



LIMPOPO
PROVINCIAL GOVERNMENT
REPUBLIC OF SOUTH AFRICA

**DEPARTMENT OF
TRANSPORT**

SERVICE DELIVERY IMPROVEMENT PLAN

**FOR THE
FISCAL YEAR CYCLE
2016–2019**

Table of Contents

	Page
Official Sign Off.....	3
1. Introduction.....	4
Approach in developing the Limpopo Department of Transport Service Delivery Improvement Plan.....	4-6
2. PART A: STRATEGIC OVERVIEW.....	7
2.1. Vision.....	7
2.2. Mission.....	7
2.3. Value Statement.....	7
2.4. Legislative Mandate.....	7-8
2.5. Our Stakeholders	8
2.6. Our customers/ clients	8-9
2.7. List of Services provided by the Department of Transport	9
2.8. Situational Analysis.....	10
2.6.1 Organizational Environment.....	10-11
2.6.2. Outcome of Management Performance Assessment (MPAT)	12-20
3. PART B: SERVICE DELIVERY IMPROVEMENT PLAN.....	21
3.1. Process Mapping and Unit Costing.....	21
3.1.1. Process Mapping for Key Service 1.....	21
3.1.2. Unit Costing for Key Service 1.....	21
3.1.3. Process Mapping for Key Service 2.....	22
3.1.4. Unit Costing for Key Service 2.....	22
3.2. Problem Statement.....	22
3.2.1. Problem Statement for Key Service 1.....	22
3.2.2. Problem Statement for Key Service 2.....	23
3.3. Service Delivery Improvement Plan content.....	23-30
3.4. Monitoring of Service Delivery Improvement Plan.....	31
3.5. Conclusion.....	31
3.6. Acronyms.....	31


OFFICIAL SIGN OFF

It is hereby certified that this Service Delivery Improvement Plan was developed by the management of the Limpopo Department of Transport under the guidance of Honourable MEC Nandi Ndalane, and was prepared in line with the 2016/17 Annual Performance Plan of the Limpopo Department of Transport. It is compiled with the latest available information from Department on business units and other statutory sources

It accurately reflects the performance targets which the Limpopo Department of Transport will endeavour to achieve, given the resources made available in the budget for the Financial Year 2016/17.

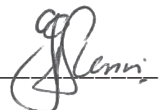
Chief Director: Corporate Services

Mr Mangena JJN

Signature:  _____

Head of Department

Ms du Plessis JJ

Signature:  _____

Executive Authority

Ms Ndalane N

Signature:  _____

1. INTRODUCTION

The Service Delivery Improvement Plan (SDIP 2016/19) of the Limpopo Department of Transport is informed by the 2015 -2020 Strategic Plan and it is aligned to the 2016/17 Annual Performance Plan (APP). The development of this important planning tool is also guided by legislative mandates, State of the Nation Address (SONA) and State of Province Address (SOPA). This SDIP sets out the primary service areas that the Department of Transport intends to deliver on for the next three years.

The Department had an SDIP in the previous financial year that was developed through the National Guidelines. The intention of the previous SDIP was to ensure that all Public Transport services and regulations are delivered to meet the needs of the customers. Although the achievements made were based on the availability of resources, in particular on the routes for bus subsidy, the livelihoods of the citizens were improved.

The assessment of the previous SDIP by the DPSA showed non-achievement as a result of being measured against a different tool than the one used to develop the SDIP

This SDIP will be reviewed annually in line with the Departmental Strategic Plan, Medium Term Expenditure Framework (MTEF), APP and the set Service Standards. The reviewed document will comply with the SDIP prescripts and template set out by the Department of Public Service and Administration (DPSA). The reviewed document will also be distributed to all Departmental Service points and made available to all citizens of the country, both electronically and as hard copy.

APPROACH IN DEVELOPING LIMPOPO DEPARTMENT OF TRANSPORT SERVICE DELIVERY IMPROVEMENT PLAN

Step 1:

The Head of the Department approved the establishment of the Departmental SDIP Task Team on 16 May 2016. The team was informed about the importance of developing the SDIP and documents for developing the SDIP were given to them, in order to ready themselves for the meeting on the 7th of June 2016

Step 2:

Prior to the development and review of the Department of Transport SDIP for 2016/19, the DPSA in conjunction with Limpopo Office of the Premier (OTP), have been asked to brief the task team on the new approach in developing SDIPs.


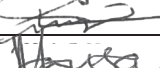
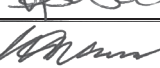
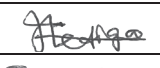
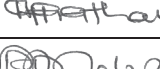
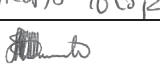
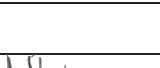
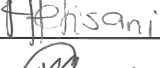


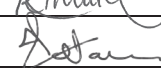


In the briefing session that was held on the 7 June 2016, the following decisions were made:

The second briefing session will be arranged, wherein every component affected will be present.

The will be follow up visit to DPSA after the 1st draft has been compiled.

The OTP and DPSA assessed the quality of the first draft SDIP. Several inputs were made on the draft SDIP and changes were effected. The draft was sent to the affected Programme representatives in order to verify the set targets, Batho Pele Principles, Costs and Human Resources imperatives.

