



**Batho Pele** A better life  
for all South Africans  
by putting people first  
Together beating the drum for Service Delivery



**DEPARTMENT OF TRANSPORT, SAFETY &  
LIAISON**

**NORTHERN CAPE PROVINCE**

**SERVICE DELIVERY IMPROVEMENT PLAN**

**1<sup>ST</sup> April 2018 – 31<sup>ST</sup> March 2021**

**PART A**

**Table of Content**

*PART A* ..... 2

*ABBREVIATIONS AND DEFINITIONS* ..... 3

*SIGN OFF*..... 4

*PART B* ..... 5

*INTRODUCTION* ..... 5

*SDIP APPROACH* ..... 5

*COMMUNICATION PLAN* ..... 8

*IMPLEMENTATION PLAN* ..... 8

*REPORTING PLAN* ..... 8

*MONITORING PLAN* ..... 9

*EVALUATION PLAN* ..... 9

*PART C* ..... 10

*VISION* ..... 10

*MISSION* ..... 10

*VALUES* ..... 10

*LEGAL MANDATE*..... 11

*Constitutional Mandates*..... 11

*Legislative Mandates* ..... 12

*Policy Mandates*..... 15

*LISTED SERVICES*..... 16

*SITUATIONAL ANALYSIS*..... 17

*IDENTIFICATION OF KEY SERVICES* ..... 23

*ACTION PLAN*..... 24


## ***ABBREVIATIONS AND DEFINITIONS***

SDIP	Service Delivery Improvement Plan
DTSL	Department of Transport, Safety and Liaison
PAJA	Promotion of Administrative Justice Act
PAIA	Promotion of Access to Information Act
DPSA	Department of Public Service and Administration
NLTA	National Land Transport Act
NLTR	National Land Transport Regulations
ITP	Integrated Transport Plans
MPTP	Municipal Public Transport Plan
DPTP	Department Public Transport Plan
PRE	Provincial Regulating Entity
SOP	Standard Operating Procedures
MTRE	Municipal Transport Regulatory Entity

**SIGN OFF**

This is to certify that the Service Delivery Improvement Plan (SDIP) of Department of Transport, Safety and Liaison was developed by the SDIP Forum as appointed by the Head of Department under the guidance of Senior Management. It was compiled and developed in line with the current Strategic Plan 2015/16- 2019/20 and the Annual Performance Plan 2018/19 – 2020/21 and with current information received from Statistics South Africa (STATSSA).


**Recommended for approval:**

  
\_\_\_\_\_  
**MR. MP DICHABA**  
**HEAD OF DEPARTMENT**

25/06/2018  
**DATE**

---

**Approved by the Member of the Executive Council**

  
\_\_\_\_\_  
**MR. LJ MOTLHAPING MPL**  
**MEMBER OF THE EXECUTIVE COUNCIL**

27/06/2018  
**DATE**

## ***PART B***

### ***INTRODUCTION***

The Service Delivery Improvement Plan (SDIP) of the Department of Transport, Safety & Liaison for the cycle 2018/19 - 2020/21 financial years, is informed and aligned to the Strategic Plan of the Department (2015/16-2019/20), and the Annual Performance Plan of the 2018/19 – 2020/21 financial period.

This document aims to focus on the area which the Department wishes to improve on, for the next three (3) financial years, 2018/19, 2019/20 and 2020/2021.

The Department also intends to improve and strengthen monitoring and evaluation, to improve compliance.

The Department has developed a Service Delivery Charter including service standards, which is approved and displayed in all departmental service points.

### ***SDIP APPROACH***

The following steps were followed to develop the current SDIP for the Department of Transport, Safety and Liaison:

#### ***Step 1***

The Department's SDIP forum members which are representatives from all Programs in the Department continued to engage through in quarterly meetings to develop the document in consultation with the unit responsible for the identified key service.

The team consists of the following members:

Name & Surname	Designation	Directorate/ Unit	Race & Gender	Contact details
Sindiswa Zikhali	Assistant Manager	Policy and Planning	African Female	053 839 1749 / 0835700041
Akhona Matiwane	Assistant Manager	Security and Records	African Female	053 839 1746 / 0835774939
Mzimkhulu Jele	Assistant Manager	Civilian Oversight	African Male	053 839 1741 / 0823491220
Manie Deck	Manager	Transport Regulations	White Male	053 830 4905 / 0834544670
Thandeka Ndondo	Manager	Office of the CFO	African Female	053 839 1724 / 0764122301
Patrick Telekelo	Assistant Manager	Corporate Services	African Male	053 839 1744/ 0833993681
Batsile Marekwa	Acting Assistant Manager	Corporate Services	African Male	053 839 1781 /
Desmond Modise	Assistant Manager	Transport Operations	African Male	053 8074804\ 0834069330

## **Step 2**

The SDIP forum meetings were guided by the terms of reference that outlines the roles and responsibilities of the forum as well as the frequency of meetings. The Forum then developed a project plan for the review of the SDIP 2015/2018 for the current cycle 2018/2021, taking into consideration the new Public Service Regulations of 2016, Chapter 3, Part 3 Section 38 which requires that an Executive Authority establish and maintain a Service Delivery Improvement Plan aligned to the strategic plan contemplated in Section 25 for his or her department.

### ***Step 3***

One of the crucial task of the forum was to consult with the stakeholders and officials who are managing the new key service as identified by the Department, for more information. With the movement of the function learner transport to Department of Education from 1<sup>st</sup> April 2018, the Department had to identify a new key service.

Management and control of registering transport operators (issuing of public transport operating license) was then identified as the new key service for the Department.

### ***Step 4***

The team members were then required to return and consult with to their directorates, and to identify key services from each directorate, that requires improvement, in terms of the strategic priorities as outlined in the Department's Strategic and Annual Performance Plans.

