Modernization of the Department

Government has in the past accelerated the development and use of information and communications technology as an enabler for service delivery. However the Department of Transport still lags behind in advancing itself and taking its internal operation as well as in delivering services to the electorate at large.

Our internal and external clients are finding it difficult to reach the Department and access the services offered. Modernizing the Department would include the implementation of projects such as the Electronic Document Management System and e-transport. These would enable our customers to reach the Department with ease, leading to improved service delivery and contribution to economic growth. Management services will embark on a process of transforming the department into an e-transport environment.

### Measurable objective: Modernization of the Department

<table>
<thead>
<tr>
<th>Action</th>
<th>Output</th>
<th>Measure / Indicator</th>
<th>Targets and time frames</th>
<th>Impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>Office Automation</td>
<td>Paperless Office</td>
<td>Electronic application for leave Electronic job applications Electronic availability of forms (Whole Department) Travel forms Delegation of powers Acts &amp; related documents Security Systems Training schedule EAP &amp; Special programme events</td>
<td>May: March 2007</td>
<td>Reduction of printing costs Improved productivity Transparency Improved Security and Safety of Employees Informed Employees</td>
</tr>
<tr>
<td>Re-designed Intranet</td>
<td>Electronic availability of forms</td>
<td>October 2006</td>
<td>User friendly Intranet information, forms and policies readily available</td>
<td></td>
</tr>
<tr>
<td>Business Intelligence Framework</td>
<td>Installing a GIS system for Transport Freight, Public Transport, Intersphere Coordination</td>
<td>Implementation of GIS system (Business Intelligence)</td>
<td>March 2007</td>
<td>Availability of up to date information</td>
</tr>
<tr>
<td>Virtual Private Network</td>
<td>Electronic Mobile Office</td>
<td>Mobile Office for Management</td>
<td>September 2006</td>
<td>Accessibility to information in the Department Increased productivity</td>
</tr>
</tbody>
</table>

### MEDIUM TERM STRATEGIES

<table>
<thead>
<tr>
<th>Measurable Objective: Management services</th>
<th>Output</th>
<th>Measure / Indicator</th>
<th>Targets and time frames</th>
<th>Impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>Empowerment of stakeholders</td>
<td>Quarterly Reports to Chief State Law Adviser on the briefing of counsel in litigation and contract matters. Ensure that preference is given to historically disadvantaged counsel.</td>
<td>Readily available record of the counsel that were briefed in litigation and contract matters in the Department of Transport</td>
<td>Start end June 2006</td>
<td>Compliance in carrying out the Minister’s mandate of briefing the historically disadvantaged Counsel in transport related legal matters.</td>
</tr>
<tr>
<td>Transport Sector Capacity Development</td>
<td>Translation of the grant system into the bursary scheme</td>
<td>Streamline the activities of the Centres of Development</td>
<td>March 2007</td>
<td>Accelerate the filling of positions in the scarce skills areas of the Department</td>
</tr>
<tr>
<td>Transport Sector Capacity Development</td>
<td>Review the transport curriculum</td>
<td>Ensure that at least 2 transport programmes are integrated into the national curriculum</td>
<td>April 2007</td>
<td>Accessibility of transport career oriented studies at school level</td>
</tr>
<tr>
<td>Electronic Office Services</td>
<td>Digitizing the Main Registry Appointing a Bureau Service</td>
<td>Electronic availability of all documents that enter the Department</td>
<td>December 2006</td>
<td>Accessibility to information in the Department Reduction of storage space Compliance with legislation</td>
</tr>
<tr>
<td>Client Partnership</td>
<td>Legislation will play an active role in the IMO and ICAO Legal Committees work and be part of drafting Committees. Legislation will be familiar with proposed draft Conventions and take part in the drafting thereof. Legislation will be able to draft Cabinet Memorandum for Ratification and legislation to make the Convention part of domestic law, when ratified.</td>
<td>Attend IMO and ICAO Legal Committees and sub-Committees regularly. Feedback to line function and stake holders with regard to proposed Conventions and developments Understanding of Conventions. Schedule meetings with line functions and explain legal service’s role.</td>
<td>Attend IMO and ICAO Legal Committees on scheduled dates.</td>
<td>Safer Aviation and Merchant Shipping environment.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Provide an International Instrument for insurance as a result of oil pollution at sea. Prevent Aviation Noise pollution. Provide security for the financing of aircraft equipment. Provide an international regime to claim damages for loss, injuries and death in aviation accidents.</td>
</tr>
</tbody>
</table>
Financial Services

The objectives of Financial Services includes ensuring that the department has and maintains systems of financial management, risk management and internal control as well as a procurement system which is fair, equitable, transparent, competitive and cost-effective. To this end, the core deliverable is to comply with relevant legislation in such a way that Financial Services renders support to line functions, facilitates and enhances the accountability cycle and entrenches principles of good corporate governance in the department.

In the short-term, a new section will be created to, amongst others, assist officials with their financial planning. Over the medium-term, Financial Services will be developed to include financial transactical services, which will include internal and infrastructure development finance services.

Mandates:
The mandates of Financial Services include:

- develop a new section to assist officials with financial planning and to manage expenditure and control subsistence and travel claims and advances;
- implement a performance budget monitoring system;
- devise a system of financial management, including revenue, expenditure and cash flow management, management of financial records and the maintenance of financial delegations;
- manage and coordinate the budget planning processes;
- payroll administration;
- perform budgeting and financial reporting;
- maintain a Supply Chain Management system, including the maintenance of a supplier database, a contract management system and the maintenance of procurement delegations;
- maintain an asset management system; and
- maintain a system of internal control.

