



KwaZulu-Natal: Department of Transport Service Delivery Improvement Plan 2015/16 to 2017/18#



Action Plan/Implementation Plan

Preamble

The SDIP is an extension of the Strategic Plan with the key focus area being service delivery related issues linked to the Batho Pele Principles. Therefore the premise is that the various components within the Department have already consulted with relevant members under their jurisdiction and have identified areas of improvement in their submissions of their strategic plans and annual performance plan. It must be noted that the SDIP is not the APP but it represents the *“How”* the service is delivered of the SDI, while the APP provides the *“What”* service will be delivered. Hence the task on hand is to identify areas that are related to service delivery issues and present this to the relevant components for them to substantiate the “how” part. It must be noted that this refers to linking the improvement to the Batho Pele principles. The requirement is that a minimum of 3 pertinent issues be selected. The narrative and of the requirements of the SDIP are similar to that of the Strategic Plans ie Vision Mission Strategic Goal, Strategic Objectives, Services Delivered etc. With recent strategic planning session there are changes to the previous strategic planning document therefore these changes must be reflected in the SDIP. It is safe to say that the narrative is subject to the approval of the Strategic Plan.

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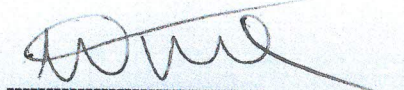
1. Introduction

The country has commenced its 5 years administration period since the National and Provincial Election on May 2014. To this end Departments have embarked on the Strategic Planning sessions to map a way forward for the next 5 years. Strategic Planning sessions are anchored on the NDP and the PGDS. The Department of Transport has embarked on its Strategy Planning sessions and among others the following strategic objectives were highlighted in the deliberations

- A safe and Integrated Transport System
- Support economic transformation within the transportation sector by awarding 75% of contracts to emerging HDI owned enterprises

The above-mentioned strategic objectives will form the crux of the Departments of Transport SDIP for the 2015-6 to 2017-18.

2. Official Sign Off

<p>Ms G Xaba General Manager: Strategic Management</p>	 Signature
<p>Mr BS Gumbi Head of Department: Transport</p>	 Signature
<p>Mr TW Mchunu MEC for Transport and Community Safety & Liaison</p>	 Signature

Approach followed in Developing KZN Department of Transport's Service Delivery Improvement Plan

The following approach was used:-

Step 1

The Departmental Batho Pele Champion prepared a presentation which was presented to the Departmental MANCO on 4 May 2015, regarding the importance and the need of compiling SDIP of the Department.

Step 2

A project team was constituted that comprised of the Senior Manager Policy and Planning, Senior Manager Road Traffic Inspectorate, General Manager Strategic Management, Acting General Manager PRE and the Departmental Batho Pele Champion.

Name of Official	Designation	Contact Details	Email address
Ms Glen Xaba	General Manager: Strategic Management	033 355 8898	Glen.xaba@kzntransport.gov.za
Mr Pat Dorkin	Senior Manager: Strategic Policy and Planning	033 355 8705	Pat.dorkin@kzntransport.gov.za
Mr Victor Chetty	Senior Manager: Road Traffic Inspectorate	033 355 8071	Victor.chetty@kzntransport.gov.za
Ms Fikile Sithole	Senior General Manager: Transportation Services	033 355 8886	Fikile.sithole@kzntransport.gov.za
Mr Anthony Ntshangase	Departmental Batho Pele Champion	033 392 6600 / 082 885 9146	Anthony.ntshangase@kzntransport.gov.za
Ms Sthandiwe Duze	Senior Manager: Monitoring and Evaluation	033 355 8764	Standiwe.duze@kzntransport.gov.za

Step 3

The first meeting was held on 26 May 2015 to identify the services to be improved and also to give a brief overview of the purpose of the SDIP and also its implementation and reporting. The current challenges in relation to key services were identified including root causes. A project team requested the Senior Manager responsible for the services to be improved to collect more information which was to assist in compiling SDIP. The process mapping approach and the SDIP template were discussed in the meeting and the focus was on the current standards and also to determine desired standards. The meeting was chaired by General Manager Strategic Management.

3. Vision

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

"PROSPERITY THROUGH MOBILITY".

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

4. Mission

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

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

5. Values

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

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

6. Citizens Charter

With the vision: Prosperity through mobility all staff of the Department commits themselves to the Departmental Commitment Charter

7. Legislative Mandate and other mandates

7.1 Constitutional mandates

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

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

7.2 Legislative mandates

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

NAME OF LEGISLATION	MANDATE
Administrative Adjudication Of Road Traffic Offences, 1998 (Act No. 46 of 1998)	This Act provides for the promotion of road traffic quality by providing for a scheme to discourage road traffic contraventions, to facilitate the adjudication of road traffic infringements, to support the prosecution of offences in terms of the national and provincial laws relating to road traffic, and implement a points demerit system; to provide for the establishment of an agency to administer the scheme; to provide for the establishment of a board to represent the agency.
Broad-Based Black Economic Empowerment Act, 2003 (Act No. 53 of 2003)	This Act allows for the establishment of a legislative framework for the promotion of black economic empowerment.
Criminal Procedure Act, 1977 (Act No. 51 of 1977)	This Act makes provision for procedures and related matters in criminal proceedings.

