



Transport & Public Works

PROVINCIAL GOVERNMENT | WESTERN CAPE



Strategic Directive:

Provincial Strategic Objective:

Moving the Western Cape Forward -
Increasing access to safe and efficient transport

Department of Transport & Public Works	Provincial Cabinet
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Glossary: Terms/Acronyms

Term/Acronym	Meaning/Explanation
AADTT	Average Annual Daily Traffic
ACSA	Airports Company of South Africa
CCT CBD	City of Cape Town Central Business District
DORA	Division of Revenue Act
DTPW	Department of Transport and Public Transport
FLSO	Floating Production & Offloading Vessels
GABS	Golden Arrow Bus Services
GDP	Gross Domestic Product
GDS	Growth and Development Strategy
HDI	Historically Disadvantage Individual
ICT	Information Communication Technology
IDP	Integrated Development Plan
IGR	Inter Governmental Relations
IRT	Integrated Rapid Transport
ITP	Integrated Transport Plan
ITSG	Integrated Transport Steering Group
LCV's	Longer Combination Vehicles
MEC	Member of the Executive Committee
MTEF	Medium Term Expenditure Framework
NLTA	National Land Transport Act, 2009
NLTTA	National Land Transport Transition Act, 2000
NPA	National Ports Authority
PDI	Previously Disadvantage Individual
PIP	Port Industrial Park
PLTF	Provincial Land Transport Framework
POLB	Provincial Operating Licensing Board
PRASA	Passenger Rail Agency of South Africa
PTM	Provincial Top Management
RISFSA	Road Infrastructure Strategic Framework of South Africa
SANRAL	South African National Road Agency Limited
SAPS	South African Police Services
TTT	Technical Task Team

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A. Purpose

This Technical Task Team will investigate, address, and develop an appropriate transversal multi-functional programme plan for the Strategic Objective of Moving the Western Cape Forward – Increasing access to safe and efficient transport in support of the Provincial Government goal of creating an open opportunity society for all in the Western Cape.

B. Background / Status Quo

Introduction

The need to focus on Safe and Efficient Transport

1. Transportation, both public and private, is a primary structuring component of the built environment. On the one side, transportation must provide efficient service for the movement of people and goods, while on the other, transport should be one of the components of the Province that is physically and functionally integrated with other activities and services.
2. The relationship between a transportation system as a service function and all other activities (economic, social, quality of life, recreation, etc) is very complex and seldom adequately understood. In the four levels of transportation planning and operation, two levels – individual projects and modal systems – are usually completed competently and efficiently. However, co-ordination amongst modes, as well as relationships between transportation and other activities, is seldom satisfactory.
3. As a result, the delivery of safe and efficient integrated transport has been identified as a strategic priority in the Western Cape Province, in order to ensure that the goal of equal opportunities for all is achieved. Infrastructure for transportation remains the largest single investment in the Western Cape. The alignment of resource allocation, in its broadest sense, is critical to optimise the scarce resources that exist within not only the Province, but the country as a whole.
4. For the purposes of the strategic objective of achieving safe and efficient transport, it must be accepted that all modes of transport are covered i.e. from road, rail, aviation and maritime, to the movement of both goods and people. Integration in this context does not only refer to the integration of modes within public transport.
5. At present, important economic and social trends shape the transport dispensation. These include:
 - A significant shift from rail freight to road freight, due to a decline in rail service efficiency and challenges with intermodal changes associated with rail;
 - A dramatic growth in exports over the last decade, due to globalization and political transformation in South Africa opening new markets;
 - An increase from 5% to 20% in the percentage of exports that constitute manufactured products; and

- Government's policy aimed at ensuring economic opportunity for all citizens, coupled with its policy to provide basic personal mobility for all, driving the demand for personal mobility, particularly public transport requirements.
6. In addition, transportation inefficiencies have significant negative impacts on the economy, society and the environment. These include, for example:
- Congestion, particularly through increasing private car usage in the City of Cape Town, causing a loss of millions of Rands to the provincial economy;
 - A contribution of over 50% of the atmospheric emissions in cities, the highest source of pollution; and
 - Severe social impacts through:
 - High traffic accident rates with significant pedestrian involvement (close to 50%), thereby increasing the burden on hospitals, medical and social services and loss of productivity to the economy;
 - High cost of transport, particularly for marginalised communities, due to commuter travelling distances and the lack of an adequate integrated public transport system; and
 - Safety and security problems within the public transport system networks
 - Limited access for persons with special needs to transport and the associated infrastructure, further isolating already vulnerable individuals in communities;
 - Increasing backlogs in maintenance of transport infrastructure; and
 - Institutional arrangements not formalised to assist in co-ordination and delivery on an integrated transport mandate, including the fragmentation of functions relating to transport safety.
7. In most cases, for a transport system to be considered to be efficient, it must satisfy the following general requirements:
- Provide service to all areas where there is a need for transportation;
 - Be available to all groups of people, in the city, suburbs and rural areas, to all age categories, all economic groups, to most categories of persons with disabilities, etc;
 - Provide local access to long-distance terminals such as airports, ports, railway stations and public transport interchanges, as well as interchanges with freeways;
 - Satisfy travel volume requirements, particularly to areas of major activity concentration;
 - Have satisfactory performance (eg speed, safety, reliability, comfort);
 - Involve reasonable costs and be properly priced;
 - Provide for the efficient movement of goods and deliveries throughout urban and rural areas, inter-modal facilities, and nodal points;
 - Provide facilities and services that are efficiently incorporated with a human-orientated urban environment, accommodating the specific needs of residential, business, shopping areas, historic objects, attractive sights, street life, etc;
 - Stimulate the creation of desirable urban developments and forms;
 - Sustainable resource management and use; and
 - Have low negative side effects.

The Constitutional and Legal Mandate

Constitutional Mandate:

8. In terms of Schedule 4A of the Constitution, the following areas relating to transport are Functional Areas of Concurrent National and Provincial Legislative Competence:
 - Airports other than international and national airports;
 - Public transport;
 - Roads traffic regulation;
 - Vehicle licensing.

9. In terms of Schedule 5A of the Constitution, the following areas relating to transport are Functional Areas of Exclusive Provincial Legislative Competence:
 - Provincial planning;
 - Provincial roads and traffic.

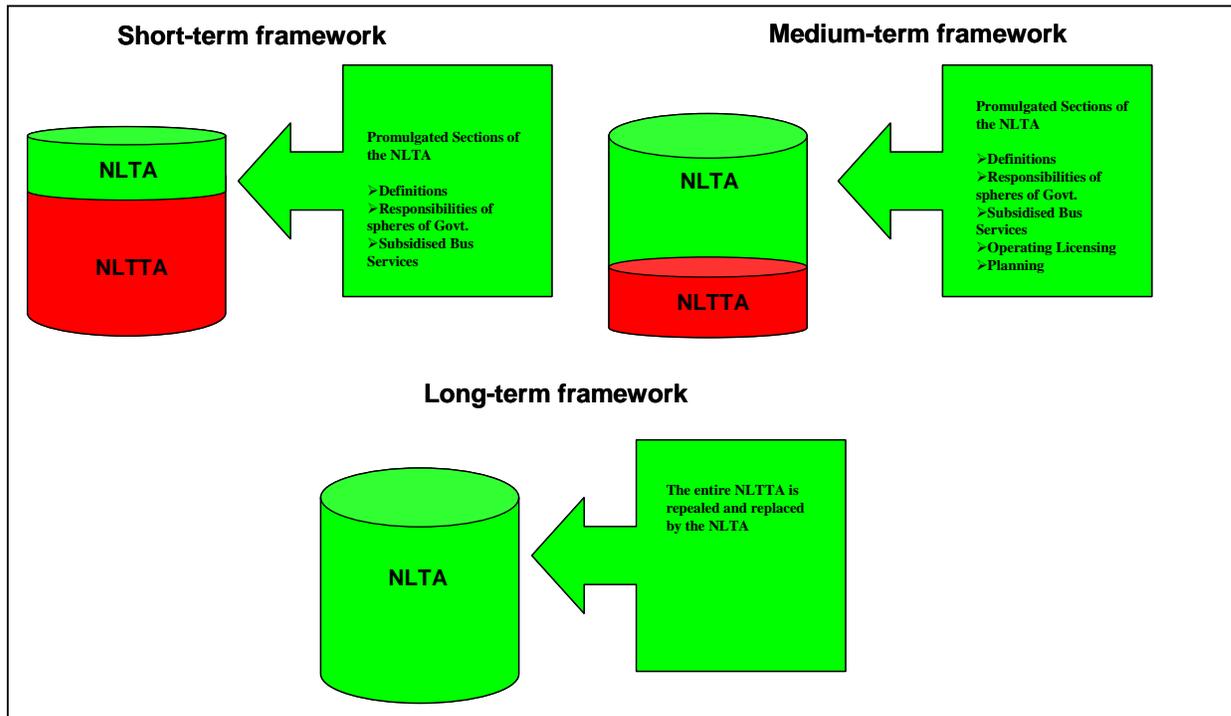
10. According to section 156 (1) of the Constitution, “A municipality has executive authority in respect of, and has the right to administer –
 - (a) The local government matters listed in Part B of Schedule 4 and Part B of Schedule 5;”

11. These matters are as follows:
 - SCHEDULE 4:
 - Municipal airports;
 - Municipal planning;
 - Municipal public transport;
 - Pontoons, ferries, jetties, piers and harbours, excluding the regulation of international and national shipping and matters related thereto.
 - SCHEDULE 5:
 - Municipal roads;
 - Street lighting;
 - Traffic and parking.

