack of clarity on the CBP mandate. Managers within the programme lack common understanding of their mandate and this has led to under-delivery, largely due to hiving-off of roads infrastructure. There is an apparent inability to innovate (a competency critical in the programme)

The lack of implementation of projects contained in the plans is due to capacity & financial constraints. This severely minimizes the impact that the planning has on improving the transport environment. The HR plan was not fully aligned to deliver the Department's policy and strategy. The Department is still operating with the last structure that includes Roads which was done in 2006. This structure though workable is not adequate to meet the operational requirements of the Department. There is not a reliable tool to measure the vacancy rate. The turnaround times on recruitment takes too long, and processes are found to be not well defined.

c) Opportunities

An opportunities is presented for promoting a new multi-modal transport system in the Province through the implementation of the Integrated Public Transport System in the Buffalo City and Nelson Mandela Bay Metros. In the upcoming term, the Department will be in a strategic position to influence infrastructure planning to support economical strategic infrastructure in Coega and Port of East London and participation in Strategic Priority Projects. The Department's current organizational development intervention is also seen as a great opportunity.

d) Challenges/Threats

A high level of accidents and fatalities and low levels of investment in road safety. The prioritisation of roads development, upgrade and maintenance is not informed by the transport planning requirements due to the splitting Roads function from the Department of Transport. This fragmentation in planning impacts on service delivery by being reactive as opposed to being proactive through efficiency and effectiveness in meeting community needs.

In conclusion, these issues outlined above are not necessarily exhaustive, but represent key strategic leverage issues which if not managed and changed will erode the Department's ability to deliver on its mandate even further. This emphasis on challenges does not mean there are no pockets of excellence in the Department. These challenges should thus be seen as opportunity to really turn the Department around. This strategic review seems to call for a fundamental turnaround, and not simply "rearrangement of the furniture". In an effort to address the identified challenges the Department during this 5 year term will amongst others:

1. Prioritise the finalisation of the organisational structure
2. Expand the public transport system through the implementation of the Provincial Integrated Public Transport Master Plan and the rollout of the 3rd phase of the AB350.
3. Improve the Scholar Transport Management programme
4. Strengthen the transport regulatory function in an effort to address the high accident rates in the province
5. Redesign Human Resource Management (HR) so that it serves as a strategic partner in the transformation and service delivery efforts of the Department
6. Support and participate in the implementation of the Strategic Priority Projects and the IPTS in both Metros

1.5.3 Description of the strategic planning process

The methodology that was used during the strategic planning process included a review of Government and Departmental documents such as the Constitution, Transport legislation, Policy documents, National Development Plan, Draft MTSF, Draft Provincial MTSF, Departmental strategic plan 2010 - 2015, Annual Performance Plan, Annual Reports, Auditor General's Reports, Portfolio Committee reports, Treasury Reports, Special Investigations, etc.

Pre-Workshop Diagnosis

A pre-workshop diagnosis was carried out as a diagnostic tool for the internal organizational environment of the Department, and was based on the strategic plan of the Department for the fiscal years 2010/11-2014/15. The questions posed and the responses thereto would constitute a substantial part of the internal strength and weaknesses in a SWOT analysis. Very often SWOT analyses are hurriedly done at the strategic planning sessions, which are usually very limited in duration. Yet, the information required for crafting a credible and sustainable strategy needed to be adequately researched. Thus, the gathering of data on the internal organizational strengths and weaknesses ahead of the formal strategic planning sessions was considered useful.

Strategic Planning Steps

The strategic planning process was made up of the following ten steps:

- a) Initiate and agree on a strategic planning process
- b) Clarify departmental mandate
- c) Identify and understand stakeholders, develop and refine mission and values
- d) Assess the environment to identify strengths, weaknesses, opportunities, and challenges
- e) Identify and frame strategic issues
- f) Formulate strategies to manage the issues
- g) Review and adopt the strategic plan
- h) Establish an effective departmental vision for the future
- i) Develop an effective implementation process
- j) Reassess strategies and the strategic planning process

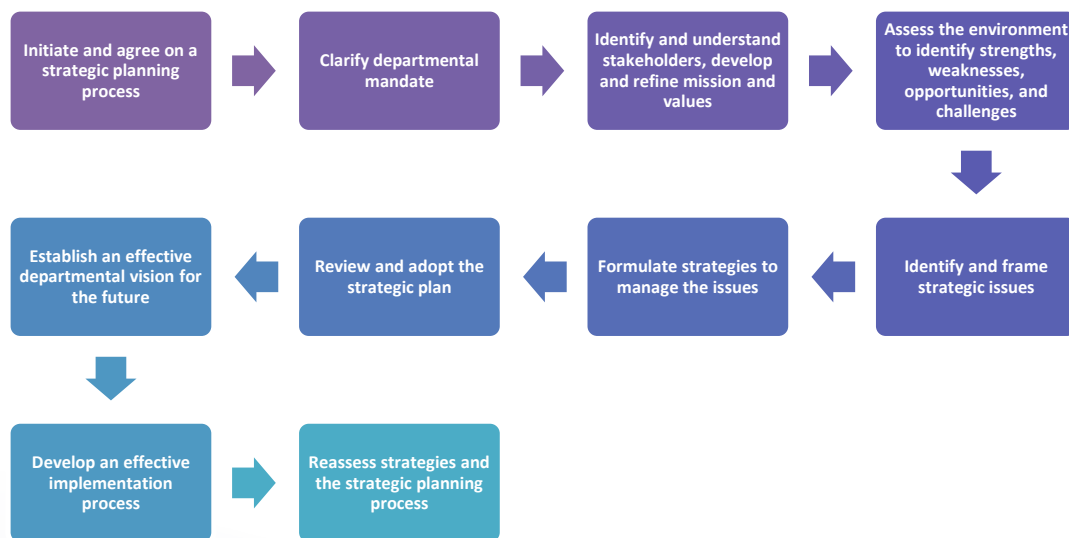


Diagram 6: ECDOT Strategy Development process

1.6 Strategic outcome oriented goals

The Department's strategic goals are summarized as follows:

1. Good governance towards an efficient transport system.
2. Integrated transport planning.
3. Accessibility and mobility through a safe transport system.
4. Safe transport environment through the regulation of traffic on transport infrastructure.
5. Economic Empowerment and poverty alleviation through the Transportation Sector.

