



**Department of Economic Affairs,  
Agriculture and Tourism**



# **TRANSPORT BRANCH**

MANAGEMENT PLAN 2000

**18 December 2000**

REPORT C617 – 28



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# 1 STRATEGIC PLAN

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## 1.1 Vision and Mission of the Transport Branch

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### ***Vision of the Department***

In support of the Government of the Provincial Administration: Western Cape, the Department of Economic Affairs, Agriculture and Tourism has formulated its vision as follows:

*A dynamic world-class economy to the just benefit of all the citizens of the Western Cape.*

### ***Vision of the Branch***

The Western Cape Provincial Transport Policy was published in June 1997. The main thrust of this policy is summarised in the vision statement as contained therein:

*An integrated, accessible, well managed and maintained transport system throughout the Western Cape, which is recognised as making efficient use of resources and being socially just, in a way that advances broader developmental aims and objectives.*

Through consultation within the Branch and in support of the vision of the Department, the vision of the Transport Branch has been formulated as:

*The best transport system for all.*

### ***Mission of the Branch***

The 1997 Western Cape Provincial Transport Policy contained an extensive mission statement:

*To utilise available knowledge, skills and competence to advise and assist transport authorities throughout the Western Cape to realise their aims and objectives by:*

- *promoting a unified transport culture and ethic which is characterised by excellence and professional competence and which respects and is responsive to broader public needs and requirements;*
- *ensuring that appropriate capacity and capability is established in all transport authorities so that they become fully competent to fulfil assigned transport roles and functions;*
- *guiding and informing all planning authorities to ensure that the products of strategic planning initiatives meet declared provincial standards and requirements; and*
- *defining minimum acceptable operational standards and requirements to which the various aspects of the transport system should conform.*

Through consultation within the Branch and with the aim of producing a concise mission statement, the mission of the Transport Branch has been defined as:

*Provide, manage and maintain a safe and economically viable transport system.*

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## **1.2 Provincial Policy Goals**

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The Government of the Western Cape seeks to create the conditions for the improvement of the quality of life of all the people of the Province. To this end, the Provincial Government will pursue the following policy goals:

- PPG 1 To contribute to the creation of a safer environment for our people.
- PPG 2 To create an enabling environment for economic growth.
- PPG 3 To prepare the people of the Western Cape for the knowledge economy of the 21<sup>st</sup> century.
- PPG 4 To contain the spread of HIV AIDS and Tuberculosis.
- PPG 5 To empower the poor people of our Province through the provision of basic services.
- PPG 6 To improve the quality and accessibility of services provided by the Provincial Government.
- PPG 7 To protect, enhance and promote the total environment for the optimal development of our people.
- PPG 8 To maintain and improve the physical infrastructure required for the development of this Province.
- PPG 9 To bind the Province, as the gateway to Africa, ever stronger to the country and the continent.

The Transport Branch of the Department of Economic Affairs, Agriculture and Tourism supports these policy goals and believes that it can, in particular, add value to and provide deliverables relating to the majority of the above policy goals.

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## **1.3 Contribution of Transport towards realising the Provincial Policy Goals**

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Transport is an essential element of daily life, and its quality impacts directly on every citizen of the Province. Mobility and accessibility are key to empowerment and economic growth. In broad terms, the contribution of transport to the realisation of the Provincial Policy Goals may be summarised as follows:

**i. To contribute to the creation of a safer environment for our people.**

Road accidents cause a great number of deaths on our roads. The joint efforts of the traffic engineering, road design and road maintenance components of the Branch will be utilised to create a safer environment on the roads of the Western Cape. In addition, the formalisation of the minibus-taxi industry will contribute towards a safer environment on public transport.

**ii. To create an enabling environment for economic growth.**

Transport is a catalyst for development and an efficient transport system is therefore essential in providing an enabling environment for economic growth. Transport, in this context, includes both the physical infrastructure and the operation thereof, which in turn includes public transport.

In addition, an efficient transport system is essential for continued growth and profitability in the manufacturing, agriculture and tourism sectors of the Province. The transport sector is also an important creator of new jobs in the transport operations industry, as well as in the construction industry.

**iii. To empower the poor people of our Province through the provision of basic services.**

Road construction projects create employment, transfer skills and build capacity. The Community Access Roads Programme (CARP) of the Transport Branch will be utilised to improve access roads to disadvantaged communities. During this process capacity will be built and skills transferred.

**iv. To improve the quality and accessibility of services provided by the Provincial Government.**

The Transport Branch delivers services over a broad spectrum to the users of transport systems. These services include, to name but a few, infrastructure provision and maintenance, vehicle licensing and registrations, public transport permits, processing of development applications and the provision of motor transport to national and provincial government departments. The quality of these services must continually be improved.

**v. To protect, enhance and promote the total environment for the optimal development of our people**

Through transport-related inputs into development planning and control, as well as through the control over advertising along proclaimed roads, the Transport Branch will contribute towards protecting, promoting and enhancing the environment.

**vi. To maintain and improve the physical infrastructure required for the development of this Province.**

The road and public transport infrastructure of the Western Cape is essential to the development of the Province. With adequate road and public transport systems, optimally maintained and improved, transportation costs are optimal and development and growth will be sustained.

**vii. To bind the Province, as the gateway to Africa, ever stronger to the country and the continent.**

The quality of the provincial links and services to the other provinces and to international airports and harbours is an important parameter of enhancing and establishing the gateway concept, and will be given due weight in the prioritisation of projects.

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## **1.4 Core Strategies of the Transport Branch**

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To enable the Transport Branch to optimally contribute towards the Provincial Policy Goals, eight core strategies have been identified. These are as follows:

- BCS 1 Provide an enabling framework for the Transport Branch.
- BCS 2 Provide and maintain a provincial road network that is of a sufficient standard to enable goods and passengers to be transported economically.
- BCS 3 Promote the establishment of appropriate public transport systems.
- BCS 4 Improve the quality of service delivery by the Transport Branch.
- BCS 5 Empower the previously disadvantaged sector of the Province.
- BCS 6 Improve road safety and protect the provincial road network.
- BCS 7 Develop financial resources.
- BCS 8 Develop human resources.

It should be noted that the order in which these strategies are numbered is the order in which they were identified, and that the number does not indicate any priority ranking.

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## **1.5 Branch Priority Programmes**

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Strategies depend on implementation programmes for their realisation and to this end the Transport Branch has identified the following priority programmes:

- BPP 1 Develop Transport legislation.
- BPP 2 Provide administrative and financial management to the Branch.
- BPP 3 Provide technical support to the Branch.
- BPP 21 Manage and administer the provincial road network effectively, with special emphasis on the environment.
- BPP 22 Progressively eradicate the backlog in road maintenance and maintain the provincial road network to an adequate level.

- BPP 23 Improve the road infrastructure of the Province where economically justified, with special emphasis on links to other provinces and Namibia.
- BPP 24 Prepare an implementation plan for toll roads.
- BPP 31 Promote the provision of public transport in the Cape Metropolitan Area.
- BPP 32 Administer the bus subsidy system and manage the tendered contract transport system.
- BPP 33 Manage the minibus-taxi formalisation process.
- BPP 34 Promote the establishment of a Metropolitan Transport Authority, if found viable.
- BPP 35 Promote the provision of rural public transport.
- BPP 41 Establish a suitable structure for the Transport Branch.
- BPP 42 Develop the service ethos of the Branch.
- BPP 43 Improve the quality of service delivery in the provision of government motor transport.
- BPP 51 Promote the involvement of SMME's in road construction and maintenance contracts.
- BPP 52 Promote the involvement of SMME's in public transport contracts.
- BPP 53 Create employment and transfer skills through road construction.
- BPP 54 Improve access roads to disadvantaged communities and, in so doing, build capacity.
- BPP 61 Manage the overloading of heavy vehicles
- BPP 62 Establish a Traffic Accident Bureau.
- BPP 63 Improve road safety through road improvements.
- BPP 64 Improve the operational safety of the N1.
- BPP 71 Develop the generation of own revenue.
- BPP 81 Develop human resources.

It should be noted that the first digit of the programme number refers to the Branch Core Strategy and the second digit is the number of the Branch Priority Programme within the specific Branch Core Strategy.

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## 1.6 Hierarchical relationships

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In the previous paragraphs policy goals, core strategies, priority programmes and priority projects were identified. In order to understand the inter-relationships and hierarchical connections, Figures 1.1 and 1.2 were prepared. These figures have as their basic point of departure the Branch Core Strategies. The figures then show the upward linkages to the Provincial Policy Goals, and the downward linkages to the Branch Priority Programmes.

