

TRANSPORT FINAL SECOND PAPER

Policy Recommendations and Interventions

FUTURELEAD INNOVATIVE MANAGEMENT SOLUTIONS

EXECUTIVE SUMMARY

The Western Cape Provincial Department of Economic Affairs and Tourism is developing a micro-economic development strategy (MEDS) for the Western Cape, of which this 2nd paper aims to inform the transport sector component, highlighting issues, strategic objectives and key interventions. This is the 2nd report, building on the findings of the 1st report, which provided an assessment of the transport sector focusing on the policy environment and the current state of transport (land and freight) at a national, provincial and local level, highlighting key issues impacting on the provincial economy. The 2nd report provides a synthesis of the key transport issues identified and outlines strategic objectives and interventions required to support economic development. In this context, this report builds on and draws conclusions from the 1st report and as such should be read in conjunction with the first report.

Summary of key transport issues identified
<ul style="list-style-type: none"> ❑ The need for safe and reliable public transport
<ul style="list-style-type: none"> ❑ Addressing high levels of congestion experienced, particularly in terms of City commuters ❑ Addressing the inner-city transport requirements, integrated within the overall transport dispensation
<ul style="list-style-type: none"> ❑ The need to improve rail (Metrorail) services relating to standards, safety, peak demand and scheduling ❑ Exploring the expansion of the network (Atlantis line commuter upgrade to Parklands)
<ul style="list-style-type: none"> ❑ The need for an expansion and improvement of the bus system (e.g. routes, scheduling and reliability) ❑ Implementing a new competitive contracting system for the provision of bus services
<ul style="list-style-type: none"> ❑ Addressing the challenges associated with the mini-bus taxi industry, such as permits, routing, compliance, recapitalisation and subsidisation
<ul style="list-style-type: none"> ❑ The need for efficient and effective port facilities and services, particularly in terms of improving logistic efficiencies, productivity and investing in the required infrastructure, namely: <ul style="list-style-type: none"> - Container handling and storage facilities - Infrastructure for the emerging Oil and Gas industry
<ul style="list-style-type: none"> ❑ The need to improve the control and regulative dispensation, particularly in terms of the provincial functions (competencies) such as, licencing, law enforcement (e.g. overloading) and issuing of permits
<ul style="list-style-type: none"> ❑ The need to address the provincial transport infrastructure backlogs in the overall network (passenger and freight) in terms of both maintenance and construction, with the prioritisation of key maintenance requirements and bottlenecks
<ul style="list-style-type: none"> ❑ Addressing concerns pertaining to effective interaction between different transport bodies (stakeholders), namely in terms of perceptions regarding the lack of effective integration of the following: <ul style="list-style-type: none"> - National, Provincial and local government transport authorities/bodies - Inter departmental interaction within the province - Inter agency linkages (i.e. National transport agencies)
<ul style="list-style-type: none"> ❑ Giving effect to the need to support and encourage economic transformation e.g., through empowerment, job creation and skills transfer

Based on these transport issues, key sets of strategic priorities (A-F) and interventions were developed and outlined in the report. The key strategic priority sets detailed in the paper are briefly summarised in the table below:

Priority set	Key areas for intervention
Strategic priority set A: Improvement of the public transport system (passenger commuter services)	<ul style="list-style-type: none"> ❑ Safe and reliable transport system: <ul style="list-style-type: none"> - Improving rail network and service - Improving and extending the scheduled bus services - Addressing the mini-bus taxi challenges (condition, compliance, recapitalisation and subsidy issues) - Integrating public transport modes/services (e.g. intermodal interchanges, co-ordinated scheduling and through ticketing) - Extending public transport services (e.g. expanding routes and duration of services) - inner-city transport distribution system - Meter taxi services – high charge regime
Strategic priority set B: Infrastructure requirements (backlogs & bottlenecks)	<ul style="list-style-type: none"> ❑ Roads infrastructure (City interface and district bottlenecks) ❑ Intermodal change infrastructure, particularly between bus, rail and mini-bus taxi ❑ Rail infrastructure ❑ Freight infrastructure, harbour access, port facilities (e.g. for container handling and Oil and Gas requirements)
Strategic priority set C: Transport logistics and performance	<ul style="list-style-type: none"> ❑ Port logistic inefficiencies and operational performance ❑ Freight logistic inefficiencies, particularly in terms of cargo handling (e.g. delays and associated costs) ❑ Determination of logistic costs (costs of doing business) and interventions to reduce logistic cost and increase competitiveness
Strategic priority set D: Regulatory dispensation e.g.: licencing, permits and traffic compliance	<ul style="list-style-type: none"> ❑ Public transport permits and licencing: <ul style="list-style-type: none"> - Mini-bus taxi permits and route allocations - Introducing new bus service contracting dispensation - Issuing of tour operator permits - Compliance of mini-bus taxi operators ❑ Freight compliance, addressing overloading (road freight) ❑ Administration efficiency e.g. Processing licence applications and traffic fines
Strategic priority set E: Inter governmental and agency co-ordination and communication	<ul style="list-style-type: none"> ❑ Appropriate structures to facilitate interaction/communication between: <ul style="list-style-type: none"> - National, provincial , local government - Transport agencies (e.g. Metrorail and NPA) - Provincial departments
Strategic priority set F: Economic empowerment (BEE), skills development and job creation	<ul style="list-style-type: none"> ❑ Addressing the challenges and requirements for social and economic transformation e.g.: <ul style="list-style-type: none"> - Economic empowerment (BEE) - Skills development and transfer - Job creation (including work opportunities)

Based on the strategic priorities and interventions developed the report also highlights possible policies and mechanisms that could be applied in an integrated policy regime.

In conclusion, the review has highlighted the impact that transport services and infrastructure delivery and management have on economic development, particularly in terms of specific growth opportunities in the province. It is believed that the strategic framework and interventions identified in this paper will help the province and City to refine their respective transport objectives to ensure and/or confirm they are in line with the economic requirements of the provincial economy.

CONTENT

1. INTRODUCTION	2
2. CONTEXT	3
2.1. Provincial development strategy	3
2.2. Key transport issues and socio/economic requirements	4
2.2.1. Transport issues	4
2.2.2. Socio-economic requirements:.....	7
2.2.3. Economic requirements.....	8
3. PROVINCIAL TRANSPORT CHARTER (Vision, mission and objectives).....	9
3.1. Vision	9
3.2. Mission	9
3.3. Strategic objectives.....	10
4. STRATEGIC PRIORITIES AND KEY INTERVENTIONS	14
4.1. Strategic priority set A:	14
4.2. Strategic priority set B:	15
4.3. Strategic priority set C	15
4.4. Strategic priority set D	16
4.5. Strategic priority set E.....	16
4.6. Strategic priority set F.....	17
5. SUPPORTING POLICY DISPENSATION	17
6. CONCLUSION	19

Attachment I: Overall conclusions from the 1st report

Attachment II: Summary of strategic interventions, suggesting primary responsibilities, priorities and indicating an order of timing for each intervention

Attachment II: Tables providing summaries of the Provincial Department of Transport's overall strategic goals/objectives, and the strategic goals/objectives for each of the priority programmes.