12. Structures have been put in place from a national perspective to deal with the issues of concurrency i.e. the MINMEC and Committee of Transport Officials (COTO) forum, with concomitant sub-structures.

Legislative Mandate:

13. The legislative environment is currently in flux, with a transition taking place between the National Land Transport Transition Act, 2000 (Act 22 of 2000) (NLTTA) and the National Land Transport Act, 2009 (Act 5 of 2009) (NLTA). The NLTA was made effective during December 2009, however substantial transition from the NLTTA to the NLTA environment is still required.



National Land Transport Act, 2009 (Act 5 of 2009)

14. The key responsibility of the National Department of Transport in matters of transport is clearly spelt out in several pieces of legislation, the most notable of which is the National Land Transport Act, 2009 (NLTA).

15. The provincial sphere of government is responsible for:

- the formulation of provincial transport policy and strategy, within the framework of national policy and strategy;
- planning, co-ordination and facilitation of land transport functions in the province, and preparing the Provincial Land Transport Framework in terms of section 35 of the Act;
- co-ordination between municipalities with a view to ensuring the effective and efficient execution of land transport in the province and promoting provincial legislation with a view to promoting the object of this Act;
- liaising with other government departments in the national and provincial spheres with responsibilities that impact on transport and land use planning issues, and bringing together key players;
- ensuring that municipalities that lack capacity and resources are capacitated to perform their land transport functions;
- building capacity in municipalities to monitor the implementation of this Act;

- ensuring implementation of the provincial integrated development strategy and public transport strategy, with due attention to rural areas, with the focus on less capacitated municipalities or those that do not fulfil their responsibilities in respect of transport service delivery, either by direct implementation or assistance under paragraph (v); and
 - performing the other provincial functions assigned to the MEC in terms of this Act.
16. The NLTA provides for a planning framework across all three spheres of government. These plans are as follows:
- National Level: National Land Transport Strategic Framework;
 - Provincial Level: Provincial Land Transport Framework;
 - Local Level: Integrated Transport Plan which encapsulates the Current Public Transport Record, Operating Licence Strategy, Rationalisation Plan (where there are subsidised services), and Public Transport Plan.
17. The NLTA provides for the assignment of functions to the local sphere of government, should it be approved by the Minister. The Operating Licence function and the contracting authority function may be assigned to municipalities that are competent to administer the function. A prerequisite for this to be achieved, is the building and maintaining of partnerships with key stakeholders.

Public Roads

18. In so far as public roads are concerned, national, provincial and local governments are responsible for roads within their area of responsibility, transport planning and regulation in terms of the framework set out by the Act. They are responsible for traffic management and road safety in terms of the relevant Road and Traffic Acts. The Western Cape relies on the former Cape Roads Ordinance (No 19 of 1976) to regulate public road matters.
19. The DTPW is still responsible for all aspects related to provincially proclaimed roads and all municipal rural roads outside the urban parts of both district and local municipalities. This function is still being performed by the department despite the current wall to wall municipal boundaries. The DTPW is also responsible for the planning, design, construction and maintenance of all regional roads in the province. This division of responsibilities also includes parts of national roads from the point of entry into the provincial cities and towns where the Province assumes responsibility. Although the district municipalities are legally authorised to take care of rural roads within their areas of jurisdiction, the majority of them still do not have the capacity to perform this function. As a result, the department has entered into an agency agreement with most of the district municipalities for the maintenance of the gravel roads.
20. Local municipalities are currently responsible for urban streets within the built-up urban societies. Given the jurisdictional complexities within the Province, the district municipalities are by and large only playing a co-ordinating role while the funding towards municipal roads is done directly by the Province. The situation is somewhat different in the City of Cape Town. Here there is some collaborative relationship between the province and the City whereby certain divisions of powers and functions have been agreed upon with regard to the municipal roads function.

21. The Road Infrastructure Strategic Framework of South Africa (RISFSA) provides guidelines for the redefinition of the country's road network. It provides a technical guideline to assist road authorities such as the Provincial Department to reclassify existing road networks to that prescribed by RISFSA. Importantly, the RISFSA road classification system is functionally based, and hence determines the significance of roads within a network. It considers the importance of the road in the network and its contribution to achieving the economic and social objectives of the country. The key strategic aim is to ensure that the entire national network is delivered and maintained in an integrated manner. The reclassification process consists essentially of a three-stepped process:

- Step 1: Reclassification using the RISFSA classification guidelines.
- Step 2: Use additional operational, geometric, and traffic characteristics for the various classifications if Step 1 is not clear. If the classification is still in doubt, Step 3 can be used;
- Step 3: It consists of a spreadsheet model that can be used to assist in the reclassification process.

Rail Services

22. Rail is a sole responsibility of the national sphere of government. It is governed by the Succession Act, which establishes the role and responsibility of the Passenger Rail Agency of South Africa, as well as Metrorail and Intersite.

Law enforcement

23. Law enforcement falls within each sphere of government – from the SAPS at the national level, to the provincial traffic police and municipal traffic and police services at the local level. Legislation governing transport law enforcement includes the National Road Traffic Act, as well as the NLTA which provides for dedicated law enforcement for public transport.

Agreements Governing Transport

24. In addition to the constitutional and legislative mandates, there are agreements which have been entered into which further define the transport realm. Two are outlined briefly:

- Interim Contract with Golden Arrow Bus Services;
The operation of the subsidised public transport services in the City of Cape Town is through a contract with Golden Arrow Bus Services (GABS). Originally this contract was with the National Department of Transport who were therefore responsible for administering said contract, while the Province was appointed as an agent to administer the subsidy funds to the operator. This contract has now been ceded to the Provincial Department of Transport and Public Works who is therefore the contracting authority for services in the Province. Even though the subsidy funds are still budgeted by the national department, the Province is now fully responsible for ensuring that the services are provided appropriately and that the funds are administered accordingly.

This is reiterated within the Public Transport Operations Grant Framework contained within the Division of Revenue Act (DORA) which requires the Provincial Department to fulfil specific responsibilities with respect to the subsidised service contracts.

- Heads of Agreement;

This agreement is one which has been negotiated between government, the labour unions and the bus operators. It places certain onuses on the contracting authority, to ensure that vehicles have been roadworthied, etc. This agreement is currently being renegotiated by all parties.

National Land Transport Strategy

25. The National White Paper has not been amended to reflect any of the changes to the previously approved policy decision on the roles of the various spheres of government which have since been reflected in the NLTA.

The Role of Integrated Transport in the context of Government's policy environment

26. The Provincial Government has an objective to create the conditions for sustainable economic and employment growth. This means that accelerated economic growth must directly respond to the following provincial development challenges:

- Improving regional competitiveness through lowering the reproductive costs of labour (eg cheaper transport) and the input costs of business (eg cheaper ICT or energy services);
- Economic participation and empowerment through equitable distribution of assets, skills, opportunities and services;
- Spatial integration and urban restructuring;
- Improved environmental quality through minimising negative resource impacts and safeguarding environmental assets;
- Improved quality of life, human well-being and social cohesion; and
- Enhanced good governance.