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## 1.7 Mandates

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At present the Transport Branch performs its functions in terms of the following mandates:

*i. Statutory mandates*

a. National Acts

- National Road Traffic Act, 1989 (Act 29 of 1989)
- National Road Traffic Act, 1996 (Act 93 of 1996)
- National Land Transport Transition Act, 2000 (Act 22 of 2000)

b. National Acts devolved to the Province in 1996

- Urban Transport Act, 1977 (Act 78 of 1977)
- Road Transportation Act, 1977 (Act 74 of 1977)
- Road Safety Act, 1972 (Act 9 of 1972)
- Advertising on Roads and Ribbon Development Act, 1940 (Act 21 of 1940)

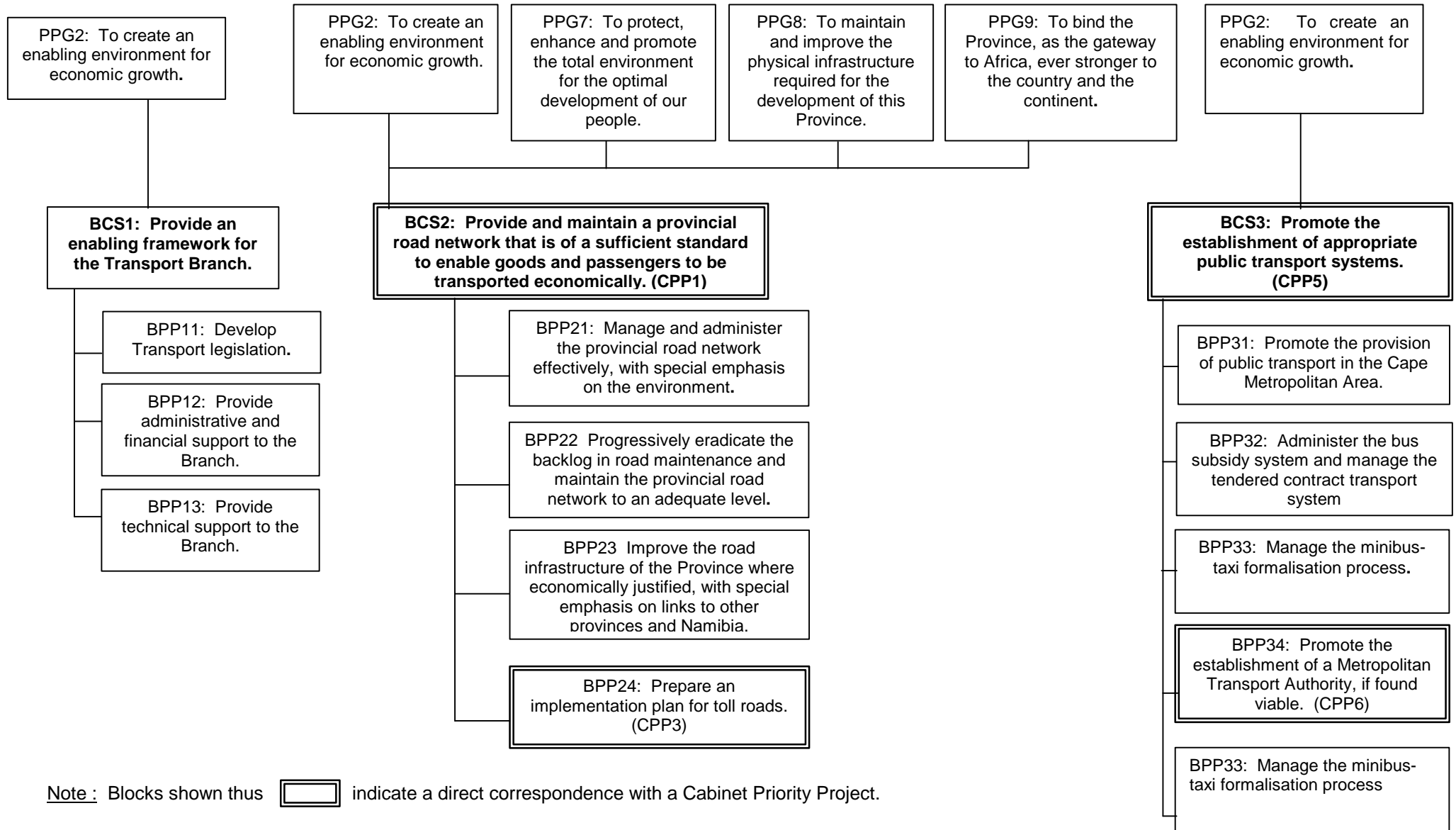
c. Provincial legislation

- Cape Roads Ordinance, 1976 (Ordinance 19 of 1976)
- Western Cape Road Transportation Act Amendment Law, 1996 (Law 8 of 1996)
- Western Cape Road Transportation Act Amendment Act, 2000 (Act 7 of 2000)
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- Western Cape Road Traffic Act, 1998 (Act 12 of 1998)
- Western Cape Toll Roads Act, 1999 (Act 11 of 1999)

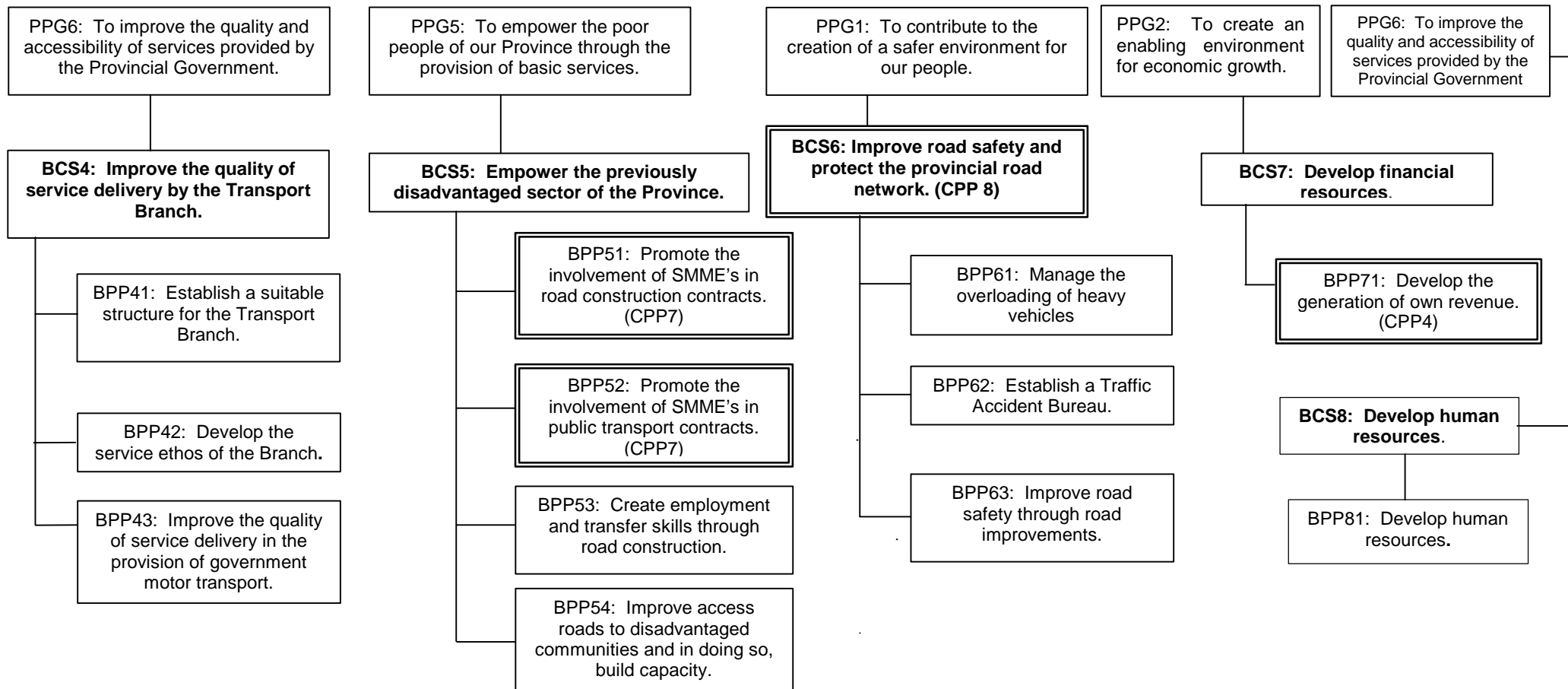
*ii. Political mandates*

- White Paper on Western Cape Provincial Transport Policy (June 1997)





**Figure 1.1 : Hierarchy of goals, core strategies and priority programmes**



Note : Blocks shown thus  indicate a direct correspondence with a Cabinet Priority Project.

**Figure 1.2 : Hierarchy of goals, core strategies and priority programmes**

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## 1.8 Resources

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### 1.8.1 Human resources

The Transport Branch currently has an approved establishment of 1027 posts of which 849 are filled. Chapters 3 and 4 of this report provide further detail on the human resources of the Transport Branch.

### 1.8.2 Financial resources

The financial resources available to the Transport Branch by and large determine the physical output of the Branch.

The MTEF allocations for the current and the next two years are shown in Table 1.1. Estimates of the probable MTEF allocations for the fourth and fifth year, i.e. the 2003/2004 and 2004/05 financial years, are also shown.

In addition to the MTEF allocations, the Transport Branch also, on an annual basis, receives allocations from the national Department of Transport. The exact amounts of future allocations are not known, but it will be assumed that these will be as for 2000/01, i.e.:

Urban Transport Funding	=	R5.05 m per year
Public Transport Subsidies	=	R205 m per year, growing at 15% p.a.

