

FOREWORD BY THE MINISTER

An important part of the process of strengthening democracy through building stronger parliamentary oversight is the need to entrench transparency in decision-making and government processes. The requirement of departments to invigorate their budgetary requests to Parliament through the presentation of a Strategic Plan is a very critical step. Aside from the benefit this brings to Parliament, the development and adoption of a Strategic Plan assists departments tremendously in meeting their own mandates.

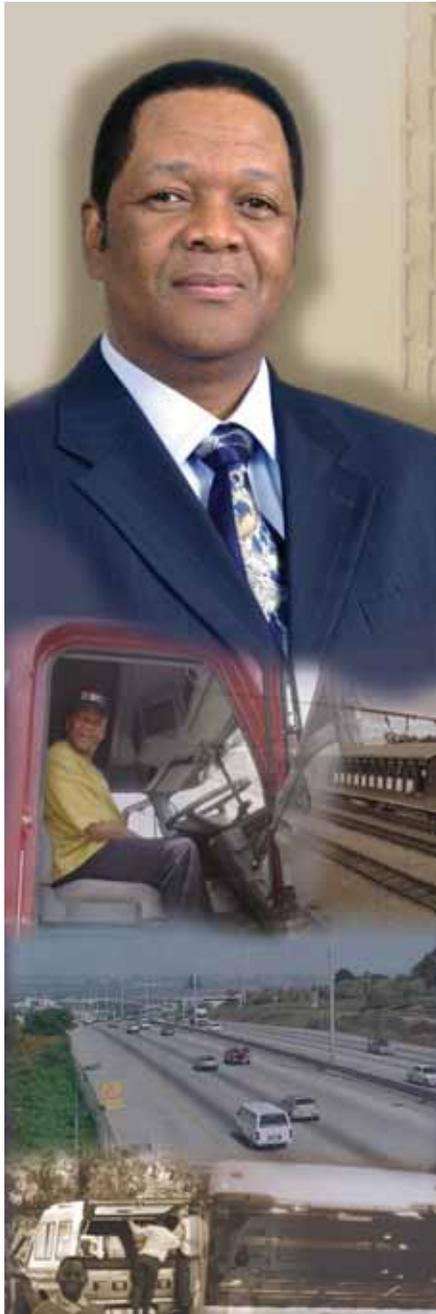
This Department of Transport (DoT) Strategic Plan emerges from a thorough process of discussion and review within the department, and I wish to express my appreciation to the Director-General and the team for the progress that has been made, building on the experience of the past year or so.

The Strategic Plan incorporates a nuanced shift from last year. There is a clearer definition of a limited number of tasks across the department that the DoT believes are high impact deliverables and will be completed before the end of the financial year. The plan allows the department to prioritise tasks and to monitor these on a monthly and quarterly basis. But it is critical to understand that the daily work and responsibility of the department includes policy development and review, entity oversight and regulation, multi-sectoral and inter-modal development, as well as carrying out international and other responsibilities. None of that work has been de-emphasised in the development of this Strategic Plan.

I encourage the stakeholders and role players to embrace this strategic plan and work with the Department in the realisation of its stated objectives and also its implementation.

I look forward to witnessing the implementation of this Strategic Plan, especially to see how the interventions create conditions for a better life for all our people. Parliament has a critical role to play in this regard, and I urge the fullest engagement with the Department as we proceed.

J. T. RADEBE, MP
MINISTER OF TRANSPORT



Strategic Overview and Key Policy Developments: 2006/09

OVERVIEW OF THE ACCOUNTING OFFICER

The transport sector has increasingly been considered the "Heartbeat of the South African Economy" more so as we have witnessed consistent economic growth. The role of transport as an input sector in the economy is crucial and requires extensive investment in transport infrastructure particularly in the growth promoting sectors of freight logistics, aviation and maritime. Given the importance of transport in facilitating mobility in the second economy, further investment is required in the public transport sector to ensure the transformation of the current commuter system to an integrated public transport system. This should serve the entire South African society particularly focusing on improving efficiency in transport services in urban areas and extending services to previously marginalized and rural areas. In order to improve transport operations, we aim to achieve the effective regulation of all modal operations and integration of the system to maximise both the benefits and modal efficiencies.