27. In total, ten strategic objectives have been approved by the Provincial Government. Increasing access to safe and efficient transport as a strategic objective of the Provincial Government, supports the achievement in one way or another of each and every other strategic objective. This is shown in the table below:

STRATEGIC OBJECTIVE	By increasing access to safe and efficient transport we will:
Maximising economic and employment growth	<ul style="list-style-type: none"> ➤ Create opportunities for employment through infrastructure delivery and maintenance ➤ Support economic growth through capital investment ➤ Increase employment within transport services as they will be operating more formalised services ➤ Allow people in rural areas to access opportunities in towns and the cities through regular transport services

	<ul style="list-style-type: none"> ➤ Support industry development which is required to support transport – possible new services and systems linked to rail, maritime and aviation
Improving school education outcomes	<ul style="list-style-type: none"> ➤ Enable learners to access education facilities, participate in extra-mural activities
Maximising health outcomes	<ul style="list-style-type: none"> ➤ Enable patients to be able to access health facilities ➤ Enable family and friends to visit loved ones at health facilities ➤ Reduce the burden of disease through fewer road accidents ➤ Improving the health and well-being of our communities through promoting non-motorised transport
Reducing crime	<ul style="list-style-type: none"> ➤ Increased and improved law enforcement of the transport system with dedicated focus on public transport operations
Optimising human settlement integration	<ul style="list-style-type: none"> ➤ Providing the necessary transport linkages – both road and rail – public and private ➤ Promote non-motorised transport – pedestrian and cycle paths leading to more liveable towns and cities
Maximising sustainable resource management and use	<ul style="list-style-type: none"> ➤ Public transport will require energy efficient vehicles to be operated ➤ Emissions of public transport vehicles will be monitored through contractual targets ➤ Increase the volume of freight moved by rail as opposed to road transport ➤ Provide viable alternatives for people to move from private transport to public transport thereby reducing emissions, and congestion
Increasing social cohesion	<ul style="list-style-type: none"> ➤ Allow people to move freely within the Western Cape and within the town or city, thereby supporting integration of communities ➤ Providing access to sporting and cultural events and locations
Reducing poverty	<ul style="list-style-type: none"> ➤ Individuals who require government grants can access them at a reasonable cost
Clean, value-drive, efficient, effective and response government	<ul style="list-style-type: none"> ➤ Allow citizens to access government services ➤ Allow citizens to participate in consultation processes organized by government

28. Provincial Government recognises its position in terms of being a key member in creating partnerships, thereby being a key facilitating, partnering and collaborative agent through the targeting of its fixed investment and development spend. Public spend is therefore a key mechanism to achieve higher GDP growth as it guides private investment decisions and facilitates social and economic spin-offs.

29. Given this context, integrated transport and investment in all the elements combining to form an integrated system, can leverage substantial benefits to overcoming many of the development challenges in the Province. Substantially improved public transport will reduce the input cost of labour for business, empower our communities to access opportunities, allow people the freedom to move at affordable cost to areas where there are economic opportunities, and improve the quality of life of our citizens as they spend less time travelling from home to work. In addition, the development of transport systems and services can be used as a direct tool to restructure the urban fabric to one to which is spatially integrated and allows communities to be cohesive rather than divisive.

30. However, integrated transport is not only investment in improving public transport, but improving our road network and reducing maintenance backlogs, ensuring that the ports and airports operate at optimum levels so that business is not

hampered. Further, investing in the infrastructure and transport services required, stimulates other sectors of the economy, thereby providing opportunities for growth and job creation. Although socially and economically, a focus on integrated transport is completely justifiable, it is even more justifiable due to the substantial sustainable environmental benefits which are accrued with a correct focus on this important structuring element of our society.

31. Rail as a mode of transport is touted as the backbone of the system when speaking about public transport, but has lost its place as the key underlying system for freight movement. Rail corridors structure the spatial layout as they in general, divide rather than join communities and areas. Notwithstanding, supporting investment in key rail corridors provides a more efficient mode of transport from an energy and air quality perspective than road transport.

Status Quo of Transport in the Western Cape

32. A substantial amount of planning has already been undertaken to guide the delivery of transport, although there is a requirement to ensure that these plans are aligned, synchronized and implemented. From the vast amount of research and work that has been done, the following information serves as a basic background to the status quo of transport in the Western Cape. The status quo captures issues with respect to freight, ports, air passenger transport and public transport being rail, minibus taxi, bus and non-motorised.
33. Investment and focus on transport is required given the global economic climate within which the country and the province currently finds itself. Globally, infrastructure investment is considered necessary to keep the economy ticking over.

Freight

34. South Africa is far from its global markets. The four largest export partners (the UK, USA, Germany and Japan) account for 33% of exports. Many of the regions against whom South Africa competes, such as South East Asia, Eastern Europe, and South America are closer to these markets. The geographic disadvantage is exacerbated by the fact that Gauteng, which is the dominant manufacturing hub, is located some 600 km or more from the major ports. Moreover, the logistics systems required to support the shift to a manufacturing and service economy have, for a number of reasons, failed to keep pace with changes in the national economy. This reduces South Africa's competitiveness and growth potential, and as a result, government intervention is necessary. By ensuring that the freight logistics system is efficient and reliable, logistics costs, which currently account for 14,7% of GDP and are well above the global average, will be driven down.
35. In the provincial context some overall characteristics of freight logistics include:
 - The Cape Town-Johannesburg corridor accounts for over 19 million tons of goods, of which 10% is export oriented and about 85% transported by road;
 - The provincial freight profile has an emphasis on perishable agricultural exports, which places increased demands on performance; and

- There is a growing concern about the lack of rail performance resulting in excessive road freight traffic and capacity limitations on the corridor infrastructure.

Key freight corridors

36. There are three key road corridors within the Western Cape which are deemed to be of national importance with respect to the movement of freight. These are the N1, N2 and N7. However, within the province other road links are as important when considering the need to move goods from areas of production to areas of manufacturing and/or consumption.

37. The key freight corridors include the following:

- The Cape Town-Gauteng Corridor (the N1) accounts for over 19 million tons of goods. This corridor has two distinct sections, namely:
 - The N1 Beaufort West-Paarl has an average annual daily traffic (AADT) volume of approximately 3 219 vehicles. AADT refers to light vehicles only, and the average annual daily truck traffic (AADTT) is 1 180 vehicles of which 73% are longer combination vehicles (LCVs);
 - The N1 Paarl-Cape Town has significant amounts of light vehicle traffic from as far out as Paarl (AADT 45 584 at Kraaifontein). LCV traffic amounts to approximately 3 936 AADTT at Kraaifontein (33% of heavy goods vehicles), but increases to an AADTT of 5 565 at a point approaching the Milnerton-Port grade separation. At this point, light vehicle AADT is 68 565 and the combination of light and heavy goods vehicle traffic causes a daily traffic jam from 06h00 to 09h30. This is the worst congested freight traffic route in the Western Cape.
- The N2 Corridor (Somerset West-Cape Town) has light vehicle AADT of approximately 90 000 vehicles per day and is almost entirely congested from Langa to Mowbray from 06h00 to 09h00 each day. The heavy goods vehicles in the traffic stream are mainly small, rigid vehicles (54%) and articulated combinations (41%), with only 5% of all traffic being LCVs. This suggests minimal long distance traffic on this route;
- The N7 Corridor (Malmesbury-Cape Town), once clear of the Cape Town Metropole, has an AADT of approximately 6 091 vehicles and a heavy goods vehicle AADTT of 917, reflecting a relatively light utilisation level.

Roads

38. The Western Cape Provincial road network comprises of 16 673 km proclaimed provincial roads, of which 36% (6 074 km) are surfaced roads and 64% are unsurfaced roads (9 996 km of gravel roads and 603 km of earth roads). In addition, there is some 15 000 km of minor unsurfaced roads in the Province. The estimated asset value of the surfaced road network was R 40 billion in 2008.

39. Roads are designed for a normal lifespan of 25 years. About 70 per cent of the surfaced network in the Province is already older than this. This not only places a serious maintenance burden on the road authority but also detrimentally affects road safety because of design standards inappropriate for the nature of the traffic on the roads. Roads and

bridges are assets that have to be managed and maintained like all other assets and this includes planning to renew or replace an asset when it reaches the end of its economical lifespan.