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## 1.9 Key Deliverables achievable over the next five years

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The Key Deliverables that the Transport Branch intends to achieve over the next five years will be discussed in terms of the Branch Core Strategies, set out in paragraph 1.4.

### 1.9.1 BCS1 Provide an enabling framework for the Transport Branch

A full set of Provincial legislation on transport will be enacted and implemented.

### 1.9.2 BCS2 Provide and maintain a provincial road network that is of a sufficient standard to enable goods and passengers to be transport economically

- i. Within the next five years the Transport Branch will prepare a Land Transport Framework: Five-Year Plan for the Western Cape.
- ii. Due to the limitation of funds, the Transport Branch can only set itself the five year targets of meeting half the routine road maintenance need of surfaced roads and a quarter of the need of unsurfaced roads annually.
- iii. About R28 m will be spent during the 2000/01 financial year to repair flood damage on roads in the Province.

ITEM	Financial year				
	2000/01 (see note)	2001/02 MTEF	2002/03 MTEF	2003/04 MTEF est	2004/05 estimate
<b>Subprogramme 1 : ROADS</b>	<b>R 429,026,000</b>	<b>R 312,048,000</b>	<b>R 314,338,000</b>	<b>R 314,338,000</b>	<b>R 314,338,000</b>
1. Technical Support Services	R 45,892,000	R 46,514,000	R 48,861,000	R 48,861,000	R 48,861,000
2. Construction	R 142,025,000	R 68,698,000	R 44,476,000	R 44,476,000	R 44,476,000
3. Maintenance	R 229,898,000	R 185,585,000	R 208,950,000	R 208,950,000	R 208,950,000
4. Public Transport	R 8,885,000	R 9,450,000	R 10,120,000	R 10,120,000	R 10,120,000
5. Strategic Development Programmes	R 2,325,000	R 1,800,000	R 1,930,000	R 1,930,000	R 1,930,000
6. Not used	R 0	R 0	R 0	R 0	R 0
7. Augment Roads Capital Account	R 1,000	R 1,000	R 1,000	R 1,000	R 1,000
<b>Subprogramme 2 : TRANSPORT ADMINISTRATION</b>	<b>R 69,508,000</b>	<b>R 78,002,000</b>	<b>R 81,569,000</b>	<b>R 81,569,000</b>	<b>R 81,569,000</b>
1. Motor Vehicle Administration	R 55,691,000	R 63,604,000	R 68,452,000	R 68,452,000	R 68,452,000
2. Specialist Support Services	R 13,816,000	R 14,397,000	R 13,116,000	R 13,116,000	R 13,116,000
3. Provincial Motor Transport	R 1,000	R 1,000	R 1,000	R 1,000	R 1,000
<b>TOTAL</b>	<b>R 498,534,000</b>	<b>R 390,050,000</b>	<b>R 395,907,000</b>	<b>R 395,907,000</b>	<b>R 395,907,000</b>
"Pure" road funding	R 417,816,000	R 300,798,000	R 302,288,000	R 302,288,000	R 302,288,000

Note: The amounts shown for 2000/01 include R37 million rolled over from 1999/00, plus R36 million from the additional revenue fund, plus a special allocation of R28.085 million for the repair of flood damage.

**TABLE 1.1 : SUMMARY OF MTEF ALLOCATIONS FOR VOTE 10 PROGRAMME 3 : TRANSPORT**  
(as on 18 December 2000)

- iv. Over the next five years a total of about R160 m will be spent on the regravelling of roads. This is about 7% of the actual need, with the result that the backlog in regravelling continues to grow.
- v. The major improvement projects, shown in Table 1.2, will be undertaken during the next five years.

**Table 1.2: Major improvement projects to be undertaken during the next five years to improve the road network**

PROJECT TYPE	CONTRACT	PROJECT	TOTAL COST ON TRANSPORT BUDGET
Upgrade gravel roads	C415.21	MR559 Saldanha bridge (JV)	R 7.0 million
	C655	mR 29,30,31 Jacobsbaai	R 3.0 million
Upgrade surfaced roads	C498.1	MR177 Stellenbosch Arterial Phase 2A	R 5.3 million
	C415	MR238 Vredenburg Saldanha doubling	R 42.4 million
Rehabilitate and reconstruct surfaced roads	C433.1	MR027 Klipmuts Windmeul	R 47.8 million
	C360.3	TR31/01 Worcester Robertson Phase 3	R 39.8 million
	C360.2	TR31/01 Worcester Robertson Phase 2	R 55.0 million
	C406.1	MR174 Klipheuwel Malmesbury	R 38.0 million
	C656	MR103 Chapman's Peak Drive	To be determined
New facilities (joint ventures)	C587	TR9/1 & MR177 Eastern ramps N1 City	R 3.0 million
	C559.2	TR9/1 Service Road Century City	R 3.0 million
<b>TOTAL</b>			<b>R244.3 million</b>

- vi. Implementation plan for toll roads

Toll roads could be funded with private funds, whereby the operator acquires the right to levy a toll on vehicles using the road for a given period, usually 25 to 30 years. After this period, the road reverts back to the road authority. An implementation plan to introduce toll roads in the Western Cape is being developed. The Western Cape Toll Roads Act, 1999 (Act 11 of 1999), has already been approved and published. The following further activities are planned:

- The Toll Roads Policy will be finalised, approved and published during the 2000/01 financial year.
- The Regulations required by the Act will be developed for finalisation and publication in 2001/02.
- The Premier will then be requested to bring the WC Toll Roads Act, 1999 (Act 11 of 1999) into operation by means of a proclamation in the Gazette.
- A feasibility study will be undertaken into the re-opening of Chapman's Peak Drive, with one of the options being a toll road, in the form of a Public Private Partnership.

It is possible that some provincial toll roads will be opened to traffic before the end of the 2003/04 financial year. The introduction of toll roads in the Western Cape will assist in the reduction of the backlog in road improvement and provision discussed earlier.

### 1.9.3 BCS3 Promote the establishment of appropriate public transport systems

- i. The following deliverables in respect of **metropolitan** public transport will be achieved during the next five years:
  - The strategic principles set out in the Interim Public Transport Plan will be developed into an extended plan, detailing the steps to be taken to engage in the first twelve transformed road-based public transport contracts, which should be implemented by mid 2001.
  - The Public Transport Plan, dealing with the fundamental restructuring and integration of all public transport modes by 2005, will be completed.
- ii. The following key deliverables in respect of **rural** public transport will be forthcoming during the next five years:
  - An understanding of the current delivery, or lack thereof, of public transport to rural towns and farming communities will be developed by carrying out Current Public Transport Studies.
  - An Interim Public Transport Plan, identifying projects in the short term, will be put forward.
  - The implementation of infrastructure projects will commence and the provision of basic services will be facilitated, where required.
- iii. The following aspects of the minibus-taxi formalisation process will be completed during the next five years:
  - The first stage to regulate and control minibus-taxi industry, by converting all legal permits from radius to route-based, will be completed.
  - The regulation process of minibus-taxi associations and operators will be completed.
  - The capacity of the minibus-taxi industry to participate in formal contracts will be developed.
  - The industry will be assisted through training and the support of the provincial taxi co-operative.
- iv. The bus public transport industry will be restructured.
- v. The establishment of a Metropolitan Transport Authority, if found viable, will be promoted.

- vi. Road based public transport subsidies and payments on tendered public transport contracts, totalling about R1400 million will be paid out over the five-year period.

#### **1.9.4 BCS4 Improve the quality of service delivery by the Transport Branch**

- i. A performance/service delivery measuring system will be developed and implemented. Each aspect of service delivery by the Branch will be measured in a quantitative way, and that these finite measurements will be combined, using suitable weights, into an overall composite performance index for the Branch, measured as a percentage of the ideal service. It will be the aim to improve the level of satisfaction with services provided by the Branch from the current level of 80% to a level of 90% by the year 2004/05.
- ii. The structure of the Transport Branch is being revised to align the Branch more closely with the White Paper on Western Cape Provincial Transport Policy.

#### **1.9.5 BCS5 Empower the previously disadvantaged sector of the Province**

- i. Opportunities will be created for SMME's to tender for contracts, where they could win contracts worth a total amount of about R60 million over the next five years. The amount actually won by SMME's will depend on the business skills of SMME's.
- ii. Over the five years, from 2000/01 to 2004/05 about fifteen access roads to previously disadvantaged communities will be constructed, at an estimated total cost of about R30 million.
- iii. Assuming that about R245 million's worth of large contracts and that about R30 million worth of community road projects will be undertaken during the five years, about 5400 person months of employment will be created.

#### **1.9.6 BCS6 Improve road safety and protect the provincial road network**

Over the next five years the following major outputs are expected which would improve road safety on the provincial road network:

- i. A median wall on the N1 between the Parow North and Karl Bremer interchanges will be designed and implemented by the end of 2001.
- ii. A strategy on the privatisation of overload control stations will be developed and implemented.
- iii. An Accident Bureau will be managed and road safety audits undertaken.

#### **1.9.7 BCS7 Develop financial resources**

Through the raising of vehicle licence fee, by improving the effectiveness of licence fee collection and through the development of other income sources, the Transport Branch will endeavour to raise the level of own revenue from the current level of R290 million per annum to about R530 million per annum.