Details of these outcome oriented strategic goals is are given below.

Strategic Goal 1	Good governance towards an efficient transport system.
Goal statement	Provide enabling business processes and appropriate capacity to the core functions of the department in a manner that ensures accountability, transparency, sound leadership and efficient management of resources.
Provincial Strategic Priority	Strengthening the developmental state and good governance
Outcome	No 12. An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship

Critical Success factors for Strategic Outcome Oriented-Goal No 1:

- Understand and commit to implications for a performance culture
- Position the strategic role of HR in service delivery
- Break down silos and see the attainment of Departmental objectives as a responsibility of all managers

Strategic Goal 2	Integrated transport planning
Goal statement	Provides planning for all modes of transport including the movement of goods and passengers to integrate transport and spatial planning
Provincial Strategic Priority	Transforming the economy to create jobs and sustainable livelihoods
Outcome	No 6. An efficient, competitive and responsive economic infrastructure network

Critical Success factors for Strategic Outcome Oriented-Goal No 2:

- Improve spatial and regional focus in planning and allocating resources
- Develop capacity for horizontal and vertical coordination and to perform the required planning, designing, implementing and monitoring of the transportation system.

Strategic Goal 3	Accessibility and mobility through a safe transport system.
Goal statement	Facilitate the provision of safe, compliant transport services through provincial and national resources in order to improve the mobility and accessibility of communities particularly those without or with limited access.
Provincial Strategic Priority	Transforming the economy to create jobs and sustainable livelihoods
Outcome	No 6. An efficient, competitive and responsive economic infrastructure network No 7. Vibrant, equitable, sustainable rural communities contributing towards food security for all

Critical Success factors for Strategic Outcome Oriented-Goal No 3:

- Encourage collaboration with other Departments such Local Government and Traditional Affairs, Education
- Develop capacity for horizontal and vertical coordination

Strategic Goal 4	Safe transport environment through the regulation of traffic on transport infrastructure.
Goal statement	To ensure the provision of a safe transport environment through the regulation of traffic on public infrastructure, law enforcement and the registration and licensing of vehicles and drivers. This includes the management and control of registering of transport operators and the issuing of all licenses and permits required in terms of legislation.
Provincial Strategic Priority	Intensifying the fight against crime and corruption.
Outcome	No 3. All people in South Africa are and feel safe

Critical Success factors for Strategic Outcome Oriented-Goal No 4:

- Improve capacity for MIS on road accidents and fatalities
- Encourage collaboration with other Departments such as Roads and Public Works, Health, Education

Strategic Goal 5	Economic Empowerment and poverty alleviation through the Transportation Sector.
Goal statement	Ensure delivery of accessible services through integrated, socially just, developmental and empowering practices in order to improve the quality of life of communities within the Province through community development programmes.
Provincial Strategic Priority	Transforming the economy to create jobs and sustainable livelihoods.
Outcome	No 4. Decent employment through inclusive economic growth

Critical Success factors for Strategic Outcome Oriented-Goal No 5:

- Make bold decisions about the appropriate structure of CBP
- Ensure that staff in CBP have the necessary capacity to think strategically and innovatively
- Involve communities in planning and execution of community based projects



2 PART B: STRATEGIC OBJECTIVES

The budget programme and sub-programme structure that is aligned to the main areas of service-delivery responsibility within the Department of Transport's mandate is as follows.

Programme	Sub-Programmes
1. Administration	1.1 Office of the MEC 1.2 Management of the Department 1.3 Corporate Support 1.4 Departmental Strategy
2. Transport Infrastructure	2.1 Programme Support Infrastructure 2.2 Infrastructure Planning ² 2.3 Infrastructure Design ³
3. Transport Operations	3.1 Programme Support Operations 3.2 Public Transport Services 3.3 Transport Safety and Compliance 3.4 Transport Systems 3.5 Infrastructure Operation 3.6 Scholar Transport
4. Transport Regulation	4.1 Programme Support Regulation 4.2 Traffic Administration & Licensing 4.3 Operator License and Permits 4.4 Law Enforcement
5. Community Based Programmes	5.1 Programme Support Community Based 5.2 Community Development 5.3 Innovation and Empowerment 5.4 EPWP Co-ordination and Monitoring

² This subprogramme includes transport planning (road, rail, passenger and freight), integrated planning and network designs and planning co-ordination with district municipalities.

³ This subprogramme deals mainly with traffic and transportation engineering

2.1 Programme 1: Administration

Programme Purpose

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

2.1.1 Strategic Objectives

Strategic Objective 1.1	Provide sound political leadership towards the implementation of government priorities.
Objective statement	Ensure that all (100%) policy directives executed.
Baseline	100% of directives executed.
Responsibility	Office of the MEC

Strategic Objective 1.2	Overall management and support of the department.
Objective statement	A service delivery improvement plan is reviewed twice per cycle to ensure that 100% of the policy programmes and commitments contained in the MEC's annual policy speech and national priorities are implemented and feedback is provided to stakeholders.
Baseline	Service Delivery Improvement Plan implemented.
Responsibility	Management of the Department

Strategic Objective 1.3	Provide administrative support to the core functions of the Department.
Objective statement	To ensure that the Department is adequately resourced to enable core functions in delivering the Department's mandate by: <ul style="list-style-type: none"> Ensuring that 100% of the allocated budget is spent in a cost-effective manner and for its intended purpose. Ensure that all(100%) vacant funded posts are filled within the prescribed timeframes by the DPSA after advertisement. 100% of appointed personnel in the core functions will be having the appropriate skills and qualifications.
Baseline	<ul style="list-style-type: none"> An average of 99% of budget allocated has been expended annually. Vacant funded posts have been filled at an average period of 180 days over the past 4 years. Budget – 99%, Core Business posts – 35%
Responsibility	Corporate Support

Strategic Objective 1.4	To provide operational support in terms of strategic management and integrated planning.
Objective statement	Produce a 5 Year Strategic Plan developed through integrated planning and coordination across all spheres of government. Produce Annual Performance Plans by March annually. Produce Annual Performance Reports by the 31 st August each year.
Baseline	A 5 Year Strategic Plan was tabled in March 2010 at the Provincial Legislature followed by the Annual Performance Plans setting out what the department intended doing in the upcoming financial years and during the MTEF to implement its Strategic Plan. A Annual Performance Report was tabled annually at the Provincial Legislature to give insight at the institution's performance relative to the targets set in the Annual Performance Plans.
Responsibility	Departmental Strategy

2.1.2 Resource considerations

Appropriately skilled professional staff is essential for the Programme to successfully carry out its ability to support core functions in delivering the services of the Department. The internal resources are to be supplemented by the use of capacity building within the programme on an ad hoc basis.