Following the development of the action plan of the forum, the next task was to meet with to all directorates and conduct awareness campaigns, to educate and sell the concept to all personnel in the Department. This was done to get a buy-in, understanding, support and co-operation of all personnel, and the management of the Department.

### ***Step 5***

The SDIP forum members engaged in research and sourcing of information required for the new SDIP document and presented the information to the forum for discussion and consolidation into the SDIP for the 2018 – 2021 financial period with an agreed upon key service that requires improvement.

The approved Service Charter and Service Standards were not reviewed as they are still aligned to the current Strategic plan of the Department.

## ***COMMUNICATION PLAN***

The first point of departure when communicating regarding the SDIP will be the Operator License and Permits section who will be the implementers of this plan. Staff need to be knowledgeable on the SDIP and how it will impact their day to day duties as they strive to fulfill its commitments.

Once approved the SDIP will be communicated to all officials in the DTSL including senior management. This will include all Districts offices. This exercise is vital to ensure that there is a buy in into the successful implementation of the SDIP from all officials.

The SDIP will further be placed on the DTSL website ensuring that it is accessible at any time in digital format thus also ensuring compliance with PAJA and PAIA. Communication to all stakeholders will also need to take place when reporting the impact and results of the SDIP after implementation and evaluation.

## ***IMPLEMENTATION PLAN***

The implementation of the SDIP is to be effected through the inclusion of its improvement directives as a Key Performance Indicator in the Annual Performance Plan of the Department. This will ensure that these improvement directives are both measurable and realistic. The implementation of the plan is infused into the day to day operational activities of the department in particular the operator licence and permits unit.

## ***REPORTING PLAN***

Reporting on the SDIP will be done on a quarterly basis to the Senior Management and the Member of the Executive Council of the Department as well as the Office of the Premier and on an annual basis to DPSA. Reporting will include improvements achieved and the results of monitoring and statistical analysis.



### ***MONITORING PLAN***

Client satisfaction surveys, complaints management mechanisms and suggestion boxes will be utilised for monitoring.

### ***EVALUATION PLAN***

Conducting impact studies with clients will be utilised. Survey interviews and questionnaires remain integral tools for evaluation and will be utilised continuously to evaluate progress. The results will be quantified and published to measure them against the SDIP improvement standards in order to assess effectiveness.

## ***PART C***

### ***VISION***

A leader in the creation and co-ordination of safe, secure and sustainable transport and policing systems, for a crime free Northern Cape.

### ***MISSION***

To enable safe and secure environment and mobility for the community of the Northern Cape through:

- Good corporate governance, management, administration and support
- Establishing and supporting community safety partnerships
- Monitoring and oversight of the police
- Facilitating and coordinating social crime prevention and road safety programmes
- Educating, enforcing and administering road traffic legislation
- Liaison with all relevant stakeholders, role-players and clients pertaining policing, safety and security
- Regulated and integrated transport modes which are economically and environmentally sustainable

### ***VALUES***

In the fulfillment of its Mission and towards the attainment of its Vision, the Department intends achieving performance excellence through the adherence to the following operational values:

- Service Excellence through Batho Pele
- Mutual Respect and Trust
- Integration of effort - between agencies, local authorities, Government Departments and other stakeholders
- Teamwork – working together and building a spirit of co-operation
- Knowledge Application - courage to learn, change and innovate
- Professionalism, honesty and integrity

- Shared vision, communication, consultation and sharing of ideas and information, commitment and teamwork
- Accountability, transparency, compliance and meeting of deadlines
- Pro-active thinking and approach
- Motivation as an integral function of all managers, consistently giving recognition, acknowledgement and feedback
- Unity in diversity, representivity and equity
- Culture of tolerance, mutual respect, trust, honesty, loyalty, patriotism, positive attitude
- Adherence to the Public Service Code of Conduct and self-discipline.

## ***LEGAL MANDATE***

The mandate for the Department of Transport, Safety and Liaison, is derived from the Constitution of the Republic of South Africa, 1996 (herein referred to as the Constitution). Certain mandates are concurrent responsibilities, whilst others are exclusively the responsibility of the provincial government. The mandates and legislation are outlined in this section.

### ***Constitutional Mandates***

**In terms of Schedule 4, Part A of the Constitution read with other legislation, the DTSL is concurrently responsible for the following functional areas of legislative competence:**

- Public Transport (the concurrent national department is the Department of Transport);
- Vehicle Licensing (the concurrent national department is the Department of Transport);
- Road traffic regulation (the concurrent national department is the Department of Transport);
- Oversight over policing (the concurrent national department is the National Secretariat for Police)

**Provincial governments have been assigned a number of policing functions and duties within Chapter 11 of the Constitution as set out below:**

- To determine the policing needs and priorities for the province as per Section 206(1) read

with Section 206(2)

- To monitor police conduct as per Section 206(3)(a)
- To oversee effectiveness and efficiency of the police and the community as per Section 206(3)(c)
- To assess the effectiveness of visible policing as per Section 206(3)(d)
- To liaise with the Cabinet Member responsible for policing with respect to crime and policing in the province as per Section 206(3)(e)
- To investigate or appoint a commission of inquiry into, any complaint of police inefficiency or a breakdown in relations between the police and community as per Section 206(5)(a)
- To consider and refer complaints to the Independent Police Investigative Directorate (IPID) and to monitor the investigation of such complaints as per Section 206(6)
- To require the Provincial Commissioner (SAPS) to appear before the provincial legislature or any of its committees to answer questions as per Section 206(9)
- To receive and consider the annual report on policing in the province from the Provincial Commissioner as per Section 207(5)
- To consider and institute appropriate proceeding against the Provincial Commissioner if the provincial executive has lost confidence in that Provincial Commissioner as per Section 207(6)

### ***Legislative Mandates***

In the main the following national and provincial legislation guides the DTSL in the discharge of its responsibilities:

Function	Legislation
Transport	<b>Administrative Adjudication of Road Traffic Offences Act, 1998 (Act 46 of 1998) (AARTO)</b> Promotes road traffic quality by providing for a scheme to discourage road traffic contraventions, to facilitate the adjudication of road traffic infringements, to support the prosecution of offenders in terms of national and provincial laws relating to road traffic, to implement a points demerit system, to provide for the establishment of an agency to administer

Function	Legislation
	<p>the scheme, to provide for the establishment of a board to represent the agency, and to provide for related matters.</p>
	<p><b>National Land Transport Act, 2009 (Act 5 of 2009) (NLTA)</b>  Provides for the process of transformation and restructuring of the National Land Transport System initiated by the National Land Transport Transition Act, 2000 (Act 22 of 2000), through:</p> <ul style="list-style-type: none"> <li>• The formulation and implementation of provincial land transport policy and Strategy;</li> <li>• The planning, coordination, and facilitation of land transport functions;</li> <li>• Collaboration between municipalities; and</li> <li>• Liaison with other government departments.</li> </ul>
	<p><b>National Road Traffic Act, 93 of 1996</b>  The object of this Act is to provide for road traffic matters which shall apply uniformly throughout the Republic and for matters connected therewith.</p>
	<p><b>Road Traffic Management Corporation Act, 1999 (Act 20 of 1999)</b>  Provides, in the public interest, for cooperative and coordinated strategic planning, regulation, facilitation, and law enforcement in respect of road traffic matters by the national, provincial, and local spheres of government; regulates the contracting out of road traffic services; provides for the phasing in of private investment in road traffic and, to that end, provides for the establishment of the Road Traffic Management Corporation and related matters.</p>
<p><b>Civilian Secretariat</b></p>	<p><b>Civilian Secretariat for Police Act, 2 of 2011</b>  The Act gives effect to Section 208 of the Constitution by establishing the Civilian Secretariat to function under the direction of the National Minister of Police.</p> <p>The DTSL is mandated, under the auspice of the Provincial Secretariat, as per section 17 of the Civilian Secretariat for Police Act to “establish competencies and capabilities in its operations, to</p> <ul style="list-style-type: none"> <li>• Monitor and evaluate the implementation of policing policy in the province;</li> <li>• Evaluate and monitor police conduct in the province;</li> <li>• Develop and evaluate safety models and monitoring tools to ensure alignment with the functions of the civilian secretariat;</li> <li>• Assist the civilian secretariat with any monitoring and evaluation projects;</li> <li>• Promote community police relations;</li> </ul>

Function	Legislation
	<ul style="list-style-type: none"> <li>• Establish and promote partnerships; and</li> <li>• Manage the enhancement of community safety structures with the province</li> </ul>
<b>Transversal</b>	<p><b>Basic Conditions of Employment Act, 1997 (Act 75 of 1997)</b> To give effect to fair labour practices referred to in section 23(1) of the Constitution by establishing and making provision for the regulation of basic conditions of employment, and thereby to comply with the obligations of the Republic as a member state of the International Labour Organization.</p>
	<p><b>Control of Access to Public Premises and Vehicles Act, 1985 (Act 53 of 1985)</b> Provides for the safeguarding of certain public premises and vehicles and for the protection of the people therein or thereon, and for related matters.</p>
	<p><b>Division of Revenue Act (Annual)</b> An annual Act of Parliament which provides, inter alia, for the equitable division of revenue anticipated to be raised nationally among the national, provincial, and local spheres of government and for Conditional Grants to provinces to achieve government's policy objectives. It further promotes predictability and certainty in respect of all allocations to provinces and municipalities so that such governments can plan their budgets over a multi-year period.</p>
	<p><b>Employment Equity Act, 1998 (Act 55 of 1998)</b> Aims to achieve equity in the workplace by promoting equal opportunity and fair treatment in employment through the elimination of unfair discrimination and implementing affirmative action measures to redress the disadvantaged in employment experienced by designated groups in order to ensure equitable representation in all occupational categories and levels in the workforce.</p>
	<p><b>Labour Relations Act, 1995 (Act 66 of 1995)</b> Enables the department to advance economic development, social justice, labour peace, and the democratisation of the workplace.</p>
	<p><b>Occupational Health and Safety Act, 1993 (Act 85 of 1993)</b> Requires the department, as custodian and regulator of the built environment, to ensure that all building and irrespective of whom it is undertaken by, complies with this legislation and that the structures remain compliant throughout their life cycle.</p>
	<p><b>Promotion of Access to Information Act, 2000 (Act 2 of 2000) (PAIA)</b> PAIA fosters a culture of transparency and accountability in public and private bodies by giving effect to the right of access to information (provided by</p>

Function	Legislation
	Section 32 of the Constitution) and actively promoting a society in which people have effective access to information to enable them to more fully exercise and protect all their rights.
	<p><b>Promotion of Administrative Justice Act, 2000 (Act 3 of 2000) (PAJA)</b></p> <p>Gives effect to Section 33 of the Constitution which provides that everyone has the right to administrative action that is lawful, reasonable, and procedurally fair. Anyone whose rights have been adversely affected by administrative action has the right to be given reasons. PAJA deals with general administrative law and therefore binds the entire administration at all levels of government.</p>
	<p><b>Public Finance Management Act, 1999 (Act 1 of 1999)</b></p> <p>Supports transparency, accountability, and sound management of the revenue, expenditure, assets, and liabilities of the department.</p>
	<p><b>Public Service Act, 1994</b></p> <p>This is the principal Act governing public administration. It provides the administrative and operational framework for government departments by providing guidelines on employment and human resource practices, i.e. Conditions of employment, terms of office, discipline, retirement, and discharge of members of the public service, and related matters.</p>