1. INTRODUCTION

The Western Cape Provincial Department of Economic Affairs and Tourism is developing a micro-economic development strategy for the transport sector in the Western Cape.

The first report provided an assessment of the transport sector, focusing on the policy environment and the current state of transport (land and freight) at a national, provincial and local level, highlighting key issues impacting on the provincial economy. The report was based on a literature review of available documentation, to gain insights into the key issues facing the sector and economic implications thereof.

This, the second report, builds on the findings of the first report, with the objective of listing the key strategic interventions required in the transport sector to support economic development. Accordingly, the first report provided a base on which the second part of the study could build, focusing on the priorities identified and engaging with key stakeholders and role players in the transport industry. The ultimate objective of this report being to consider the stakeholder views, identify interventions and make recommendations towards addressing the key challenges and/or opportunities facing the industry.

It should be noted that one of the constraints of this part of the study is that no formal interviews could be conducted with the senior management of the City and/or Metro. This was despite numerous attempts to schedule such interviews.

It must be stressed that this report builds on and draws conclusions from the 1st report. In this context, it is important that this report (2nd report) is read in conjunction with the first report and is not regarded as a stand-alone document.

2. CONTEXT

2.1. Provincial development strategy

Prior to exploring the provincial transport strategy it is important to reflect on the provincial development strategy, as this provides the overall development context. The provincial development strategy, iKapa Elihlumayo, is founded on four pillars reflecting the main strategic goals:

- Higher economic growth
- Higher levels of employment
- Lower levels of inequality
- A sustainable social safety net

In order for these goals to be achieved it is understood that eight lead strategies are being developed by different provincial functions (departments). The provincial government states these lead strategies as follows:

- Provincial Spatial Development Framework (PSDF)
- Micro-Economic Development Strategy (MEDS)
- Strategic Infrastructure Plan
- Human Resource Development Strategy
- Social Capital Formation Strategy
- Improvement of Financial Governance
- Improved Co-ordination and Communication

This report forms part of the overall Micro-economic development strategy initiative (MEDS), a component focusing on the transport sector.

The provincial Department of Transport, in the context of the Provincial Growth and Development Strategy (iKapa Elihlumayo), has identified the key challenges it faces (Quote)¹:

- *"Lack of integrated planning between departments, and between spheres of government. This results in, among other things, spatial disparity between*

¹ Western Cape Provincial Growth and Development Strategy, 2005.

MEDS: Transport sector

supply and demand of schools and hospitals; housing developments, which have neither social infrastructure nor access to public transport.

- ❑ *Growing unemployment, especially among women and youth.*
- ❑ *Infrastructure backlogs and the lack of adequate funding.*
- ❑ *Traffic congestion in the Metro area, a situation that demands that we give serious attention to public transport as an alternative to private car usage.*
- ❑ *The lack of integration of public transport modes, which results in destructive competition between them.*
- ❑ *Limited success in the promotion of Broad Based Black Economic Empowerment²*

Source: Western Cape Department of Transport and Public Works, Strategic Plan (2005-2010)

2.2. Key transport issues and socio/economic requirements

2.2.1. Transport issues

The key transport issues that emerged from the 1st report based on the literature review and interviews/worksessions with both industry (Chamber of Business) and provincial transport officials are summarised below².

- ❑ The need for a safe and reliable public transport system (comprising all modes i.e., rail, bus, coach, and mini-bus/taxi) with efficient inter-modal change facilities. Key issues pertaining to the various modes being:
 - The high levels of congestion experienced, particularly in terms of commuters in and out of the City, but also prevalent at specific bottlenecks e.g. N2 at Somerset West; Hermanus approach and beach road in Mosselbay.
 - The lack of public transport services in key economic corridors e.g. the Northern axis (e.g. servicing Milnerton, Tableview, Blaauberg and Parklands)
 - The inefficiency experienced with Metro rail services relating to service standards, capacity (peak demand) and scheduling, and in part as a result of crime and theft.

² Worksessions were held with the provincial department senior management (Department heads) and key officials, incorporating Road Maintenance, Public Transport and Traffic Management sections.

MEDS: Transport sector

- The inadequate bus services in terms of service levels, routes, scheduling and reliability – specifically noting concerns about services from Golden Arrow in the Metro/City. In terms of the rural areas, the lack of scheduled services being the key issue.
- The problems associated with Mini-bus taxi industry predominantly pertaining to the poor state of vehicles, non-compliance to regulations, safety issues and violence. In this context it should be noted that there are a number of challenges in terms of the mini-bus taxi recapitalisation process, coupled with the allocation of routes, etc.
- The lack of adequate and/or scheduled services to address off-peak commuter requirements, e.g. for businesses operating on a 24/7 basis.
- The absence of an effective inner city transport system (distribution within the city). Noted frustrations with the apparent lack of progress with earlier initiative in this regard.
- The role of the metered taxi industry currently being effectively limited to serving the needs of tourist market due to high charging (pricing) regimes. These pricing structures effectively exclude use by local capetonians.
- The need for efficient and effective port facilities, particularly in terms of freight logistics and the interface with feeder transport services (container handling). Concerns about the lack of operational efficiencies resulting in delays (queuing) and high service charges. In this context, the following specific issues were highlighted:
 - The low level of operational performance of the SA ports, including Cape Town in terms of both handling rates and associated costs.
 - Port infrastructure requirements in terms of the emerging Oil and Gas industry.
 - The need for investment in container handling and storage facilities.
 - Improved access to the port (harbour), particularly for container and road freight requirements.
- The functioning of the control and regulative dispensation particularly pertaining to the Provincial Operating Licence Board³ and the provincial functions charged with the execution of aspects such as; the licencing, policing and issuing of permits. Key areas of concern that were identified included:
 - Delays experienced with the issuing of tour operator permits.

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- Conditions under which mini-bus taxi permits are issued.
- The lack of progress in introducing a new bus service contracting dispensation.
- A (perceived) inability and/or political will to enforce compliance on the mini-bus taxi industry.
- The apparent fiasco with an estimated 50% of drivers licences being fraudulently issued and/or not procedurally compliant⁴.
- The need for more flights (seats) to be available, particularly for tourists to come to South Africa and preferably directly to the Cape.
- Infrastructure backlogs in the overall transport network (passenger and freight), key issues being:
 - City interface pertaining to the following bottlenecks: Koeberg interchange, Northern Axis (Potsdam interchange, Koeberg corridor, incl. Marine drive and Koeberg road).
 - Intermodal interchanges between rail, bus and mini-bus taxi etc., noting the proposed airport interchange and the requirement for long haul bus facilities.
 - Regional bottlenecks such as; N2 at Somerset West, Hermanus approach, Mosselbay beach road.
 - Freight bottle necks experienced at the entrance to the harbour, due to both road access and poor port handling performance, causing delays in loading and unloading.
 - The absence of a rail network to service key commuting routes e.g. Parklands City link⁵ and a direct airport city link⁶.
- Debate on the proposed introduction of a fuel levy, principally to generate funds for transport infrastructure and maintenance. Key concerns informing the debate encompassing the following:
 - Concerns about the quantum of the levy, particularly in light of the high fuel prices being experienced and the resulting impacts on the economy.