2.1.3 Risk management

Risk Description	Mitigation
Failure to attract and retain skilled staff to fulfil the mandate of the department	<ol style="list-style-type: none">1. Re-define recruitment process to be more effective2. Completion of the alignment of job profiles based on the new service delivery model3. Completion and approval of the organogram4. Development of retention and succession plan
Fraud and Corruption	<ol style="list-style-type: none">1. Implement reporting plan to include fraud activities with top management.2. Increased ethic and code of conduct awareness3. Empower each unit to perform half yearly asset counts
Financial constraints	<ol style="list-style-type: none">1. Spending plans utilised against available appropriated funds.2. IYM sittings to be done at programme and departmental levels.3. Quarterly sittings of Budget Advisory committee
Contract Management	<ol style="list-style-type: none">1. Create contracts management awareness and appoint staff on contract2. Produce close-out reports on contracts terminated or expired, actively monitor sites & produce monthly reports

2.2 Programme 2: Transport Infrastructure

Programme Purpose

The main purpose of this programme is to ensure that transport policy and planning occur within a single comprehensive and integrated programme with mutual support between all disciplines of transport and land use.

2.2.1 Strategic Objectives

Strategic Objective 2.1	Overall management and support of the Transport Infrastructure programme.
Objective statement	Ensure that programme operational plans aligned to the Departmental Performance Plan are developed annually and fully implemented (100%) within the allocated financial and human resources. Programme performance reports are consolidated in line with the Department's policy on managing performance information and submitted to the strategic management office quarterly within the prescribed timeframes.
Baseline	Programme performance reports submitted to the strategic management office quarterly.
Responsibility	Programme Support Infrastructure

Strategic Objective 2.2	Maintain a Provincial Land Transport Framework (PLTF) as an overall guide to transport planning within the Province.
Objective statement	Annually update the Provincial Land Transport Framework (PLTF) as an overall guide to transport planning within the Province. Coordinate and liaise with various authorities having responsibilities that impact on transport and land-use planning issues
Baseline	A Provincial Land Transport Framework was approved in 2007, with subsequent updates to certain chapters in 2011, and the development of a Provincial Integrated Public Transport Master Plan in 2013 and a Provincial Freight Transport Strategy in 2014. The Department convenes the Integrated Transport Planning Coordinating Committee where various authorities report on progress with regards to their plans and programmes that impact on the provincial transport system.
Responsibility	Infrastructure Planning

Strategic Objective 2.3	Undertake traffic engineering to contribute to a holistic road traffic management strategy in support of an environment that is conducive to a safe transport system.
Objective statement	Annually monitor the traffic and safety conditions of road environments. Advise on land-use/traffic planning and transport infrastructure improvements by relevant authorities.
Baseline	A traffic counting programme has provided traffic data at approx. 2000 locations since 2006. Road safety assessments have been carried out on approximately 4500km surfaced provincial roads since 2000. 138 vehicles and 73 vehicle combinations had valid registration certificates as abnormal vehicles in February 2014. Applications for changes in land use of properties adjacent to or near provincial roads were assessed for their impact on traffic conditions.
Responsibility	Infrastructure Design

2.2.2 Resource considerations

Appropriately skilled transport planning, engineering and technical staff are essential for the Programme to successfully carry out its planning function. (as supported by the Strategic Review process) supplemented by the use of professional service providers to provide specialist input for limited periods on an ad hoc basis.

2.2.3 Risk management

Risk Name	Description	Mitigation
Unable to administrate infrastructure support effectively	The risk is due to limited staff capacity and separation of transport infrastructure from transport operation	1. Assessment of current skills of officials to be performed and matched to vacant posts within department

2.3 Programme 3: Transport Operations

Programme Purpose

The main purpose of this programme is to plan, regulate and facilitate the provision of integrated land transport services through co-ordination and co-operation with national planning authorities, CBO's, NGO's and the private sector in order to enhance the mobility of all communities particularly those currently without or with limited access.

2.3.1 Strategic Objectives

Strategic Objective 3.1	Overall management and support of the Transport Operations programme.
Objective statement	Ensure that programme operational plans aligned to the Departmental Performance Plan are developed annually and fully implemented (100%) within the allocated financial and human resources. Programme performance reports (22) are consolidated in line with the Department's policy on managing performance information and submitted to the relevant office within the prescribed timeframes.
Baseline	Programme performance reports (including 1 Annual Budget, 1 Cash flow projection, 12 IYM reports, 4 Quarterly Reports, 1 Annual Report, 1 Annual Performance Plan, 1 Operational Plan, 1 Procurement Plan) submitted timeously to the relevant offices.
Responsibility	Programme Support Operations

Strategic Objective 3.2	Management of land transport contacts to provide mobility to the commuters.
Objective statement	Operate 18.3 million kilometres per annum by March 2019 through subsidised road based public transport.
Baseline	An average of over 16.4 million kilometres operated through road based public transport.
Responsibility	Public Transport Services

Strategic Objective 3.3	Expand/Increase access to transport safety initiatives for transport users as well as ensuring compliance of public transport operators with the relevant legislation.
Objective statement	Conduct safety intervention to ensure safety of (825 000) transport users by the end of March 2019. Inspect 150 000 public transport vehicles for compliance with public transport legislation by March 2019.
Baseline	Number of transport users reached through safety interventions: (120 000) and 30 000 Public Transport operators per annum are inspected for compliance with public transport legislation.
Responsibility	Transport Safety and Compliance

Strategic Objective 3.4	Facilitate the development of maritime transport in the Province.
Objective statement	Coordinate and facilitate maritime activities in the province. Establishment and coordination of the Provincial Maritime Cluster. Conduct Maritime awareness campaigns to inform learners about the maritime industry and the careers available in the industry as well as job opportunities.
Baseline	Maritime awareness campaigns conducted at 32 schools and municipalities during the 2012/13 financial year.
Responsibility	Transport Systems

Strategic Objective 3.5	Management of provincial airports.
Objective statement	Ensure that the 2 Provincial Airports (Bhisho and Mthatha) remain compliant with Civil Aviation Regulations.
Baseline	2 Provincial airports are licenced.
Responsibility	Infrastructure Operations

Strategic Objective 3.6	Provide and monitor scholar transport services.
Objective statement	Provide access to transportation for 93 000 learners walking an excess of 5km to access schools in line with the Draft National Scholar Transport Policy.
Baseline	55,000 out of 102,000 qualifying learners benefiting from the scholar transport programme were transported to 640 schools throughout the province.
Responsibility	Scholar Transport

2.3.2 Resource considerations

Transport Compliance

This sub program is under resourced in that there are currently 23 posts of Transport Inspectors filled as against 96 posts in terms of the Departmental Organisational structure.