40. It indicates that in 2009 88% of gravel roads have a condition ranging from fair to very poor, whilst 15% of the surfaced roads are in a poor to very poor condition. The steady rate of decline in gravel road condition over the recent years is attributed to the rapid gravel-loss experienced due to increasing traffic loads, in the face of the shortfall in maintenance funds, this resulting in a net annual growth in rural road maintenance backlogs.
41. Traffic counts show an increase in vehicle kilometres travelled. Where an average annual growth rate of 3 per cent was noted in the 1990's, traffic growth on our roads has now grown to approximately 4 per cent per annum. An estimated 18.0 million vehicle kilometres are travelled on the Province's road network every day of which about 95 per cent is travelled on the surfaced network.
42. The total capital maintenance and rehabilitation backlog attached to the road network is estimated at R 5.465 billion (2009). The average 5-year capital fund allocation required to meet current standards is calculated at R 1.875 billion per annum. The present capital budget for maintenance and rehabilitation is an average of R 800 million per annum over the MTEF period.
43. In order to minimise vehicle operating costs as well as minimize the loss of asset value, the required total annual funding level should be approximately R 2.8 billion. Compared to the required funding level, the average allocation over the MTEF period is R 1.720 billion per annum. The result is that the condition of the road network will continue to deteriorate and that the routine maintenance portion of the budget will grow and crowd out capital spending on rehabilitation and reconstruction.

Ports

44. The Western Cape has three ports of commercial significance, with the following focus areas:
 - The Port of Cape Town is a full service general cargo port, and caters for wide-ranging activities including container handling, liquid and solid bulk, break bulk commodities, fishing, ship repair, oil-rig maintenance, and occasional cruise liners. Major commodities handled include fruit, fish, petroleum, fertilizers and other agricultural products;
 - The Port of Saldanha focuses primarily on the export of iron ore and related products, and the import of bulk crude oil;
 - The Port of Mossel Bay maintains its former fishing activities, but now focuses significantly on activities related to Mossgas and oil/gas exploration, such as petroleum products and related industry maintenance.

Port of Cape Town

45. In general the physical infrastructure is outdated. In many aspects it no longer meets commercial stakeholders' evolving needs. While the port's infrastructure was initially of the highest standard, historical spatial and transportation

constraints, evolving shipping and handling methods, and new markets and cargoes all necessitate change. There has been little significant investment between the 1970s, when the Ben Schoeman Dock expansion was completed in 1994. The NPA therefore effectively faces a 20-year capital investment backlog. The situation is exacerbated by the fact that the cost of port infrastructure provision is high, and lead times are long.

46. In earlier times insufficient consultation and planning undoubtedly also contributed to the above situation. The NPA is increasingly adopting a more consultative, integrated approach and has developed a new national ports master plan.
47. The Port of Cape Town suffers from a sub-optimal layout of berths and facilities. Ports productivity is relatively low compared to international benchmarks, particularly with regard to containers. For example, the container-handling rate at Cape Town is less than 17 per hour during certain periods of the year, compared with the NPA target of 20 per hour and an international benchmark of over 25 per hour.
48. The continued development and expansion in areas surrounding the port is placing increasing pressure on facilities, in terms of available space, facility utilisation, traffic congestion, environmental aspects and aesthetic appearance. For example, the Syncrolift shiplift operations are constrained by Cape Grace Hotel activities.
49. Road congestion is a serious problem, due to poor access, and private hauliers frequently queue for hours in the port area. The fruit industry is particularly negatively impacted by congestion on the road transport infrastructure surrounding the port. Meanwhile under-utilised rail infrastructure within the port area could be better utilised for port-related business.
50. Marine fuel oil is currently stored at the tanker basin, and pumped to most berths via an ageing pipeline network exceeding 26km in length. Some of this pipeline is redundant and still filled with old product. This constitutes an environmental hazard. Furthermore, the port has very limited bulk liquid storage capacity relative to other ports.
51. Besides the suboptimal location of some repair facilities in the Victoria and Alfred area mentioned above, the ship repair industry suffers from a unique structural problem in that the private sector Directive has little control over the repair facilities, which are managed by the NPA. Consequently they cannot readily react to ship repair tenders, since they have limited control over the NPA facilities. The ship repair industry is meanwhile experiencing growing demand for services from the oil and gas industry, and potential exists to service the floating production storage and offloading vessels (FLSO) market.
52. Cruise liners need to be accommodated as a complementary service to tourism, but the current activity level of 30 vessels per annum is extremely low. Cruise liner visits are mostly transitory (24 hours), since Cape Town is not an “end-destination” and also does not constitute part of established cruise itineraries. Hence economic benefits are currently minimal.

53. The Port Industrial Park (PIP), formerly an Eskom power station, is currently under-utilised. It is ideally situated for port developments, lying adjacent to Duncan Dock berths 501-502, as well as the surrounding industrial areas. It is currently bounded by Marine Drive, the N1 and the Paarden Island port entrance. Transnet owns the large Culemborg site, which lies adjacent to the port and offers vast potential for a range of developments – in particular dedicated road and rail access to the harbour.
54. At national level, competition from an internal budgetary allocation perspective is problematic, as rival developments such as the Durban Container Terminal and the Richards Bay Coal terminal arguably receive greater priority.
55. It must be noted that Transnet has announced a programme for container terminal expansion at the Cape Town Port.

Port of Saldanha

56. Saldanha suffers from a similar historic backlog in terms of infrastructure development and upgrading for emerging market needs, except in relation to the iron ore-based industry. Given the growing demand from the offshore oil and gas industry, the old Moss gas construction site is being considered for development of facilities for offshore oil and gas industry fabrication and construction.

Port of Mossel Bay

57. Mossel Bay, too, requires infrastructure upgrading to handle emerging market needs – primarily oil and gas industry related.

Air Passenger Transport

58. South Africa has over 500 000 aircraft flights per annum, transporting over 21 million passengers. After Johannesburg, Cape Town International Airport has the most number of flights and passengers, with aircraft movements exceeding 60 000 in 2004. Air traffic has shown tremendous growth over the past few years, due to both increased international and local tourism and business travel. In 2005, the Airports Company of South Africa (ACSA) was predicting that the total number of passengers at Cape Town International would increase from 5 million in 2003, to 14 million by 2015. ACSA has recently developed a new masterplan for the Cape Town International Airport which has a tremendous impact on the surrounding road and rail transportation system.
59. Implementation of the road system and improved allowance for public transport servicing of the land-side of the airport is underway with allocated spaces for the Integrated Rapid Transport Service to be implemented by the City of Cape Town.

Public Transport

Passenger Rail

60. The Passenger Rail Agency of South Africa (PRASA) transports about two million people daily from 374 stations. In the Western Cape, commuter rail operates only in the City of Cape Town and parts of the Cape Winelands District Municipality. PRASA operates on 260 km of rail track, 14 rail service routes and 97 stations within the province.

Overall, 66 train sets operate during the morning peak period. In 2005, Metrorail was moving 601 940 passengers per day, including approximately 12 000 per day from the Winelands to the City on the Wellington line, and 6 000 per day on the Muldersvlei – Stellenbosch line.

61. Undoubtedly, the problems experienced within the rail service of safety and security on trains has led to a significant loss of patronage to road-based public transport, most of which has shifted to private cars in the more affluent communities (e.g. Southern Suburbs line) and minibus taxis in the less affluent communities (e.g. Cape Flats lines). Thus in 1982 about 45 million passengers travelled on the long-distance rail network per annum, but by 2001 this had dropped to 4,2 million per annum. Further, of the R29,7bn estimated total spend on transport by domestic and foreign tourists in 2003, only R0,75bn (2,5%) was spent on rail.

Minibus Taxis

62. The provincial minibus fleet is estimated to be in excess of 10 000 vehicles, excluding the internal township “tjorries”. A structural problem with the minibus industry is that it has largely evolved to suit the needs of operators and minibus taxi owners and their associations, rather than the needs of passengers. Accordingly, the services offered focus on high-volume lucrative routes and times of the day when income can be maximised. In addition, the industry is over-traded, resulting in intense competition based on control of routes and rights rather than a service- and cost-based customer choice. The competition for custom is a major contributor to the minibus taxi violence that has periodically surfaced in the province, and which creates fear and disruption for passengers.
63. In addition to competition between minibus operators, significant portions of the minibus taxi services operate in direct competition with subsidised scheduled bus and rail public transport services.

Bus Services

64. The scheduled bus services in the province, particularly in the metro, have declined dramatically over the past decade in terms of route coverage, frequency and quality of service. This has been largely due to the impact of increased competition from minibus taxis, which have provided a convenient alternative. Declining passenger numbers have impacted on profitability and the ability of the bus service to sustain routes and service levels.
65. An estimated 197 444 passenger trips a day are made on bus services in the Cape Metro area. The scheduled bus services currently offered in the area are provided on an interim contract basis by a private sector service provider, Golden Arrow.