Cross-border Road Transport Act, 1998 (Act No. 4 of 1998)	This Act provides for co-operative and co-ordinated provision of advice, regulation, facilitation and law enforcement in respect of cross-border road transport by the public and private sectors.
Employment Equity Act, (Act No. 55 Of 1998)	The purpose of the Act is to achieve equity in the workplace by : <ul style="list-style-type: none"> • promoting equal opportunity and fair treatment in employment through the elimination of unfair discrimination; and • implementing affirmative action measures to redress the disadvantages in employment experienced by designated groups, on order to ensure their equitable representation in all occupational categories and levels in the workforce.
Intergovernmental Relations Framework Act, 2005 (Act No.13 of 2005)	This Act provides for a framework for the national government, provincial governments and local governments to promote and facilitate intergovernmental relations; to provide for mechanisms and procedures to facilitate the settlement of intergovernmental disputes.
KZN Provincial Roads Act, 2001 (Act No.4 of 2001)	This Act provides for the transformation, restructuring, establishment and control of the KwaZulu-Natal provincial road network.
KZN Public Transport Act, 2005 (Act No.3 of 2005)	This Act provides for the transformation and restructuring of the public transport system in the Province of KwaZulu-Natal; to develop and implement provincial public transport policy; to provide for an effective institutional framework; to facilitate the development and provision of public transport for all communities; to enhance the quality of life of historically disadvantaged communities through improved mobility and access to transport services; to provide for transparency in the development and implementation of provincial public transport policies and practices; to bring about effective regulation and enforcement of the public transport system; to substitute provincial arrangements for matters dealt with in the National Land Transport Act, 2009 (Act No. 5 of 2009), within the framework of prevailing national land transport policy;
KZN Road Traffic Act, 1997 (Act No.7 of 1997)	This Act mandates the MEC to make determinations in respect of traffic and licensing matters, where these are within provincial competence. However, the Premier of the KZN Province, in the Provincial Gazette No. 6303, dated 17 November 2004, vide Notice No. 2, proclaimed the commencement of ONLY certain sections of the KwaZulu-Natal Road Traffic Act, 1997 (Act No.7 of 1997), with effect from 9 November 2004.
National Land Transport Act, 2009 (Act No. 5 of 2009)	The Act is intended to finalise matters of land transport transformation and further clarify role and responsibilities for different spheres of government. It mandates the MEC to give guidance and support on matters of land transport and further establish appropriate institutions.
National Road Traffic Act, 1996 (Act No. 93 of 1996)	This Act provides for road traffic matters which shall apply uniformly throughout the Republic.
Occupational Health and Safety Amendment Act, 1993 (Act No. 181 of 1993)	This Act provides for the health and safety of persons at work and for the health and safety of persons in connection with the use of plant and machinery; the protection of persons other than persons at work against hazards to health and safety arising out of or in connection with the activities of

	persons at work; to establish an advisory council for occupational health and safety.
Preferential Procurement Policy Framework Act, 2000 (Act No. 5 of 2000)	This Act provides a framework for the implementation / development of preferential procurement policies in order to provide for the protection or advancement of persons disadvantaged by unfair discrimination.
Promotion of Access to Information Act, 2000 (Act No. 2 of 2000)	This Act gives effect to the constitutional right of access to any information held by the State and any information that is held by another person and that is required for the exercise or protection of any rights.
Promotion of Administrative Justice Act, 2000 (Act No. 3 of 2000)	This Act gives effect to the right to administrative action that is lawful, reasonable and procedurally fair and to the right to written reasons for administrative action as contemplated in section 33 of the Constitution of the Republic of South Africa, 1996; and to provide for matters incidental thereto.
Public Finance Management Act, 1999 (Act No.1 of 1999)	This Act allows for the regulation of financial management in the Department so as to ensure that all revenue, expenditure, assets and liabilities are managed efficiently and effectively and to provide for the responsibilities of persons entrusted with financial management in the Department.
Public Service Act, 1994 (Act No. 103 of 1994) and Regulations	This Act provides for the organisation and administration of the public service of the Republic, the regulation of the conditions of employment, terms of office, discipline, retirement and discharge of members of the public service.
Road Traffic Act, 1989 (Act No. 29 of 1989)	This Act has been repealed with the implementation of the National Road Traffic Amendment Act No. 21 of 1999 by Proclamation 61 of 10 November 2010, with effect from 20 November 2010, with the exception of the provisions applicable to Instructors.
Road Traffic Management Corporation Act, 1999 (Act No. 20 of 1999)	This Act was approved by Parliament and enacted in 1999 with the aim of establishing the Corporation to pool powers and resources and to eliminate the fragmentation of responsibilities for all aspects of road traffic management across the various levels of Government. It provides the Corporation with its mandate, namely to in the public interest, aim for co-operative and co-ordinated strategic planning, regulation, facilitation and law enforcement in respect of road traffic matters by the national, provincial and local spheres of government and also allows for the collection of fees by the said Corporation to fund all the aforementioned initiatives, including the NaTIS.
The Constitution of the Republic of South Africa, 1996 (Act No. 108 of 1996)	This Constitution is the supreme law of the Republic; law or conduct inconsistent with is invalid, and the obligations imposed by it must be fulfilled.
The Construction Industry Development Board Act, 2000 (Act No. 38 of 2000)	This Act provides for implementation of an integrated strategy for the reconstruction, growth and development of the construction industry.
Urban Transport Act, 1977 (Act No. 78 of 1977)	This Act promotes the planning and provision of adequate urban transport facilities; for the purpose to provide for the establishment of certain transport funds, metropolitan transport areas and metropolitan transport advisory boards and for the preparation and implementation of urban transport plans.