Public Transport Services

	2012/13	2013/14	2014/15	2015/16	2016/17
Expenditure	R341,159,168.74	R414,975,257.17	R447,548,000		
Key staff	6	6	6	6	7
Key inputs	Sustainable subsidy funding Vehicles for monitoring services	Sustainable subsidy funding Vehicles for monitoring services	Sustainable subsidy funding Vehicles for monitoring services	Sustainable subsidy funding Vehicles for monitoring services	Sustainable subsidy funding Vehicles for monitoring services

Scholar Transport

	2012/13	2013/14	2014/15	2015/16	2016/17
Expenditure	R366,064,159.57	R392,035,660.37	R356,076,000		
Key staff	14	8	8 Scholar Transport Organisational Structure to be developed An additional R175,218,404 is required to service the entire Scholar Transport need of 94,938 scholars	11	11
Key inputs	Sustainable subsidy funding Vehicles for monitoring services	Sustainable subsidy funding Vehicles for monitoring services	Sustainable subsidy funding to expand the service. Provision of funds to establish dedicated Scholar Transport Unit Vehicles for monitoring services	Sustainable subsidy funding to expand the service. Provision of funds to establish dedicated Scholar Transport Unit Vehicles for monitoring services	Sustainable subsidy funding to expand the service. Provision of funds to establish dedicated Scholar Transport Unit Vehicles for monitoring services

2.3.3 Risk management

Risk Name	Description	Mitigation
Inability to facilitate an effective and efficient integrated public transportation	<p>Lack of independent systems to verify information on subsidised operations</p> <p>Budgetary constraints do not allow for the expansion of subsidised public transport services.</p>	<ol style="list-style-type: none"> 1. Electronic monitoring devices to be used by subsidised bus operators 2. The Department plays a technical advisory and oversight role in the development of an Integrated Public Transport System in Nelson Mandela Bay. 3. Continued interaction with national Department of Transport and Provincial Treasury for additional funds to expand subsidised public transport
Inadequate scholar transport service provided	The need for scholar transport as identified by the Department of Education cannot be met in full due to budgetary constraints.	<ol style="list-style-type: none"> 1. Continued interaction with Department of Education and Provincial Treasury to provide more funding for this purpose.
Inability to fully enforce provisions of National Land Transport Act	<p>The root causes of this risk are:</p> <ol style="list-style-type: none"> 1. Human capacity constraints 2. Operations constraints (Motor vehicles & Fire arms) 3. Operators operating on fraudulent operating licences 4. Vehicles operating on incorrect routes as opposed to what is detailed on licence 5. Operators not operating in terms operating licence 6. Lack of adherence to timetables of buses 7. Failure to impound illegal vehicles when identified due to lack of facilities 	<ol style="list-style-type: none"> 2. Determine possible joint operations with other units to ensure that staff requirements are met temporarily. 3. Increase the number of vehicles to be stopped to inspect for operating licence 4. Consider obtaining assistance from CBP in terms of facilities
Inability to effectively roll-out road safety and education programmes	<p>The root causes of this risk are:</p> <ol style="list-style-type: none"> 1. Vast geographical locations 2. Centralised functions 3. Distances travelled of road safety officers extreme to get to work 4. Structure not aligned to functions of transport safety 5. Fatigue of employees 6. Poor integration of other units thus not aligned to road ranger programme etc. 7. Budgetary constraints 	<ol style="list-style-type: none"> 1. Align structure to traffic station available within districts 2. Collaboration with CBP in terms of aligning Road Ranger and other road safety programmes to hazardous hotspots
Lack of implementation of Maritime Plan	<p>The root causes of this risk are:</p> <ol style="list-style-type: none"> 1. No existing policy to clearly pronounce the roles of the provinces in the maritime transport 2. Maritime not receiving full support in provinces 3. Lack of management structures dedicated to maritime unit 4. Uncoordinated planning from relevant stake holders 5. Plan not endorsed 	<ol style="list-style-type: none"> 1. Ensure endorsement of the maritime plan

2.4 Programme 4: Transport Regulation

Programme Purpose

The main purpose of this programme is to ensure the provision of a safe transport environment through the regulation of traffic on public infrastructure, law enforcement and the registration and licensing of vehicles and drivers.

2.4.1 Strategic Objectives

Strategic Objective 4.1	Programme management and leadership strengthening.
Objective statement	Develop strategic interventions towards strengthening leadership and strengthen intergovernmental relations.
Baseline	5 Strategic Documents over the 5 year period.
Responsibility	Programme Support Regulation.

Strategic Objective 4.2	Review and strengthen fraud prevention mechanisms in the transport regulation environment.
Objective statement	Develop and implement a service level agreement with registering and testing authorities. Implement the Provincial Freight Transport Strategy. Increase compliance inspections over the MTSF period. This will include performing compliance audits as well as increasing the number of compliant public transport vehicles. Implement the fraud and prevention strategy.
Baseline	232 Compliance Inspections
Responsibility	Transport Administration and Licensing

Strategic Objective 4.3	Management and control of registering of transport operators and the issuing of all licenses and permits required in terms of legislation.
Objective statement	Establishment and support of a Provincial Regulatory Entity for managing the issuing of all licenses and permits. The permits for abnormal loads, sporting events and the transport of hazardous goods.
Baseline	5,215 operating licenses have been issued since the beginning of the current MTSF cycle.
Responsibility	Operator License and Permits