Team members that contributed to the development of the Department of Transport 2016/19 SDIP are as follows:

BRANCH	NAMES	DESIGNATION	GENDER	SIGNATURE
CORPORATE SERVICES	Mangena JJN	Chief Director	Male	
	Maponya L P	Director	Male	
	Mabusa R.M	SDIP Champion	Female	
	Rambau	Deputy Director	Male	
	Lediga M	Deputy Director	Male	
	Mathale G	SDIP Coordinator	Female	
	Molope M A	SDIP Specialist	Female	
	Ledwaba M	Deputy Director	Male	
CFO	Hetisani F	Deputy Director	Female	
TRANSPORT REGULATION	Motale A	a/Director	Male	
	Matsila T A	a/Chief Director	Male	
TRANSPORT OPERATIONS	Mukhavhuli R	Deputy Director	Male	
COMMUNICATIONS	Selahle P	Director	Male	

Step 3

The second meeting held on 28 June 2016 by the task team members for Transport Department to discuss the draft SDIP based on the input made on the 7th of June 2016. Further consultation with Risk Management Unit was done on 28 June 2016 in order to support the development of the draft SDIP.

Step 4

The developed SDIP was presented to management of the Department during the strategic planning session held on the 6th to 7th of July 2016 and was endorsed.

The Department has the following programmes and sub- programmes which renders various services:

PROGRAMME	Sub Programme	Services
Program 1: Administration	Office of the MEC	Political direction to the Department
	Management of the Department	Strategic direction to the Department
	Corporate Support	Skills programmes and Learnership programmes.
	Departmental Strategy	Strategic management planning and Organisational performance
Program 2: Transport Infrastructure	Was transferred to the Department of Public Works, Roads and Infrastructure following the reconfiguration of Limpopo Provincial Administration in May 2014	
Program 3: Transport operations	Public Transport Services	Public transport services regulated
	Transport Safety and compliance	Road crash fatalities and transport offences reduced
	Infrastructure Operations	Integrated transport planning and infrastructure
Program 4: Transport Regulation	Transport Administration and Licensing	Road crash fatalities and traffic offences reduced
	Traffic Law Enforcement	Road crash fatalities and traffic offences reduced
	Operator Licences and Permits	

2. PART A: STRATEGIC OVERVIEW

2.1. VISION

“A pioneering and leading department at the epicenter of socio-economic development”

2.2. MISSION

“To provide safe, affordable, sustainable and integrated transport services”

2.3. VALUE STATEMENT

The values of the department emanate from the Batho Pele principles. The department's values are:

- Integrity
- Transparency
- Accountability
- Consistency
- Trust and Respect

2.4. LEGISLATIVE MANDATES

The development of the Department of Transport SDIP is governed by the following mandates:

2.4.1. The Constitution of the Republic of South Africa, (Act No 108 of 1996)

2.4.2. Public Service Act, 1994

2.4.3. Public Service Regulations, 2001

2.4.4. Labour Relations Act 66 of 1995

2.4.5. Occupational Health and Safety Act, 85 of 1993

2.4.6. Public Finance Management Act, 1999

2.4.7. Preferential Procurement Policy Framework Act, 2000

2.4.8. State Information Technology Act No 88 of 1998, as amended

2.4.9. The National Archives and Records Services of South Africa Act (Act no 43 of 1996, as amended)

2.4.10. Promotion of Access to Information Act (Act No.2 of 2000)

- 2.4.11. The National Archives and Records Service of South Africa Regulations (R158 of 20 Nov 2002)**
- 2.4.12. Minimum Information Security Standards (MISS)**
- 2.4.13. Construction Industry Development Board Act, 45 of 2000**
- 2.4.14. Engineering Profession of South Africa Act, 114 of 1990**
- 2.4.15. Engineering Profession of South Africa Act, 114 of 1990**
- 2.4.16. National Environmental Management Act 8 of 2004**
- 2.4.17. National Forest Fire Act 101 of 1998**
- 2.4.18. Re-determine Boundaries of Cross Boundaries of Cross Boundary Municipalities Act 69 of 2000**
- 2.4.19. Northern Province Interim Passenger Transport Act, 1999**
- 2.4.20. The National Land Transport Act, 2009 (Act 5 of 2009)**
- 2.4.21. Administration and Adjudication of Road Traffic Offences Act, 1998 (Act No. 46 of 1998)**
- 2.4.22. Limpopo Province Road Traffic Act, (Act no. 5 of 1997)**
- 2.4.23. Road Traffic Management Corporation Act, 1999 (Act No. 20 of 1999)**
- 2.4.24. Urban Transport Act, 1977 (Act No. 78 of 1977)**
- 2.4.25. Public Service Regulations, 2001**
- 2.4.26. White paper on Transformation of Public service, 1995**
- 2.4.27. White Paper on Transforming Public Service Delivery, 1997**
- 2.4.28. White Paper on Human Resource Management in the Public Service, 1995**
- 2.4.29. The Guidelines on South African Code of Conduct**

2.5. Our Stakeholders

- Other departments/ public entities/ institutions/ components in government at National and Provincial level.**
- Labour Unions**
- Community leaders**
- Local Government structures**
- Taxi and Bus Associations**
- Schools**

- Citizens
- Business Sector i.e Farmers and Mines
- Churches

2.6. Our Customers/ Clients

- Citizens
- Driving schools
- Taxi and Bus Associations
- Schools
- Motorists and Drivers
- Commuters