7.3 Policy and programme mandates

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

NAME OF POLICY	MANDATE
Draft National Scholar Transport Policy, 2009	<p>The policy provides a single framework and an enabling environment for government and other stakeholders to address scholar transport challenges. It also outlines the implementation framework for scholar transport which will assist government and relevant stakeholders to effectively render an improved scholar transport service throughout the country.</p> <p>The primary objectives of this national scholar transport policy are, among others, to provide national uniform norms and standards, promote co-ordination and co-operation amongst stakeholders, and provide a framework for monitoring and evaluation of scholar transport services.</p>
Draft Non-Motorised Transport Policy, December 2008	<p>The draft policy provides a framework for all matters connected with non-motorised transport.</p>
Growth, Employment and Redistribution: A Macro-economic Strategy (GEAR), (June 1996)	<p>Provides a strategy for rebuilding and restructuring the economy.</p>
Integrated Sustainable Rural Development Strategy, November 2005	<p>The Integrated and Sustainable Rural Development Strategy (ISRDS) is designed to realise a vision that will <i>"attain socially cohesive and stable rural communities with viable institutions, sustainable economies and universal access to social amenities, able to attract and retain skilled and knowledgeable people, who are equipped to contribute to growth and development"</i>.</p> <p>A strategic objective of the ISRDS is <i>"to ensure that by the year 2010 the rural areas would attain the year 2010 the rural areas would attain the internal capacity for integrated and sustainability development"</i>.</p>
KZN White Paper on Freight Transport Policy (October 2004)	<p>The document informs on broad issues affecting all applicable modes of transport, that is, road, rail, pipelines, air and maritime transport.</p>
Local Roads For Rural Development In Kwazulu-Natal, March 1997	<p>The provision of local roads to serve rural communities which were neglected in the past is an initiative of the KwaZulu-Natal Department of Transport. The objective of this initiative is through the provision of road infrastructure to facilitate and provide opportunities for the social and economic development of rural populations.</p>
Moving South Africa: A Transport Strategy for 2020 (1999)	<p>The <i>Moving South Africa</i> project (MSA) provides a transport strategy for the country over the next 20 years. It informs of the strategic action that extends the short to medium-term <i>policy</i> formulation documented in the Transport White Paper into a long-term <i>strategic</i> formulation embodying the sets of trade-offs and choices necessary to realise the vision as set out in the White Paper which is "provide safe, reliable, effective, efficient and fully integrated transport operations and infrastructure which will best meet the needs of freight and passenger customers at improving levels of service and cost in a fashion which supports government strategies for economic and social development whilst being environmentally and economically sustainable."</p>