³ Road Transportation Board has been re-appointed as the Provincial Operating Licence Board

⁴ Issue highlighted in the media, after the 1st phase review and submission of paper 1

⁵ An upgrade of the Atlantis line to service commuters (City – Parklands) is being planned

⁶ An airport interchange and rail link is currently under discussion between the airport, City and Province.

MEDS: Transport sector

- The levy being established initially on the principle of funds generated being allocated to address road infrastructure, but over time being “siphoned-off” for other purposes.
- General debate on the level of the taxation burden on the economy and the appropriateness/or not of the concept of a provincial fuel levy.
- Concerns pertaining to the communication and effective interaction between different institutional bodies, namely a (perceived) lack of effective integration:
 - Interaction between national, provincial and local transport authorities, coupled with the need to activate the establishment of Transport Authorities.
 - Interaction between provincial departments to ensure a cohesive approach to development and the role of transport therein.
 - Interaction between the wide range of transport agencies, particularly in light of the operational autonomy they have statutorily. In the provincial context, specific mention was made of MetroRail/Spoornet and the National Ports Authority (NPA).
- Acknowledgement of the critical importance of supporting and encouraging economic transformation through the promotion of; economic empowerment (including BEE), job creation, and skills development and transfer.

2.2.2. Socio-economic requirements:

In summary, from a socio-economic perspective, the key requirements of a transport dispensation in the Western Cape principally revolve around the requirement for an affordable, integrated and scheduled public transport systems, both in rural and urban contexts. The key requirements, incorporate the following:

- Rural context, public transport infrastructure (e.g. bus and mini-bus/taxi) comprising scheduled services on routes linking rural communities, particularly the poor, to social services and amenities in the rural centres (e.g. schools, medical facilities, retail facilities, etc.).

Urban context, providing public transport infrastructure to re-dress the inequitable distribution of economic activities and social services in the context of the spatial patterns of residential areas (e.g. Township poor being physically distanced from the Urban centres).

2.2.3. Economic requirements

The review also identified priority transport issues impacting on key growth sectors and niche industries in the Western Cape. The table below summarises these findings.

Sectors, sub-sectors and/or niche industries	Key transport related constraint(s)
Tourism	<ul style="list-style-type: none"> ❑ The need for a safe, reliable public transport system (comprising all modes e.g., rail, bus, coach, mini-bus/taxi, car rental) with efficient inter-modal changes. ❑ The need for more flights (seats) to be available for tourists to come to the Cape, particularly from Europe.
Oil and gas	<ul style="list-style-type: none"> ❑ The need to improve port efficiencies, productivity and competitiveness , particularly in terms of infrastructure and port service (training of workforce required)⁷. ❑ Rehabilitate berth for a base for Oil & Gas industry⁸
Communications (Call centres)	<ul style="list-style-type: none"> ❑ The need for safe and reliable transport to move staff to and from work on a 24/7 basis.
Hospitality and catering	<ul style="list-style-type: none"> ❑ The need for safe and reliable transport to move customers to hospitality/catering venues over extended hours (particularly at night) and staff to and from work on a 24/7 basis.
Export/import based production/manufacturing	<ul style="list-style-type: none"> ❑ The need for efficient and effective transport infrastructure to move product, to import and export product. ❑ The key constraints being the inefficient rail services, ports services and air freight capacity availability.
SMME and BEE	<ul style="list-style-type: none"> ❑ The need for safe and reliable transport to move product, inputs, goods, required for SMME's without own transport capacity (vehicles). ❑ The need for safe and reliable transport to enable customers to access SMME premises.

⁷ Source: H. Jonker, "Offshore Oil and gas report to NPA", section 7.3 Port operations

⁸ Offshore oil and Gas report suggests the rehabilitation of A-Berth in the Port of Cape Town

3. PROVINCIAL TRANSPORT CHARTER (Vision, mission and objectives)

In developing and/or considering strategic objectives and resulting interventions it is critical to work within the context of the guiding principles vested in the provincial transport charter, namely, their transport vision, mission and objectives. It is not within the scope of this project to develop and/or redefine the provincial transport charter, but rather to use it to provide direction in the strategic development process.

Within this context the key components of the provincial transport charter, as outlined in the Five –year Strategic Plan (2005), are as follows:

3.1. Vision

The provincial vision is to strive for, *“A people centred infrastructure and transport system through a transformed department”*. This vision does not conflict with the economic requirements, but it does not implicitly state a vision in terms of supporting and/or promoting the provincial economy through the provision of transport services.

3.2. Mission

The provincial mission is, *to deliver a transport system and property infrastructure that is integrated, accessible, safe, reliable, affordable, sustainable and of the desired quality, through socially just, developmental and empowering processes that will improve the quality of life, Quote⁹*. Similarly, the mission is focused on social development and empowerment, without specifically stating an economic development component.

⁹ *Western Cape Department of Transport and Public Works, Strategic Plan (2005-2010)*

3.3. Strategic objectives

The province's strategic transport objectives are best described in its six strategic goals that form the base of the latest strategic transport-planning framework. The objectives (goals) are summarised in the table below:

Strategic objective (goal)	Definition/Description
1. Public Transport	Enhancing the mobility of all communities particularly those currently without or with limited access
2. Work creation	Creation of work (incl. employment) opportunities and skills development opportunities
3. Black economic empowerment	Providing access and opportunities to all communities with a bias towards the previously disadvantaged
4. Infrastructure delivery	To provide infrastructure to promote economic and social development in the province
5. Departmental transformation:	To achieve representation at all levels, as well as meaningful empowerment and development
6. 2010 World Cup	The co-ordination of infrastructure investment and integration of public transport facilities in preparation for the 2010 World Cup

Source: *Western Cape Department of Transport and Public Works, Strategic Plan (2005-2010)*

All these goals (objectives) are relevant in terms of the economic requirements exposed in the review, supporting economic development. However, Strategic Goals 1 & 4 are the key transport objectives that directly address the economic development requirements, namely, "*enhancing the mobility of all communities particularly those currently without or with limited access*" and to "*provide infrastructure to promote economic and social development in the province*". Quote Attachment III provides a transcript of the provincial strategic priorities (tabulated summary), detailing the key objectives for each strategic goal.