### **1.9.8 BCS8 Develop human resources**

Within the next five years the following key deliverables are contemplated in respect of the development of the human resources of the Transport Branch:

- i. The issues identified by the Branch Transformation Unit will be managed and progress monitored.
  - ii. A human resources needs analysis for each component of the Branch will be completed.
  - iii. A comprehensive training program will be implemented and managed, with every official attending at least one appropriate course per year.
  - iv. Inputs into the development of the Departmental Affirmative Action Plan will be provided.
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### **1.10 Monitoring progress**

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The various Branch Priority Programmes have been developed into Key Measurable Objectives (KMO), each with a specific measuring system and a specific target to be achieved, within a given time frame, usually for the current and the current plus one financial years.

Progress towards achieving each Branch Priority Programme are measured on an annual basis and reported on.



## **2 SERVICE DELIVERY IMPROVEMENT PROGRAMME**

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### **2.1 Introduction**

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From the Strategic Plan presented in Chapter 1, it follows that the Transport Branch delivers a wide range of services to the public, to other government departments and to its own staff.

This Service Delivery Improvement Programme considers the services provided through the Core Strategies of the Transport Branch. As was indicated in paragraph 1.5, these eight core strategies are to be realised through twenty-five Branch Priority Programmes, which have, in turn, been developed into about 110 Key Measurable Objectives. The latter level of detail may be found in Report C617-26, titled "Service Delivery Plan for 2000/01" available from the Transport Branch on request.

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### **2.2 Detail of main services provided by the Transport Branch**

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The details of the main services provided by the Transport Branch are provided in Tables MS-1 to MS-8 on the following pages.

<b>MAIN SERVICES TO BE PROVIDED BY THE TRANSPORT BRANCH</b>	<b>MS – 1</b>
<b>A. Title</b>	
Provide an enabling framework for the Transport Branch	
<b>B. Short Description</b>	
<p>The Transport Branch will develop a full set of Acts, which in total will cover all levels and forms of transport. The following are proposed:</p> <ul style="list-style-type: none"> <li>• Western Cape Transport Administration and Planning Act</li> <li>• Western Cape Transport Regulatory Act</li> <li>• Western Cape Road Management Act</li> <li>• Western Cape Toll Roads Act</li> </ul>	
<b>C. Customers of this Service</b>	
The customers of this service are all users of transport in the Province, from passenger transport to goods transport to private vehicles.	
<b>D. Arrangements for consultation with customers</b>	
The customers were consulted primarily during the development of the White Paper on Provincial Transport Policy. Consultation with special interest groups, such as the mini-bus taxi industry, is on an on-going basis.	
<b>E. Mechanisms to increase access to this Service</b>	
Draft Bills will be published and workshopped with interested and affected parties. Bills will be debated in the Provincial Legislature.	
<b>F. Standards for this Service</b>	
Progress with the development of the set of Acts, which are planned to be enacted before the end of 2004.	
<b>G. Information arrangements</b>	
Draft Bills will be published and workshopped with interested and affected parties. Bills will be debated in the Provincial Legislature.	
<b>H. System/Mechanisms for complaints</b>	
Complaints may be raised at workshops, or forwarded directly to the Branch, or taken up through the political process.	

MAIN SERVICES TO BE PROVIDED BY THE TRANSPORT BRANCH	MS – 2
<b>A. Title</b>	
Provide and maintain a provincial road network that is of sufficient standard to enable goods and passengers to be transported economically.	
<b>B. Short Description</b>	
<ul style="list-style-type: none"> <li>• Manage and administer the provincial road network effectively.</li> <li>• Maintain the provincial road network to an adequate level.</li> <li>• Improve the road infrastructure of the Province where economically justified.</li> </ul>	
<b>C. Customers of this Service</b>	
The customers of this service are all users of road based transport in the Province, from passenger transport to goods transport to private vehicles.	
<b>D. Arrangements for consultation with customers</b>	
<ul style="list-style-type: none"> <li>• The customers were consulted during the development of the White Paper on Provincial Transport Policy.</li> <li>• Road maintenance needs are established annually with the aid of the Pavement and Gravel Road Management Systems, as well as through interaction with the District Municipalities.</li> <li>• Improvements are identified using sophisticated road management models.</li> </ul>	
<b>E. Mechanisms to increase access to this Service</b>	
The public has free access to this service. As the economy grows and income levels rise, car ownership increases, resulting in a greater need for and use of these services.	
<b>F. Standards for this Service</b>	
<p>Due to funding limitations the standards are set as follows:</p> <ul style="list-style-type: none"> <li>i. 25% of gravel roads can be maintained to a serviceable condition.</li> <li>ii. 55% of the annual maintenance needs of surfaced roads can be met.</li> <li>iii. Improvements to the road network can only be undertaken to the extent that funds are made available.</li> </ul> <p><b>It should be noted that under current funding levels the ever-increasing backlog in road maintenance cannot be reversed and an ever-decreasing quality of service will result.</b></p>	
<b>G. Information arrangements</b>	
<ul style="list-style-type: none"> <li>• The condition of roads is visible to all road users.</li> <li>• The need for additional funds for roads maintenance is regularly put to professional forums and to the Provincial Treasury and Legislature.</li> </ul>	
<b>H. System/Mechanisms for complaints</b>	
Complaints on road conditions are received on a frequent and regular basis. These complaints are lodged mainly through the District Roads Engineers.	

MAIN SERVICES TO BE PROVIDED BY THE TRANSPORT BRANCH	MS – 3
<b>A. Title</b>	
Promote the establishment of appropriate public transport systems.	
<b>B. Short Description</b>	
<ul style="list-style-type: none"> <li>• The promotion of the provision of public transport in the Cape Metropolitan Area, as well as in the other areas of the Province.</li> <li>• The formalisation of the mini-bus taxi industry.</li> <li>• The investigation of a Metropolitan Transport Authority.</li> <li>• The restructuring of the bus public transport industry.</li> <li>• The administration of the bus subsidy system and the management of the tendered contract transport system.</li> </ul>	
<b>C. Customers of this Service</b>	
The customers are firstly the authorities involved in public transport, secondly the transport providers and operators, and thirdly, the users of public transport.	
<b>D. Arrangements for consultation with customers</b>	
<ul style="list-style-type: none"> <li>• The customers were initially consulted during the development of the White Paper on Provincial Transport Policy.</li> <li>• The customers are consulted during the preparation of Public Transport Plans.</li> <li>• Mini-bus taxi operators are consulted through the Taxi Registrar and the taxi associations.</li> </ul>	
<b>E. Mechanisms to increase access to this Service</b>	
The authorities involved in public transport are in close liaison with the Transport Branch. The Taxi Registrar facilitates contact with the taxi industry. The users of public transport have access to this service through the consultative processes that are part of the Transport Planning Process.	
<b>F. Standards for this Service</b>	
The Province is not involved in the <u>direct</u> provision of Public Transport. The only standard that can be set, is the completion of the specific tasks forming part of this service.	
<b>G. Information arrangements</b>	
Consultative meetings and public hearings/meetings/workshops are part of the Transport Planning Process. Information is also distributed to the taxi associations through the Taxi Registrar.	
<b>H. System/Mechanisms for complaints</b>	
Complaints may be directed to the Transport Branch, to the Taxi Registrar, or to the Local Road Transportation Board, who issues and regulates permits. The monitoring of contract transport will also provide for complaints. The SA Police Services deals with complaints against illegal operators.	

<b>MAIN SERVICES TO BE PROVIDED BY THE TRANSPORT BRANCH</b>	<b>MS – 4</b>
<b>A. Title</b>	
Improve the quality of service delivery by the Transport Branch.	
<b>B. Short Description</b>	
A performance/service delivery measuring system will be developed and implemented. The concept is that each aspect of service delivery by the Branch will be measured in a quantitative way, and that these finite measurements will be combined, using suitable weights, into an overall composite performance index for the Branch, measured as a percentage of the ideal service.	
<b>C. Customers of this Service</b>	
The customers of this service are the other components of the Transport and the external customers of the Branch. The external customers are other Departments using Government Motor Transport, vehicle owners, the general public, consulting engineers, town planners, developers, etc.	
<b>D. Arrangements for consultation with customers</b>	
Customers are currently consulted on an ad-hoc basis. The general services provided by the Branch are well known to the customers and extensive consultation has taken place in the past.	
<b>E. Mechanisms to increase access to this Service</b>	
The services provided by the Branch are fully accessible to the customers and no special additional arrangements are required. The vehicle registration and licensing function, which is the main interface with the public, is accessible through local authorities throughout the Province, who act as agents of the Branch.	
<b>F. Standards for this Service</b>	
The composite performance index for the Branch should exceed 85%.	
<b>G. Information arrangements</b>	
Information on the services the Branch provides will be published more frequently and as the need arises to inform the public about specific issues. Presentations are made to the Provincial Management Committee on specific topics.	
<b>H. System/Mechanisms for complaints</b>	
Complaints are usually forwarded to the Director Administration. A vehicle registration and licensing help desk is also in operation at the Head Office of the Branch.	