National Development Plan, 2030	<p>The National Development Plan provides a broad strategic framework to guide key choices and actions while aiming to eliminate poverty and reduce inequality by 2030. The intention is to draw on the energies of its people, growing an inclusive economy, building capabilities, enhancing the capacity of the state, and promoting leadership and partnerships throughout society. The plan focuses on the critical capabilities needed to transform the economy and society. Given the complexity of national development, the plan sets out six interlinked priorities:</p> <ul style="list-style-type: none"> • Uniting all South Africans around a common programme to achieve prosperity and equity. • Promoting active citizenry to strengthen development, democracy and accountability. • Bringing about faster economic growth, higher investment and greater labour absorption. • Focusing on key capabilities of people and the State. • Building a capable and developmental state. • Encouraging strong leadership throughout society to work together to solve problems.
National Freight Logistics Strategy (October 2005)	<p>This report is a follow-up to the “Moving South Africa” document. It seeks to build on the world class infrastructure and operations we have in some areas of the system, while setting a clear framework for addressing system and meso-level challenges that constrain other areas of the freight system. It sets the strategic framework for institutional reform and industrial structuring that will ensure a more efficient freight system that allows greater system access to current marginalised service providers and cargo owners.</p>
National Land Transport Strategic Framework (NLTSF), 2006-2011 (July 2006)	<p>This National Land Transport Strategic Framework (NLTSF) is a legal requirement in terms of Section 21 of the National Land Transport Transition Act (No. 22 of 2000) (NLTTA). It embodies the overarching, national five-year (2006 to 2011) land transport strategy, which gives guidance on transport planning and land transport delivery by national government, provinces and municipalities for this five-year period.</p>
National Road Safety Strategy, 2006 <i>Onwards</i>	<p>The framework set out strategies for addressing and improving road safety.</p>
Provincial Growth and Development Strategy, 2012	<p>The aims of the PGDS are to:</p> <ul style="list-style-type: none"> • Develop a framework for the future direction of policy and strategy development; • Outline strategic interventions, goals and targets to direct development and planning initiatives; and • Ensure a common vision and co-ordinated action by government and partners in implementation. <p>The PGDS provides strategic direction based on key provincial priorities that address the social needs of the people and the realisation of the economic growth potential of the province.</p>
Provincial Spatial Economic Development Strategy, October 2006	<p>The provincial Government has developed its own Growth and Development Strategy, which is closely aligned to both the Millennium Development Goals and national development goals. The PGDS is</p>

	essentially a tool through which the provincial government can address the legacies of the apartheid space economy, promote sustainable development and ensure poverty eradication and employment creation.
Public Transport Strategy and Action Plan, 2007	The Public Transport Strategy has two key thrusts: Accelerated Modal Upgrading and Integrated Rapid Public Transport Networks. Accelerated Modal Upgrading refers to the current initiatives to transform bus, taxi and rail service delivery in the short to medium term. Integrated Rapid Public Transport Networks pertains to the upcoming Action Plan's focus on implementing high quality Phase 1 networks of Rail Priority Corridors and Bus Rapid Transit Corridors in especially the 6 metro cities.
Reconstruction and Development Programme (1994)	The policy framework is a coherent socio-economic seeks to mobilise the country's resources toward the final eradication of the results of apartheid and the building of a democratic, non-racial and non-sexist future. It represents a vision for the fundamental transformation of South Africa.
Road Infrastructure Strategic Framework for South Africa (October 2006)	The Strategic Framework is intended to be an embodiment of roads policy in South Africa and a blueprint for roads development planning and provision by all roads authorities. It contains the principles that are embodied in sector and government level policies that seek to bridge the economic divide through the integration of first and second economies i.e. emphasising the need to maintain good quality strategic economic road infrastructure while elevating the profile of social infrastructure; promoting the integration of transport planning with broader economic and social spatial and land use planning; maximising skills development and employment creation potential; while ensuring sustainability and harmony with the environment.
Rural Transport Strategy for South Africa 2007	The rural transport strategy is seen as a stimulant to social development and economic growth of rural areas, which would in turn grow the economic resource of district municipalities. The strategy calls for the Rural Transport Service; this includes services provided by users themselves (e.g. head loading, private vehicular transport) and by operators of all modes of motorised and non-motorised transport, and the promotion of non-motorised and intermediate modes of transport.
The National Spatial Development Perspective (2006)	The framework contains a set of principles and mechanisms for guiding infrastructure investment and development decisions.
White Paper on National Transport Policy, 1996	The policy document provides a basis for transport to play a more strategic role in social development and economic growth.

7.4. Linkage between Strategic Goals, Strategic Objective & List of Services Rendered by Department to the Public

Number	Strategic Goals
1	Provide mobility and accessibility within the province to achieve 33,000 kilometres of road infrastructure by 2020
2	Effective management of the surfaced road infrastructure network by reducing the road condition of "poor to very poor", to less than 30% by 2020
3	Create and promote an integrated transportation system
4	Create and promote a safe road environment by decreasing road fatalities by 30% in 2020
5	Promote sustainable economic transformation in the transportation sector

Strategic Objectives	Linkage to Strategic Goals
Policy development and monitoring of policies	Goals 1, 2, 3, 4 and 5
An affordable, balanced and equitable transport network	Goals 1 and 2
Affordable transport infrastructure maintenance	Goals 1, 2 and 4
A safe and integrated transport system	Goals 1,3 and 4
A safe road environment through effective regulation and law enforcement	Goal 4
Support economic transformation within the transportation sector by awarding 75% of contracts to emerging HDI owned enterprises.	Goals 1, 2 3 and 5
Empowerment of previously disadvantaged individuals, women, youth and people with disabilities	Goal 5
Poverty alleviation through job creation people with disabilities	Goals 1, 2, 3 , 4 and 5