2.7. List of Services Provided By the Department of Transport

Table 1: Outline of the services per programme

Program 1: Administration	Program 3: Transport Operations	Program 4: Transport Regulation
<p>Purpose:</p> <p>Enhanced corporate support and good Governance</p>	<p>Purpose:</p> <p>A reliable, affordable and safe integrated transport system</p>	<p>Purpose</p> <p>Reduced traffic offences and road crashes</p>
<p>Program Descriptions</p> <p>The programme consist of the following sub-programmes:</p> <ul style="list-style-type: none"> • Office of the MEC • Management of the Department • Corporate Support • Departmental Strategy 	<p>Program Descriptions</p> <p>The programme consist of the following sub-programmes:</p> <ul style="list-style-type: none"> • Programme Support Operations • Public Transport Services • Transport Safety and Compliance • Transport Systems • Infrastructure Operations 	<p>Program Descriptions</p> <p>The programme consist of the following sub-programmes:</p> <ul style="list-style-type: none"> • Programme Support Regulations • Transport Administration and Licensing • Operator License and Permits • Law Enforcement
<p>Priorities:</p> <ul style="list-style-type: none"> • Improve institutional capacity and accountability 	<p>Priorities:</p> <ul style="list-style-type: none"> • Improve & develop intermodal facilities; • Facilitate the development of Municipal Integrated Transport plans; • Review & implement the Provincial Land Transport Framework. 	<p>Priorities:</p> <ul style="list-style-type: none"> • Enhancement of professionalism • Increase number of traffic officers • Root out fraud & corruption in traffic policing, registration, licensing & driving license testing centres & vehicle testing centres • Implement accident statistical analysis module

2.8. SITUATIONAL ANALYSIS

The Department of Transport is mandated to establish an effective, safer and affordable transport system for socio-economic development as well as to promote low carbon economy through offering transport alternatives with reduced environmental damage. It is acknowledged that we still have challenges ahead until we can safely say our people are living the transport dream. However, over the past years, the Department of Transport has embarked on a concerted effort to develop and improve the Province's transport system to serve as a catalyst for socio-economic development, particularly the movement of goods and people.

The National Development Plan directs the transport sector of the country to establish effective, safe and affordable public transport which translated into the Limpopo Development Plan which seeks the Department of Transport to:

- (a) Bridge the geographic distances affordably and foster reliable and safe public transport within the province.
- (b) Support economic development by easing the transportation of goods from production sites to manufacturing and ultimately to where they are consumed. This will also facilitate local, regional and international trade.
- (c) Promote a low carbon economy through offering transport alternatives with reduced environmental damage.

It is only through an efficient, affordable and reliable transport system that our people can participate in activities that bring better economic conditions for the Province and connecting trade with SADC countries.

This Annual Report spells out our mandate as government and highlights areas that we commit ourselves to implement such in order for transport to play a meaningful role for the transportation of goods and people to sustain their livelihoods.

2.8.1. Organizational Environment

The Department is currently reviewing the organisational structure to align with the new mandate as outlined during the departmental strategic planning for the coming five years. Human Resource Management is providing strategic support and critical support services to the Department to ensure its effective and efficient functioning.

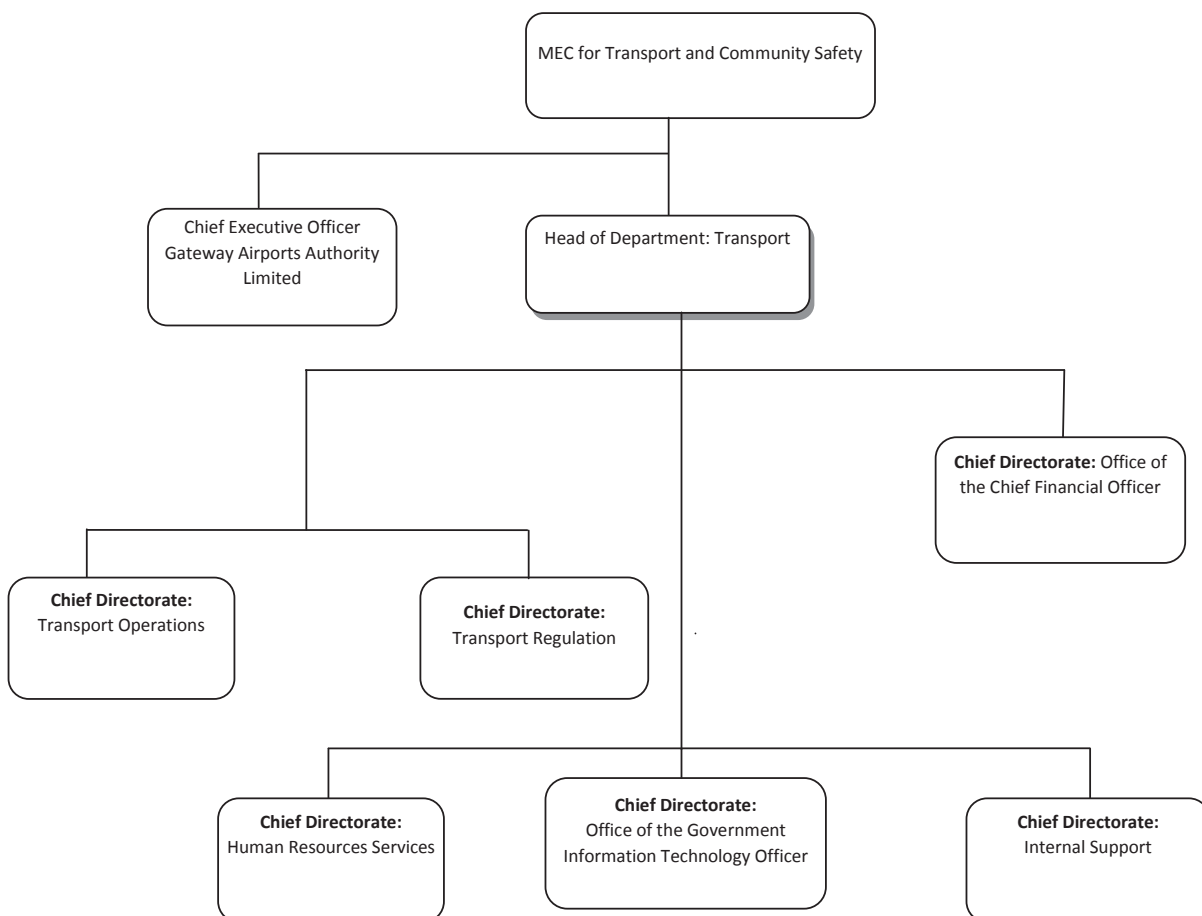
The Department of Transport is responsible for the registration, provision of vehicle and drivers licences as well as public transport operations in Limpopo Province. There are 35 Testing Centres that are catering for this.