Strategic Objective 4.4	Maintain law and order for all modes of transport
Objective statement	Provide law enforcement services through enforcement operations including overloading control, DIC, speed, roadblocks and NREP along the road network. Establish a post-crash function including accident statistics
Baseline	80,000 vehicles stopped and checked per month, 960,000 vehicles stopped per annum. 11,736 operations conducted per annum.
Responsibility	Law Enforcement

2.4.2 Resource considerations

The resources required by the Programme are as follows:

- Funds to implement the provincial overload control Strategy (weighbridges and establish overload control unit),
- Funds to increase human Resources in Law enforcement and Inspectorate,
- Funds for the procurement of Traffic Vehicles from 210 to 275 vehicles and a ratio from 3:1 to 2:1
- Funds to Procure a State of the Art Traffic Management system

2.4.3 Risk management

Risk Name	Description	Mitigation
Fraud and corruption	<p>The root causes of this risk are:</p> <ol style="list-style-type: none"> 1. Fraudulent Licenses 2. Inadequate monitoring mechanisms in respect of fraudulent activities 3. Deteriorating values and ethics 4. Lack of security vetting of traffic officials/ other officials as well 5. Collusion between corrupt officials & criminals on RA level. 	<ol style="list-style-type: none"> 1. Improve compliance inspections through: <ol style="list-style-type: none"> a) increasing inspectorate capacity increasing compliance audits; as well as b) Implement the ENATIS fraud and prevention strategy 2. Workshop on code of Ethics by Spiritual Services 3. Increase the number of compliant public transport vehicles 4. Strengthen intergovernmental relations with all sector role players 5. Lobby Act Amendments to include lower levels
Ineffective law enforcement	<p>The root causes of this risk are:</p> <ol style="list-style-type: none"> 1. Inadequate resources (human, equipment, motor vehicles, budget) 2. Inadequate overload control 3. High Dependency on DOJ 4. Fraud and corruption 5. Ineffective Traffic Policing 6. Increase road carnage 7. Lack of resources used to check driver and vehicle credentials 	<ol style="list-style-type: none"> 1. Lobby for additional funding from Budget Advisory Committee 2. Implementation of the Provincial Freight Strategy. 3. Regular Meetings with DOJ) 4. Quarterly Information Sharing Meetings 5. Shortage of trained Traffic Officer - Budgetary constrains 6. Increase selective law enforcement programmes 7. Traffic Management system
Non Compliance with procedure of Section 56 Notices	<ol style="list-style-type: none"> 1. Lack of Management of Summons Control Register 2. Lack of reconciliation of Notices issued and paid. 3. Nonattendance of Court dates by T/O 	<ol style="list-style-type: none"> 1. Develop and Implement SOP on Section 56 Process
Poor road safety record.	<ol style="list-style-type: none"> 1. Lack of discipline of Road users (driver Behaviour) 2. Insufficient Traffic Officers (Budget constraints) 	<ol style="list-style-type: none"> 1. Increase in selective Law enforcement operations 2. Revisiting the patrol areas and boundaries

Programme 5: Community Based Programmes

Programme Purpose

The main purpose of this programme is to manage the implementation of programmes and strategies that lead to the development and empowerment of communities and contractors. This includes the provincial management and co-ordination of the Expanded Public Works Programme

2.4.4 Strategic Objectives

Strategic Objective 5.1	Overall management and support of the Community Based programme.
Objective statement	Ensure that programme operational plans aligned to the Departmental Performance Plan are developed annually and fully implemented (100%) within the allocated financial and human resources. Programme performance reports are consolidated in line with the Department's policy on managing performance information and submitted to the strategic management office quarterly within the prescribed timeframes.
Baseline	Programme performance reports submitted to the strategic management office quarterly.
Responsibility	Programme Support Community Based

Strategic Objective 5.2	Create work Opportunities to contribute towards poverty alleviation.
Objective statement	To facilitate implementation of community supported transportation service delivery projects through identification and creation of 4 000 work opportunities.
Baseline	842 work opportunities have been created through the maintenance of transportation facilities, road rangers, grid gates and the car wash project.
Responsibility	Community Development

Strategic Objective 5.3	Develop and facilitate access of SMMEs into main stream economy.
Objective statement	Establish and develop SMMEs and facilitate entry of 5 SMMEs into the main stream economy over the MTSF period.
Baseline	New objective.
Responsibility	Innovation and Empowerment

Strategic Objective 5.4	Conduct impact assessment of all EPWP Projects.
Objective statement	Assess impact of all EPWP Projects implemented by the Department biannually.
Baseline	No assessment has been conducted.
Responsibility	Sector Coordination and Monitoring

2.4.5 Resource considerations

Resources required for impact assessment are as follows:

- personnel (Project Coordinators),
- Transport (for personnel to travel to districts as well as transporting project beneficiaries and stakeholders to projects gatherings), and
- accommodation for personnel implementing the project

2.4.6 Risk management

Risk Name	Description	Mitigation
Ineffectiveness of projects (JTTC, car wash, road rangers, iron grid gate and airport maintenance)	<p>The root causes of this risk are:</p> <ol style="list-style-type: none"> 1. Non-development of policy and procedure manual or concept document 2. Lack of resources (motor vehicles) to enable monitoring of projects 3. Inadequate controls on processes taken when beneficiaries are absent from work 4. Road Rangers are not provided with necessary equipment and protective clothing to perform duties 5. Poor placement of road rangers against highly active hot spots 6. Road rangers health that lead to Death (weather conditions, age) 7. Inadequate systems to monitor projects 	<ol style="list-style-type: none"> 1. Secure funding for the appointment of a service provider for development of concept documents and procedure manuals 2. Awareness and empowerment sessions to identify new and existing hot spots and re-prioritise road rangers to these hot spots 3. Appointment of additional skilled official for social facilitation 4. Perform a feasibility study and needs analysis in order to procure an Information Reporting System (IRS) 5. Road ranger monitoring to be enhanced so that the principle of individual monitoring may at all times required attained
A reduction in job opportunities created by CBP	<p>The root causes of this risk are:</p> <ol style="list-style-type: none"> 1. Shortage of specialise staff to create Job opportunities. 2. Lack of exit strategy of road rangers 3. Lack of placement programmes established to absorb existing beneficiaries (all projects) 4. Lack of support from other Programmes of the Department to create job opportunities 	<ol style="list-style-type: none"> 1. Development of exit strategy 2. Engagement with Government fleet and other parastatals to absorb exiting beneficiaries 3. Appointment of skilled official for program support 4. Incorporate job creation and poverty alleviation as an area of each Programme Performance Review.
Inability to distribute job opportunities equally and fairly within targeted communities	<ol style="list-style-type: none"> 1. No household profiles performed 2. Lack of delegated community scout to validate household profiles 3. There is inadequate processes in place to assess the impact of programmes 4. Irregularities on appointment of road rangers 	<ol style="list-style-type: none"> 1. Conduct household profiles of all current and future communities where the departments are implementing and will be implementing projects to identify deserving household candidates - and what will be done with this information i.e. plans developed etc. 2. It seems there are controls addressing the root causes, yet they seem weak, thus requiring additional mitigation responses to reduce the risk, thus the following root causes require extra action plans: 3. Lack of delegated community scout to validate household profiles 4. There is inadequate processes in place to assess the impact of programmes 5. Irregularities on appointment of road rangers