Strategic Goals	Strategic Objectives	Service Rendered
1 & 2	An affordable, balanced and equitable transport network	<ul style="list-style-type: none"> • Provide access to all road users • Appropriate level of service to all road users • Increase the safety on our road network • Increase the access to social, economic and public facilities to all communities • Provide a road network devoid of maintenance defects • Increase the life span of the provincial assets in relation to road network & structures
1, 2, 3, 4 and 5	Policy development and monitoring of policies	
1,2 &4	Affordable transport infrastructure Maintenance	
1 & 3	A safe and Integrated Transport System	<ul style="list-style-type: none"> • Ensure there is access to livelihood • Provide cheaper transport • No traffic congestions • Provide for the empowerment of Public Transport Operators
4	A safe road environment through effective regulation and law enforcement	<ul style="list-style-type: none"> • Save lives in relation to road traffic & public transport safety through public education & awareness • Provide a safe environment for commuters and operators • Mediate and regulate conflict in the industry
1,2,3 & 5	Support economic transformation within the transportation sector by awarding 75% of contracts to emerging HDI owned enterprises.	<ul style="list-style-type: none"> • Create opportunities for the promotion of sustainable broad based black economic empowerment • Develop rural communities through access and awareness programs • Train and develop of emerging contractors through mentorships and organisational training • Education and skills Economic and social development • Contribute to poverty reduction through social engineered programs.
5	Empowerment of previously disadvantaged individuals, women, youth and people with disabilities	
1, 2, 3, 4 and 5	Poverty alleviation through job creation people with disabilities	

8. Situational Analysis

With the advent of democracy the KwaZulu-Natal Department of Transport became responsible for a primary road network that was historically characterised by severe under-funding for maintenance for several decades while now needing to satisfy the need to support economic growth and equity. The country's increasing economic growth since democracy has put KwaZulu-Natal's primary network under pressure and continues to do so especially as the province is the most critical link in South Africa's global supply chain.

KwaZulu-Natal's primary road network is of economic and strategic importance to sustain South Africa's competitiveness in global markets. KwaZulu-Natal has two of the largest ports in the country that together handle some of the bulk of South Africa's tonnage and accounts for the majority of its imports and exports.

During the 2012/2013 financial year, the Census 2011 results for the country were released. The results indicated an increased size in square kilometres of KwaZulu-Natal by 56km² as well as an increase in the total population of the province from 9,584,129 people in the 2001 to 10,267,300 in 2011. Despite the increase in numbers, the province's overall percentage share of the country's population decreased from 21.4% to 19.8%. This decrease resulted in a decrease in the Equitable Share allocation to KwaZulu-Natal and a resultant decrease of the department's budget over the MTEF by National Treasury will subsequently impact on the department's delivery of its already backlogged infrastructure maintenance services, in the long term.

The history of the country resulted in inequalities regarding access to transport across communities. Although these disparities are being addressed, it will take time before the inequalities are eradicated completely. Disadvantaged communities require road access to realise their social and economic potential. With the majority of households in the province still lacking access to private transport, public transport is the main mode of motorised travel in the province. Despite this need and efforts over the years to quell public transport violence and improve public transport safety, the majority of households in the province continue to find that public transport is either difficult to access or unsafe to utilise. This challenge is exacerbated by the need to create affordable public transport which is essential for the majority of people in the province to realise their social and economic potential.

The province continues facing challenges with regard to road safety, road users' attitudes and their behaviour. The impact on the loss of life and the potentially devastating effects on family and the economy place added pressure on the need for increased education and enforcement.

The Department of Transport has only 5 Driving Licence Testing Centre (DLTC) which are not enough to service the customers. The customers expect the local municipality to do the testing and the renewal of the driving licences.

A further challenge is that during the process, traffic officers are being utilized for eye testing and examining. Hence compromising the service delivery on the road.

The recruitment process within the Department is stagnant and this affects service delivery and demotivates staff as they are being over-worked at times this creates a further challenge whereby staff book off sick, leaving a severe staff shortage.