The function entails registration of vehicles in the motor vehicle national database, tests for vehicle road worthiness and licencing, registration of Manufactures Importers and Builders of vehicles (MIBs) and the application for learners and drivers licences, annual renewal of vehicle licences and renewal of driver’s licences.

It is required in terms of National Land Transport Act 2009 that municipalities develop integrated Transport Plans (ITPs). In the absence of ITP’s it is difficult to consider applications for public transport operating licences hence the department decided to assist municipalities with the development of ITP’s for the growth points in the province.

This SDIP is aimed at attending to some of the challenges as having been identified above and since it is a three year commitment it should be viewed as medium term solution to the challenges and will attend to those issues that the Department can handle within its means without being dependant to other departments.

ORGANISATIONAL STRUCTURE



2.8.2. Outcome of Management Performance Assessment Tool (MPAT):

MPAT 1.5 includes the following progressive levels of management performance. The following are the four Key Performance Areas covered by MPAT:

- Key Performance Area 1: Strategic Management
- Key Performance Area 2: Governance and Accountability
- Key Performance Area 3: Human Resource Management
- Key Performance Area 4: Financial Management

Within the four KPAs of MPAT 1.5, there are 34 standards which are based on existing policies and regulations. Following a review of the MPAT standards in 2015, some modifications were made to the standards to improve their clarity. The following performance areas will be utilised for the 2016/19 assessments:

MPAT KEY PERFORMANCE AREAS, PERFORMANCE AREAS AND STANDARDS

1. Strategic Management	2. Governance and Accountability	3. Human Resource Management	4. Financial Management
<p>1.1 Strategic Planning 1.1.1 Strategic Plans 1.1.2 Annual Performance Plans</p> <p>AG's finding on reliability of reported performance information remains a challenge for most departments. Although majority of departments are now including the Technical Indicator descriptor as an annexure to the APP, explaining of data collection and the methods of calculation remains a challenge. There is an improvement in terms of minutes showing discussions of quarterly progress by management. In-year monitoring of performance information by Internal Audit is still a challenge. The in-year monitoring done is focused on the adequacy and effectiveness of controls in departments and not on confirmation of the reliability and credibility of performance information.</p>	<p>2.1 Service Delivery Improvement 2.1.1 Service delivery charter, standards and SDIP</p> <p>Absence of evidence that consultation sessions (internal and external) have been conducted with stakeholders/service beneficiaries during the drafting phase of the SDIP and service standards.</p> <p>Absence of evidence that management regularly monitors and considers monitoring reports to inform business improvements.</p>	<p>3.1 Human Resource Planning</p> <p>Departments are still not meeting the DPSA due dates for the plan and the report for level 3. Most departments don't meet the level 4 requirements as the management intervention and discussions required to qualify for these scoring levels were not submitted. Departments could not provide evidence of HR Plan and HR Plan Implementation Report discussions as well as linking the HR Planning with other HR processes within the Department.</p>	<p>4.1 Supply Chain Management 4.1.1 Demand management</p> <p>No proof of timeous submission or late submission of procurement plan to the relevant Treasury</p> <ul style="list-style-type: none"> • Evidence provided is not a demand management plan, but a budget breakdown per standard chart of account (SCOA) item. • The demand management plan provided does not have any time frames or values assigned to goods and services to be procured • No evidence to illustrate that the department reviews the progress of goods and service against the procurement plan • Departments still confuse the strategic approach to procurement with that of the traditional approach.