Integrated Rapid Transport (IRT) roll-out

66. The City of Cape Town has given approval for the implementation of the first part of an Integrated Rapid Transport (IRT) System. It is intended that the initial phase will enable the City to meet the public transport requirements for the 2010 FIFA World Cup, while at the same time enabling it to leave a lasting legacy of improved public transport for the

future. Phase 1A is being supported through substantial road infrastructure upgrades, investment in vehicles, operational subsidy allocations and ITS investment.

Metered Taxi Services

67. Tourists and business visitors often use metered taxis to travel around the City of Cape Town, because they provide a personalised door-to-door service. At present, metered taxi operators are allowed to set their own tariffs and there is inadequate regulation of service quality standards.

Tourism Services

68. There are various types of services that specifically cater for the needs of tourists, and the number of operators offering such services has grown enormously over the past 15 years along with the development of tourism in the region. The basic type of service is the guided tour, where a group of tourists is met by a tour guide and transported as a group on an itinerary to various places of interest or entertainment.

69. According to the City of Cape Town ITP, 2009, the POLB records show that in 2004 there were 1699 active operating licenses for the “conveyance of tourists”, based in the Western Cape. These 1699 licenses were held by a total of 920 different operators. Records also show that there were 1676 active operating licences for the “conveyance of other”, which includes operators with multiple specified authorities. It is estimated that approximately half of these multiple authorities have the right to transport tourists in combination with other types of authorities. Thus there is probably approximately 2500 tourism transport vehicles in the Western Cape, with about 1500 based in Cape Town.

Non motorised transport (Pedestrian and cycle)

70. Traditionally pedestrian and cycle have not been fully recognised as important elements of a public transport system. Accordingly, infrastructure for pedestrians and bicycles has historically been neglected. Over the past few years the importance of these elements has been increasingly realised, as reflected in the current provincial and municipal mobility plans. The lack of adequate pedestrian infrastructure plays a role in the high pedestrian fatalities experienced in the province.

The Provincial Land Transport Framework (PLTF)

71. The initial PLTF was developed in 2005/06 and requires updating for approval by the MEC and the National Minister. This second PLTF is to cover a 5-year programme and include summaries of the municipalities’ Integrated Transport Plans.

How the Strategic Framework is Structured to Facilitate Focused Work

72. From a spatial-economy perspective, the Province functions with three regions, namely the Cape Town Functional Region, the South Cape and the Hinterland. From a transport planning perspective, it is important to link to municipal sphere jurisdictions, taking cognisance of the fact that transport does not stop at municipal boundaries ie roads and

transport services continue through boundaries with scant regard for the artificial jurisdiction which is placed thereon by officials to assist in managing the assets, resources and services.

73. In general, there are three main “corridors” in the Province i.e. the surrounding area focussed inwards on the N1, the N2 and N7. By ensuring that the transport intervention is focussed in this manner, the regional performance may be enhanced and the spatial integration called for by the various provincial objectives may be achieved.

Renewed Approach within Western Cape

74. The Provincial Government has increasing access to safe and efficient transport as one of the strategic objectives. The Department of Transport and Public Works has been identified as the Lead Department for this objective which is key to moving the Western Cape forward.

75. The development of this Strategic Directive is therefore in line with the adopted Provincial Strategic Process, accommodating the renewed approach.

76. *It must be noted that not all elements of the transport system are within the direct control of the provincial government. In fact, few are directly controlled by the Province and thus, the local and national spheres have a very large role to play in assisting the Provincial Government to achieve its vision. To this end, Province must set its vision and influence the numerous roleplayers and stakeholders to work together to achieve this vision.*

77. The Minister: Transport and Public Works has identified specific strategic thrusts for the lead department, which include Innovative Resourcing, Governance, Building Partnerships, Transport Infrastructure and Asset Management. These thrusts, if appropriately pursued, will contribute to achieving the required strategic goals and objectives through this strategic intervention.

78. The focus in the period 2010 to 2014 will be on improving public transport services in both the urban and rural areas of the Western Cape, promoting the use of appropriate modes for the movement of freight, increasing investment in transport infrastructure and reducing maintenance backlogs; improving transport safety; and developing the required institutional capacity at the necessary sphere of government to deliver on the various transport mandates, while creating and strengthening partnerships with all crucial stakeholders and roleplayers.

79. Furthermore, the main indicators for measuring progress made in the Western Cape, through a matrix delivery structure of priority programmes, given the complex institutional frameworks, for increasing access to safe and efficient transport are:

- Influencing parties in order to achieve a 13% modal shift from private to public transport by 2014 (meaning a 60:40 private:public transport split into the CCT CBD), through the promotion of improved rail transport; support to

integrated transport networks including the provision of rapid trunk routes for existing public transport services; and formalising the minibus taxi industry;

- Influencing parties in order to achieve a shift in contestable freight haulage from road to rail freight by 10% by 2014.
- Reducing the number of fatalities on the Western Cape Roads by 50% by 2014; and
- Reducing transport infrastructure maintenance backlogs by 16% by 2014.

Executive Summary:

80. Increasing access to safe and efficient transport has a critical role to play in ensuring that the Western Cape achieves its goals of creating an equal opportunity society for all. The success of this strategic objective is only achievable with the involvement and commitment of all parties in the process.

81. Short, medium and long-term objectives have been set for achievement through this strategic intervention. These are as follows:

- Objective 1: To maintain and improve frameworks for Integrated Transport coordination in the Province;
- Objective 2: To develop, manage, maintain, and review an overarching medium-term Provincial Land Transport Framework (PLTF) implementation plan. (This includes the Integrated Transport Plans Implementation Programme as required by PLTF Regulations);
- Objective 3: To facilitate and develop Provincial Modal Strategies, to influence the various relevant Stakeholders accountable for such Modes;
- Objective 4: To monitor, evaluate and review the Provincial Land Transport Framework;
- Objective 5: To manage the Integrated Transport Communication Plan.

82. In general, there are three main “corridors” in the Province i.e. the surrounding area focussed inwards on the N1, the N2 and N7. By ensuring that the transport intervention is focused in this manner, the regional performance may be enhanced and the spatial integration called for by the various provincial strategic objectives may be achieved.

C Institutional Framework

Mandate

83. The Provincial Cabinet has sanctioned the establishment of a Technical Task Team to develop the Strategic Objective of increasing access to safe and efficient transport.
84. The Department of Transport and Public Works has been appointed as the Lead Department, with key support from the Department of Community Safety, Department of the Premier and Provincial Treasury.
85. The Technical Task Team (TTT) is herewith immediately transformed into an Integrated Transport Steering Group (ITSG) to address the holistic approach required towards Transport.

Steering Group Scope

86. The scope of this Steering Group is to promote Integrated Transport transversal multi-functional programme deployment, implementation and management through partnership formation by:
- Tactical alignment to National interventions;
 - Focusing on the provincial priority areas;
 - Ensuring tactical alignment between District and Metro IDP's and ITP's;
 - Tactically supporting other strategic objectives, such as the Climate Change Strategy, Skills Development, Rural Development, Burden of Disease, Maximising economic and employment growth.

Exclusions

87. The Steering Group's scope of work will exclude functional specific responsibilities of Branches within the Department, other Provincial Departments and Stakeholders involved.

Steering Group Strategic Outputs

88. The Integrated Transport Steering Group Strategic Outputs are to ensure:
- Influencing parties in order to achieve a 13% modal shift from private to public transport by 2014 (meaning a 60:40 private:public transport split into the CCT CBD), through the promotion of improved rail transport; support to integrated transport networks including the provision of rapid trunk routes for existing public transport services; and formalising the minibus taxi industry;

- Influencing parties in order to achieve a shift in contestable freight haulage from road to rail freight by 10% by 2014.
- Reducing the number of fatalities on the Western Cape Roads by 50% by 2014; and
- Reducing transport infrastructure maintenance backlogs by 16% by 2014;
- Improve the modes, operations and infrastructure;
- Improve land use and sustainability;
- Improve the institutional structures, funding and policies; and
- Improve user perception through awareness and marketing.