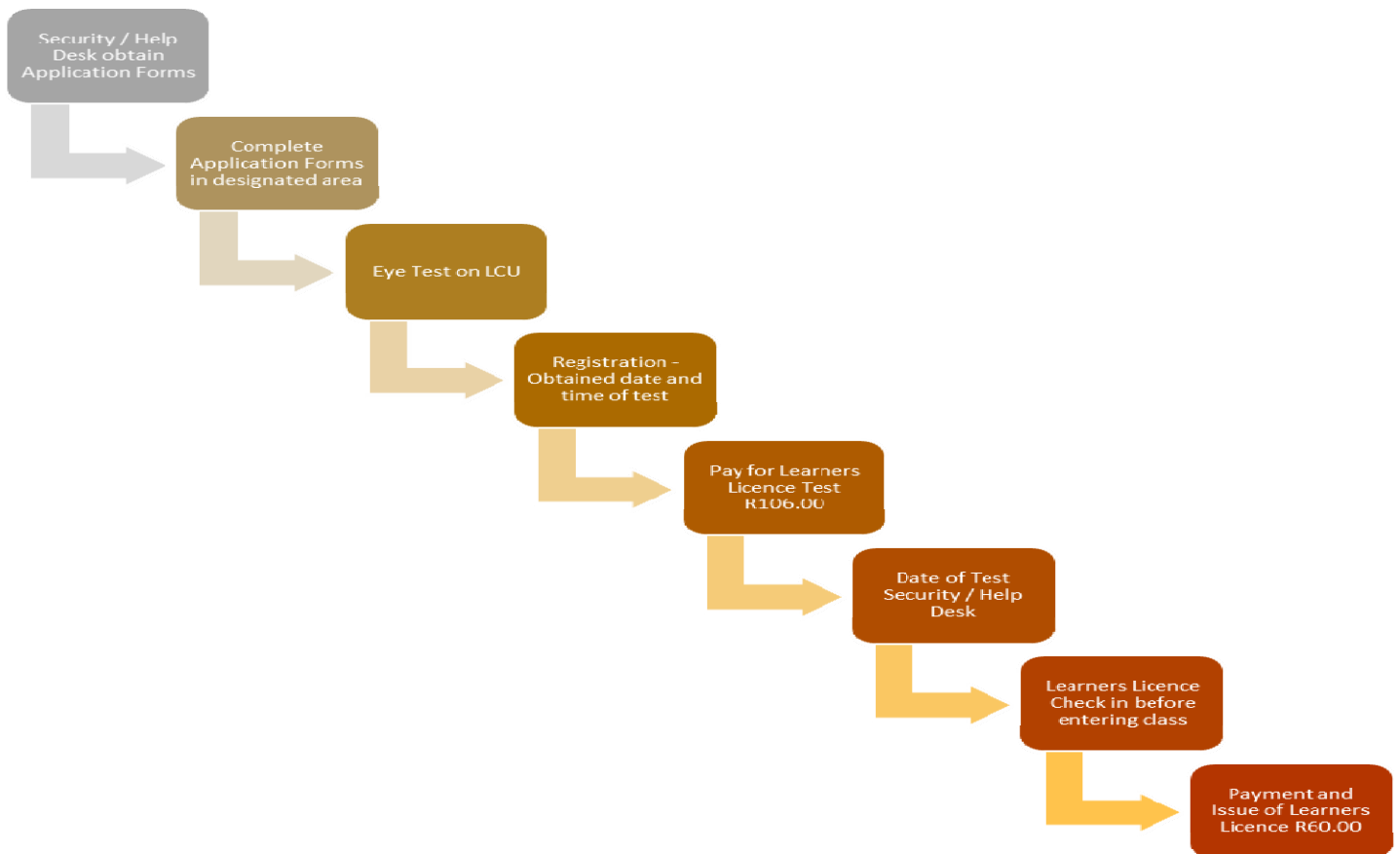
There are no bank card facilities available and every applicant is forced to carry large amounts of cash on them to make payment for their transactions.

Inadequate signage to inform applicants to inform customers where services are rendered.

Many customers are complaining about travelling long distances for the booking of learner licences and sometimes they discover that there are no spaces available until months and months ahead. There are also no queue marshals

to direct the customers where to receive the service they want. All provincial DLTCs do not offer credit card facilities for payment.

9) Process mapping



10) Identified Service Delivery Areas for Improvement and linkages between to the Strategic Goal, Strategic Objectives, Departmental Programme and Sub Programme

Status Quo						Areas of Possible Im	
Challenge: Problem Statement	Service Rendered that currently addresses the challenge	Strategic Goal	Strategic Objectives	Programme	Sub Programme	Possible Areas of where this can be expanded to	Programme
The pace of economic transformation in the Transportation sector is unsatisfactory	Training and development of emerging contractors through mentorships and organisational training	1, 2 & 5	<ul style="list-style-type: none"> An affordable, balanced and equitable transport network Affordable transport infrastructure maintenance Support economic transformation within the transportation sector by awarding 75% of contracts to emerging HDI owned enterprises. 	Community based Programme	Community Development	Apart from road, & bridge construction and maintenance, identify other infrastructure projects that can be undertaken by EMC eg construction of transport facilitates eg bus shelters,	Transport Infrastructure
						New intervention , Construction of non-motorised facilitates by EMC, Will this be awarded to one big company (include EPWP principles)	Transport Infrastructure
						New intervention Apart from handing over bicycles to student expand NMT to include other transport needs example transport of passengers within CBD and delivery services e.g groceries, courier service and the like	Transport Operations
						New intervention Areas within the freight industry. Discussion needed, what projects are available and what are implemented and reported in terms of the EPWP. This appears in summary in the APP more info required	No measure the APP: However the activity falls Transport Operations
						Bus subsidies, 37 companies are currently subsidies New Intervention expand the subsidies, Roll out of the transformation strategy of the bus industry	Transport Operation
						Areas within the Taxi industry number of training interventions conducted "This is included in the APP in summary version" establish what training eg customer care, business management etc. No targets and implementation plan. Progress is not reported on the QPR and measured	Transport Regulation
						New intervention Maintenance and annual inspection of Departmental pool vehicles, How is this executed (can EPWP principles be included and EMC suppliers for maintenance and repairs. This needs to be measured and reported on	Administration
Lack of public Transport facilities	Provision of public transport infrastructure facilities	1 & 3	<ul style="list-style-type: none"> A safe and Integrated Transport System Support economic transformation within the transportation sector by awarding 75% of contracts to emerging HDI owned enterprises 	Transport Infrastructure	Construction	Use EMC in the construction of transport facilitates eg bus shelters and EPWP principles LIC in construction of NMT facilitates,	Transport Infrastructure