		<p>3.1.2 Organisational design</p> <p>Most departments exceeded the variance limits for posts filled out of adjustment, posts additional to the establishment and they had either an over or under spending of more than 5% of the total compensation budget. Departments also poorly reported on the management review of vacancies and spending in their respective departments.</p>	
<p>1.3.1 Use of monitoring and evaluation outputs</p> <p>Quarterly targets: There are inconsistencies in terms of reported quarterly targets and indicators in the quarterly reports and those planned for in the APPs.</p> <p>Data validation, clear processes and procedures on how data is collected, managed and stored remains a challenge.</p>	<p>2.2.1 Management Structures</p> <p>No alignment between minutes and action matrix/lists.</p> <p>Poorly constructed action matrix/lists – difficulty to track progress made as there is no correlation between minutes and action.</p>	<p>3.1.3 Assessment of Human Resources Development</p> <p>Departments did not meet the 5% intern/learners/apprentices target which needed to reflect the department's fixed staff establishment. There was non-compliance with the submission of the Intern report on the correct DPSA reporting template.</p> <p>Departments also did not provide evidence reflecting management discussions required for the review of the HRD reports and documents.</p>	
<p>Overall findings for the KPA</p> <ul style="list-style-type: none"> • Planning documents are not aligned to the planning cycle. • Incorrect documents provided during self-assessment • There are no clear or formalised processes to support and / or monitor public entities in terms of planning and monitoring 	<p>2.3.2 Assessment of Accountability Mechanism (Audit Committee)</p> <p>Out-dated Audit Committee charters – charters are not reviewed annually.</p> <p>The Department do not provide a comprehensive stakeholder assessment report on the functionality of the AC.</p>	<p>3.2.2 Recruitment and retention</p> <ul style="list-style-type: none"> • Departments did not provide evidence on the exit Interviews conducted and reporting on discrepancies between total exits and exit Interviews conducted. Management engagement on the exit Interview analysis were not evident as part of the submitted evidence for the assessment. • Departments did not provide evidence with regards to their 	

		<p>Employee Satisfaction Survey and general management discussion on the findings of the survey conducted.</p> <ul style="list-style-type: none"> The analysis of turnover, vacancy rate and the time to fill posts for scarce and critical skills were not addressed by departments as part of their assessment of this standard. 	
	<p>2.4.1 Professional Ethics</p> <ul style="list-style-type: none"> SMS financial disclosures are not submitted to the PSC on time. 100% submission rate is not achieved. No action taken against SMS members who did not disclose on time as required. Absence of detailed analysis of SMS Financial Disclosure with proposed mitigation action against possible conflict of interest to the EA. 	<p>3.2.3 Management of diversity</p> <p>Departments generally did not utilise the correct templates but were not penalised for using the incorrect templates. The major reason for the decline of scores for this standard is due to the fact that departments did not comply with the DPSA submission dates for the plans and reports. Furthermore the Disability and Employment Equity targets for SMS female members were not met for the assessment period.</p>	<p>4.1.2 Acquisition management</p> <p>No proof of supplier database</p> <ul style="list-style-type: none"> Bid Committee appointment letters. Some departments do not assign individual appointment letters but make use of the submission approved by the Head of Department for members nominated and appointed to respective bid committees. Also members appointed to the specification committee will be the same members appointed to the evaluation committee to ensure consistency Instead of Bid Committee members and SCM practitioners submitting signed Codes of Conduct, the declaration of interest was submitted. In other instances only the SCM practitioners signed Codes of Conduct was provided Instead providing 3 attendance registers or 3 sets of minutes per committee, only 1 set was

			<p>provided or none</p> <ul style="list-style-type: none"> • Did not provide evidence to illustrate that suppliers' performances are reviewed.
	<p>2.4.2 Prevention of Fraud and Corruption</p> <ul style="list-style-type: none"> • Requisite policies are in place, however the implementation plans are not • Feedback on National Anti-Corruption Hotline (NACH) cases within 40 days are less than 80%. • Inadequate whistle Blowing Policy – a paragraph in the Fraud Prevention Strategy is not sufficient • Absence of a detailed Whistle Blowing Policy implementation Plan 	<p>3.2.4 Employee Wellness</p> <p>The situation regarding the Employee Health and Wellness policies are not yet satisfactorily addressed in departments as the approved policies were not submitted in all cases. Some departments did not comply with the DPISA submission dates for the SMT reports and operational plans. To be at a level 4 departments did not provide a committed EH&W budget.</p>	<p>4.1.3 Logistics management</p> <p>The confusion between inventory and consumables, smaller departments did not see the need to have documented policy/process for inventory management; however Treasury has indicated in its accounting manual on expenditure that irrespective of an item being classified as inventory or consumables, the management and control thereof is still important. Policies and procedures should still address the management and control of consumables</p> <ul style="list-style-type: none"> • Did not provide proof of report/records on receiving and issuing goods • Did not provide proof of the latest stock-taking report • Did not provide report on results of customer survey
	<p>2.5.1 Internal audit Arrangements</p> <ul style="list-style-type: none"> • Out-dated Audit Committee charters – charters are not reviewed annually • Annual internal Audit assessment not conducted by the Chief 	<p>3.2.5 Delegations in terms of PSA</p> <p>Delegation registers not updated with the latest amendments to the PSA. The full text of PSA and PSR should be referenced. Delegations not aligned to Cabinet approved minimum</p>	<p>4.2 Expenditure Management</p> <p>4.2.1 Cash flow Management</p> <p>Did not provide proof that cash flow was submitted timeously to the relevant Treasury</p> <ul style="list-style-type: none"> • Some IYM Reports were