### **Policy Mandates**

Function	Policies
Transport	<p><b>National Public Transport Strategy, 2007</b></p> <p>This strategy has two key thrusts, namely:</p> <ul style="list-style-type: none"> <li>• Accelerated modal upgrading, which aims to provide for new, more efficient, universally accessible, and safe public transport vehicles and skilled operators.</li> <li>• Integrated rapid public transport Networks, which aims to develop and optimise integrated public transport solutions.</li> </ul>
	<p><b>National Road Safety Strategy, 2011-2020</b></p> <p>Informs a national coordinated effort to improve education and enforcement regarding poor road use behaviour in line with international best practices and recommendations from the World Health Organization for developing countries.</p>
	<p><b>National Rural Transport Strategy, 2007</b></p> <p>Provides guidance to all three spheres of government on dealing with the mobility and access challenges experienced in rural areas in an integrated, aligned, coordinated manner. Its two main strategic thrusts are</p>

Function	Policies
	<p data-bbox="448 300 1340 416">promoting coordinated rural nodal and linkage development; and developing demand-responsive, balanced, sustainable rural transport systems.</p> <p data-bbox="448 427 927 456"><b>National Freight Logistics Strategy, 2005</b></p> <p data-bbox="448 468 1340 584">Reduces inland freight costs through lower system costs that result from increased efficiency, reliability, and lower transit times, thus offering the customer viable modal choices between road and rail.</p>
<b>Civilian Secretariat</b>	<p data-bbox="448 598 842 627"><b>National Development Plan 2030</b></p> <p data-bbox="448 638 735 667">Role of the Department:</p> <ul data-bbox="448 678 1276 884" style="list-style-type: none"> <li>• The promotion of professional policing (through effective oversight)</li> <li>• Build safety (using an integrated approach)</li> <li>• Build community participation in community safety</li> <li>• Strengthen the criminal justice system</li> <li>• Demilitarise the police service</li> </ul>

### ***LISTED SERVICES***

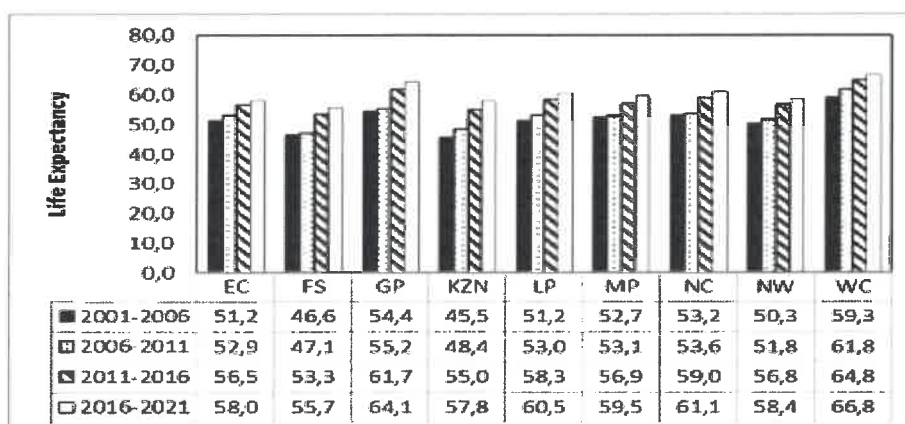
- Render administrative and financial support towards the operational units in ensuring an efficient, effective and economic functioning of the Department
- To hold Provincial law enforcement agencies accountable with regard to policing activities
- Provide an integrated social crime prevention management framework to facilitate safer communities
- Plan, regulate and facilitate the provision of public transport services through co-operation with National and Local authorities, as well as the private sector in order to enhance the mobility of all communities particularly those currently without or with limited access
- Ensure the provision of a safe road environment through the regulation of traffic on public roads, law enforcement, the implementation of road safety campaigns and awareness programmes and the registration and licensing of vehicles and drivers



## SITUATIONAL ANALYSIS

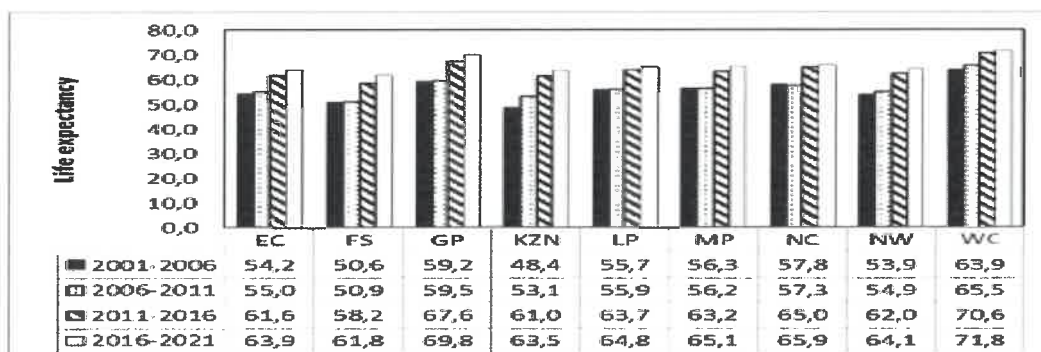
The Northern Cape population as revealed by Stats SA Mid-Year Population Estimates 2017, outlines that the population has increased from 1 191 740 to 1 214 000 which reflects a 1.87 growth in the population since 2016. The average life expectancy has increased incrementally across all provinces but more so significantly in the period 2011–2016 due to the uptake of antiretroviral therapy over time in South Africa. The increase in life expectancy may result in additional citizens requiring transport related services as well as more vehicles on the road that will require policing from our already stretched Traffic Officials. The lack of traffic officers is further compounded by the fact that we do not operate on a 24/7 shift systems.

**Table No.1: Provincial Life Expectancy at birth (males)**



Source: Population Mid-Year Estimates, 2017 (Stats SA)

**Table No.2: Provincial Life Expectancy at birth (females)**



Source: Population Mid-Year Estimates, 2017 (Stats SA)

In terms of migration patterns, the Northern Cape received a positive net migration of 1 157 between the years of 2006 - 2011. This in essence will also result in the expansion of services to areas where there has been a positive net migration.