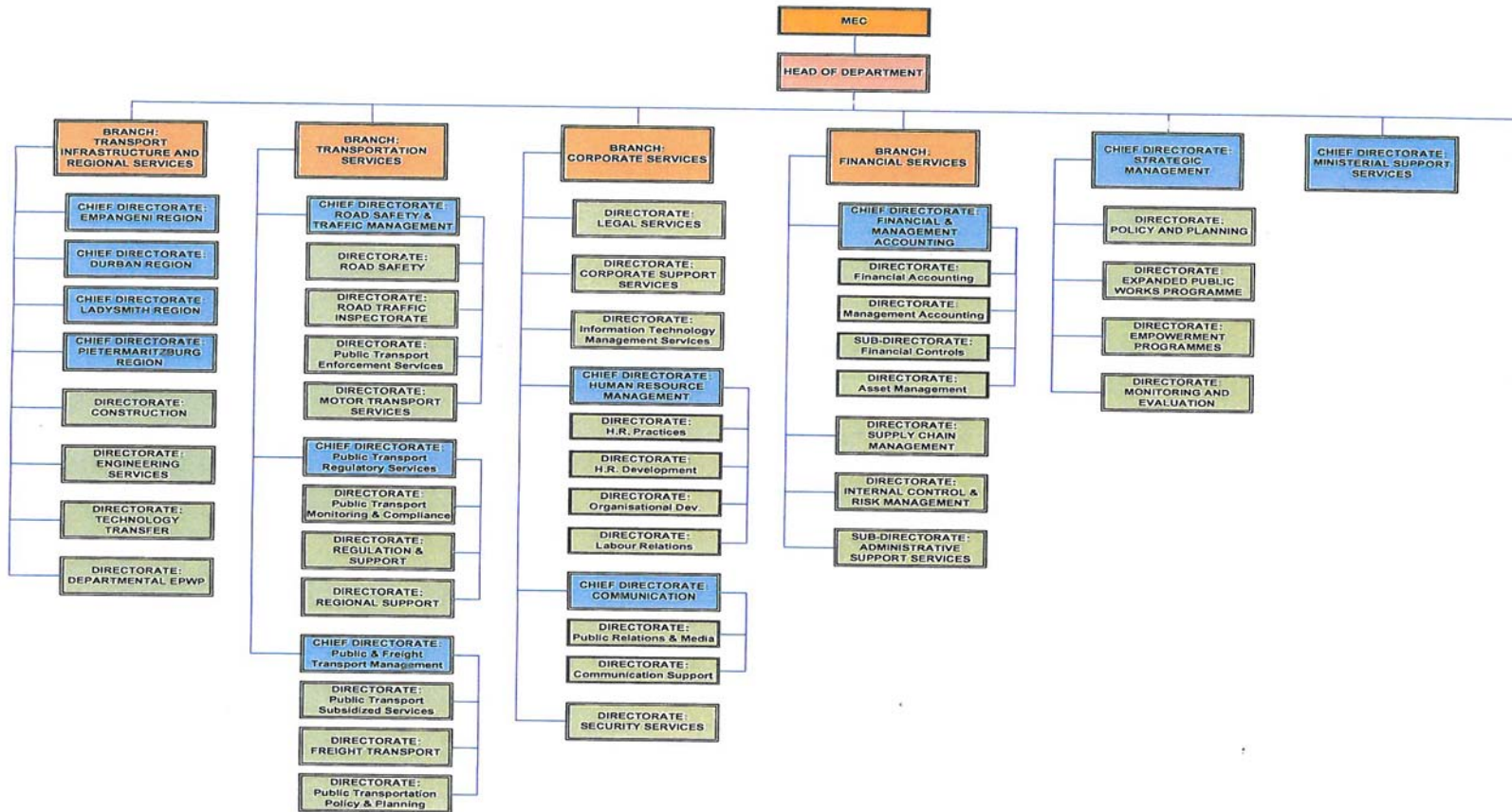
Status Quo						Areas of Possible Im	
Challenge: Problem Statement	Service Rendered that currently addresses the challenge	Strategic Goal	Strategic Objectives	Programme	Sub Programme	Possible Areas of where this can be expanded to	Programme
Prevalence of high accidents and fatalities on the KZN Roads	<ul style="list-style-type: none"> Conduct traffic & public transport safety through public education & awareness Law enforcement Mediate and regulate conflict in the industry 	4	<ul style="list-style-type: none"> A safe road environment through effective regulation and law enforcement 	Transport Operation	Transport Safety & Compliance Traffic Law Enforcement	<p>Need to unpack activities contained in PTES "goal directed enforcement of public transport " What does this involve" revamp measurable objectives to measure their activities. PTES have indicated their willingness to revamp the measurable objectives in their submission of their APP</p> <p>RTI & PTES should focus on conviction rates and measure convictions</p>	Transport Regulation

11. Service Beneficiaries

Public Entities
Staff

12. Organisational Environment

The Department has a post establishment of 5518 in order to deliver on its mandate as per the organogram below.