MAIN SERVICES TO BE PROVIDED BY THE TRANSPORT BRANCH	MS – 5
<b>A. Title</b>	
Empower the previously disadvantaged sector of the Province by means of transport projects.	
<b>B. Short Description</b>	
<ul style="list-style-type: none"> <li>• Promote SMME's in road construction and public transport contracts.</li> <li>• Improve access roads to disadvantaged communities and, in so doing, build capacity.</li> <li>• Create employment and transfer skills through road projects.</li> </ul>	
<b>C. Customers of this Service</b>	
The customers of this service are the previously disadvantaged sectors of the Province, including SMME's.	
<b>D. Arrangements for consultation with customers</b>	
<ul style="list-style-type: none"> <li>• Community access roads are planned and provided by means of a fully consultative process.</li> <li>• SMME's will be trained to participate in future public transport contracts.</li> </ul>	
<b>E. Mechanisms to increase access to this Service</b>	
<ul style="list-style-type: none"> <li>• On road construction contracts the employment of local labour is a pre-requisite.</li> <li>• The use of SMME's is stipulated in every construction contract, the extent varying depending on the technology employed.</li> <li>• The Targeted Preference Procurement System is in use for road construction tenders.</li> </ul>	
<b>F. Standards for this Service</b>	
<ul style="list-style-type: none"> <li>• Monetary value of tenders awarded to SMME's.</li> <li>• Person month's local employment created through road construction projects.</li> </ul>	
<b>G. Information arrangements</b>	
<ul style="list-style-type: none"> <li>• Community access roads are publicised by the Directorate Strategic Development Programme.</li> <li>• SMME's are invited to participate in tenders.</li> </ul>	
<b>H. System/Mechanisms for complaints</b>	
Complaints are directed to the Director Strategic Development Programme, the Director Execution, or the Director Public Transport.	

<b>MAIN SERVICES TO BE PROVIDED BY THE TRANSPORT BRANCH</b>	<b>MS – 6</b>
<b>A. Title</b>	
Improve road safety and protect the provincial road network.	
<b>B. Short Description</b>	
The improvement of road safety is a co-operative effort between the Transport Branch and the Department of Community Safety. The Transport Branch aims to eliminate physical road safety hazards that occur along the road network. Containing the overloading of heavy vehicles will protect the provincial network.	
<b>C. Customers of this Service</b>	
The customers are the road-using public, which includes vehicle drivers, vehicle occupants, and pedestrians.	
<b>D. Arrangements for consultation with customers</b>	
No direct consultation with customers takes place. Accident-prone locations are identified through various methods.	
<b>E. Mechanisms to increase access to this Service</b>	
The Transport Branch manages an Accident Bureau as well as an accident database. Through these and through road safety audits, accident-prone locations are identified. Overloading Control Stations are situated on the main long-distance routes in the Province.	
<b>F. Standards for this Service</b>	
Reduction in the number of accident-prone locations and a reduction in the number of overloaded vehicles.	
<b>G. Information arrangements</b>	
The Transport Branch annually reports on progress with the elimination of accident prone locations and on overloading control.	
<b>H. System/Mechanisms for complaints</b>	
Complaints regarding road safety and hazardous locations are forwarded to the Directorate Design, the Directorate Planning, or the Directorate Execution.	

MAIN SERVICES TO BE PROVIDED BY THE TRANSPORT BRANCH	MS – 7
<b>A. Title</b>	
Develop the financial resources of the Transport Branch.	
<b>B. Short Description</b>	
The Transport Branch will approach income generation on the basis that road user charges, generally speaking by means of proxy charges, must be introduced where not currently levied, existing tariffs increased where appropriate, and such income be supplemented by public-private partnership initiatives.	
<b>C. Customers of this Service</b>	
The main source of income is through vehicle licences and, therefore, the customers are on the one hand the vehicle owners residing in the Province, and on the other, the Transport Branch itself, requiring sufficient funds to fulfil its functions.	
<b>D. Arrangements for consultation with customers</b>	
All increases in vehicle licences are approved by the Provincial Legislature. No specific consultation with vehicle owners is undertaken.	
<b>E. Mechanisms to increase access to this Service</b>	
<ul style="list-style-type: none"> <li>• Vehicle licence increases are motivated annually in submissions to the Provincial Treasury and Legislature.</li> <li>• A special project has been launched to recover licence fees that are in arrears.</li> </ul>	
<b>F. Standards for this Service</b>	
Total income generated.	
<b>G. Information arrangements</b>	
Vehicle owners are informed of increases in licence fees in the press and on their annual licence renewal notices.	
<b>H. System/Mechanisms for complaints</b>	
A Vehicle Licence Help Desk is active. Complaints are also directed to the Directorate Administration.	



<b>MAIN SERVICES TO BE PROVIDED BY THE TRANSPORT BRANCH</b>	<b>MS – 8</b>
<b>A. Title</b>	
Develop the human resources of the Transport Branch.	
<b>B. Short Description</b>	
The potential of the personnel of the Branch needs to be developed and the supply of suitable professional managerial and technical staff needs to be managed.	
<b>C. Customers of this Service</b>	
The customers are in the first instance the employees of the Branch, and in the second instance the Branch itself in that its future service delivery depends on the availability of suitable staff at all levels.	
<b>D. Arrangements for consultation with customers</b>	
Consultation and communication with personnel is through the Branch Departmental Transformation Unit (DTU) and Branch Training and Personnel Development Committee (BTPDC).	
<b>E. Mechanisms to increase access to this Service</b>	
<ul style="list-style-type: none"> <li>• A Branch DTU has been established.</li> <li>• A Branch TPDC has been established.</li> </ul>	
<b>F. Standards for this Service</b>	
<ul style="list-style-type: none"> <li>• Percentage of staff that is literate.</li> <li>• Percentage of staff that attended 1 or more courses in the year.</li> <li>• Number of bursaries awarded in a year.</li> </ul>	
<b>G. Information arrangements</b>	
Information will be disseminated to the personnel by means of the DTU, the TPDC and through staff meetings.	
<b>H. System/Mechanisms for complaints</b>	
Complaints are received and dealt with in accordance with Public Service Regulations.	

### 3 ORGANISATIONAL STRUCTURE AND POST ESTABLISHMENT

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#### 3.1 Introduction

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Under current legislation the Transport Branch of the Department of Economic Affairs, Agriculture and Tourism has the following responsibilities:

- i. Developing transport policy and provincial transport legislation.
- ii. Facilitating metropolitan transport planning.
- iii. Providing, maintaining and managing proclaimed roads in the Province.
- iv. Vehicle licensing.
- v. Planning for and facilitation of road based public transport, which includes managing the taxi and bus restructuring and formalisation process.
- vi. Promotion of road safety

These responsibilities form the basis of the organisational structure and staffing of the Transport Branch, which are set out in the ensuing paragraphs.

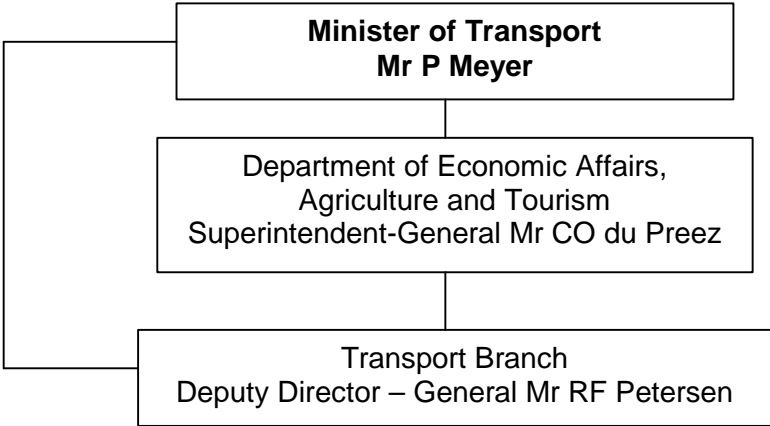
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#### 3.2 Macro Organisational Structure of the Transport Branch

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The Transport Branch is a component within the Department of Economic Affairs, Agriculture and Tourism.