2.6 Eastern Cape Government Fleet Management Services - Trading Entity

Trading Entity Purpose

The main purpose of the Trading Entity is to provide fleet management services to all provincial departments, including provincial legislature. The Trading Entity was formed in November 2011 through a memorandum issued by Eastern Cape cabinet to provide fleet management services through a separate trading entity that falls within the administration of DoT, and started its operations in February 2012.

2.6.1 Strategic Objectives

Strategic Objective 6.1	Provide a reliable and cost-effective fleet and fleet management services for the government of the Eastern Cape.
Objective statement	95% (2,680) of requested vehicles leased to provincial government departments in the Eastern Cape based on the annual needs analysis.
Baseline	No assessment has been conducted.
Responsibility	2504 Vehicles leased to provincial Departments.

2.6.2 Resource Considerations

Human Resources

The recruitment process is very active as there remain a number of positions that are not filled. The result of this revised strategy will put further pressure on the system to acquire staff. When last counted, in September 2013, the staff complement was made up of 22 females, 16 males and a further 15 contract workers in the less-technical areas. No doubt the numbers of permanent staff are increasing each month. The biggest concern is that the employees hired have little fleet management experience. Areas of biggest concern are around client orientation, management of suppliers coupled with inspectors for loss control, and IT staff.

A prevailing issue experienced both internally and by external clients, is that EC GFMS is understaffed. This forces resources to perform functions outside of the jobs for which they were hired. In order to complete the required processes, they tend to 'fill in' and improvise, thus blurring the separation of duties, exposing clients to inconsistencies in the processes and to the roles performed by individuals. In order to address this issue a new organisation structure needs to be developed and approved.

Any revision of organisation structure must be based on the functional needs in the Service Delivery Model. This is best performed by considering the value chain model applicable to EC GFMS, which is illustrated below. This allows each resource to understand their contribution towards the collective delivery of service to EC GFMS clients.

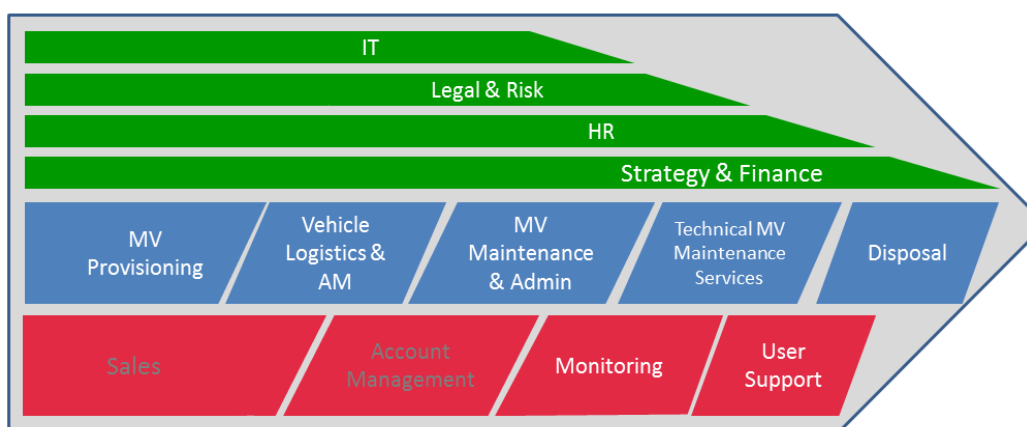


Diagram 7: Value Chain Model for EC GFMS

The Blue and Red rows indicate core business lines, with the Blue row focusing on the vehicles and the Red row focusing on the clients, although in reality they run together. The Red blocks with grey font represent parts of the value chain that don't currently exist but need to be built into the process. The Green rows are support functions cutting across all line functions.

Systems

The original set of vehicles managed by Fleet Africa before EC GFMS was formed, were handed over to EC GFMS without their service histories. Consequently EC GFMS only has access to the recent history of these vehicles but not specifically when each vehicle was purchased. EC GFMS has a database of all registered vehicles in its asset register, tracking the age (where

possible), latest odometer readings and identifying registration details. First Auto provides monthly reports to EC GFMS reporting on each vehicle's utilisation and service history.

Financial transactions are captured in Pastel. This is still in the process of being implemented through the organisation. Customer details are captured in excel spreadsheets, but history of vehicles, utilisation, drivers etc. are not captured. It is highly recommended that a database management system is acquired to administer the vehicle records, allowing better analysis and management of clients and drivers to take place.

There is no tracking mechanism currently being used. The older vehicles from Fleet Africa's era still have the devices fitted in the vehicles but EC GFMS did not purchase the system from Fleet Africa at handover in February 2012. New tracking systems are being specified and service providers are being briefed for a potential tender that will be issued imminently. The tracking system allows you to reduce costs, to monitor driver behaviour, identify driver behaviour that is negative or negligent, and provides automated evidence to invoice a user department.

Part of the RT46 contract is the bulk First Auto card for fuel and servicing or repair payment. This is used by the user departments when the e-fuel cards (also part of the RT46 contract) are not in place or not accepted by service providers.