	<p>Audit Executive (CAE).</p> <ul style="list-style-type: none"> Externally Quality assurance Reviews (QAR) not conducted within the stipulated 5 year period. Readiness assessments are not deemed as QARs but merely an efficiency assurance in preparation for the upcoming QAR. A renewal process of QARs which ended in 2015 has not started for some departments. 	<p>levels.</p>	<p>not submitted on time and reasons provided for this was that timeous submission was dependant on the date that the department receives the template from</p> <p>the relevant treasury and it's a process to populate the template</p> <ul style="list-style-type: none"> The department submitted the cash flow after the due date of 29 February. The Treasury Regulations stipulates that the accounting officer must annually submit to the relevant treasury a breakdown of the anticipated revenue and expenditure in the format determined by the National Treasury, no later than the last working day of February preceding the financial year and PFMA states under item 52... must submit...to the relevant treasury, at least one month, or another period agreed with the National Treasury, before the start of its financial year No evidence that reflects that Management regularly reviews expenditure vs. planned budgets and takes actions to prevent under/over expenditure
	<p>2.6.1 Risk management Arrangements</p> <p>Risk management matters not adequately discussed at departmental management meetings</p>	<p>3.3 Performance Management</p> <p>3.3.1 Implementation of level 1-12 PMDS</p> <p>Departments did not comply with the capturing of performance agreements on</p>	<p>4.2.2 Payment of suppliers</p> <p>Did not provide all the exception reports for the period April to August</p> <ul style="list-style-type: none"> Did not provide proof that exception reports

	<p>(EXCO/MANCO/SMS Fora)</p> <p>In many departments risk management committees are not deemed as an oversight body to the department instead the EXCO forms the risk management committee. This is seen as a risk in itself.</p>	<p>PERSAL the requirement for MPAT 1.5 was 80% and above. There was also a lack of evidence for remedial action implemented for poor performance identified in the previous departmental performance cycle. Departments furthermore failed to submit the HoD Declarations to confirm that there are no outstanding assessments.</p>	<p>were submitted timeously to the relevant Treasury</p> <ul style="list-style-type: none"> • Exception reports were submitted after the stipulated timeframes • Not all invoices were paid within 30 days • Did not provide proof of investigation where invoices were not paid within 30 days • Did not provide proof that action was taken • Evidence provided is more of an invoice register than an invoice tracking system
	<p>2.8.1 Corporate governance of ICT</p> <ul style="list-style-type: none"> • Overall departmental scores have improved. Most departments are at levels 3 & 4 • Evidence was provided but not approved according to the delegation structures identified in the MPAT standard. 	<p>3.3.2 Implementation of SMS PMDS (excl HOD)</p> <p>Not all SMS members signed and submitted their performance agreements by due date and there was no evidence of remedial/disciplinary action taken for non-compliance. Departments furthermore failed to submit the HoD Declarations to confirm that there were no outstanding assessments for the past 3 performance cycles.</p>	<p>4.2.3 Management of unauthorised, irregular, fruitless and wasteful expenditure</p> <p>The audit improvement plan to address audit findings was not approved</p> <ul style="list-style-type: none"> • No evidence of disciplinary action taken against negligent officials • No evidence of investigation report • No evidence was provided to substantiate that management analyses and reviews the effectiveness of controls and systems to prevent recurrence of unauthorised, irregular, fruitless and wasteful expenditure
	<p>2.10.1 Promotion of access to information</p> <ul style="list-style-type: none"> • Section 14 manual not established (government gazette) in at least 3 official languages 	<p>3.3.3 Implementation of SMS PMDS for HOD</p> <p>The verification statement was not provided by most departments. If the department had an Acting HoD during the assessment period this</p>	<p>4.2.4 Payroll certification</p> <p>Did not provide documented process for termination and transfer of staff</p> <ul style="list-style-type: none"> • Did not provide the

	<ul style="list-style-type: none"> Records management policy not uploaded as required PAIA matters are not adequately discussed at departmental management meetings (EXCO/MANCO/SMS Fora) 	<p>standard was not moderated. Declaration letter from the HR Manager stating that there were no outstanding annual assessments for the HoD for the past 3 performance cycles was not provided as evidence.</p>	<p>analysis conducted on the physical payroll verification</p>
	<p>2.11 Promotion of Administrative Justice Act</p> <p>The standard is no longer a pilot, all departments are required to upload evidence, however some departments did not do so. In some instances incorrect and irrelevant evidence was uploaded</p>	<p>3.4 Employee Relations</p> <p>3.4.2 Management of disciplinary cases</p> <p>Departments did not finalise all disciplinary cases within 90 days from identification. Reasons for cases not finalised within the timeframes were also not evident in the majority of the cases. Some departments did not provide evidence for the capturing of disciplinary cases on PERSAL.</p>	<p>4.2.5 Delegations in terms of PFMA</p> <p>Cover and first page of the delegations are not dated and signed by the Accounting Officer.</p> <ul style="list-style-type: none"> Delegations do not cover SCM matters such as Bid Committees Conditions and limitations to the delegations not specified Did not initial all the pages of the delegations, in terms of Delegation Principles for Financial Management, page 32, item 5.9, The PF (Principal Functionary) must sign and date each of the delegation templates and any amendments, to such templates to ensure that no unauthorised changes can be effected to the delegations.

MPAT identifies four progressive levels of management performance. Each management practice is assessed and scored against these four levels of performance. The table below illustrates these four levels.