**Table No.3: Estimated provincial migration streams (2006 – 2011)**

Province in 2006	Province in 2011									Out-migrants	In-migrants	Net migration
	EC	FS	GP	KZN	LIM	MP	NC	NW	WC			
EC	0	18 109	148 640	99 501	13 714	16 390	7 847	36 758	171 347	512 305	153 823	-358 482
FS	7 424	0	76 945	7 481	6 233	9 658	8 415	21 649	11 587	149 393	120 146	-29 247
GP	38 451	33 427	0	57 893	65 874	63 185	9 664	75 900	74 971	419 366	1 323 985	904 619
KZN	20 607	10 733	211 060	0	7 315	29 216	2 479	9 797	30 810	322 018	257 968	-64 050
LIM	4 136	5 382	274 432	6 897	0	41 283	2 151	27 385	10 465	372 131	216 247	-155 884
MP	4 124	4 685	112 810	11 346	21 086	0	2 080	13 899	8 797	178 826	231 420	52 594
NC	4 018	8 092	16 434	5 201	2 415	3 971	0	11 633	16 533	68 296	69 453	1 157
NW	4 555	10 379	95 072	5 367	17 531	10 472	20 709	0	7 990	172 074	258 766	86 691
WC	43 626	6 788	52 525	11 067	4 736	6 139	10 824	7 053	0	142 758	414 826	272 069
Outside SA	26 882	22 552	336 067	53 215	77 345	51 104	5 285	54 691	82 326			

Source: Population Mid-Year Estimates, 2017 (Stats SA)

The estimated provincial migration streams for 2011 – 2016 also reflect a positive net migration to the Province of 3 311.

**Table No.4: Estimated provincial migration streams (2011 – 2016)**

Province in 2011	Province in 2016									Out-migrants	In-migrants	Net migration
	EC	FS	GP	KZN	LIM	MP	NC	NW	WC			
EC	0	17 461	143 937	93 489	13 149	15 721	7 562	36 751	171 472	499 543	173 372	-326 171
FS	7 676	0	79 445	7 739	6 454	9 994	8 706	22 397	11 994	154 405	133 492	-20 913
GP	44 064	38 334	0	66 477	75 454	72 524	11 088	87 127	86 195	481 263	1 462 553	981 290
KZN	21 785	11 334	222 828	0	7 764	30 914	2 629	10 374	32 599	340 228	277 867	-62 360
LIM	4 379	5 685	289 638	7 301	0	43 638	2 280	28 920	11 063	392 905	249 137	-143 767
MP	4 502	5 110	122 961	12 368	22 991	0	2 271	15 161	9 594	194 958	258 961	64 003
NC	4 259	8 568	17 423	5 513	2 565	4 212	0	12 341	17 561	72 441	75 752	3 311
NW	4 975	11 306	107 431	5 856	19 105	11 413	22 595	0	8 732	191 413	289 177	97 764
WC	48 263	7 572	58 692	12 864	5 289	6 868	12 070	7 895	0	159 513	451 885	292 372
Outside SA	33 468	28 122	420 199	66 261	96 365	63 678	6 550	68 210	102 673			

Source: Population Mid-Year Estimates, 2017 (Stats SA)

However the Province still makes up the least population in South African of 2.1%. Just over 46% of the population remains younger than 24 years; 56% are regarded as economically active (persons between the age of 15 and 64 who during a certain period sought to look for employment and or the person is fully employed) and approximately 9% is 60 years or older.

**Table No. 5. Total Population by Age Group and Sex**

Age Group	Male	Female
	Number	Number
0 - 4 years	62 828	62 684
5 - 9 years	61 340	61 279
10 - 14 years	54 216	55 321
15 - 19 years	49 564	50 294
20 - 24 years	50 376	49 469
25 - 29 years	56 158	52 309
30 - 34 years	56 815	50 387
35 - 39 years	46 503	41 214
40 - 44 years	37 301	34 207
45 - 49 years	31 124	31 418
50 - 54 years	25 137	28 317
55 - 59 years	21 789	24 496
60 - 64 years	17 868	21 274
65 - 69 years	12 934	16 670
70 - 74 years	8 683	12 402
75 - 79 years	5 504	8 486
80+ years	4 807	10 821
<b>Total</b>	<b>602 948</b>	<b>611 048</b>

Source: Population Mid-Year Estimates, 2017 (Stats SA)

The Province covers a total area of 372 889 square kilometres which is 30.5% of the country's land area. Year on year the department continues to experience challenges characterized by issues such as the following;

- The dilapidation of the weighbridges that are over 20 years old and in need of refurbishments as well as additional infrastructure
- The inability to increase the tariff to operators to transport the community to and from their places on employment.
- Lack of sufficient resources both human and physical to actively engage in strategic objectives.

- Lack of adequate funds to pursue some objectives in the Strategic Plan, which are aligned with the achievement of APPs.
- Resignations and retirements in the traffic law enforcement directorate is a cause of concern as the department is unable to introduce a 24/7 shift system to ensure that our roads are always policed.

Services rendered at vast and rural areas are affected negatively that results in an increase expenditure in transportation costs due to distances. With over 60% of the population being under the age of 40 years, the Department will target social crime prevention programmes aimed at the youth and young adults to reduce crime and promote future generations of law-abiding citizens.

### **Socio Economic Issues**

The Northern Cape similar to the rest of the country faces challenges of poverty, inequality and a growing unemployment. The real economy has been dominated by iron ore and ferro alloys with mines linked to the cost of significant investments in rail transport. As a result, its economy has been closely linked to the price of iron ore, with rapid growth during the commodity boom and a significant slowdown since then. The real economy represented by agriculture, mining, manufacturing and construction is made up of 34% of the Northern Cape's output. The largest real economy is mining at 22%, of the provincial economy, followed by agriculture at 7%, manufacturing at 3% and construction at 2%.