There is an apparent greater focus on broader social rather than economic development aspects, probably a reflection of the priority and focus in the province and country on political and social transformation. Greater focus on economic development requirements may be appropriate, as growth in the provincial economy is arguably a key driver in addressing the social and political transformation imperatives, such as employment creation, economic participation (Including BEE) and thereby indirectly addressing poverty alleviation and wealth distribution.

Literature outlining the City transport strategy, coupled with insights gained during the phase 1 review exposed the following key initiatives as reflected by the City priorities listed in its IDP:

Strategic priorities	Definition/description
Mobility strategy	Mobility Strategy: Phase 1: Cape Town CBD – Klipfontein Road – Khayelitsha Corridor
Public transport integration and co-ordination	Facilitate the establishment of a public transport entity to ensure the integration of operators, as well as involvement of the private sector and to work towards the establishment of a Transport Authority
Job creation support	Enable and support job creation through Vukuhambe and public works initiatives
Road infrastructure upgrade	Upgrading and improving road linkages in townships, informal settlements and deprived areas by prioritizing public transport and Non-Motorized Transport links.
Public transport facilities	Upgrading and improving public transport facilities and related infrastructure, e.g. (Smartening Programme for existing Taxi and bus facilities).
Pedestrian and cycle mobility	Implementation of low cost mobility initiatives in the form of cycle and pedestrian facilities and linkage to public spaces and prepare for the Velo Mondial Conference in 2006, which Cape Town is the host.
Security (surveillance)	Roll out of CCTV surveillance network in areas of need, prioritizing public transport and Non-Motorized Transport infrastructure and services.
Communication and marketing	Dedicated communication and Marketing Programme

Source: City of Cape Town IDP, 2004

These objectives are generally focused directly on the economic and business requirements of the City. In addition, the City has placed transport as one of its key challenges to be addressed in supporting economic development and the local economy.

From an economic business perspective the following key strategic objectives emerged from the 1st phase review, specifically incorporating the views expressed by the chamber of business.

Strategic priority	Definition/description
Improvement of passenger commuter services	The urgent need to improve passenger commuter services, both within the metro and in rural areas, to ensure greater efficiency of movement and reduce constraints on mobility.
Upgrading of roads infrastructure	Improving roads infrastructure to meet the demands of the growing economy and to address socio-economic needs, particularly in less affluent communities. In this context, decisions on transport infrastructure investment or expenditure within the Province need to be made on the basis of multiple criterion evaluation, to balance the economic/financial and social/political goals and objectives.
Reducing logistics costs to improve competitiveness	Reducing logistic costs, through the determination of the drivers of logistics costs and the identification of measures required for reducing the transport cost component, to improve competitiveness of the economy.
Improving the service delivery performance of the licencing, permit and traffic compliance functions	Addressing the transport regulatory dispensation, particularly pertaining to the following: <ul style="list-style-type: none"> <li data-bbox="621 1150 867 1182">□ Issuing of permits <li data-bbox="621 1192 927 1224">□ licencing administration <li data-bbox="621 1234 979 1266">□ Traffic compliance functions
Co-ordination within the overall transport dispensation and the Establishment of a transport Authority	Ensuring that there are adequate mechanisms available to resolve problems in transport, e.g., the establishment of an effective Transport Authority ¹⁰ in the province, and the systematic co-ordination of transport responsibilities between different stakeholders and agencies at national, provincial and local government levels. ¹¹

Clearly, these objectives are generally compatible and/or can be reconciled with the provincial and city transport objectives and/or strategic goals. They place a direct focus on the transport challenges, impacting directly on the economy.

¹⁰ The Provincial DoT is proposing to establish a single Transport Authority representing all stakeholders, rather than a number based on District representation.

¹¹ As an example, the Chamber of Business cited the crisis resolution forum it has established with NPA in the absence of adequate coordination structures to address port logistic challenges

Based on the provincial, city and business objectives/priorities highlighted, strategic priority sets were developed. These strategic priority sets were informed by the respective objectives/priorities and accordingly largely reflect the areas of synergy. The table below provides a matrix indicating the objectives/priorities of the Province, City and business community against the strategic priority sets developed.

Priority set	Provincial objectives	City strategic priorities	Business/ industry
Strategic priority set A: Improvement of the public transport system (passenger commuter services)	1. Public transport	<input type="checkbox"/> Mobility strategy <input type="checkbox"/> Public transport integration and co-ordination <input type="checkbox"/> Public transport facilities	<input type="checkbox"/> Improvement of passenger commuter services (Public transport, specifically rail & bus)
Strategic priority set B: Infrastructure requirements (backlogs & bottlenecks)	4. Infrastructure delivery	<input type="checkbox"/> Mobility strategy <input type="checkbox"/> Road infrastructure upgrade <input type="checkbox"/> Pedestrian and cycle mobility	<input type="checkbox"/> Upgrading of road infrastructure to address backlogs and bottlenecks
Strategic priority set C: Transport logistics and performance			<input type="checkbox"/> Reducing logistic costs to improve competitiveness
Strategic priority set D: Regulatory dispensation e.g.: licencing, permits and traffic compliance		<input type="checkbox"/> Security (surveillance)	<input type="checkbox"/> Addressing the issuing of permits, licencing administration and traffic compliance functions
Strategic priority set E: Inter governmental and agency co-ordination and communication	5. Departmental transformation (incl. establishment of transport authority)	<input type="checkbox"/> Communication and marketing	<input type="checkbox"/> Establishment of a transport authority <input type="checkbox"/> Communication forum with key agencies e.g. NPA
Strategic priority set F: Economic empowerment (BEE), skills development and job creation	2. Work creation 3. Black economic empowerment 4. Departmental transformation	<input type="checkbox"/> Job creation	

In conclusion, there is a high level of commonality between the objectives and/or strategic goals at a provincial, City and business community level.

4. STRATEGIC PRIORITIES AND KEY INTERVENTIONS

With reference to the table below, key strategic priority sets, based on the objectives and priorities noted in section 3 have been developed. For each of these strategic priority sets possible interventions and/or projects are proposed, based on the transport issues and findings listed in section 2.2, reflecting the views expressed by stakeholders¹².