The constitutional and legislative mandates underpin the focus of the Department of Transport and place great responsibility on us to ensure sustainable and efficient movement of people and goods. This is pursued locally, in the Southern African Development Community (SADC) region, on the African Continent and internationally, by means of a transport system that responds to the needs of and integrates both the first and second economies. It is therefore our responsibility to ensure a transport system, which reacts positively to the challenges of economic growth, social inclusion and poverty alleviation. Only through the seamless movement of people and goods by means of a variety of modes of transport which are affordable, efficient and reliable for all our citizens, will we be able to encourage participation in socio-economic activities over the broadest possible spectrum. In addition, the efficient and cost-effective movement of goods and transport services will become an instrument of sustainable growth and development of an economy that will broaden access to local and international markets.

Transport, through its strategic role as driver and propeller of economic growth in South Africa, has embraced sustainable development and accelerated delivery as the golden thread that runs through all our projects and thereby creating a better life for all South Africans.

Over the next three years we will focus on the following:

- Key priority areas of delivery that bring about the greatest impact on the largest number of our clients in the shortest possible time;



- Strategic programmes that focus on the needs of our clients defined as internal and external stakeholders and particularly public transport users and the general public;

- Building capacity to monitor and oversee the public entities that report to the Minister of Transport; and

- Developing the regulatory systems and capacity required to ensure that operators in the transport sector meet the required safety and security standards as well as establishing a single economic regulator for the sector.

In pursuing the above we will improve service delivery to our people through the implementation of Batho Pele principles. Our approach to deliver on the various objectives and targets set in our strategic plan can only be achieved in partnership with other Government Departments and our Public Entities. The Cabinet Committee and the Directors-General cluster systems are important mechanisms for us to ensure an integrated approach to sustainable development. The Department has been restructured and will be staffed with the required levels of competency to respond positively to the following identified areas of delivery:

1. Public transport infrastructure and operations for 2010 and beyond

The Department of Transport's 2010 Transport Action Agenda is a call to action, an articulation of the department's vision for the transport sector in 2010, with a particular eye on the peak in transport demand to accommodate the events of the 2010 FIFA World Cup™.

In order to facilitate the transport sector preparations for 2010, relevant authorities and host cities prepared priority statements defining their transport infrastructure requirements for 2010 and beyond. A new conditional grant was introduced in 2005/06 to fund some of the more urgent public transport infrastructure projects for host cities. It is anticipated that the public transport infrastructure grant will fund infrastructure investment of R3.5 billion in all municipalities over the medium-term. The Department has prepared a national transport action agenda and will consolidate all the 2010 transport plans into a single plan to ensure that the legacy remains beyond 2010.

2. Public transport

The key challenges to improving the quality of transport operations and the broadening of access to affordable public transport include the continuation of the transformation and formalization of the minibus taxi industry through the taxi recapitalization project. Current statistics show that more than 60% of all commuter traffic is carried by the taxi industry in an ageing fleet.

It is expected that 60 000 of the oldest taxi vehicles will be scrapped over the next three years. The Department will also support provinces to ensure that adequate capacity and systems are in place to administer operating licenses for taxis, to monitor and enforce compliance with road traffic laws, as well as taxi safety standards.

The roll-out and implementation programme will include the establishment of the Scrapping Agency and the scrapping of 10,000 of the oldest taxi vehicles in 2006. The Department is currently busy with the introduction of the new taxi vehicles, which meet the new safety requirements. Furthermore, the Department is finalizing the conversion of permits to operating licenses, and measures for finalizing the regulation of the taxi industry.