The rapid increase in mining prices compared to other products during the commodity boom, and their subsequent sharp decline, makes it more difficult to assess GDP growth at provincial level. Looking only at the volume of production understates the benefits for mining-dependent provinces during the boom as well as the slowdown afterwards, and exaggerates the relative performance of provinces that do not have much mining activity.

Employment in the province is close to the national average, with 40% of the working age population employed in 2015, compared to a national average of over 40%. The

International norm is around 60%. Working-age people with employment had risen from 39% in 2010, when employment hit a low following the 2008/ 2009 global financial crisis.

64% of total employment was in the formal sector, compared to the national average of 69%. In 2014, the median formal wage was R2 600 and the median wage for domestic, informal and agricultural workers was R1 400, compared to R4 000 nationally for formal workers, and R1 500 for other employees. The number of employed persons decreased in five of the nine provinces between quarter 1 and quarter 2 of 2017. Compared to quarter 2 of 2016 employment increased in seven of the nine provinces with employment losses in the Northern Cape at 11 000.

The staff complement does not match the growth in the service package that has exponentially grown over years. The public services sector particularly the safety and security sector, including the response to crime continues to cost government and the South African economy an enormous amount of money annually based on economic unproductivity. The service delivery environment is one that continues to be characteristic of high incidences of substance abuse, unemployment and poverty, all factors that lead to higher levels of vulnerability to crime.

Growing urbanisation, the downturn in the economy and high unemployment has led to increased demand for affordable transportation. Effective public transport systems are critical for growth and development and they help to mitigate the transportation and density challenges associated with greater urbanisation.

Access to education and work opportunities is limited where there is a lack of integrated and sustainable transport networks. There is a critical need to develop alternative funding sources as well as a multi-pronged approach by all spheres of government to increase access to affordable transport. The high levels of unemployment and poverty, together with the associated low level of economic growth, creates a situation where many people cannot afford to use public transport.

The rand-dollar exchange rates have a direct impact on public transport costs and affordability because the cost of fuel affects how much of the Provincial Transport Operations Grant (PTOG) is available for other public transport purposes. Higher fuel costs increase the operational costs of public transport and fleet operations which in turn increases operator and Government Motor Transport (GMT) tariffs. Slower than expected economic growth will continue to exert downward pressure on the availability of resources to implement government programmes.

According to the National Household Travel Survey, June 2014:3 (Northern Cape Profile), more than 65% of workers walked up to 5 minutes to their first public transport, followed by 23.5% of those who walked between six to ten minutes. Close to 9% walked for more than fifteen minutes to the first public transport with the majority of those coming from the Pixley-Ka-Seme and John Taolo Gaetsewe District Municipalities. The use of public transportation is key in the delivery of services to the people of the Northern Cape.

**Overview of household use of public transport during the month preceding the survey by district municipality**

Location	Mode of travel (per cent within district municipality)	
	Taxis	Buses
<b>District municipality</b>		
Namakwa	18,7	12,4
Pixley Ka Seme	18,2	0,8
ZF Mgcawu	52,4	7,9
Frances Baard	65,9	7,0
John Taolo Gaetsewe	65,4	10,9
<b>Northern Cape</b>	<b>51,0</b>	<b>7,5</b>
<b>Geographic region</b>		
Urban	49,7	6,12
Rural	55,2	12,32
<b>Reasons for non-use of service by non-users</b>		
Not available	21,6	36,8
Service related reasons	20,7	12,2
Other reasons	57,7	51,0

'Other reasons' includes: Safety from accidents, can walk, costs, etc.

Source: STATSSA: National Travel Household Survey 2014 (Northern Cape)

By comparison taxis (51.0%) were more often used as public transport than busses (7.5%). District municipalities that reported high percentages of taxi usage were Frances Baard (65.9%), John Taolo Gaetsewe (65.4%) and ZF Mgcawu (52.4%). Only a small percentage travelled by bus with

one out of ten households in Namakwa (12.4%) and John Taolo Gaetsewe (10.9%) opting to use this mode of transport. The availability of transport was the major and most common reason in respect of both modes of transport for households who chose not to use public transport.

### ***IDENTIFICATION OF KEY SERVICES***

The main objective of SDIP is to ensure continuous, effective and efficient service delivery improvement through embracing the Batho Pele Principles.

For the period 2018-2021, the SDIP focuses on management and control of registering transport operators (issuing of public transport operating license), taking into account service delivery imperatives and keeping with the Batho Pele Principles.

#### **The SDIP aims to:**

- Outline the key service(s) the department provides
- Identify the service beneficiaries along with the key service(s)
- Identify one key service that the department will focus on improving
- Provide the current standards for the focus service

#### **The key service highlighted is:**

- **Issuing of Public Transport Operating Licences**

# ACTION PLAN

KEY SERVICE	SERVICE BENEFICIARY	PERFORMANCE AREA	2017/18 PERFORMANCE LEVELS	YEAR 1: 2018/19 PERFORMANCE TARGET	YEAR 2: 2019/20 PERFORMANCE TARGET	YEAR 3: 2020/21 PERFORMANCE TARGET
Issuing of Public Transport Operating Licences	All qualifying applicants	Public Transport Operating Licences issued in terms of the MPTP / DPTP	All qualifying applicants	All qualifying applicants in terms of the MPTP/DPTP.	All qualifying applicants in terms of the MPTP/DPTP.	All qualifying applicants in terms of the MPTP/DPTP.
Process mapping & unit costing						