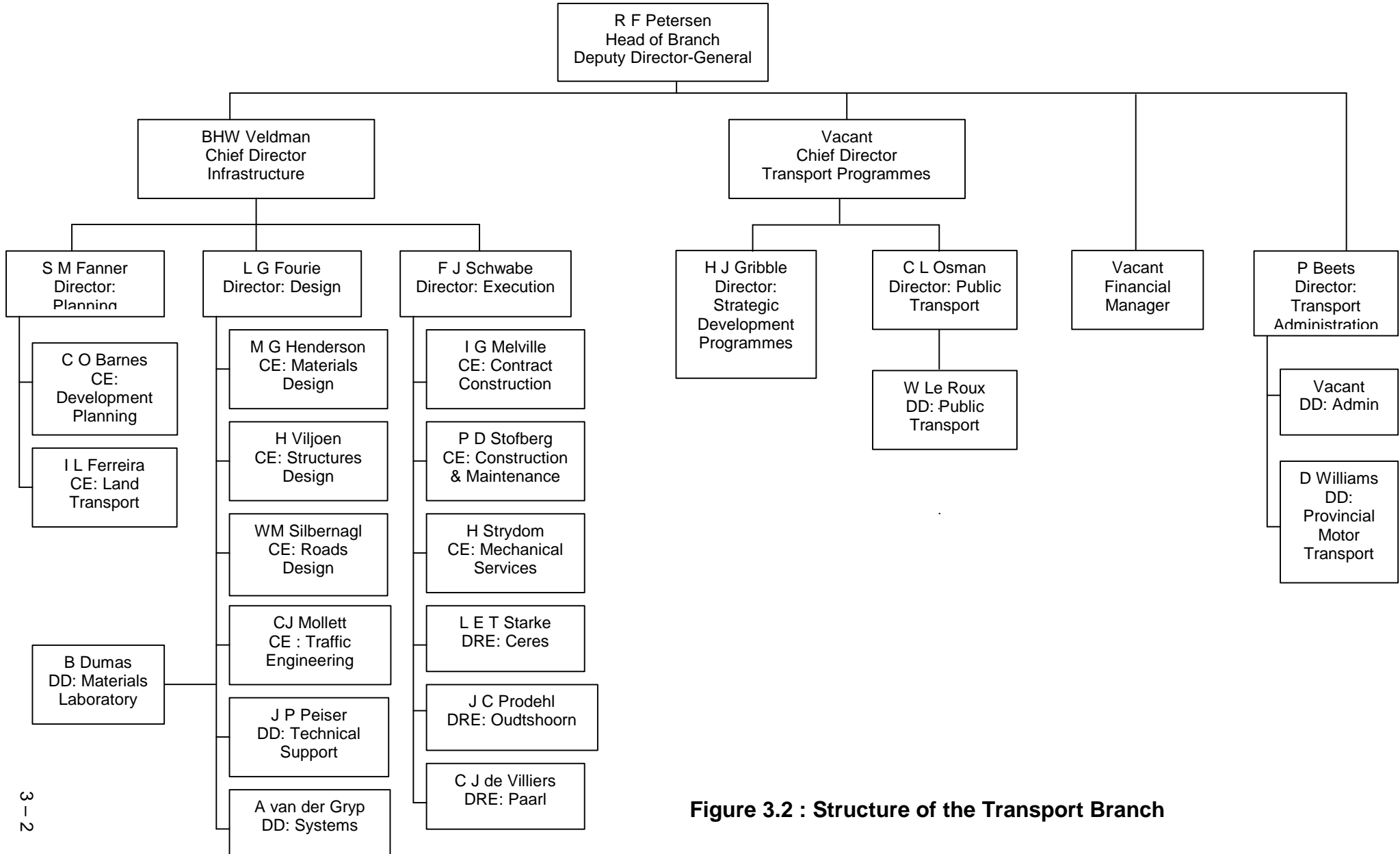
The management structure of the Branch, showing its relationship with the Minister of Transport and with the Head of the Department of Economic Affairs, Agriculture and Tourism, is shown on Figure 3.1.



**Figure 3.1: Management Structure of the Transport Branch**

The current macro organisational structure of the Transport Branch is shown on Figure 3.2. The function of each directorate is largely described by the title of the directorate, and will be expanded on in the rest of this chapter.

The Transport Branch consists of a Head Office in Cape Town, and three District Roads Engineer’s offices, one in Paarl, one in Ceres and one in Oudtshoorn.



**Figure 3.2 : Structure of the Transport Branch**

In addition to these major facilities, there are the following:

- A materials laboratory in Cape Town
- The Kraaifontein Construction Unit
- The Government Garage in Cape Town
- A mechanical workshop in Bellville
- A satellite office in Goodwood, where the following are located:
  - Provincial Taxi Office
  - Local Road Transportation Board

The Transport Branch is assisted by the five District Municipalities in the Province, who act as agents of the Transport Branch, in the maintenance of main roads, divisional roads and minor roads.

The Provincial Taxi Office, although funded by the Transport Branch, is an independent body and its structure and staffing are, therefore, not included in this chapter.

Similarly, as the District Municipalities are independent bodies who act as the agents of the Transport Branch, their structures and staffing are also not discussed.

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### **3.3 Activities of the Directorates of the Transport Branch**

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#### **3.3.1 Directorate Strategic Development Programmes**

This Directorate manages a set of wide ranging activities, mainly dealing with the empowerment of the previously disadvantaged sector of the Province. The main activity of the Directorate centres around the improvement of access roads to disadvantaged communities, and in doing so, the building of capacity in these communities.

#### **3.3.2 Directorate Planning**

This Directorate is responsible for the broad aspects of planning of the provincial road network.

The provincial road network, for which the Province has a statutory maintenance responsibility, consists of 6286 kms of surfaced roads and 10662 kms of unsurfaced roads, giving a total network length of 16948 kms. About 9600 kms of the unsurfaced roads are gravel roads and the remaining 1062 kms are earth roads.

The following tasks form parts of the *planning* responsibility:

- i. Development planning,
- ii. Planning towards attaining an adequate provincial road network,
- iii. Reserving/preserving of road corridors and ensuring that systems and legislation are in place to achieve this,

In meeting the Planning responsibility, the Directorate Planning is divided into the following components:

- i. Planning
- ii. Land Transport
- iii. Development Planning

These components are located at the Head Office of the Branch in Cape Town.

### **3.3.3 Directorate Design**

The Directorate Design is responsible for managing the activities involved in road design and for providing technical support to the other components of the Branch.

The following specific activities are performed by the Directorate Design:

- i. Design road infrastructure improvements.
- ii. Provide traffic data on the provincial road network.
- iii. Provide traffic engineering input into road planning and design.
- iv. Manage the Accident Bureau.
- v. Provide road management systems.
- vi. Ensure optimal materials quality control.
- vii. Manage the overloading of heavy vehicles.
- viii. Provide technical support to the Transport Branch in respect of IT software and hardware, surveying and mapping, Geographic Information Systems, etc.

In performing these activities, the Directorate is divided into the following components:

- i. Materials Design
- ii. Structures Design
- iii. Roads Design
- iv. Traffic Engineering
- v. Technical Support
- vi. Systems
- vii. Materials Laboratory

These components are all located within the Head Office of the Transport Branch in Cape Town, except the Materials Laboratory, which is located in Chiappini Street, Cape Town.

### **3.3.4 Directorate Execution**

The Directorate Execution is the executive arm of the Transport Branch in respect of the maintenance and construction of proclaimed roads.

Road maintenance consists of the following activities:

- i. Routine maintenance
- ii. Regravelling of roads
- iii. Resealing of surfaced roads
- iv. Special maintenance by contract
- v. The provision of mechanical equipment for road maintenance
- vi. Repair of roads damaged by disasters such as floods
- vii. Promotion of SMME's
- viii. The creation of employment.

Road construction consists of the following activities:

- i. Gravel road upgrading
- ii. Repair and reconstruct surfaced roads
- iii. Surfaced road upgrading
- iv. Upgrading of local access roads
- v. Road Safety improvements
- vi. Construct new facilities

In addition to the above, the Directorate Execution also provides a radio-communication service to the Transport Branch.

In order to effectively manage these activities, the Directorate Execution is divided into the following components:

- i. Contract Construction
- ii. Construction and maintenance
- iii. Mechanical Services
- iv. District Roads Engineer : Ceres
- v. District Roads Engineer : Oudtshoorn
- vi. District Roads Engineer : Paarl

As mentioned in paragraph 3.2, the five District Municipalities in the Western Cape act as the agents of the Transport Branch in the maintenance of main roads, divisional roads and minor roads.

### **3.3.5 Directorate Public Transport**

This Directorate is responsible for the overall promotion of the establishment of appropriate public transport systems in the Province. In doing so, Directorate pursues the following activities:

- i. Promote the provision of public transport in the Cape Metropolitan Area.
- ii. Promote the establishment of a Metropolitan Transport Authority, if found viable.
- iii. Promote the provision of rural public transport.
- iv. Complete the minibus-taxi formalisation process.
- v. Promote the involvement of SMME's in public transport contracts.
- vi. Promote the restructuring of the bus public transport industry.
- vii. Administer the bus subsidy system and manage the tendered contract transport system.

The Directorate is located within the Head Office of the Transport Branch in Cape Town, with the Provincial Taxi Office and the Local Road Transportation Board being located in Goodwood.

### **3.3.6 Directorate Transport Administration**

The Directorate Transport Administration performs a series of wide ranging functions, some in general support the other Directorates of the Branch and some resulting in

direct service delivery to other provincial and national Departments, or the public. These functions are:

- i. Provide management support to the Branch.
- ii. Administer vehicle registration and licensing throughout the Province.
- iii. Administer Road Traffic Law
- iv. Expropriate land for roads
- v. Develop the generation of own income.
- vi. Develop human resources.
- vii. Develop the service ethos of the Branch.
- viii. Improve the quality of service delivery in the provision of Government Motor Transport.
- ix. Establish a suitable structure for the Transport Branch.