Since the approval of the interim rail plan in 2005 we have proceeded with the restructuring of the passenger rail operations, the stepping up of investment in passenger rail infrastructure, prioritization of strategic rail corridors and appropriately targeting public transport subsidies. The consolidation of Metro Rail and the SARCC was achieved on the 1st of May 2006 with the major objective being the integration of rail services to bring about efficiencies in the public rail system.

The Gautrain Rapid Rail Link is the most significant investment in passenger rail. This investment was made possible through a public - private partnership and is expected to deliver a new rail service between Johannesburg, Tshwane and the Johannesburg International Airport. Public investment for this project will be drawn from a national contribution in the form of a new conditional grant on the transport vote and a contribution by the Gauteng province. Construction is set to begin in 2006, to deliver 80km of rail track and more than 25km of tunnels, bridges and viaducts. The original Gautrain Rapid Rail Link was subsequently integrated into the existing rail network for Gauteng with clear indications for rail investment projects which will result in an enhanced and integrated network of rail commuter services.

3. Freight

The rate of investment in freight infrastructure has not kept up with growth in the South African economy. This has resulted in constrained projections for future growth and service delivery.

An unreliable and expensive rail network forced many exporters to make use of the even more costly road freight transport system while bottlenecks at most South African ports are not only disadvantaged by inadequate infrastructure but also by outdated managerial and operational practices. The freight logistics strategy will be implemented over the short to medium-term to guide investment in infrastructure and to eliminate bottlenecks in freight logistics operations.

The establishment of an Independent Ports Regulator is expected to have a positive impact on the efficiency of freight movement.

4. Roads

Road network integration is being intensified in accordance with the strategic framework for roads and its action plan. Specific road clusters including access roads, the strategic public transport network and the strategic secondary road network, have been prioritised for improvement. Successful initiatives that promote job creation and skills development in the provincial roads sector, such as Zimbabele and Vukuzakhe in KwaZulu-Natal, Gundo Lashu in Limpopo and Siyakha in Gauteng, will be replicated as models and extended through a partnership with the Department of Public Works, to strengthen the Expanded Public Works Programme.

5. Transport Regulation

Regulation of the road traffic environment remains a priority. Particular attention has been given to setting up of the Road Traffic Management Corporation (RTMC), which began operating in September 2005. The RTMC is responsible for traffic co-ordination, managing the national traffic information system, traffic information, and traffic training and education.

Driving license and vehicle testing are other focus areas and special efforts are made to eradicate irregular activities involving corruption at some Driving License Testing Centres and Vehicle Testing Stations.

With the co-operation of the Special Investigating Unit, investigations at these centres are identifying specific irregular practices.

6. Road Accident Fund

The liabilities of the Road Accident Fund, including their short-term cash flow problems and the longer-term claims backlog, forced a reform in the system of compensation for victims of motor vehicle accidents.

The reform process started following the publication of the report of the Road Accident Fund Commission, in 2002. The report's recommendations have been assessed for impact and implications, and after extensive consultation a policy change towards a no-fault benefit scheme was supported. Work on a no-fault benefit scheme is scheduled to start in mid-2006 with the publication of a policy document. In the meantime, the Road Accident Fund received an urgent transfer of R2.7 billion that will ensure that it can meet its liabilities for 2005/06.

Transport is indeed one of the key deliverables in the generation of growth, employment and wealth for the country. The Department's core values and responsibilities therefore do not only support a clear conviction towards creating a better life for all, but it also helps to shape the future of a transformed and integrated South Africa.

MPUMI MPOFU

MPUMI MPOFU
DIRECTOR-GENERAL: TRANSPORT



Vision, Mission, Values and Strategic Objectives

The vision: “Transport, the Heart Beat of the South African Economy”

The mission:

Lead the development of integrated efficient transport systems by creating a framework and programme of sustainable policies, regulations and implementable models to support government strategies for economic, social and international development.

