

## **STRATEGIC DIRECTION**

1. Critical challenges that the department faces: (They arise from the internal and external environment indicated by the SWOT analysis)
  - 1.1 Recruitment and retention of staff
  - 1.2 External and internal communication
  - 1.3 Responsiveness to changing environment
  - 1.4 Inter- and intra departmental synergy
  - 1.5 Funding
  - 1.6 Organizational structural deficiency
  - 1.7 Co-operative governance
  - 1.8 International competitiveness
  - 1.9 Client orientation
  - 1.10 Narrowing the wealth gap
  
2. The broad strategies/ responses the department chose to follow in response to the above mentioned critical challenges: -
  - 2.1 Recruitment and retention of staff:
    - Review processes and delegations
    - Creating an attractive/professional environment
    - Investment in PEOPLE
  - 2.2 External and internal communication:
    - Priority focuses on communication in general
    - E-enabled communication
    - Increase communications skills
    - Action plan for communication
  - 2.3 Responsiveness to changing environment:
    - Research orientation
    - Applying Best Practices and innovative solutions
    - Focus management on optimally using I -net
    - Monitor departmental impact
  - 2.4 Inter- and intra departmental synergy:
    - Better use of existing organisational instruments
    - Engage to interpret and understand policies
    - Promote department as a learning organisation
    - Team building
  - 2.5 Funding:
    - Lobbying for more funds
    - PPP's/co-funding
    - Alternative funding sources (levies/taxes/loans/tariffs)

- Review standards and norms and increasing efficiency
- 2.6 Organizational structural deficiency:
- Proper investigation
- 2.7 Co-operative governance:
- Inform people re principle
  - Asymmetric approach in relation to capacity
  - Promote principle of subsidiary
  - Promote effective functioning of inter-governmental forums
- 2.8 International competitiveness:
- Real time global and local economic information and trends
  - Promote technology and research
  - Customer orientation
  - Speed-up service delivery
  - Promote branding
  - Employ and keep talented officials
  - Promote workers education
  - Establish international contacts regarding technology and trade
- 2.9 Client orientation:
- Gather, save and analyse knowledge about clients' needs
  - Ongoing measurement of service quality and clients satisfaction
  - Establish clear lines of communication with clients
  - Efficient and effective service delivery
- 2.10 Narrowing the wealth gap:
- Deepen understanding of Whitepapers' and other applicable policy documents implications
  - Establish strategic partnership to facilitate job creation
  - Focus on sustainable projects within defined programmes
  - Access poverty funding for job and wealth creation

3 The department will pursue the following core objectives:

To conduct the overall management, administrative and functional support of the Ministry and Branches within the department in accordance with applicable prescripts.

To provide and manage the best land based transport system for all.

To plan, regulate and facilitate the provision of public transport services and infrastructure, through own Provincial resources and through co-operation with national and local authorities

To provide accommodation for all Provincial Departments and manage the property portfolio for optimum benefit.

4 These core objectives are based on the following constitutional and other legislative mandates, functional mandates and the servicedeliveryimprovement programme:

### **Administration**

Public Finance Management Act  
Division of Revenue Act  
Public Service Act and Regulations  
Labour Relations Act  
Basic Conditions of Employment Act  
Skills Development Act  
National Archives Act  
Promotion of Access to Information Act  
Occupational Health and Safety Act  
Collective agreements  
National Treasury Regulations  
Tender Board Regulations  
Provincial Treasury Instructions  
Administrative Justice Act

### **Transport**

National Land Transport Transition Act 2000 (Act 22 of 2000)  
The Cape Roads Ordinance, 1976 (Ordinance 19 of 1976)  
The Western Cape Road Transportation Act Amendment Law, 1996 (Law 8 of 1996)  
The Western Cape Road Traffic Act, 1998 (Act 12 of 1998)  
The Urban Transport Act, 1977 (Act 78 of 1977)  
The Road Transportation Act, 1977 (Act 74 of 1977)  
Western Cape Road Transportation Amendment Act (Act 7 of 2000)  
The Advertising along Roads and Ribbon Development Act, 1940 (Act 21 of 1940), as amended  
The Road Safety Act, 1972 (Act 9 of 1972)  
The Toll Road Act, 1999 (Act 11 of 1999)  
Provincial legislation is being developed to administer provincial public transport matters, and which will act in tandem with the National Land Transport Transition Act, 2000 (Act 22 of 2000). These acts will largely supersede current legislation, namely the Road Transportation Act, 1977 (Act 74 of 1977) and the Urban Transport Act, 1977 (Act 78 of 1977).

### **Public Works**

Regulations promulgated in terms of Section 76 of the PFMA, 1999 (GGno 21249 of 31/5/2000)  
Western Cape Land Administration Act, 1998 (Act 6 of 1998)  
Regulations promulgated in terms of the Western Cape Land Administration Act, 1998 (PN 595/1998 of 16/10/1998)  
State Land Disposal Act, 1961 (Act 48 of 1961)  
Land Administration Act, 1995 (Act 2 of 1995)  
Local Government: Property Rates Bill 2000

South African Schools Act, 1996 (Act 84 of 1996)  
Western Cape Provincial School Education Act, 1997 (Act 12 of 1997)  
Western Cape Technical College Law, 1994 (Law 12 of 1994)  
Health Act, 1997 (Act 63 of 1977)  
Hospitals Ordinance, 1946 (Ord 18 of 1946)  
National Environmental Management Act, 1998 (Act 107 of 1998)  
Western Cape Conservation Board Act, 1998 (Act 15 of 1998)  
National Heritage Resources Act, 1999 (Act 25 of 1999)  
Western Cape Cultural Commission and Cultural Councils Act, 1998 (Act 14 of 1998)  
Museums Ordinance, 1975 (Ord 8 of 1975)  
Housing Act, 1977 (Act 107 of 1997)  
Western Cape Housing Development Act, 1999 (Act 6 of 1999)  
Rental Housing Act, 1999 (Act 50 of 1999)  
Western Cape Planning and Development Act, 1999 (Act 7 of 1999)  
Occupational Health and Safety Act, 1993 (Act 85 of 1993) as amended by Acts 181 of 1993 and 66 of 1995  
Cape Town Foreshore Act, 1950 (Act 26 of 1950) as amended in 1978  
Roads Ordinance, 1976 (Ord 19 of 1976)  
National Building Regulations and Building Standards Act, 1977 (Act 103 of 1977)  
Sea Shore Act, 1935 (Act 21 of 1935)  
Expropriation Act, 1975 (Act 63 of 1970)  
Quantity Surveying Profession Act, 2000 (Act 49 of 2000)  
Architectural Profession Act, 2000 (Act 44 of 2000)  
Engineering Profession Act, 2000 (Act 46 of 2000)