To enable the Directorate to manage the diversity of activities it is involved in, the following components have been established:

- i. Administrative Advisory Services
- ii. Wayleaves
- iii. Roadworks Administration
- iv. Proclamations and expropriations
- v. Support Services
- vi. Road Traffic Administration
- vii. Road Traffic Legislation
- viii. Exemptions and Registrations
- ix. Motor Vehicle Administration
- x. Audit
- xi. Training
- xii. Claims
- xiii. Financial systems
- xiv. Subsidies and contracts
- xv. Cost accounting
- xvi. Government Motor Transport

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## **3.4 Summary**

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### **3.4.1 Summary of the approved establishment of the Transport Branch**

Table 3.1, overleaf, shows a summary of the approved establishment of the Transport Branch, by Directorate and in total.

Salary level	Approved post establishment by Directorate							All posts
	Strategic Development Programme	Planning	Design	Operations	Public Transport	Transport Administration	Management	
1	0	0	1	93	1	1	0	96
2	0	1	17	404	1	16	0	439
3	2	0	5	23	4	37	0	71
4	0	0	2	60	3	25	0	90
5	0	0	2	25	0	7	0	34
6	1	1	37	35	12	47	1	134
7	0	3	5	30	3	12	1	54
8	1	1	10	16	1	12	0	41
9	0	1	5	12	4	3	0	25
10	0	0	3	2	0	2	0	7
11	0	0	3	5	2	1	0	11
12	1	3	5	6	0	1	0	16
13	1	1	1	1	1	1	0	6
14	0	0	0	0	1	0	1	2
15	0	0	0	0	0	0	1	1
<b>TOTAL</b>	<b>6</b>	<b>11</b>	<b>96</b>	<b>712</b>	<b>33</b>	<b>165</b>	<b>4</b>	<b>1027</b>

**TABLE 3.1 : Summary of approved establishment of the Transport Branch**



## **4 HUMAN RESOURCES PLAN**

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### **4.1 The required human resources**

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#### **4.1.1 Introduction**

The Transport Branch has undergone a major restructuring and downsizing during the period 1995 to 1999. During the same time a number of transport related functions have been devolved from national level. These functions relate mainly to the public transport function. Recently, the establishment of a Traffic Accident Bureau in the Planning Directorate also had to be accommodated.

In the following paragraphs the investigations that have recently been completed are summarised.

#### **4.1.2 Supernumerary posts**

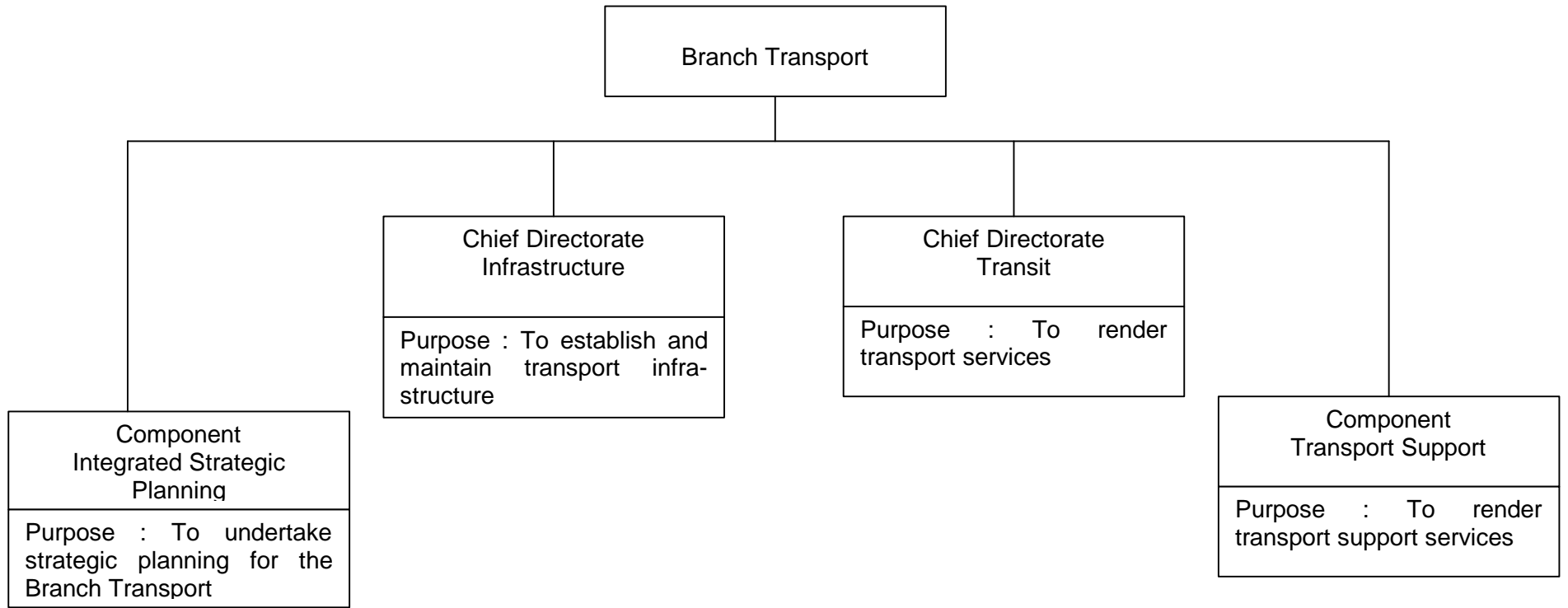
After thorough investigation and consultation it has been decided to close down the Kraaifontein Construction Unit. This Unit currently has a complement of 207 personnel. These 207 posts have been declared supernumerary and are being carried against the existing staff establishment.

According to established policy, vacant posts in the Provincial Administration are advertised among the supernumerary staff before such posts are advertised generally.

#### **4.1.3 Establish a suitable structure for the Transport Branch**

The Directorate Organisation and Work Study has recently completed an investigation into the structure of the Transport Branch, and has recommended the organisational structure shown in Figure 4.1.

It is anticipated that the post of Chief Director: Transit will be filled before the end of the 2000/01 financial year and that the restructuring of the Transport Branch will be completed by the end of the 2001/02 financial year.



**Figure 4.1 : Revised structure for the Transport Branch**

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## **4.2 The available human resources**

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### **4.2.1 Numbers of staff and representitivity**

A broad overview of the numbers of available staff was provided in Chapter 3 of this report. In total the Branch currently has an approved establishment of 1027 posts, of which 849 (83%) are filled. The statistics of the filled posts are summarised in Tables 4.1 to 4.3. The Transport Branch currently employs no persons that may be classified as “disabled”.

### **4.2.2 Competencies and training needs**

A comprehensive Transport Branch Personnel Skills Information Database, populated by means of a Skills Audit, has been established.

The data contained in the Skills Audit Information System will be used as a tool for the assessment of the human resource development needs of the individuals deployed within the directorates of the Branch.

The next phase of the Transport Branch’s human resource development process will involve the development of a comprehensive need analysis for each component of the Branch. This will then feed into the Skills Audit Information System, enabling the career paths of individuals to be in tandem with the needs of the component, thereby complementing the service delivery of the Transport Branch. The Chief Directorate Human Resources of the Department will undertake this exercise.

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## **4.3 Managing the disparity between demand and supply**

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### **4.3.1 Introduction**

The disparity or gap between the available human resources and the required human resources may be managed by means of the following actions:

- Revision of the organisational structure
- Transformation of the public service
- Recruitment and retention of personnel
- Training
- Rightsizing

Each of these actions will be considered in the following paragraphs.

### **4.3.2 Organisational Structure**

The establishment of a suitable organisational structure for the Transport Branch has been identified as a Key Measurable Objective. To achieve this objective the revised organisational structure for the Branch, discussed above, will be implemented.

Salary level	Approved posts	Filled posts	Vacant posts	
			Number	Percentage
1	96	65	31	32%
2	439	403	36	8%
3	71	54	17	24%
4	90	79	11	12%
5	34	23	11	32%
6	134	90	44	33%
7	54	45	9	17%
8	41	32	9	22%
9	25	21	4	16%
10	7	6	1	14%
11	11	9	2	18%
12	16	15	1	6%
13	6	5	1	17%
14	2	1	1	50%
15	1	1	0	0%
<b>TOTAL</b>	<b>1027</b>	<b>849</b>	<b>178</b>	<b>17%</b>

**Table 4.1 : Transport Branch : Statistics on available human resources**

Salary level	Filled posts	Male	Female	Percentages	
				Male	Female
1	65	65	0	100%	0%
2	403	403	0	100%	0%
3	54	33	21	61%	39%
4	79	68	11	86%	14%
5	23	17	6	74%	26%
6	90	47	43	52%	48%
7	45	38	7	84%	16%
8	32	28	4	88%	13%
9	21	17	4	81%	19%
10	6	6	0	100%	0%
11	9	8	1	89%	11%
12	15	15	0	100%	0%
13	5	5	0	100%	0%
14	1	1	0	100%	0%
15	1	1	0	100%	0%
<b>TOTAL</b>	<b>849</b>	<b>752</b>	<b>97</b>	<b>89%</b>	<b>11%</b>

**Table 4.2 : Transport Branch : Filled posts by gender**

Salary level	Filled posts	Black	White	Percentages	
				Black	White
1	65	65	0	100%	0%
2	403	401	2	100%	0%
3	54	51	3	94%	6%
4	79	67	12	85%	15%
5	23	10	13	43%	57%
6	90	17	73	19%	81%
7	45	12	33	27%	73%
8	32	4	28	13%	88%
9	21	2	19	10%	90%
10	6	0	6	0%	100%
11	9	0	9	0%	100%
12	15	0	15	0%	100%
13	5	2	3	40%	60%
14	1	0	1	0%	100%
15	1	0	1	0%	100%
<b>TOTAL</b>	<b>849</b>	<b>631</b>	<b>218</b>	<b>74%</b>	<b>26%</b>

**Table 4.3 : Transport Branch : Filled posts by race**

### **4.3.3 Transformation**

The White Paper on Public Service Transformation commits the public service to continually improve the lives of all South Africans through a transformed public service. In striving towards this goal various priorities have been identified, viz:

- Rationalisation and restructuring
- Institution building and management
- Representativeness and affirmative action
- Service delivery
- Democratisation of the state
- Human resource development
- Employment conditions and labour relations
- The promotion of a professional service ethos

In dealing with these priorities in accordance with the principles of the Constitution, which demands participation, transparency and inclusivity, various structures and mechanisms are created for the transformation period.