2.6.3 Risk Management

Risk Name	Description	Mitigation
Ineffective vehicle procurement	Procuring vehicles that not fit for purpose and expensive to run	<ol style="list-style-type: none"> 1. Conducting needs analysis 2. Procuring vehicles based on the lower total cost of ownership (Vehicle selection committee)
Inability to provide adequate mobility	Non availability of vehicles due to late vehicle replacement, delayed repairs and unlicensed vehicles.	<ol style="list-style-type: none"> 1. Effective procurement planning 2. Effective merchant management 3. Effective license management
Debtors not paying timeously	User Departments not paying within 30 days due to inaccurate billing and insufficient funds in Departments.	<ol style="list-style-type: none"> 1. Reconciliation of leased vehicles in the Fleet register to billed vehicles. 2. Availability of budget for leases to be confirmed by Provincial Treasury Analysts for User Departments.
Incorrect pricing of services	Pricing for services too high or too low.	<ol style="list-style-type: none"> 1. Appropriately priced services on a cost recovery basis (rate card).
Inappropriate skills	Failure to attract, develop and retain appropriate skills.	<ol style="list-style-type: none"> 1. Recruitment of staff according to well defined & aligned job functions. 2. Tailor made development, reward and recognition of staff.

2.7 ECDOT Delivery Model

In implementing this Strategic Plan, the Department will arrange its activities so that the planning, operating and regulating environments are separated from each other. The planning function should be integrated across the delivery streams of the organisation. The operating environments are broken into specialised sections/units with each unit focusing on a discrete service delivered to a set of stakeholders with a need for that service. Diagrammatically, following a value-chain process-oriented flow, DoT will organise its units according to the functions illustrated below and these are aligned to the Budget Programme Structure.

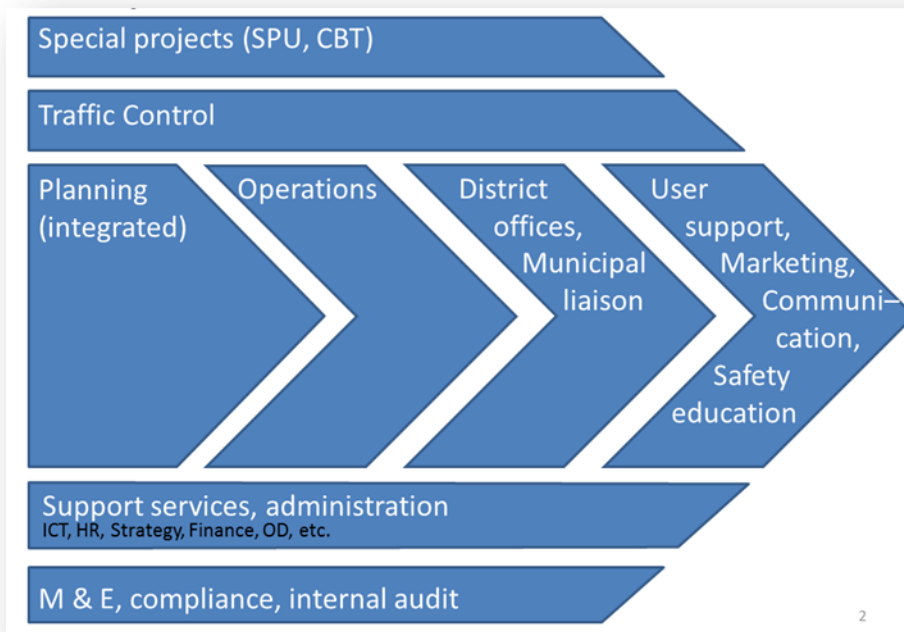


Diagram 8: Value Chain Model for ECDOT

3 PART C: LINKS TO OTHER PLANS

3.1 Links to the long-term infrastructure and other capital plans

Table 3: Links to long-term infrastructure plan

No.	Project name	Programme	Municipality	Project description/ type of structure	Outputs	Estimated project cost	Expenditure to date (if any)	Project duration	
								Start	Finish
Upgrades and additions (R thousand)									
1	Mthatha Airport Upgrade	Transport Operations	KSD Municipality	Upgrade of the terminal building at the Mthatha Airport	New and modern terminal building	203,544	47,589	1-Jan-11	31-Mar-15

3.2 Conditional Grants

Table 4: Summary of departmental conditional grants by grant: Vote 10 – Transport

R'000	2010/11	2011/12	2012/13	2013/14			2014/15	2015/16	2016/17
	Audited			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates		
Public Transport Operations Grant	148,077	166,532	174,466	183,960	183,960	183,960	195,282	204,172	214,888
Expanded Public Works Programme Integrated Grant	-	2,500	2,638	3,845	3,845	3,845	4,099	-	-
Overload Control Grant	5,390	-	-	-	-	-	-	-	-
Total economic classification	153,467	169,032	177,104	187,805	187,805	187,805	199,381	204,172	214,888

Expanded Public Works Operations Grant

Purpose	Payment made to public bodies to incentivise job creation. The incentive is paid per quantum of employment created for EPWP target group and can be measured in person days of work or full time equivalent jobs.
Performance indicator	Number of jobs created. Number of full time equivalents Number of youths employed Number of women employed Number of people living with disabilities
Continuation	The grant will continue
Motivation	The Eastern Cape is one of the poorest provinces in South Africa and unemployment rate is of gargantuan proportion. The grant is therefore a means to reduce unemployment rate by establishing long or short term projects.

Public Transport Operations Grant

Purpose	To provide supplementary funding towards Public Transport services provided by Provincial Departments of Transport
Performance indicator	Conversion of ticket based interim contract bus subsidies to kilometre based subsidies that are supportive of intermodal efficiencies in Public Transport.
Continuation	The grant will continue.
Motivation	Subsidisation of road based public transport services

3.3 Public Entities

Mayibuye Transport Corporation

Mandate	Ciskeian Corporations Act (Act 18 of 1981)
Outputs	Provide an affordable bus passenger service to the predominantly rural communities in the erstwhile Ciskei and Border areas of the Province of the Eastern Cape.
Establishment	Mayibuye Transport Corporation (MTC) is listed in Schedule 3D of the Public Finance Management Act, No.1 of 1999. This corporation was established in terms of the Ciskeian Corporations Act (Act 18 of 1981). The main purpose of the Corporation is to provide an affordable bus passenger service to the predominantly rural communities in the erstwhile Ciskei and Border areas of the Province of the Eastern Cape. The Board of Directors is composed of (10) members, whose appointments are approved by the MEC for Roads and Transport. The Chief Executive Officer who was appointed on the 1st September 2006, while the Chief Financial Officer was appointed during the financial year under review.
Functions	The Corporation exists as a parastatal bus operation, which provides passenger services in the Amathole District and parts of the Chris Hani District.
Financial Arrangements	Mayibuye is funded by means of a grant-in-aid, which is reflected under transfer payments in the income statement of the Department. The Corporation submits its budget, business plan, management reports, financial statements and audited financial statements in compliance with the relevant provisions of the Public Finance Management Act.