4.1. Strategic priority set A:

Improvement of public transport system (passenger commuter services)

Strategic priorities	Key interventions
Safe and reliable public transport system	
Improving the rail service (Metro rail)	<ul style="list-style-type: none"> - Lobby for Metrorail to address the service problems - Continue/expand provincial rail policing initiative in conjunction with MetroRail
Improving and extending the scheduled bus services	<ul style="list-style-type: none"> - Undertake a socio-economic evaluation of the extension of the bus services (District services and City routes) drawing priorities identified in IDP's
Addressing the mini-bus taxi challenges (e.g. condition of vehicles, non-compliance, safety)	<ul style="list-style-type: none"> - Lobby/influence the mini-bus taxi recapitalisation process to ensure provincial needs are addressed - Action/implement renewed permits and licencing based on proposed routing formats
Providing an integrated service (e.g. intermodal changes, scheduling and through ticketing)	<ul style="list-style-type: none"> - Address intermodal linkages and co-ordination requirements, specifically pertaining to scheduling co-ordination - Investigate approaches to enable through ticketing to promote a seamless public transport system
Extending public transport services (e.g. expanding routes and duration services)	<ul style="list-style-type: none"> - Undertake a socio-economic evaluation to determine opportunities to expand services, in terms of both routes and duration of service – (e.g. 24/7 requirements)
Developing an Inner-City transport distribution system	<ul style="list-style-type: none"> - Reactivation of the earlier initiatives towards developing an inner-city public transport system, integrated with the overall public transport system (feeder services)
Enhancing metered taxi services	<ul style="list-style-type: none"> - Addressing the challenge of high charging regimes, prohibitive for locals
Public transport prioritisation and promotion	
Communication, awareness and promotion	<ul style="list-style-type: none"> - Promoting the use of public transport, based on creating awareness of improvements in services
Priority lanes for buses	<ul style="list-style-type: none"> - Extending the dedicated lanes and enforcing compliance

¹² “Stakeholders” refers to interaction with the Chamber of Business and worksession with the provincial Department of Transport.

4.2. Strategic priority set B:

Infrastructure requirements – addressing backlogs and bottlenecks

Strategic priorities	Key interventions
Roads infrastructure:	
City interface bottlenecks	<ul style="list-style-type: none"> - Addressing critical points of congestion at the City interface, such as: <ul style="list-style-type: none"> • Koeberg interchange upgrade, Northern Axis (Potsdam interchange, Koeberg corridor, Marine drive and Koeberg road)
Regional /District bottlenecks	<ul style="list-style-type: none"> - Evaluating and addressing priority regional/district requirements based on IDP's, such as: <ul style="list-style-type: none"> • N2 at Somerset West, Hermanus approach, Mosselbay Beach road
Intermodal interchange infrastructure	
Interchanges between rail, bus and mini-bus taxi	<ul style="list-style-type: none"> - Addressing intermodal changes, particularly between bus and rail, including: <ul style="list-style-type: none"> • Proposed airport interchange
Long haul modal interchange	<ul style="list-style-type: none"> - Requirement for long haul bus interchange facilities
Rail infrastructure	
Extension of network	<ul style="list-style-type: none"> - Evaluating and planning for a rail network to service the Northern Axis: <ul style="list-style-type: none"> • The upgrade of the Atlantis line to Parklands to serve commuters
Freight infrastructure	
Access to harbour	<ul style="list-style-type: none"> - Improve the access to the port, particularly in terms of container/reefer road access requirements: <ul style="list-style-type: none"> • Upgrading of main entrance and container terminal linkages
Port infrastructure and handling facilities	<ul style="list-style-type: none"> - Lobby with National Ports Authority for the prioritisation of: <ul style="list-style-type: none"> • Upgrading of container handling and storage facilities (i.e. container facilities) • Addressing the infrastructure requirements for the emerging Oil and Gas industry

4.3. Strategic priority set C

Transport logistics and performance

Strategic priorities	Key interventions
Transport logistic efficiency and performance	
Operational inefficiency/performance in Port (e.g. cargo handling)	<ul style="list-style-type: none"> - Lobby National Ports Authority to address the operational inefficiencies and poor performance in conjunction with the business sector
Addressing rail freight inefficiencies/performance	<ul style="list-style-type: none"> - Lobby nationally for the national Department of Transport to intervene and address the inefficiencies of rail services in terms of freight (in conjunction with business – affected industries)

4.4. Strategic priority set D

Regulatory dispensation (e.g. licencing, permits and traffic compliance)

Strategic priorities	Key interventions
Public transport permits and licencing	
Mini-bus taxi permits and route allocations	<ul style="list-style-type: none"> - In accordance with the mini-bus taxi industry transformation, address the provincial responsibilities in terms of industry structure and competition formats: such as: <ul style="list-style-type: none"> • permit and route mechanisms and allocations
Introducing new bus service contracting dispensation	<ul style="list-style-type: none"> - In accordance with national policy and directives, address the provincial obligations to develop and introduce contracting formats based on competitive tendering principles
Issuing of tour operator permits	<ul style="list-style-type: none"> - Address the administrative process, systems and service problems pertaining to the issuing of tour operator permits and licences
Compliance of mini-bus taxi operators	<ul style="list-style-type: none"> - Introduce initiatives and programmes to address the problem of non-compliance in terms of and in co-ordination with the recapitalisation process
Freight compliance	
Address overloading (road transport)	<ul style="list-style-type: none"> - Continued focus on addressing overloading compliance in conjunction with National bodies - Lobbying for a more equitable dispensation of allocation of compliance functions and flow of income from fines
Administration (licencing, traffic fines etc)	
General administration efficiency (e.g. processing licence applications and traffic fines)	<ul style="list-style-type: none"> - Address the administrative problems experienced with respect to the processing of driver licences in conjunction with test centres - Address the administrative problems experienced with the administration and processing of fines, in conjunction with outsourced service provider

4.5. Strategic priority set E

Inter governmental and agency co-ordination

Strategic priorities	Key interventions
Co-ordination between national provincial and local transport authorities	<ul style="list-style-type: none"> - Ensure appropriate structures exist to enable interaction between national, provincial and local government structures and actively participate therein - Prioritising and activating the formation of the Transport Authority dispensation
Interaction with transport agencies (e.g. Metrorail/Spoornet, National Ports Authority (NPA))	<ul style="list-style-type: none"> - Establish formal communication structures between key national agencies and promote effective communication lines, particularly in respect of the following agencies: <ul style="list-style-type: none"> • Metrorail and NPA
Interaction between provincial departments to ensure a cohesive approach to provincial	<ul style="list-style-type: none"> - Establish formal communication structures within the provincial government and department structure to promote effective and open communication,

objectives (i.e. economic development)	specifically pertaining to joint initiatives/responsibilities: e.g.: <ul style="list-style-type: none"> • iKapa Elihlumayo
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4.6. Strategic priority set F

Economic empowerment (BEE), skills development and job creation

Strategic priorities	Key interventions
Economic empowerment	<ul style="list-style-type: none"> - Promoting and supporting the aims of Black Economic Empowerment (BEE) and employment equity through e.g.: <ul style="list-style-type: none"> • Employment practices • Preferential procurement • Granting of contracts - Promote and support the growth and development of Previously Disadvantaged Individuals (PDI's) and BEE through: <ul style="list-style-type: none"> • Opportunities in road construction and maintenance
Skills development	<ul style="list-style-type: none"> - Maximising opportunities for capacity building and skills transfer through the provincial transport dispensation - Development of technical (engineering) and other skills through: <ul style="list-style-type: none"> • bursaries, learnerships and mentor programmes
Job creation	<ul style="list-style-type: none"> - Maximise work opportunities and skills transfer in terms of the Expanded Public Works Programme - Application of labour intensive work methods in construction and maintenance, particularly in terms of social transport infrastructure e.g.: <ul style="list-style-type: none"> • Construction of "social roads"

Attachment II provides a summary of the strategic priority sets and interventions, outlining an indicative view of the primary responsibilities (key drivers and implementers), order of priority, along with an indication of timing for each strategic intervention.