Steering Group Constituency

89. The ITSG is constituted as follows:-

ITSG	
Lead Department	Department of Transport and Public Works
Chair	Asst EM: Strategic Planning, Integration & Co-ordination
Internal Members	EM: Provincial Road & Transport Management
	EM: Provincial Public Works
	EM: Client & Regional Services
	EM: Strategy, Planning and Co-ordination
	Dir: Communication
External Members: - National	Dir: Monitoring & Evaluation
	Representative of the Department of Transport
	Representative of the PRASA
	Representative of the SANRAL
	Representative of ACSA
External Members Provincial	Representative of Transnet
	Representatives from Department of:-
	• Agriculture
	• Community Safety
	• Economic Development and Tourism
	• Education
	• Environmental Affairs and Development Planning
	• Health
	• Local Government and Housing
	• Premier
• Provincial Treasury	
• Social Development	
Other Stakeholders	Executive Dir: Transport, Roads & Major Projects within City of Cape Town
	Managers responsible for Integrated Transport Plans from the District Municipalities of:
	• Eden
	• Karoo
	• Overberg
	• West-Coast
• Cape Winelands	
Secretariat	Department of Transport & Public Works: CD: Strategic Planning, Integration and Co-ordination, Dir: Strategic & Integrated Planning

Appointment of Members

90. The Steering Group member's appointments will encompass the following:-

- Representation
To be restricted to Senior- and Middle Management Managers (Salary Level 14 to 11, or Municipal equivalent);
- Appointment:
To be appointed by appointment letter from their respective Head of Department or Municipal Manager;
- Mandate:
Mandate the member with the necessary delegations to act on behalf of the said organisation;
- Performance:
To be incorporated within the Performance Agreement of the Member.

Provincial Steering Group Support:

91. The Chief Directorate Policy and Strategy (DotP) and such other components within that Department agreed upon by the said Chief Directorate will:-

- Support the Steering Group;
- Facilitate strategic alignment with all key policies, strategies and programmes;
- Support the development of integrated, multi-functional Provincial Programmes; and
- Co-ordinate the support by other DotP components.

92. The Directorate Strategic and Integrated Planning will establish a fulltime Secretariat for the Integrated Transport Steering Group.

93. The role of the Secretariat is as follows:

- To develop the Strategic Directive for the Steering Group;
- To develop, co-ordinate and revise the operational programmes for the Strategic Directive(s);
- To execute continuous co-ordination – and networking management within the Steering Group;
- The management, control, monitoring and reporting to the Steering Group;
- Providing professional, technical and administrative guidance/advice as required;
- Co-ordinate transversal research and analysis as requested by the Steering Group;
- Budget for the day-to-day functioning of the Steering Group; and
- Act as Secretariat for the Steering Group.

D Steering Group Strategic Goals and Objectives

Strategic Goal	To lead the provincial development and implementation of Integrated Transport within the Western Cape and promote Integrated Transport inter-governmentally and transversally.
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Strategic Objectives	Objective 1	<ul style="list-style-type: none"> To maintain and improve a framework for Integrated Transport co-ordination in the Province.
	Objective 2	<ul style="list-style-type: none"> To develop, manage, maintain, and review an overarching medium-term Integrated Transport Implementation Plan. <i>(This includes the Integrated Transport Plans Implementation Programme as required by PLTF Regulations)</i>
	Objective 3	<ul style="list-style-type: none"> To facilitate and develop Provincial Modal Strategies, to influence the various relevant Stakeholders accountable for such Modes.
	Objective 4	<ul style="list-style-type: none"> To monitor, evaluate and review the Provincial Land Transport Framework.
	Objective 5	<ul style="list-style-type: none"> To manage the Provincial Land Transport Framework. Communication Plan.

E Defined Method of Approach

94. The Steering Group will:-

- Provide a platform where the Provincial Government and its stakeholders, where applicable, can deal with the technical aspects of all cross-cutting issues as assigned to the Cabinet Implementation Cluster;
- Serve as a transversal cross-cutting issue specific planning platform where multi-functional planning of a cross-cutting nature, be planned, on behalf of the Cabinet Implementation Cluster;
- Serve as planning platform where representatives from the relevant National-, Provincial Departments and its relevant stakeholders can be brought together in a co-operative planning and implementing partnership around specific issues, within the context of its particular expertise and/or functional contributions to engage in multi-year programme design;
- Create an opportunity for co-operative planning to enhance the concept of public private partnerships.
- Utilise the Rational Portfolio Management System as Programme and Project software, linked to the Provincial Dashboard.

Management and Delegations of the Steering Group

95. The management processes and delegations to be adhered to, are as follows:-

- Chair of the Steering Group
The Chair of the Steering Group will be appointed by letter and accountable to the Head of the Department of Transport and Public Works.
- Accountability
 - The Chair of the Steering Group is accountable for the effective and efficient functioning of the Steering Group and the various Work Groups established and/or to be established.
 - The Chair and Members of the Steering Groups are further accountable for the effective and efficient functioning of the said Groups as follows:-
 - Achieving the Steering Group Scope, Strategic Outputs, Strategic Goal, Objectives and deliverables as stipulated in this Strategic Directive;
 - Functionally to their respective Head of Department;
 - Transversally to the Cabinet Implementation Cluster.
 - The Chairs of the various Work Groups established and/or to be established are accountable to the Steering Group for the effective and efficient functioning of such Work Group.
- Appointments
 - All appointments to the Steering Groups and various Work Groups will be in terms of Par 90 above;

- The Chairs of the Steering Group and various Work Groups will be held accountable that the correct appointment procedures are followed and record thereof be kept.
- Functioning of the Steering Group
 - Throughout the planning process, functional representatives must consult with their relevant functional principals to mandate committed outputs or projects.
 - Manage the inter-departmental operational programme, ensuring project alignment, scheduling, project implementation, risk management and unblocking;
 - Create / establish such Work Groups deemed necessary for the effective and efficient functioning of the Steering Group;
 - As agreed upon, report to the Cabinet Implementation Cluster and relevant Departmental Heads and/or equivalent; and
 - Appoint and / or co-opt additional members as and when required.
- Documentation:

All documentation requiring approval from the Cabinet Implementation Cluster will be forwarded through the Departmental Strategic Management Framework with specific reference to the:

 - Ministerial Top Management Meeting;
 - Departmental Top Management Meeting;
 - Departmental Senior Management Meeting.
- Removal of Blockages:

In the event of any blockages occurring in the effective and efficient functioning of the Steering Group the following unblocking process sequence should be followed:-

 - Internally:-
 - Between Members of the Steering Group and Work Groups;
 - Within Stakeholder Organisations represented in the Steering Group (with the assistance of the Chief Directorate: Policy Implementation, DotP); and various Work Groups;
 - Through the Departmental Strategic Management Framework;
 - The Heads of Departments through the PTM;
 - The Heads of Departments, collectively through the Cabinet Implementation Cluster;
 - The Cabinet Implementation Cluster through the Cabinet; and
 - The Premier through the IGR – structures.
- Approval process

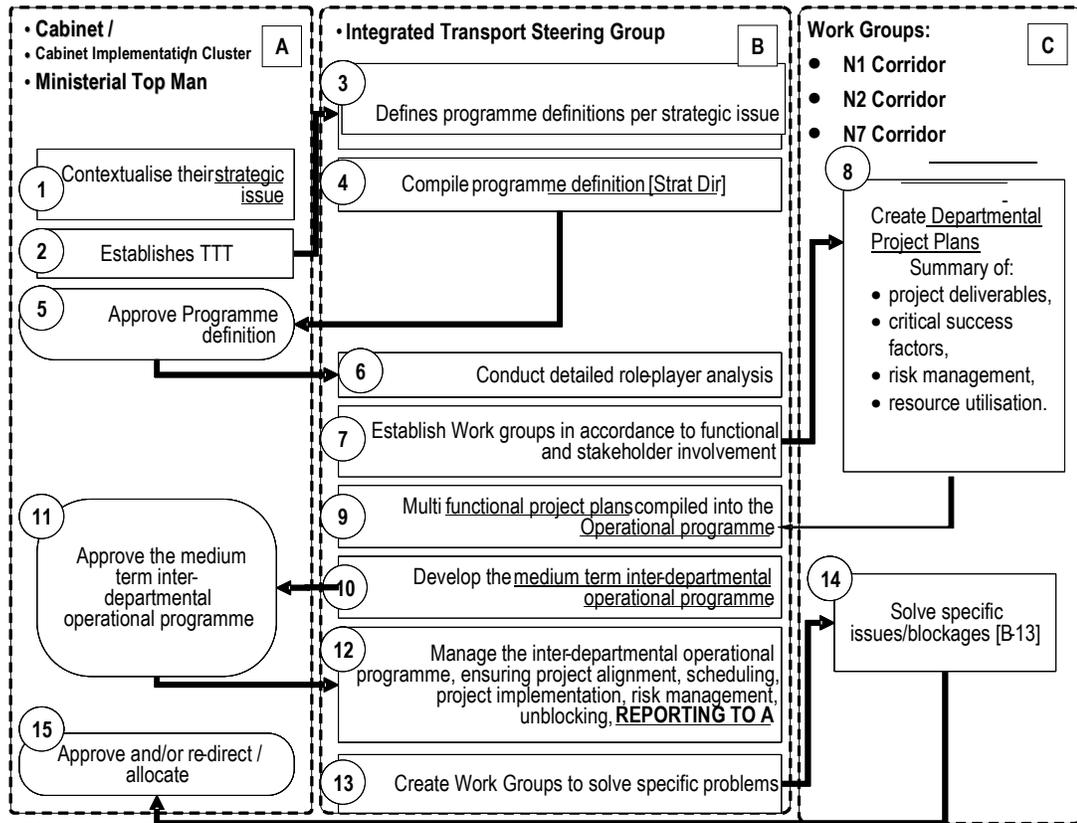
Responsibility	Process Role
Cabinet Implementation Cluster	Approval of the documentation from the Steering Group
Provincial Top Management	Intra-Departmental buy-in.
Ministerial Top Management Meeting	MINISTER sanctions and authenticates the documentation [Departmental Political Approval]
Departmental Top Management Meeting	Head of Department sanctions and authenticates the documentation

	[Departmental Governance Approval]
Departmental Senior Management Meeting	Gives Strategic Direction to the Departmental input to the documentation, e.g. Programmes and Projects.