4 ANNEXURE A: Mandate Analysis per programme

4.1 Administration

As contained in the Public Service Act (PSA), Public Service Regulations, the Labour Relations Act, the PFMA, the PPPF and other procurement policies, and the MTSF and MTEF, the mandate is to provide enabling business processes for the core functions of the Department to promote good governance and transport excellence. To achieve this mandate, the Programme has outlined certain key requirements, which will govern their mandate and how the mandates are taken forward and these include:

- **An Effective Performance Management System** - The Department needs to be guided by the conditions of employment for the public service as set out in the Public Service Act, which guides employment conditions.
- **Employment Equity and Labour Relations** - The Department is required to employ policies based on the Labour Relations Act. This will require that managers be capacitated on labour relations and discipline issues, thus providing capacity that adds value.
- **Information and Communication Technology governance, planning and operations** - The Department utilizes the Information and Communication Technology (ICT) governance, planning and operations to manage all Departmental information such as GIS.
- **Development of Procurement Framework and Policies** - There is a need in the Department to observe precautionary measures in the procurement process. A vetting of service providers is necessary even if they are registered on the Treasury database. This is to safe guard the Department against fly-by-night service providers. In this regard the Department needs to develop a business case for change in the current operations.

4.2 Transport Infrastructure

The mandate of this programme is to plan and regulate the provision of public transport services and infrastructure through co-operation with local authorities as well as the private sector, in order to enhance mobility for all communities, especially those with limited accessibility.

Given that the roads component is no longer in the Department, it would be useful to unpack what infrastructure entails. The Programme derives its mandate from a number of policies and strategies, which include but are not limited to the NLTA, NLTsf, PLTF, Eastern Cape White Paper on Transport for Sustainable Development, Civil Aviation Act, White Paper on Civil Aviation, National Key Points Act, Maritime Charter, National Maritime Policy, and Draft Scholar Transport Policy.

The key requirements for this programme includes:

- Improving the planning, coordination and facilitation of land transport functions;
- Assisting municipalities that lack the necessary staff and other resources to perform their functions with respect to land transport;
- Producing an annual report on the state of transport affairs;

4.3 Transport Operations

The mandate of this programme is to facilitate the provision of public transport services and infrastructure through co-operation with local authorities as well as the private sector, in order to enhance mobility for all communities, especially those with limited accessibility.

The Programme derives its mandate from a number of policies and strategies, which include but are not limited to the NLTA, NLTsf, PLTF, Eastern Cape White Paper on Transport for Sustainable Development, Civil Aviation Act, White Paper on Civil Aviation, National Key Points Act, Maritime Charter, National Maritime Policy, and Draft Scholar Transport Policy.

The key requirements for this programme includes:

- Contracting for public transport services, especially in rural areas;
- Transport learners as identified by the Department of Education.
- Keep airports compliant with civil aviation regulations in order to retain licences;
- To ensure that funds available are applied in an efficient and equitable manner;

4.4 Transport Regulation

The mandate of this programme is to create a safe environment through regulation of public infrastructure by using law enforcement and implementing road safety education and awareness programmes. The registration and licensing of vehicles linked to persons is also a function of this Programme.

4.5 Community Based Programmes

The mandate for this program aims to manage the implementation of programmes and strategies that lead to the development and empowerment of communities and contractors. It overlaps with the management and coordination of the EPWP in the transportation sector. The mandate is derived from the RDP Act, PSA and PFMA. Structures have to be set up in the Department in order to achieve this. To achieve this mandate, the Programme has outlined certain key requirements, which will govern their mandate and how the mandates are taken forward.

- The development of policies, systems and processes to fulfil the mandate are geared at enhancing the Department's socio-economic development.
- There is a need to transform the Department to view the use of labour intensive methods as an opportunity to fight against unemployment.
- The Department needs to develop a formative and summative evaluation of job creation, to monitor and capture the progress being made in improving the lives of communities. This can also be linked to the performance monitoring of the Department.



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ABBREVIATIONS

ANC	African National Congress
APP	Annual Performance Plan
BCMM	Buffalo City Metro Municipality
CBO	Community Based Organisations
CBP	Community Based Programmes
DLTC	Driver Learner Testing Centre
DPSA	Department of Public Service and Administration
DOJ	Department of Justice
DOT	Department of Transport
ECDOT	Eastern Cape Department of Transport
ECGFMS	Eastern Cape Government Fleet Management Services
EPWP	Expanded Public Works Programme
EXCO	Executive Council
GDPR	Gross Domestic Product per Region
GIS	Geographic Information System
HR	Human Resource
HROPT	Human Resource Operations Project Team
ICT	Information Communication Technology
IYM	In Year Monitoring
IPTS	Integrated Public Transport System
IRPTN	Integrated Rapid Public Transport Network
IRS	Information Reporting System
KSD	King Sabata Dalindyebo
MEC	Member of the Executive Council
MTC	Mayibuye Transport Corporation
MTEF	Medium Term Expenditure Framework
MTSF	Medium Term Strategic Framework
MSA	Municipal Systems Act
NGO	Non Government Organisation
NMBM	Nelson Mandela Bay Metro
NLTA	National Land Transport Act
NLTsf	National Land Transport Strategic Framework
NREP	National Rolling Enforcement Plan
RDP	Rural Development Programme
PSA	Public Service Act
PFMA	Public Finance Management Act
PIPTMP	Provincial Integrated Public Transport Master Plan
PLTF	Provincial Land Transportation Framework
PRASA	Passenger Rail Agency of South Africa
RA	Registering Authority
RTMC	Road Traffic Management Corporation
SANS	South African National Standards
SANWIT	South African Network for Women in Transport
SLA	Service Level Agreement
SMME	Small Medium Micro Enterprise
SOP	Standard Operating Procedure
STATS SA	Statistics South Africa
SWOT	Strengths, Weaknesses, Opportunities and Threats
VTS	Vehicle Testing Station

NOTES

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