13. List of Stakeholders

- Driving Schools
- Motor Transport Services
- Driving Licence Legislation
- National Department of Transport
- South African Police Services

14. List of Customers

- Public Entities
- Staff

15. Identification of key services to be improved

The Department identifies the following key service whose improvement is required in the next MTEF based on the challenges received.

Application for Learner's licenses
 Application for driving licenses
 Testing of Drivers

16. Batho Pele Principles

Key Services	Service Beneficiaries	Current Standards		Desired Standards 2015/2016	Desired Standards 2016/2017	Desired Standards 2017/2018
		Service Standards Quality				
Application for Learner's License	Public Entities & Staff	Service Standards Quality	Traffic officers are doing eye tests instead of being on the road		To appoint non-uniformed staff to do eye testing	Monitor staff doing eye testing
		Quantity	No credit card payments	To finalize treasury approvals	To introduce credit card payments	Monitor the use of credit cards
		Consultation	Limited consultation with customers is taking place currently	To expand consultation by the introduction of customer feedback	To evaluate feedback	To evaluate feedback
		Access	Customers use only cash to make payment at the counter	To obtain Treasury approval for introducing credit card payments at DLTC's	Introduce credit card and electronic queueing for customers to access services	Monitor and evaluate the use of credit card and electronic queueing for customers to access services
		Courtesy	Some officials do not wear name tags	To develop a SOP to ensure that all officials wear name tags.	monitor that all official wear name tags	monitor that all official wear name tags
			Departmental services commitment charter is in place	To review and standardize commitment charters for all DLTC's	To monitor implementation of service commitment charters	To monitor implementation of service commitment charters
		Information	Limited information or help desk functions at DLTC's	To standardize the help desk functions at all DLTC's	To introduce electronic queue marshal system To have information sharing sessions with customers	Monitor help desk and electronic queue marshal

Key Services	Service Beneficiaries	Current Standards		Desired Standards 2015/2016	Desired Standards 2016/2017	Desired Standards 2017/2018
		Openness and transparency	Organograms at all DLTC's reception areas to be displayed	To display organograms at the reception areas	To display organograms at the reception areas	To display organograms at the reception areas
		Redress	Some DLTC's have no suggestion boxes and complaint registers	To implement complaint registers and suggestion boxes in all DLTC's stations	To monitor complaint registers and suggestion boxes in all DLTC's stations	To monitor complaint registers and suggestion boxes in all DLTC's stations
		Best value for money	Limited forensic checking of the systems used at the DLTC's	Comprehensive forensic quality checks to be conducted at all the DLTC's	To monitor the systems used at the DLTC's	To monitor the systems used at the DLTC's
		Encouraging innovation and rewarding excellence	Awards are limited to uniform staff only not involving other staff members in the DLTCs	To involve other staff members in in all DLTC's stations in the RTI awards	To monitor and evaluate the process of awarding staff members in in all DLTCs stations in the RTI awards	To monitor and evaluate the process of awarding staff members in in all DLTCs stations in the RTI awards
		Service delivery impact	Very few innovations	To facilitate the process of introducing credit card and electronic queueing system	Introduction of credit card and electronic queueing system	Monitor and evaluate the use of credit card and electronic system
		Leadership and strategic directions	Limited involvement of staff in decision making	More involvement of staff in decision making	More involvement of staff in decision making	More involvement of staff in decision making
		Human Recourses	Traffic offices are performing administrative functions e.g. conducting eye tests instead of performing core function i.e. law enforcement	To obtain authority to employ additional staff	To employ and train 6 more staff to do eye tests.	To employ and train 24 more staff to do eye tests.

Key Services	Service Beneficiaries	Current Standards		Desired Standards 2015/2016	Desired Standards 2016/2017	Desired Standards 2017/2018
		Budget	To upgrade infrastructure and salaries		R7m	R6 m
		Financial year time	1 April 2014 – 31 March 2015	1 April 2015 – 31 March 2016	1 April 2016 – 31 March 2017	1 April 2017 – 31 March 2018

17. Monitoring, reporting and conclusion

This Department will conduct its own monthly monitoring to ensure progressive implementation of the planned improvements as per our DSIP. The monthly monitoring will be reported to Departmental MANCO and the annual monitoring will be reported to DPSA as per prescribed template.