96. The Functional Management Framework is depicted in Annexure A.

Operational Process

97. The operational process to be followed by the Steering Group is as follows:-



F. Deliverables

Objective 1: To maintain and improve frameworks for Integrated Transport coordination in the Province.

Outcome 1:	Task List	Responsibility	Delivery Date
Operational Institutional framework of the Steering/Work Groups	Establish Integrated Transport Steering Group.	ITSG	
	Establish the following Work Groups:- <input type="checkbox"/> N1 Corridor Work Group <input type="checkbox"/> N2 Corridor Work Group <input type="checkbox"/> N7 Corridor Work Group		
	The Steering Groups and Work Groups will individually define their functional operations.		
	Present functional operations to the Cabinet Implementation Cluster for approval	ITSG and Work Groups	
	Approval of functional operations of Steering Groups and Work Groups.	Cabinet Implementation Cluster	
Outcome 2:	Task List	Responsibility	Delivery Date
Integrated, synchronised, and aligned Provincial Land Transport Framework.	Re-visit the current Provincial Land Transport Framework to test validity against Provincial Vision and Strategy and statutory compliance.	ITSG	
	Maintain and review Provincial Land Transport Framework to ensure continued validity with the Provincial Vision and Strategy and statutory compliance.		
Outcome 3:	Task List	Responsibility	Delivery Date
Integrated, synchronised, and aligned Local Government Integrated Transport Plans.	Re-visit the current Local Government Integrated Transport Plans to test validity against Provincial Vision and Strategy and statutory compliance.	ITSG and Work Groups	
	Ensure the maintenance and review of Local Government Integrated Transport Plans to ensure continued validity with the Provincial Vision and Strategy and statutory compliance. <i>[Minimum Requirements for ITP's, Section 3.1.(a)]</i>		

Objective 2: To develop, manage, maintain, and review an overarching medium-term Provincial Land Transport Framework (PLTF) implementation plan. (This includes the Integrated Transport Plans Implementation Programme as required by PLTF Regulations)

Outcome 1:	Task List	Responsibility	Delivery Date
Development of an PLTF Implementation Plan (MTEF Period) <i>This will include:- key deliverables, specific programme objectives, output indicators and targets, and assignments to role-players (according to PLTF)</i>	Based on the review, develop PLTF in accordance with the committed interventions on the Programme definition, which will in a multi-functional context, make up the PLTF Implementation Plan (MTEF Period). PLTF Implementation Plan needs to include:- <input type="checkbox"/> Summary of Products <input type="checkbox"/> Deliverables (Intended End Results) <input type="checkbox"/> Quantify Critical Success Factors & Risk Man <input type="checkbox"/> Resource utilization (human and financial)	ITSG and Work Groups	
	Identify and translate innovative and / or best practice projects in support of the overarching Medium-term PLTF Implementation Plan	ITSG and Work Groups	
	Approval of PLTF Implementation Plan (MTEF Period)	Cabinet Implementation Cluster	
Outcome 2:	Task List	Responsibility	Delivery Date
Budgetary & Performance Alignment	Ensure that the same indicators are built into role-players budgetary and performance systems.	ITSG	
Outcome 3:	Task List	Responsibility	Delivery Date
Medium-term PLTF Implementation Plan	Manage the Medium-term PLTF Implementation Plan by:- <ul style="list-style-type: none"> • Implementing of Medium-term PLTF Implementation Plan through Work Groups • Assessment and Review of Medium-term PLTF Implementation Plan through Monitoring and Evaluation • Maintain and manage the operational framework as directed by the CD: Policy and Strategy: DotP • Maintenance of Medium-term PLTF Implementation Plan through Work Groups • Reporting on Medium-term PLTF Implementation Plan. 	ITSG	
	Approval of revised Provincial Medium-term PLTF Implementation Plan (MTEF Period)	Cabinet Implementation Cluster	

Objective 3: To facilitate and develop Provincial Modal Strategies, to influence the various relevant Stakeholders accountable for such Modes.

Outcome 1:	Task List	Responsibility	Delivery Date
Provincial Maritime Strategy	Develop position paper on specific mode.	ITSG and Work Groups	
	Holistic engagement of relevant position papers	Cabinet Implementation Cluster and PTM	
	Conduct research for development of relevant Provincial Modal Strategies	ITSG and Work Groups	
	Facilitate the development of such strategies		
	Formulate identified strategies		
	Approval of identified Provincial Modal Strategies	Cabinet Implementation Cluster	
	Active engagement with relevant Stakeholders	ITSG and Work Groups	

Outcome 2:	Task List	Responsibility	Delivery Date
Provincial Aviation Strategy	Develop position paper on specific mode.	ITSG and Work Groups	
	Holistic engagement of relevant position papers	Cabinet Implementation Cluster and PTM	
	Conduct research for development of relevant Provincial Modal Strategies	ITSG and Work Groups	
	Facilitate the development of such strategies		
	Formulate identified strategies		
	Approval of identified Provincial Modal Strategies	Cabinet Implementation Cluster	
	Active engagement with relevant Stakeholders	ITSG and Work Groups	

Outcome 3:	Task List	Responsibility	Delivery Date
Provincial Rail Strategy	Develop position paper on specific mode.	ITSG and Work Groups	
	Holistic engagement of relevant position papers	Cabinet Implementation Cluster and PTM	
	Conduct research for development of relevant Provincial Modal Strategies	ITSG and Work Groups	
	Facilitate the development of such strategies		
	Formulate identified strategies		
	Approval of identified Provincial Modal Strategies	Cabinet Implementation Cluster	
	Active engagement with relevant Stakeholders	ITSG and Work Groups	

Objective 4: To monitor, evaluate and review the Provincial Land Transport Framework.

Outcome 1:	Task List	Responsibility	Delivery Date
Mechanisms (for Monitoring and Evaluation)	Determine indicators for programme assessments	ITSG	
	Determine mechanisms to measure Integrated Transport impact, success, and failure.		
Outcome 2:	Task List	Responsibility	Delivery Date
Integrated Transport M&E Report	Execute analysis regarding socio economic impact according to set indicators contained within the PLTF.	ITSG and Work Groups in collaboration with Dir: Monitoring and Evaluation	
	Execute analysis regarding impact of engagements with other relevant stakeholders with regards to Provincial Modal Strategies.		

Objective 5: To manage the Integrated Transport Communication Plan

Outcome 1:	Task List	Responsibility	Delivery Date
Integrated Transport Communication Plan	Facilitate the development of a Integrated Transport Communication Plan which Includes:- • Public Participation • Advocacy • Media liaison • Events management	ITSG	
	Implementation of Integrated Transport Communication Plan	ITSG and Work Groups	
	Maintenance of the Integrated Transport Communication Plan		

G Work Groups

98. The Defined Method of Approach processes and Deliverables of the Work Groups are to be determined and managed by the Integrated Transport Steering Group. This includes the establishment of any other required Work Groups.
99. The under mentioned Work Groups are constituted under the management of the IT Steering Group from inception:-
- N1 Corridor Work Group which constitutes the District Municipalities of:
 - Cape Winelands
 - Central Karoo
 - N2 Corridor Work Group which constitutes the District Municipalities of:
 - Overberg
 - Eden
 - N7 Corridor Work Group which constitutes the Metro/District Municipality of:
 - City of Cape Town
 - West Coast

Appointment of Work Group Members

100. The Work Group member's appointments will encompass the following:-
- Representation
To be restricted to Senior / Middle Management Managers (Salary Level 14 to 9, or Municipal equivalent);
 - Appointment:
To be appointed in writing from their respective Head of Departments or ;Municipal Manager.
 - Mandate
Mandate the member with the necessary delegations to act on behalf of the said organisation.
 - Performance:
To be incorporated within the Performance Agreement of the Member.