KEY SERVICE	SERVICE BENEFICIARY	PERFORMANCE AREA	2017/18 PERFORMANCE LEVELS	YEAR 1: 2018/19 PERFORMANCE TARGET	YEAR 2: 2019/20 PERFORMANCE TARGET	YEAR 3: 2020/21 PERFORMANCE TARGET
Problem analysis and Problem statement	<p><b>The key service highlighted is:</b></p> <ul style="list-style-type: none"> <li>Issuing of Public Transport Operating Licences</li> <li>There is currently a high demand from operators on issuing of permits. This is only further compounded by the absence of Integrated Public Transport Plans (ITP's) that should outline the need and supply of public transport users including the availability of public transport vehicles and infrastructure. The ITP's need to outline the public transport operating strategy for the respective municipalities.</li> <li>The Provincial Regulating Entity (PRE) is responsible for the management and control of registering transport operators in the Northern Cape. The PRE should ensure that applications for operating licenses are disposed within the 90 day period as prescribed by the National Land Transport Act, 5 of 2009.</li> </ul>					
Performance area Public Transport Operating Licences issued in terms of the MPTP / DPTP			<p><b>Current overall</b> quantity of the poor performing service All qualifying applicants</p>	<p><b>Desired overall</b> quantity of the poor performing service 2018/19 All qualifying applicants in terms of the MPTP/DPTP.</p>	<p><b>Desired overall</b> quantity of the poor performing service 2019/20 All qualifying applicants in terms of the MPTP/DPTP</p>	<p><b>Desired overall</b> quantity of the poor performing service 2020/21 All qualifying applicants in terms of the MPTP/DPTP</p>
<p><b>Legal standards if applicable (including Standard Operating Procedures)</b></p> <ul style="list-style-type: none"> <li>National Land Transport Act No. 5 of 2009</li> <li>National Land Transport Regulations</li> <li>No challenges with the existing legal framework?</li> </ul>	<p>Challenges with Current legal standards:</p> <ul style="list-style-type: none"> <li>None</li> <li>gazetting of applications</li> </ul>	<p>Desired changes <b>Year 1</b></p> <ul style="list-style-type: none"> <li>Amendment of the NLTA</li> </ul>	<p>Desired changes <b>Year 2</b></p> <ul style="list-style-type: none"> <li>Amendment of the NLTA</li> </ul>	<p>Desired changes <b>Year 3</b></p> <ul style="list-style-type: none"> <li>Amendment of the NLTA</li> </ul>		

KEY SERVICE	SERVICE BENEFICIARY	PERFORMANCE AREA	2017/18 PERFORMANCE LEVELS	YEAR 1: 2018/19 PERFORMANCE TARGET	YEAR 2: 2019/20 PERFORMANCE TARGET	YEAR 3: 2020/21 PERFORMANCE TARGET
			<p>due to high costs</p> <ul style="list-style-type: none"> <li>Section 55 and 57 of the NLTA that stipulates that the PRE must issue temporary licences as well as capture and ensure compliance</li> </ul>			

BATHO PELE PRINCIPLES						
KEY SERVICE	BATHO PELE PRINCIPLE	CURRENT	DESIRED: YEAR 1	DESIRED: YEAR 2	DESIRED: YEAR 3	
Issuing of Public Transport Operating Licences	Consultation:	<ul style="list-style-type: none"> <li>Publication of applications in government gazette</li> <li>Referral of public transport applications to</li> </ul>	<ul style="list-style-type: none"> <li>Publication of applications in government gazette</li> <li>Referral of public transport applications to</li> </ul>	<ul style="list-style-type: none"> <li>Publication of applications in government gazette</li> <li>Referral of public transport applications to</li> </ul>	<ul style="list-style-type: none"> <li>Publication of applications in government gazette</li> <li>Referral of public transport applications to</li> </ul>	

**BATHO PELE PRINCIPLES**

KEY SERVICE	BATHO PELE PRINCIPLE	CURRENT	DESIRED: YEAR 1	DESIRED: YEAR 2	DESIRED: YEAR 3
	<p>Courtesy:</p>	<p>municipalities for concurrence.</p> <ul style="list-style-type: none"> <li>The administrative arm of the PRE must constantly communicate with the applicant regarding progress on their applications.</li> </ul>	<p>municipalities for concurrence.</p> <ul style="list-style-type: none"> <li>The administrative arm of the PRE must constantly communicate with the applicant regarding progress on their applications.</li> </ul>	<p>municipalities for concurrence.</p> <ul style="list-style-type: none"> <li>The administrative arm of the PRE must constantly communicate with the applicant regarding progress on their applications.</li> </ul>	<p>municipalities for concurrence.</p> <ul style="list-style-type: none"> <li>The administrative arm of the PRE must constantly communicate with the applicant regarding progress on their applications.</li> </ul>
	<p>Access:</p>	<ul style="list-style-type: none"> <li>Provincial office is responsible for all applications.</li> <li>No regional office / Municipal Regulator Entity.</li> </ul>	<ul style="list-style-type: none"> <li>Provincial office is responsible for all applications.</li> <li>Decentralize the function to the respective planning authority (municipality) in terms of the NLTA.</li> <li>Planning Authority need</li> </ul>	<ul style="list-style-type: none"> <li>Provincial office is responsible for all applications.</li> <li>Decentralize the function to the respective planning authority (municipality) in terms of the NLTA.</li> <li>Planning Authority need</li> </ul>	<ul style="list-style-type: none"> <li>Establish Municipal Regulatory Entity (JTG/ ZFM &amp; Frances Baard)</li> <li>Provincial office will be responsible for part of the function where there are no Municipal Transport</li> </ul>