5. SUPPORTING POLICY DISPENSATION

In addition to the strategic interventions outlined in the preceding section, there are a range of supportive policies that could be applied to meet the strategic priorities/objectives. There is an existing policy regime, as noted in paper 1, which provides a base on which new policy can be developed. In this existing regime a

significant body of the policies required exist, but are not totally effective in addressing the transport sector challenges due to factors such as:

- ❑ A lack of consistency in application and enforcement
- ❑ A lack of integration and co-ordination, in part due to the diversity of transport governance and agency structures
- ❑ A lack of a clear and consistent focus on common transport objectives between government bodies and/or agency structures
- ❑ An inherent tension between social/political objectives and economic/business objectives

The table below outlines key policy components and mechanisms that could be applied. These policy components and mechanisms need to be integrated into a co-ordinated policy regime to be effective. It must be stressed that the establishment of an adequate and safe public transport system (a viable alternative for users) is regarded as a prerequisite for introducing policy aimed at discouraging the use of private cars and the encouraging the use of public transport.

Priority set	Possible policies and mechanisms
<p>Improvement of the public transport system (passenger commuter services)</p> <p><i>Note: A viable public transport alternative is imperative to introducing policy discouraging private cars and encouraging public transport</i></p>	<ul style="list-style-type: none"> ❑ Existing public transport policies be consistently applied and/or implemented in a co-ordinated policy regime, particularly between province, City and delivery agents (e.g. SARCC, bus contractor(s) and mini-bus taxis ❑ The promotion and development of public transport infrastructure and services be accorded appropriate priority ❑ Road use policies to prioritise the use of road space for public transport on a systematic basis ❑ Policies to enhance the effectiveness of security and safety on public transport ❑ Policy to support the enforcement of existing general traffic restrictions in a consistent and integrated manner to discourage use of private cars ❑ The consideration of policy mechanisms to promote the use of public transport over private cars, such as: <ul style="list-style-type: none"> ❑ Pricing policies to promote public transport and discourage private car use, particularly commuting into the CBD e.g.: <ul style="list-style-type: none"> - Parking fees and levies - City entry levies (tolls) ❑ Policy to encourage employers to shift remuneration structures to favour allowances/subsidies for public transport over private cars
<p>Set B: Infrastructure requirements (backlogs & bottlenecks)</p>	<ul style="list-style-type: none"> ❑ Policy to discourage use of private cars for commuting and encouraging use of public transport, such as: <ul style="list-style-type: none"> - Policies to support dedicated public transport road infrastructure use to prioritise space for public transport (e.g. priority lanes, routes and interchanges) - Policy managing parking provision to support public transport and limit speculative parking provision without clear benefit (gain)

<p>Set C: Transport logistics and performance</p>	<ul style="list-style-type: none"> ❑ Establishing policy regimes to improve transport logistic performance such as: <ul style="list-style-type: none"> - Service delivery and performance contracts with sanctions for non-performance - Promoting competitive pricing regimes based on market costs
<p>Set D: Regulatory dispensation e.g.: licencing, permits and traffic compliance</p>	<ul style="list-style-type: none"> ❑ Existing regulatory traffic and licencing policies should be consistently implemented ❑ Policies pertaining to mini-bus taxi licencing and routing need to be developed and refined in accordance with National policy and the recapitalisation programme
<p>Set E: Inter governmental and agency co-ordination and communication</p>	<ul style="list-style-type: none"> ❑ Clarification of and/or implementation of policy to drive the formation of a Transport Authority and/or Authorities in accordance with National policy directives ❑ Policy interventions to ensure the effective integration and co-ordination of policies between government bodies and transport agencies, particularly between the following: <ul style="list-style-type: none"> - Province and City (Metro) - Province/City and SARCC - Province/City and NPA
<p>Set F: Economic empowerment (BEE), skills development and job creation</p>	<ul style="list-style-type: none"> ❑ Existing policies towards promoting, economic empowerment, BEE, economic participation and job creation should be consistently applied, such as: <ul style="list-style-type: none"> - Preferential procurement policy - Employment equity policy - Job creation and social security/welfare policy ❑ Policy supporting flexible public transport pricing to maximise revenue from higher income users and provide affordable services for captive and/or low income users

6. CONCLUSION

The review has highlighted the impact that transport services and infrastructure delivery and management have on economic development, particularly in terms of specific growth opportunities in the province.

It is believed that the strategic framework and interventions and policy mechanisms identified in this paper will help the province and City to refine their respective transport objectives to ensure and/or confirm they are in line with the economic requirements of the provincial economy.

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ATTACHMENT I:

Overall conclusions from the 1st report

The overall conclusions of the phase1 report highlighted the following points, critical towards addressing a transport strategy for the province.

- The urgent need to improve **passenger commuter services** both within the metro and in rural areas, to ensure greater efficiency of movement and reduce constraints on mobility.
- Improving **roads infrastructure** to meet the demands of the growing economy and to address socio-economic needs, particularly in less affluent communities. In this context, decisions on transport infrastructure investment or expenditure within the Province need to be made on the basis of multiple criterion evaluation, to balance the economic/financial and social/political goals and objectives.
- Applying dedicated attention to the **determination of logistics costs** in order to identify measures required for reducing the transport cost component of conducting business in South Africa across the board and in all sectors of the economy
- Ensuring that there are adequate mechanisms available to resolve problems in transport, e.g. the establishment of an effective **Transport Authority**¹³ in the province, and the systematic co-ordination of transport responsibilities between different stakeholders at national, provincial and local government levels.

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¹³ The Provincial DoT is proposing to establish a single Transport Authority representing all stakeholders, rather than a number based on District representation.