Role and Responsibility Areas of Work Groups

101. The roles and responsibility areas of the Work Groups are:-
- Championing Integrated Transport in the specific Corridor;
 - Liaison with other departments and stakeholders in the specific Corridor;
 - In consultation with the other public bodies within the specific Corridor:
 - Ensure revision and updating of Integrated Transport Plans;
 - Facilitate achievement of such Plans;

- Implement the PLTF Implementation Plan;
- Monitoring implementation against the Plans;
- Producing Corridor specific progress reports for the Steering Group as directed;
- Appoint and / or co-opt additional members as and when required.

Work Groups Constituency

N1 Corridor Work Group	
Chair	Asst- Executive Manager: Strategic Planning, Integration & Co-ordination <i>Department of Transport & Public Works:</i>
Members	
- Internal	Representative of: <ul style="list-style-type: none"> • Provincial Road Network Management • Transport and Traffic Management • Provincial Property Management • Provincial Facilities Management • Provincial Transport Licensing • Public Transport: Operations Co-ordination • Regional Office: <ul style="list-style-type: none"> ○ Cape Winelands ○ Central Karoo
- External	<ul style="list-style-type: none"> • National Department of Transport Representative • Representative of the SARCC • Representative of the SANRAL • Representative of Transnet • Provincial Departments: Representatives of:- <ul style="list-style-type: none"> • Agriculture • Community Safety • Economic Development and Tourism • Education • Environmental Affairs and Development Planning • Health • Local Government and Housing • Premier • Provincial Treasury • Social Development • Representative of the Municipalities: <ul style="list-style-type: none"> ○ Cape Winelands District ○ Stellenbosch ○ Drakenstein ○ Breede Valley ○ Breede River Winelands ○ Witzenberg ○ Central Karoo District ○ Laingsburg ○ Beaufort West ○ Prince Albert
Secretariat	Dir: Strategic and Integrated Planning

N2 Corridor Work Group	
Chair	Asst- Executive Manager: Strategic Planning, Integration & Co-ordination <i>Department of Transport & Public Works:</i>
Members	
- Internal	Representative of: <ul style="list-style-type: none"> • Provincial Road Network Management • Transport and Traffic Management • Provincial Property Management • Provincial Facilities Management • Provincial Transport Licensing • Public Transport: Operations Co-ordination • Regional Office: <ul style="list-style-type: none"> ○ Overberg ○ Eden
- External	<ul style="list-style-type: none"> • National Department of Transport Representative • Representative of the SARCC • Representative of ACSA • Representative of the SANRAL • Representative of Transnet • Provincial Departments: Representatives of:- <ul style="list-style-type: none"> • Agriculture • Community Safety • Economic Development and Tourism • Education • Environmental Affairs and Development Planning • Health • Local Government and Housing • Premier • Provincial Treasury • Social Development • Representative of the Municipalities: <ul style="list-style-type: none"> ○ Overberg District ○ Cape Agulhas ○ Swellendam ○ Overstrand ○ Theewaterskloof ○ Eden District ○ Kannaland ○ Oudtshoorn ○ Hessequa ○ Mossel Bay ○ George ○ Knysna ○ Bitou
Secretariat	Dir: Strategic and Integrated Planning

N7 Corridor Work Group	
Chair	Asst- Executive Manager: Strategic Planning, Integration & Co-ordination <i>Department of Transport & Public Works:</i>
Members	
- Internal	Representative of: <ul style="list-style-type: none"> • Provincial Road Network Management • Transport and Traffic Management • Provincial Property Management • Provincial Facilities Management • Provincial Transport Licensing • Public Transport: Operations Co-ordination • Regional Office: <ul style="list-style-type: none"> ○ West Coast
- External	<ul style="list-style-type: none"> • National Department of Transport Representative • Representative of the SARCC • Representative of the SANRAL • Representative of ACSA • Representative of Transnet • Provincial Departments: Representatives of:- <ul style="list-style-type: none"> • Agriculture • Community Safety • Economic Development and Tourism • Education • Environmental Affairs and Development Planning • Health • Local Government and Housing • Premier • Provincial Treasury • Social Development • Representative of the Municipalities: <ul style="list-style-type: none"> ○ City of Cape Town ○ West Coast District ○ Swartland ○ Saldanha Bay ○ Berg River ○ Cederberg ○ Matzikama
Secretariat	Dir: Strategic and Integrated Planning

Work Group Support

102. For each of the permanent Work Groups established a Secretariat will be established by the Directorate: Strategic and Integrated Planning.

103. The role of the Work Group Secretariat is as stipulated in the Steering Group Secretariat, (par 93), with the specific focus of the Working Group mandate.

104. For temporary Work Groups the Directorate: Strategic and Integrated Planning will assign officials of the Directorate to assist in the Work Group support.

H Risk Management and Constraints

Risk Management

105. The following possible risks exist:-

- Non-attendance by Members;
- The capacity/resources/experience of Municipalities to develop Integrated Transport Plans;
- Variable standards of Plans;
- Co-ordination and execution due to the present three spheres government system;
- Insufficient and/or reliable information;

Constraints

106. The following possible constraints exist:-

Inter-governmental relationships	
<ul style="list-style-type: none"> • IGR deadlocks. 	
IF... Stakeholders involved in Integrated Transport do not have common priority sets	Then.. Will lead to non-performance, unsustainable delivery and duplication
Budget	
<ul style="list-style-type: none"> • Insufficient/flow of funds to support the strategic intent. 	
Planning	
<ul style="list-style-type: none"> • Poor planning processes (time, quality, sustainability, etc) 	
IF... These factors are not adhered to/addressed	Then.. Will lead to non-performance and delivery.
Time	
<ul style="list-style-type: none"> • Approval of Strategic Directive, and • Implementation of Institutional Framework 	
IF... Not in place before the commencement of 2010/11 financial year	Then.. The intended Provincial Strategic Process role-out can be adversely affected.
Resources	
<ul style="list-style-type: none"> • Appointments to the Steering- , Work Groups and full complement of CD: Strategic Planning, Integration & Co-ordination. 	
IF... Incorrect / no appointments are made...	Then.. The intended Integrated Transport Lead Intervention role-out can be adversely affected which includes:- <ul style="list-style-type: none"> • Non-compliance • Under performance • Lack of reporting • Poor decision making

<ul style="list-style-type: none"> Acquiring Financial allocation 	
IF... Insufficient financial allocation for Micro Structure...	Then.. The intended Integrated Transport Strategic Intervention role-out can be adversely affected which includes:-
	<ul style="list-style-type: none"> Lack of capacity Non-compliance

Process	
<ul style="list-style-type: none"> Statutory approval of Plans. 	
IF... Prescribed processes are not followed / applied...	Then.. Could result in legal challenges.

I Communication

Communication Lines

107. The proposed schedule of the meetings by the Steering Group and Work Groups will be:-

Institution	Frequency	
Steering Group	Steering Group Meeting	Monthly
	Ad-Hoc – as mandated by the Chair	
Work Groups	Work Group Meeting	Monthly
	Ad-Hoc – as mandated by the Chair	

Management Reports

Report	Responsibility	Frequency
Provincial Integrated Transport Report to the Cabinet Implementation Cluster	Chair: Steering Group supported by Secretariat	For submission, as/when required to Cabinet Implementation Cluster <i>(7 days prior to meeting)</i>
Various Work Group Reports	Chair: Various Work Groups supported by Secretariat	For submission as determined by the Steering Group <i>(7 days prior to meeting)</i>
Provincial Integrated Transport Annual Report	Chair: Steering Group supported by Secretariat	Annually
Annual Work Group Reports	Chair: Work Groups supported by Secretariat	Annually

J Authentication and Approval

Authentication

108. This serves to confirm that the Strategic Directive above has been sanctioned by me and authenticated as correct:-

Signature

Head of Department

Department of Transport and Public Works

Date

Signature

Minister of Transport and Public Works

Date

Approval

109. The Strategic Directive is hereby approved.

Signature

Chairperson: Cabinet

Date