The Central Government has approved the Transformation structures, which provides for the establishment of a Departmental Transformation Unit (DTU) within each Department.

In order to give full effect to this view, a Branch DTU has been established with membership drawn from management and staff. The Branch DTU meets regularly and provides input to management on transformation needs.

In addition, the Branch is fully committed to the Transformation 2000 project of the Provincial Government.

### **4.3.4 Recruitment and retention of personnel**

Recruitment is an important tool in the Affirmative Action Policy of the Transport Branch and is discussed more fully in paragraph 4.4.

Of particular concern is the fact that the average age of the engineers in the Transport Branch is about 48 years. The average age of the engineering Directors, the Chief Director and the Deputy Director General is about 54 years. Only four engineers employed by the Branch are younger than 40 years. To ensure continuity in engineering staff an intensive effort to award bursaries to promising young students will be embarked on.

### **4.3.5 Training**

The Skills Audit Information System, as discussed in paragraph 4.2.2, will be an invaluable aid in determining the training needs of the personnel of the Transport Branch. It is the aim that all staff attend at least one training course per year to improve skills and efficiency.

It is estimated that about 40% of the staff of the Transport Branch are either illiterate or have an exceptionally low level of education. A programme of adult education will

be embarked on to increase literacy in the Branch to 85% by the end of the 2004/05 financial year.

#### **4.3.6 Rightsizing**

The Kraaifontein Construction Unit is, as mentioned in paragraph 4.1.3, being closed down. This closing down has been workshopped fully and inclusively with the personnel involved. The required downsizing will be achieved through redeployment elsewhere in the Administration, through natural attrition and through voluntary severance packages.

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### **4.4 Affirmative Action Plan**

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#### **4.4.1 Policy Statement**

*The Transport Branch of the Department of Economic Affairs, Agriculture and Tourism in the Provincial Administration: Western Cape prohibits discrimination against or harassment of any person employed by or seeking employment with the Branch on the basis of race, colour, religion, sex, physical or mental disability, medical condition, ancestry, marital status, age or sexual orientation.*

*The Transport Branch is an affirmative action / equal opportunity employer. The Branch undertakes affirmative action to assure equal opportunities for all persons marginalised and discriminated against in the previous pre-democratic dispensation.*

This policy statement is intended to be consistent with the provisions of National and Provincial law and policy.

#### **4.4.2 Premise**

Affirmative action will be applied at all levels to make the Branch representative of the demographic distribution of the Western Cape. The principles and practices of effective and efficient public administration as enshrined in the Constitution as well as the protection of the rights of all serving persons will be respected in the development and implementation of the process. The rendering of a professional quality service underpins the commitment to this plan. The official Affirmative Action policy document of the Provincial Administration: Western Cape as well as the Departmental Affirmative Action policy defines the parameters of this action plan.

#### **4.4.3 Objectives**

The general objective of this Plan is to:

- develop representatives throughout the Transport Branch in support of the Department's aim of achieving representivity
- to provide a database for the maintaining of the existing establishment and the filling of future vacancies in a targeted manner within the Branch.

#### **4.4.4 Guidelines**

The following guidelines have been established:

- i. The required data will be compiled per salary level.



- ii. The process should be completed within four years and is to be reviewed and monitored annually.
- iii. The benchmarking for representativeness will be based on the statistics released by the Central Statistical Services.
- iv. The process is to be characterised by transparency, consultation and participation.
- v. The process is to be guided and informed by prescriptive decisions and findings of the Labour Court and CCMA as they pertain to Affirmative Action.

#### 4.4.5 Rationale of this Plan

The database will be compiled per salary level per Directorate.

Benchmarking criteria will be based on the demographic information of the economic active sector of the population for the Province, as supplied by the Central Statistics Services, which are as follows:

Whites	21%
Blacks	79%
- Coloureds	55%
- African	23%
- Indian	1%

Male	55%
Female	45%

Physically disabled 2%

#### 4.4.6 Targets for the Year 2005

The setting of targets for the various salary levels will be based on the above benchmarking criteria.

The following aspects will inform the setting of targets for the year 2005:

- i. Certain occupational groupings (eg Engineers and Technicians) would require special measures to realise the set targets.
- ii. The racial spread within the Branch as a whole reflects great inequalities and imbalances at the different salary levels, as may be seen from Table 4.4. For example, officials at salary levels 1 to 3 are predominantly Black, while levels 9 to 13 are predominantly White.
- iii. The gender spread within the Branch also indicates a considerable bias in favour of males, namely 89% males to 11% females.
- iv. No specific provision will be made for the target group "disabled", but their employment will be considered on the basis of the inherent requirements of the job.

The Branch will re-evaluate and re-set these targets on an annual basis.

The specific targets for the year 2001 by salary level will be set after full consultation with all concerned, with the target date being 1 March 2001.

#### **4.4.7 Filling of posts**

With filling of posts, priority will be given to areas of greatest under representivity. For example, in certain posts preference will be given to blacks whilst in others preference will be given to females. Also, preference may be given to black females ahead of white females depending on the composition of the salary level. Vacancies will be utilised to promote representivity in the various salary levels.

#### **4.4.8 Recruitment**

##### *i. Fast tracking*

While the Branch participates in the Provincial Executive Program, an internal program for accelerated development will be instituted on the following basis:

- Identifying officials who are over qualified for the positions they currently hold.
- Requesting supervisors to nominate staff members who have the potential to fast track.
- Such nominations should be fully motivated in writing.
- The Departmental Transformation Unit against specific parameters will deal with the selection of employees to benefit from this program.

##### *ii. Advertising*

The advertisement of posts is an important avenue to enhance representivity and the following approach is intended:

- With the advertisement of posts the policy of the Province with regard to the filling of vacancies will apply.
- Advertising should at all times be aimed at publicising career opportunities and should be directed at attracting the best candidates on the principles of employment equity and affirmative action.

##### *iii. Additional measures*

The following more developmental orientated recruitment measures will be applied in those Occupational Groupings where the effects of historical disadvantages are more pronounced:

- Awarding of busaries
- Identification of meritorious serving personnel
- Attracting identified persons in the private sector to the Branch
- Advertising through professional and bodies and educational institutions
- Offering vacation employment and internships
- Investigating the placement potential of persons able to perform the duties required by the post.

#### **4.4.9 Selection**

Selection mechanisms will be based on the criteria outlined in the White Paper on Human Resource Management in the Public Service, namely

- Inherent requirements of the job (suitability)
- Fairness (non discrimination)
- Equity (diversity and representivity)

All interviewing panels should consist of at least three persons and will as far as possible be representative of the composition that the Branch is striving for. In this regard serving officials of other Provincial / National Departments may be approached for assistance with due regard to their level of expertise.

The Special Programmes Officer of the Province shall have the right to sit in on any interviews to determine whether or not the panels are performing it's function to achieve it's stated objectives and the objectives of this Affirmative Action Policy in the spirit it is intended.

#### **4.4.10 Human resource development, training and education**

The human resource development strategy shall be geared towards the development of the potential of all personnel, but more specifically towards the development of historically disadvantaged and lower level of staff, in order for them to be fully utilised. In this respect literacy training and ABET will be pursued in conjunction with the WCED at Branch cost.

Other specialising training initiatives will be formulated and undertaken by the Branch: Training and Personnel Development Committee assisted by the relevant Departmental Transformation Unit focus groups.

#### **4.4.11 Organisational Culture**

The organisational culture of the Branch must constitute:

- the promotion of transparency and openness
- involvement and participation of all in decision making
- sharing of information; and
- an understanding of diversity and its importance in shaping the organisation.

#### **4.4.12 Communication**

The approach that will be followed is one of full consultation. In the first instance the Plan will be discussed with the Branch DTU. After acceptance of this document by the DTU it will be consulted at IMLC level. Thereafter, it must be communicated throughout the Branch. Information sessions will be held with all staff.