LEVEL	DESCRIPTION
LEVEL 1	Department is non-compliant with legal/regulatory requirements
LEVEL 2	Department is partially compliant with legal/regulatory requirements
LEVEL 3	Department is fully compliant with legal/regulatory requirements
LEVEL 4	Department is fully compliant with legal/regulatory requirements and is doing things smartly

Table: Areas of concern based on MPAT 2015 Results

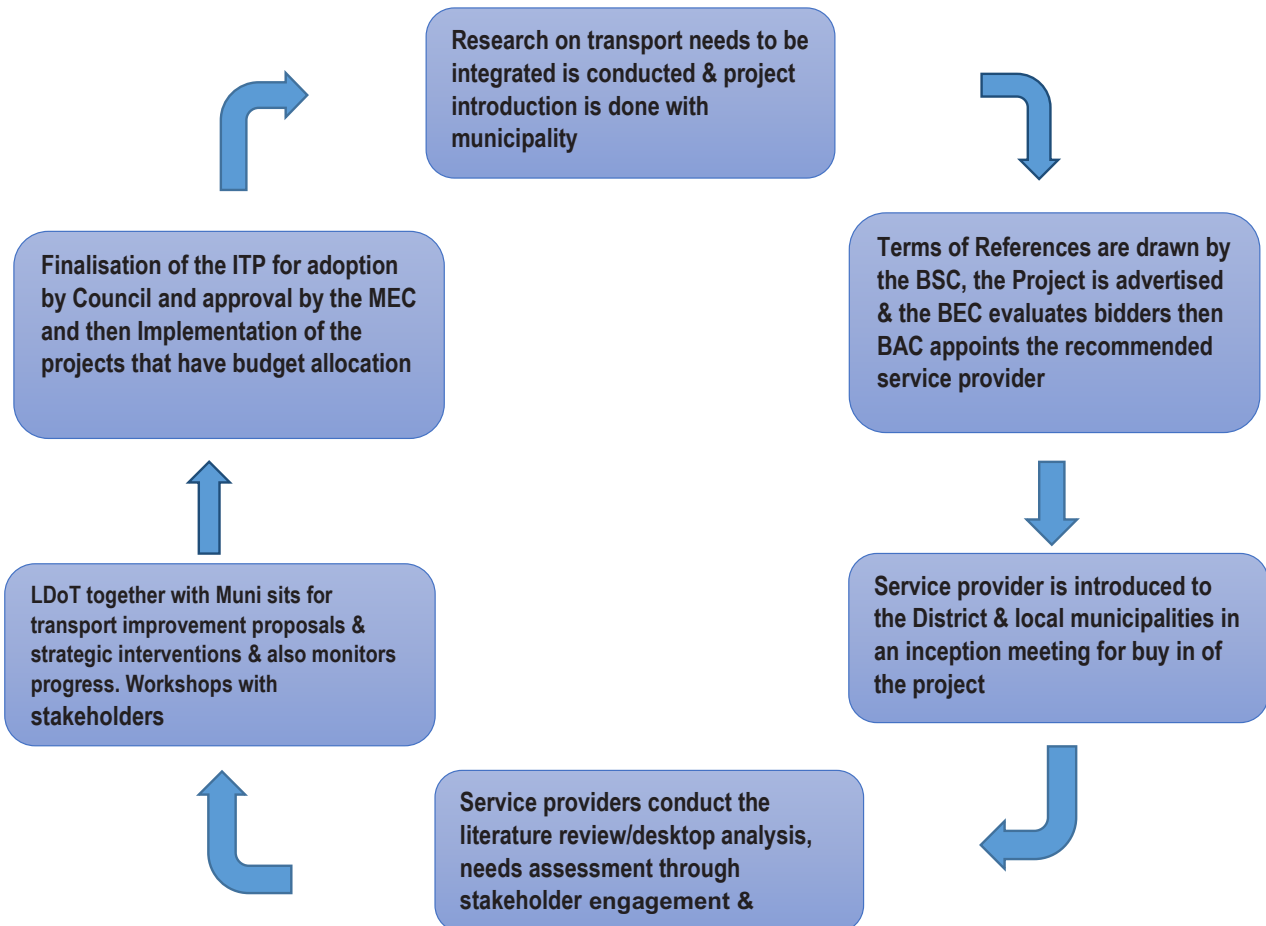
KPA2: GOVERNANCE AND ACCOUNTABILITY	LEVEL 3: SERVICE DELIVERY IMPROVEMENT MECHANISMS
	LEVEL 3: FUNCTIONALITY OF MANAGEMENT STRUCTURES
	LEVEL 1: PREVENTION OF FRAUD AND CORRUPTION
	LEVEL 1: ASSESSMENT OF INTERNAL AUDIT ARRANGEMENTS
	LEVEL 2: CORPORATE GOVERNANCE OF ICT
	LEVEL 2: DELEGATION OF PUBLIC ADMINISTRATION
KPA3: HRM	LEVEL 3: HUMAN RESOURCE PLANNING
	LEVEL 2: ORGANISATIONAL DESIGN AND IMPLEMENTATION
	LEVEL 3: HUMAN RESOURCE DEVELOPMENT PLANNING
	LEVEL 1: PAYSHEET CERTIFICATION
	LEVEL 3: APPLICATION OF RECRUITMENT & RETENTION PRACTICES
	LEVEL 1: MANAGEMENT OF DIVERSITY
	LEVEL 2: APPROVED EA AND HOD DELEGATIONS FOR PUBLIC ADMINISTRATION IN TERMS OF THE PSA & PSR
	LEVEL 3: IMPLEMENTATION OF LEVEL 1-12 PMDS
	LEVEL 2: IMPLEMENTATION OF SMS PMDS (EXC HOD)
	LEVEL 3: IMPLEMENTATION OF PERFORMANCE MANAGEMENT SYSTEM FOR HOD
KPA4: FINANCIAL MANAGEMENT	LEVEL 2: MANAGEMENT DISCIPLINARY CASES
	LEVEL 2: PAYMENT OF SUPPLIERS