Values:

The core values of the Department are to:

- maintain fairness and equity in all our operations;
- strive for quality and affordable transport for all;
- stimulate innovation in the transport sector;
- ensure transparency, accountability and monitoring of all operations; and
- ensure sustainability, financial affordability, and accessibility, as well as the upholding of the Batho Pele principles.

Strategic objectives:

The strategic objectives of the Department of Transport for the short and medium-term include the following:

- restructuring public transport subsidies to better target poorer commuters to have access to all modes of transport, and aligning subsidized transport services to support municipal integrated transport plans;

- streamlining the freight logistics network along key freight movement corridors by promoting infrastructure investment and improved operational efficiency;

- developing the regulatory systems and capacity required to ensure that operators in the transport sector meet the required safety and security standards and establishing a single economic regulator for the transport sector;

- co-ordinating several interventions to curb the number of road accidents, through focus on intensified and integrated traffic law enforcement, road safety education and communication programmes;

- releasing a new road safety strategy, which is integrate, and prioritises interventions aimed at reducing the carnage on our roads, including incentives and disincentives to improve driver behaviour, and reduce drunken driving and pedestrian fatalities;

- finalising the Road Infrastructure Strategic Framework, which will provide guidance for the planning and development of road infrastructure in South Africa. It seeks to regenerate institutional co-ordination and revamp service delivery models in order to improve the delivery efficiencies of road authorities;

- incorporation of over 3 000km of provincial roads to the South African National Roads Agency Limited (SANRAL) into the strategic national road system. Additional allocations of R1,9 billion have been made over the 2006 MTEF, to enable better maintenance of the non-toll national network. Processes are under way to ensure integration of proposed SANRAL toll schemes with broader transport planning;

- ensuring that the 2010 FIFA World Cup will be a success through the accelerated transport investments secured in preparation for 2010 to yield a lasting legacy of quality transport services, infrastructure and systems. Transport services and infrastructure provided in 2010 will be designed to meet the efficiency, safety, quality and cost-effective requirements during the event and beyond 2010; and

- preparing transport systems and operations to accommodate the increased demand for transport during the 2010 FIFA World Cup, which require coordination and facilitation of transport planning and delivery across all spheres of government to ensure that transport modes and public entities are guided by the vision of an integrated and efficient transport system.

The objectives that we aim to achieve in providing a policy framework, regulation and implementation models are to be guided by the following strategic intentions and their outcomes will be assessed for effectiveness against:

- competitive transport costs;
- safety improvements;
- reduced infrastructure backlogs;
- improved access; and
- reduced time in transit.

The Department of Transport as envisaged in the Constitution of the Republic of South Africa Act, 1993 (Act 200 of 1993) replaced by the 1996 Act, (Act 108 of 1996), is responsible for maximising the contribution of transport to the economic and social development goals of the society by providing fully integrated transport operations and infrastructure. The mandates of the Department and transport public entities are provided by transport legislation relating to transport as listed below:

- Administrative Adjudication of Road Traffic Offences Act, No.46 of 1998 (as amended)
- Air Services Licensing Act, No.115 of 1990 (as amended)
- Air Traffic and Navigation Services Company Act, No.45 of 1993 (as amended)
- Airports Company Act, No.44 of 1993 (as amended)
- Aviation Act, No.74 of 1962 (as amended)
- Carriage by Air Act, No.17 of 1946 (as amended)
- Carriage of Goods by Sea Act, Act No.1 of 1986 (as amended)
- Civil Aviation Offences Act, No.10 of 1972 (as amended)
- Convention on the International Recognition of Rights in Aircraft Act, No.59 of 1993 (as amended)
- Cross-Border Road Transport Act, No.4 of 1998 (as amended)
- Harbour Construction Act, No.28 of 1972 (as amended)
- International Air Services Act, No.60 of 1993 (as amended)
- International Convention for Safe Containers Act, No.11 of 1985 (as amended)
- Legal Succession to the South African Transport Services Act, No.9 of 1989 (as amended)
- Marine Traffic Act, No.2 of 1981 (as amended)
- Merchant Shipping Act, No.57 of 1951 (as amended)
- National Land Transport Interim Arrangements Act, No.45 of 1998 (as amended)
- National Land Transport Transition Act, No. 22 of 2000 (as amended)
- National Railway Safety Regulator Act, No.16 of 2002
- National Road Traffic Act, No.93 of 1996 (as amended)
- National Roads Act, No.54 of 1971 (as amended)
- National Roads and Transport (Coordination) Amendment Act, No.19 of 1962 and No.51 of 1957 (as amended)
- National Roads General Amendment Act, No.27 of 1994
- Railway and Harbour Purchase Act, No.47 of 1977 as amended
- Railway Purchase Act, No.25 of 1971 (as amended)
- Railways and Harbours Acts Amendment Act, No.44 of 1974, No.46 of 1975, No.80 of 1979 (as amended)
- Road Accident Fund Act, No.56 of 1996 (as amended)
- Road Accident Fund Commission Act, No. 71 of 1998 (as amended)
- Road Traffic Act, No.29 of 1989 (as amended)
- Road Traffic Laws Rationalisation Act, No.47 of 1998 (as amended)
- Road Traffic Management Corporation Act, No.20 of 1999 (as amended)
- Road Traffic Second Amendment Act, No.40 of 1992 (as amended)

Legislative Mandates

- Road Transport Appeal Matters Amendment Act, No. 70 of 1998 (as amended)
- Road Transportation Act, No.74 of 1977 (as amended)
- Saldanha Bay Harbour Acquisition and Equipment Act, No.99 of 1976 (as amended)
- Saldanha Bay Harbour Construction Act, No.29 of 1973 (as amended)
- Second National Roads Amendment Act, No.79 of 1983 (as amended)
- Ship Registration Act, No.58 of 1998 (as amended)
- Shipping and Civil Aviation Laws Rationalisation Act, No.28 of 1994 (as amended)
- Shipping General Amendment Act, No.23 of 1997 (as amended)
- Shipping Laws Amendment Act, No.57 of 1998 (as amended)
- Sishen-Saldanha Bay Railway Construction Act, No.28 of 1973 (as amended)
- South African Airways Unallocatable Debt Act, No. 7 of 2000 (as amended)
- South African Civil Aviation Authority Act, No.40 of 1998 (as amended)
- South African Civil Aviation Authority Levies Act, No.41 of 1998 (as amended)
- South African Maritime Safety Authority Act, No. 5 of 1998 (as amended)
- South African Maritime Safety Authority Levies Act, No. 6 of 1998 (as amended)
- South African National Roads Agency Limited and National Roads Act, No.7 of 1998 (as amended)
- South African Roads Board Act, No.74 of 1988 (as amended)
- South African Transport Services Amendment Act, No.46 of 1986 and No.11 of 1988 (as amended)
- Transnet Limited Amendment Act, No.52 of 1991
- Transnet Limited Second Amendment Act, No.110 of 1991 (as amended)
- Transport Advisory Council Abolition Act, No.9 of 1996 (as amended)
- Transport Appeal Tribunal Act, No.39 of 1998 (as amended)
- Transport (Co-ordination) Act, No.44 of 1948 (as amended)
- Transport Deregulation Act, No.80 of 1988 (as amended)
- Transport General Amendment Act, No.86 of 1992
- Transport General Amendment Act, No.16 of 1995
- Transport Second General Amendment Act, No.82 of 1995 - Road Traffic Management Corporation Act, No.20 of 1999 (as amended)
- Transport Services for Coloured Persons and Indians Amendment Act, No.77 of 1982 - Road Traffic Management Corporation Act, No.20 of 1999 (as amended)
- Urban Transport Act, No.78 of 1977 - Road Traffic Management Corporation Act, No.20 of 1999 (as amended)
- Wreck and Salvage Act, No.94 of 1996 - Road Traffic Management Corporation Act, No.20 of 1999 (as amended)