ATTACHMENT II:

Summary of strategic interventions indicating:

- **Primary responsibilities – key drivers and implementers**
- **Level prioritisation** (High priority & medium priority), **along with an indication of timing for each intervention** (short term = immediate – <1year; medium = 1-2 years; long term = >3 years)

<i>Strategic priority set A</i>	<i>Key areas for intervention</i>	<i>Primary responsibility (key drivers and implementing agencies)</i>	<i>Prioritisation (high medium) & timing (short, medium & long)</i>
<p>Improvement of the public transport system (passenger commuter services)</p>	<ul style="list-style-type: none"> □ Safe and reliable transport system: <ul style="list-style-type: none"> - Improving rail network - Improving rail service - Improving and extending the scheduled bus services - Addressing the mini-bus taxi challenges (condition, compliance, recapitalisation and subsidy issues) - Integrating public transport modes/services (e.g. intermodal interchanges, co-ordinated scheduling and through ticketing) - Extending public transport services (e.g. expanding routes and duration of services) - Inner-city transport distribution system - Meter taxi services – high charge regime 	<ul style="list-style-type: none"> □ National, Provincial & local Gov. (City) <ul style="list-style-type: none"> - Provincial & SARCC - SARCC - Provincial & local Gov. (districts) - Provincial driver in conjunction with National DoT recapitalisation project and compliance incl. Local Gov. - Provincial driver in conjunction with local government (incl. City) and relevant agencies i.e. SARCC and bus contractors - Provincial and local government, including City - City in conjunction with province - Meter taxi industry, with stakeholder pressure 	<ul style="list-style-type: none"> □ High priority: <ul style="list-style-type: none"> - Medium - long - Short & ongoing - Short & ongoing - Short – medium (in conjunction with recapitalisation) - Medium – long - Short & ongoing - Medium - Lower priority

Strategic priority set B	Key areas for intervention	Primary responsibility (key drivers and implementing agencies)	Prioritisation (high medium) & timing (short, medium & long)
Infrastructure requirements (backlogs & bottlenecks)	<ul style="list-style-type: none"> ❑ Roads infrastructure (City interface) ❑ District bottlenecks ❑ Intermodal change infrastructure, particularly between bus, rail and mini-bus taxi ❑ Rail infrastructure ❑ Freight infrastructure, harbour access, port facilities e.g.: <ul style="list-style-type: none"> - For container handling - Oil and Gas requirements 	<ul style="list-style-type: none"> ❑ Province in conjunction with City ❑ District bottlenecks province and local Gov. (districts), in conjunction with SANRAL jointly ❑ Province and local Gov. in conjunction with SARCC, bus contractor(s) and taxi industry ❑ SARCC in conjunction with province ❑ Provincial, City and NPA <ul style="list-style-type: none"> - NPA in conjunction with industry and Province - NPA in conjunction with industry and Province 	<ul style="list-style-type: none"> ❑ High priority Short & ongoing ❑ Medium priority (Include some short term requirements) ❑ High priority ❑ Medium priority ❑ High priority - Short term - Medium term

Strategic priority set C	Key areas for intervention	Primary responsibility (key drivers and implementing agencies)	Prioritisation (high medium) & timing (short, medium & long)
Transport logistics and performance	<ul style="list-style-type: none"> ❑ Port logistic inefficiencies and operational performance ❑ Freight logistic inefficiencies, particularly in terms of cargo handling (e.g. delays and associated costs) ❑ Determination of logistic costs (costs of doing business) and interventions to reduce logistic cost and increase competitiveness 	<ul style="list-style-type: none"> ❑ NPA in conjunction with business/industry and province as catalyst ❑ NPA in conjunction with business/industry and province as catalyst ❑ Province in conjunction with NPA and a research institute (e.g. University) 	<ul style="list-style-type: none"> ❑ High priority <ul style="list-style-type: none"> - Short & ongoing ❑ High priority <ul style="list-style-type: none"> - Short & ongoing ❑ Medium priority <ul style="list-style-type: none"> - Medium

Strategic priority set D	Key areas for intervention	Primary responsibility <i>(key drivers and implementing agencies)</i>	Prioritisation <i>(high medium) & timing (short, medium & long)</i>
Regulatory dispensation e.g.: licencing, permits and traffic compliance	<ul style="list-style-type: none"> ❑ Public transport permits and licencing: - Mini-bus taxi permits and route allocations - Introducing new bus service contracting dispensation - Issuing of tour operator permits - Compliance of mini-bus taxi operators ❑ Freight compliance, addressing overloading (road freight) ❑ Administration efficiency e.g. Processing licence applications and traffic fines 	<ul style="list-style-type: none"> ❑ Province with local Gov. (districts/municipality) administration - Province with local Gov. (districts/municipalities) administration - Provincial <p>Province and local Gov. in conjunction with tourism industry</p> <p>Province and local Gov. in conjunction with mini-bus/taxi industry</p> <p>National DoT, SANRAL, Province and local Gov. Province and local Gov. (City & municipalities)</p>	<ul style="list-style-type: none"> ❑ High priority - Short – medium - Short & ongoing - Medium - Ongoing ❑ Medium priority - Ongoing - ❑ Medium priority - Ongoing

Strategic priority set E	Key areas for intervention	Primary responsibility <i>(key drivers and implementing agencies)</i>	Prioritisation <i>(high medium) & timing (short, medium & long)</i>
Inter governmental and agency co-ordination and communication	<ul style="list-style-type: none"> ❑ Appropriate structures to facilitate communication between: - National, provincial, local government - Transport agencies (e.g. Metrorail and NPA) - Provincial departments 	<ul style="list-style-type: none"> ❑ Driven by Province incorporating all relevant bodies e.g.: - National, & local government - Transport agencies (e.g. SANRCC/Metrorail and NPA) - Provincial departments 	<ul style="list-style-type: none"> ❑ High priority - Ongoing - Ongoing - Ongoing

Strategic priority set F	Key areas for intervention	Primary responsibility <i>(key drivers and implementing agencies)</i>	Prioritisation <i>(high medium) & timing</i> (short, medium & long)
Economic empowerment (BEE), skills development and job creation	<ul style="list-style-type: none"> □ Addressing the challenges and requirements for social and economic transformation e.g.: - Economic empowerment (BEE) - Skills development and transfer - Job creation (including work opportunities) 	<ul style="list-style-type: none"> □ Driven by all government structures (National, provincial , local government) - Commitment and support from private sector (business and industry) 	<ul style="list-style-type: none"> □ High priority - Ongoing

ATTACHMENT III:

Tables providing summaries of the Provincial Department of Transports overall strategic goals/objectives, and the strategic goals/objectives for each of the priority programmes.

Table 1: Department of Transport Strategic Goals (overall)

STRATEGIC GOAL 1: Public Transport: Enhancing the mobility of all communities particularly those currently without or with limited access
STRATEGIC GOAL 2: Creation of work opportunities and skills development
STRATEGIC GOAL 3: Black economic empowerment: Providing access and opportunities to all communities with a bias towards the previously disadvantaged
STRATEGIC GOAL 4: Infrastructure delivery: To provide infrastructure to promote economic and social development in the province
STRATEGIC GOAL 5: Departmental transformation: To achieve representative at all levels, as well as meaningful empowerment and development
STRATEGIC GOAL 6: 2010 World Cup: The co-ordination of infrastructure investment and integration of public transport facilities in preparation of the 2010 World Cup