Key policy priorities:

- develop and implement expenditure and financial controls for the management of new conditional grants;
- develop Regulations under the SITA Act;
- implement regulations issued for Information technology procurement;
- assist Internal Audit to implement a system of risk management;
- maintain and improve the system of internal control;
- compile financial records and financial statements for the credit card format driver’s license manufacturing facility from 1998 to 2006, consolidate the records with the financial statements and cede the relevant contract to the Road Traffic Management Corporation in 2006/07; and
- facilitate the constant monitoring of expenditure against budget to identify corrective action to be taken.

Short-term QUICK WIN STRATEGIES

Measurable Objective: Service delivery improvement

<table>
<thead>
<tr>
<th>Action</th>
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<th>Targets and time frames</th>
<th>Impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>Partnerships with internal clients</td>
<td>Monthly workshops on expenditure and budget management</td>
<td>Monthly workshops convened</td>
<td>Workshop during each month with budget controllers and managers</td>
<td>Raise awareness of budgetary allocations and expenditure trends for line and support staff Build financial management capacity</td>
</tr>
<tr>
<td>Budget: Capture structure and budget on BAS</td>
<td>Changed BAS structure</td>
<td>Updated Budget allocations captured on BAS</td>
<td>Each year by end of April</td>
<td>Facilitates financial reporting and budgetary control</td>
</tr>
<tr>
<td>Budget and Planning Committee: Coordinate inputs for budget planning process</td>
<td>Regular meetings of the Committee</td>
<td>Programmes and Responsibility Managers appointed according to structure</td>
<td>Meetings at least every second month</td>
<td>Objectives in the strategic plan and ENE are reported on in the annual report</td>
</tr>
<tr>
<td>Procedure manual for procurement procedures</td>
<td>Monthly reports to Treasury and Top Management</td>
<td>Proper bidding processes followed</td>
<td>July 2006 Ad hoc Reporting Monthly reporting to National Treasury Weekly BIDCOM meetings</td>
<td>Facilitates an aligned approach to the budget and the accountability cycle</td>
</tr>
<tr>
<td>Update and communicate the Internal Control Manual with outstanding circulars and publish on Intranet</td>
<td>Manual updated on Intranet</td>
<td>Communication to all staff</td>
<td>By June 2006</td>
<td></td>
</tr>
<tr>
<td>Re-appoint Programme and Responsibility Managers in new structure</td>
<td>Appointment letters signed</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Establish a corporate advisory service</td>
<td>Create a package restructuring section</td>
<td>Staff appointed to assist officials with their financial planning and to manage and control S&amp;T claims and advances</td>
<td>July 2006</td>
<td>Improved services to internal clients</td>
</tr>
</tbody>
</table>

CFO: Dan Pretorius
### Action Output Measure/Indicator Targets and time frames Impact

**Contract Management**
- Contract Management Developing a system for approving payment
  - August 2006
  - Effective management of contracts
  - Improved service delivery to the Department by consultants

- Financial records of the Credit Card Format (CCF) driving license manufacturing facility written up and financial statements compiled from 1998 to 2006 and consolidated with the Department’s financial statements
  - Cede the management of the CCF manufacturing facility bank accounts or cede the contract to the RTMC

  - Bank accounts approved by Treasury and managed by the Department / RTMC
  - Completed by 31 May 2006
  - Removal of a qualification on the financial statements

  - Availability of financial records and financial statements for audit
  - Improved contract and project management of the CCF driving license manufacturing contract

### Measurable objective: Modernization of the Department

**Action** | **Output** | **Measure / Indicator** | **Targets and time frames** | **Impact**  
---|---|---|---|---
Office Automation | Paperless Office | Electronic availability of forms (Whole Department) S & T forms Tender forms Specifications Travel forms Delegation of powers | May - March 2007 | Informed employees Information, forms and policies readily available

### MEDIUM-TERM STRATEGIES

**Sub-program** | **Output** | **Measure / Indicator** | **Targets and time frames** | **Impact**  
---|---|---|---|---
Internal Control | High level risk assessment conducted | Risk assessment report Complete by 30 June 2006 | Risk management incorporated into all processes

- Issue supplementary instructions to enable the Department to comply with regulations issued under the SITA Act
  - Instructions issued and implemented
  - By end March 2007
  - Compliance with new regulations
  - Proper control over IT procurements

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### Program 2: Transport Policy, Research and Economic Analysis

**Research Policy Legislation and Transport Economic Analysis**

The main aim of the Branch is to effectively manage a national innovative research and development programme, analyse strategic policies, develop appropriate legislation and provide economic advice and analysis for all modes of transport. The Transport policies, strategies, guidelines and research products will be aimed at providing a safe, reliable, efficient and integrated transport operations that will promote internal and external economic growth and the global competitiveness of South African transport and logistics industries.

**Mandate:**

- effectively manage a national innovative research and development programme;
- ensure the analysis and development of integrated strategic transport policies;
- develop appropriate legislation in support of departmental policies;
- provide economic advice and analysis for all transport modes; and
- provide general administrative and stakeholder management services to the Branch.

**Key objectives:**

The development, review and update of transport policies across all modes of transport will be prioritized, while the development, monitoring and evaluation of the BEE Charter in the Transport sector is done. Monitoring of the impact of transport policies across all modes of transport will take place and the initiation and rendering of advice across the Departmental Units and all modes will be prioritized. The department will provide and co-ordinate research, innovation and statistics to the Department and other stakeholders.

**KEY POLICY PRIORITIES**

### THE BLACK ECONOMIC EMPOWERMENT STRATEGY

The Black Economic Empowerment Act 53 of 2003 and the Department of Trade and Industry (DTI) Black Economic Empowerment Strategy of 2003, are the broad-based documents, which outline a national framework for the unfolding and developing of the Integrated Transport Sector BEE Charter.