BATHO PELE PRINCIPLES					
KEY SERVICE	BATHO PELE PRINCIPLE	CURRENT	DESIRED: YEAR 1	DESIRED: YEAR 2	DESIRED: YEAR 3
			to establish a Municipal Transport Regulatory entity.	to establish a Municipal Transport Regulatory entity.	Regulatory Entities.
	Information	<ul style="list-style-type: none"> <li>Provincial office is rendering regional mobile service.</li> </ul>	<ul style="list-style-type: none"> <li>Publish Departmental contact numbers in the local media quarterly.</li> <li>Help desk to be established at MTRE.</li> <li>Application information must be made available on the Departmental website.</li> </ul>	<ul style="list-style-type: none"> <li>Publish Departmental contact numbers in the local media quarterly.</li> <li>Help desk to be established at MTRE.</li> <li>Application information must be made available on the Departmental website.</li> </ul>	<ul style="list-style-type: none"> <li>Publish Departmental contact numbers in the local media quarterly.</li> <li>Help desk to be established at MTRE.</li> <li>Application information must be made available on the Departmental website.</li> </ul>
	Openness & transparency:	<ul style="list-style-type: none"> <li>Application forms are accessible from the Provincial Office.</li> </ul>	<ul style="list-style-type: none"> <li>Application forms are accessible from the Provincial Office.</li> </ul>	<ul style="list-style-type: none"> <li>Application forms are accessible from the Provincial Office.</li> </ul>	<ul style="list-style-type: none"> <li>Application forms need to be available at municipalities who has established</li> </ul>

**BATHO PELE PRINCIPLES**

KEY SERVICE	BATHO PELE PRINCIPLE	CURRENT	DESIRED: YEAR 1	DESIRED: YEAR 2	DESIRED: YEAR 3
		<ul style="list-style-type: none"> <li>Applications are gazetted for public input.</li> </ul>	<ul style="list-style-type: none"> <li>Application forms will be available/accessible on the departmental website.</li> <li>Applications are gazetted for public input.</li> </ul>	<ul style="list-style-type: none"> <li>Application forms will be available/accessible on the departmental website.</li> <li>Applications are gazetted for public input.</li> </ul>	<p>Municipal Transport Regulatory Entity (MTRE).</p> <ul style="list-style-type: none"> <li>Application forms will be available/accessible on the departmental website.</li> <li>Applications are gazetted for public input.</li> </ul>
	Redress:	<ul style="list-style-type: none"> <li>Monitoring compliance in terms of operating license conditions by law enforcement agencies.</li> <li>Municipalities must prepare Public Transport Plans which will assist the PRE</li> </ul>	<ul style="list-style-type: none"> <li>Monitoring compliance in terms of operating license conditions by law enforcement agencies.</li> <li>Municipalities must prepare Public Transport Plans which will assist the PRE</li> </ul>	<ul style="list-style-type: none"> <li>Monitoring compliance in terms of operating license conditions by law enforcement agencies.</li> <li>Municipalities must prepare Public Transport Plans which will assist the PRE</li> </ul>	<ul style="list-style-type: none"> <li>Monitoring compliance in terms of operating license conditions by law enforcement agencies.</li> <li>Municipalities must prepare Public Transport Plans which will assist the PRE</li> </ul>

**BATHO PELE PRINCIPLES**

KEY SERVICE	BATHO PELE PRINCIPLE	CURRENT	DESIRED: YEAR 1	DESIRED: YEAR 2	DESIRED: YEAR 3
		<p>during adjudication of applications.</p> <ul style="list-style-type: none"> <li>Applications must be disposed of within the 90 days period as prescribed by the Act.</li> </ul>	<p>during adjudication of applications.</p> <ul style="list-style-type: none"> <li>Applications must be disposed of within the 90 days period as prescribed by the Act.</li> <li>The transport function be decentralized to municipalities in terms of the Act to save applicants on traveling cost.</li> </ul>	<p>during adjudication of applications.</p> <ul style="list-style-type: none"> <li>Applications must be disposed of within the 90 days period as prescribed by the Act.</li> <li>The transport function be decentralized to municipalities in terms of the Act to save applicants on traveling cost.</li> </ul>	<p>during adjudication of applications.</p> <ul style="list-style-type: none"> <li>Applications must be disposed of within the 90 days period as prescribed by the Act.</li> <li>The transport function be decentralized to municipalities in terms of the Act to save applicants on traveling cost.</li> </ul>
	<p>Value for money:</p>				
	<p>Human resources:</p>	<ul style="list-style-type: none"> <li>7 officials</li> <li>1 x Manager</li> <li>1 x Assistant</li> <li>Manager: Vacant.</li> </ul>	<ul style="list-style-type: none"> <li>7 officials</li> <li>1 x Manager</li> <li>1 x Assistant</li> <li>Manager: Vacant.</li> </ul>	<ul style="list-style-type: none"> <li>7 officials</li> <li>1 x Manager</li> <li>1 x Assistant</li> <li>Manager: Vacant.</li> </ul>	<ul style="list-style-type: none"> <li>7 officials</li> <li>1 x Manager</li> <li>1 x Assistant</li> <li>Manager: Vacant.</li> </ul>

BATHO PELE PRINCIPLES					
KEY SERVICE	BATHO PELE PRINCIPLE	CURRENT	DESIRED: YEAR 1	DESIRED: YEAR 2	DESIRED: YEAR 3
		<ul style="list-style-type: none"> <li>○ 1 x Administration Officers</li> <li>○ 4 x Administration Clerk.</li> </ul>	<ul style="list-style-type: none"> <li>○ 1 x Administration Officers</li> <li>○ 4 x Administration Clerk.</li> </ul>	<ul style="list-style-type: none"> <li>○ 1 x Administration Officers</li> <li>○ 4 x Administration Clerk.</li> </ul>	<ul style="list-style-type: none"> <li>○ 1 x Administration Officers</li> <li>○ 4 x Administration Clerk.</li> </ul>
		<ul style="list-style-type: none"> <li>● R653 000.00</li> <li>● 90 – 180 days</li> </ul>	<ul style="list-style-type: none"> <li>● R690 000.00</li> <li>● 90 days</li> </ul>	<ul style="list-style-type: none"> <li>● R727 000.00</li> <li>● 90 days</li> </ul>	<ul style="list-style-type: none"> <li>● R727 000.00</li> <li>● 90 days</li> </ul>
		Cost:			
		Time:			