Table 2: Strategic Objectives for Programme 2: Public Works

<p>STRATEGIC GOAL 1: Infrastructure delivery: To manage, develop, construct and maintain infrastructure in terms of the provincial strategic accommodation and infrastructure plan in order to optimise the social, financial, developmental and environmental return on the provincial property portfolio.</p> <p>STRATEGIC OBJECTIVES:</p> <ul style="list-style-type: none">• To improve relations with client Departments, by concluding service level agreements with them.• To reduce asset poverty through optimal provision, maintenance and management of the provincial property infrastructure• To deliver infrastructure on time and cost effectively• To improve internal and external communication.• To implement the Expanded Public Works Programme through the building preventative maintenance programme• To implement labour intensive construction activities on site.• Assist in the co-ordination of the infrastructure planning and development for the 2010 World Cup.• Acquire land and infrastructure to develop and provide accommodation for our provincial client departments• Evaluate each and every property for highest and best use and if not, dispose of or first ennoble or re-use for another function or disposed for socio-economic or economic purpose.• Acquire land and buildings in both rural and urban areas for development or use by provincial client departments• Provide accommodation for provincial client departments in terms of the SPIAP and other provincial strategies.• Ensure full compliance with Occupational Health and Safety, Construction Industry Development and Building Industry Bargaining Council regulations.
<p>STRATEGIC GOAL 2: Job creation and skills development</p> <p>STRATEGIC OBJECTIVES:</p> <ul style="list-style-type: none">• To utilise competent and skilled service providers.• Dispose of and/ or re-use redundant or superfluous properties to allow job creation and poverty alleviation.• Implementation of EPWP through the preventative maintenance programme and the conventional contracts awarded to contractors.• To equip EPWP beneficiaries to become skilled artisans within the built sector.• To secure the co-operation of the private sector and other organs of state in equipping EPWP beneficiaries within the built sector.• To purchase proudly South African products and services for purposes of creating indirect jobs within South Africa.
<p>STRATEGIC GOAL 3: Black economic empowerment</p> <p>STRATEGIC OBJECTIVES:</p> <ul style="list-style-type: none">• To facilitate the empowerment and participation of HDI in the mainstream built environment.• Dispose properties in terms of the White Paper on the Management of Provincial Properties and the disposal policy as approved by Cabinet.
<p>STRATEGIC GOAL 4: Departmental transformation</p> <p>STRATEGIC OBJECTIVES:</p> <ul style="list-style-type: none">• To establish a competent, empowered, and representative personnel complement.• To secure assistance of built sector professionals who are prepared to transfer skills and subscribe to departmental developmental ethos.

Table 3: Strategic Objectives for Programme 3: Roads Infrastructure

<p>STRATEGIC GOAL 1: Infrastructure delivery: Promote and facilitate iKapa Elihlumayo through provision of road infrastructure</p> <p>STRATEGIC OBJECTIVES:</p> <ul style="list-style-type: none"> • Appropriate transport legislation • Co-ordinated planning through Integrated Transport Plans (ITP's), Integrated Development Plans (IDP's) and the Strategic Infrastructure Plan (SIP) • Well planned, designed, constructed and maintained provincial road network • Promote co-operative governance • Maximization of work opportunities and skills transfer in terms of the Expanded Public Works Programme • Sufficient funding for infrastructure
<p>STRATEGIC GOAL 2: Black economic empowerment and SMME development</p> <p>STRATEGIC OBJECTIVES:</p> <ul style="list-style-type: none"> • The growth and development of PDI's in the road construction and maintenance industry
<p>STRATEGIC GOAL 3: Creation of work opportunities and skills development</p> <p>STRATEGIC OBJECTIVES:</p> <ul style="list-style-type: none"> • Increased labour intensity in contracts • Development of engineering and other skills through bursaries, learnerships and mentoring.
<p>STRATEGIC GOAL 4: 2010 World Cup: The co-ordination of infrastructure investment and integration of public transport facilities in preparation of the 2010 World Cup.</p> <p>STRATEGIC OBJECTIVES:</p> <ul style="list-style-type: none"> • Co-ordinated transport planning

Table 4: Strategic Objectives for Programme 4: Public Transport

<p>STRATEGIC GOAL 1: Public Transport - Improved mobility of all communities</p> <p>STRATEGIC OBJECTIVES:</p> <ul style="list-style-type: none"> • Safer public transport vehicles, facilities and operations through user surveys and statistical analysis of incidents and accidents. • More affordable and accessible public transport through modal integration and subsidy transformation and infrastructure provision. • Job creation and empowerment of the public transport industry. • Promotion of non-motorised transport and universal accessibility. • Building capacity within the branch. • Improved communication with all role players and institutions and the marketing of public transport in order to increase patronage. • To co-ordinate tourism transport in order to improve services.
<p>STRATEGIC GOAL 2: 2010 World Cup: Integration of Public Transport facilities and services in preparation of 2010 World Cup</p> <p>STRATEGIC OBJECTIVES:</p> <ul style="list-style-type: none"> • Co-ordinated Public Transport planning • Roll-out of intelligent transport systems (ITS) measures • Provision of integrated Public Transport for the 2010 World Cup • Black Economic Empowerment and job creation

Table 5: Strategic Objectives for Programme 5: Traffic Management

<p>STRATEGIC GOAL 1: Maximise the opportunities for the generation of income</p> <p>STRATEGIC OBJECTIVES:</p> <ul style="list-style-type: none"> • Collection of arrear licence fees • Inspections at Vehicle Testing Stations and Driving Licence Testing Centres
<p>STRATEGIC GOAL 2: Managing and monitoring the Road Traffic Act to create a safe operating environment on the Provincial transport network</p> <p>STRATEGIC OBJECTIVES:</p> <ul style="list-style-type: none"> • Implementing and managing processes through the e-NaTIS • Empowering the Compliance Monitoring Unit for Driving Licence Testing Centres (DLTC's), Vehicle Testing Stations (VTS's) to undertake investigations • Enforce overload control at all nine weighbridge stations • Improvement of traffic safety through safety audits and identification of high accident locations

Table 6: Strategic objectives for Programme 6: Community based programmes

<p>STRATEGIC GOAL 1: - Infrastructure delivery: Community Development through Infrastructure Upgrade</p> <p>STRATEGIC OBJECTIVES:</p> <ul style="list-style-type: none"> • Road Safety – construction of pedestrian walkways and bicycle pathways • Access roads – linking of communities to existing surface road network • Upgrading of community primary routes used by public transport services • Participation of community in project planning
<p>STRATEGIC GOAL 2: - Black Economic empowerment</p> <p>STRATEGIC OBJECTIVES:</p> <ul style="list-style-type: none"> • To engage local small and medium enterprises • Development of youth in construction management processes within the built environment • Assist black enterprises to secure service provision contracts through the contractor development programme
<p>STRATEGIC GOAL 3: - Job creation and skills development</p> <p>STRATEGIC OBJECTIVES:</p> <ul style="list-style-type: none"> • Co-ordinate the provincial EPWP monitoring process • Create work opportunities within community based projects • Provide worker exit strategy including learnerships, ABET training, job placement and personal development plans • To increase the number of work opportunities in a project through empowerment impact assessment

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