3. PART B: SERVICE DELIVERY IMPROVEMENT PLAN

3.1. PROCESS MAPPING AND UNIT COSTING

3.1.1. PROCESS MAPPING FOR KEY SERVICE 1

(PROVISION OF SERVICES AT MUNICIPALITIES FOR INTEGRATED TRANSPORT PLANS)

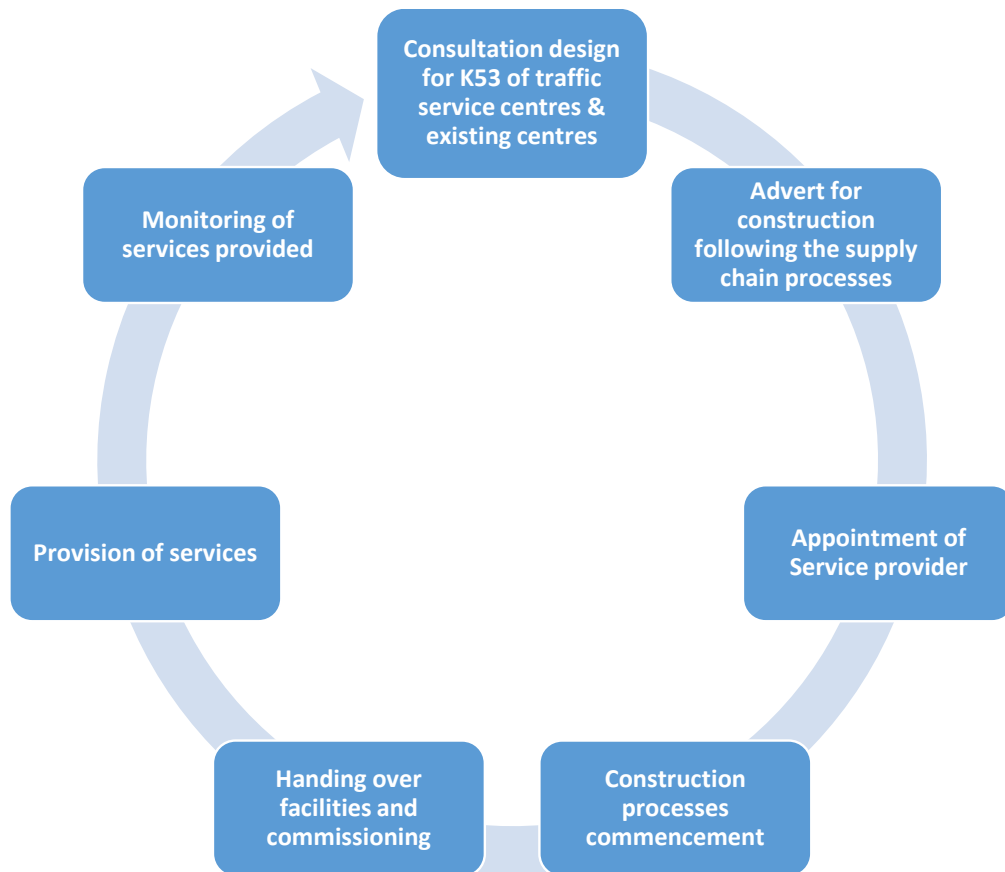


UNIT COSTING FOR KEY SERVICE 1

Costing for the provision of service for Integrated Transport Plans is determined by Departmental Contract which is regulated by National Treasury in accordance with Chapter 16A of the Treasury Regulations published in terms of the Public Finance Management Act, 1999 (Act 1 of 1999).

3.1.2 PROCESS MAPPING FOR KEY SERVICE 2

(Construction of Traffic Service Centres)



UNIT COSTING FOR KEY SERVICE 2

Unit costing for this key service cannot be stated as the services will be outsourced through Supply Chain Management bidding

3.2. PROBLEM STATEMENT

3.2.1. Problem Statement for Key Service 1

(Provision of services at municipalities for integrated transport plans)

Limpopo province is rural in nature hence there are challenges regarding transport infrastructure provincially wherein municipalities are faced with challenges on provision of public transport in an integrated manner.

This has resulted in the development of integrated transport plans by the Department with the aim of identifying and addressing transport needs in an integrated and well-coordinated manner. The existence of the ITP will also assist in the improvement of the economic development of municipalities.

3.2.2. Problem Statement for Key Service 2

(Construction of Traffic Service Centres)

There are challenges regarding transport infrastructure provincially wherein our clients are faced with harsh conditions to access departmental services.

Limpopo province remains highly challenged when coming to vehicle passing through to different countries within SADC. The Departmental intervention will ensure high standard infrastructure provision and create job opportunities within the province.

3.3. SERVICE DELIVERY IMPROVEMENT PROGRAMME CONTENT

3.3.1. Legal Framework for SDIP

The development of the SDIP is informed by Section 195(5) of the South African Constitution, 1996, which states that *“the public administration must be governed by the democratic values and principles”* these principles are as follows:

- A high standard of professional ethics must be promoted and maintained
- Efficient, economic and effective use of resources must be promoted
- Public administration must be development-oriented
- Services must be provided impartially, fairly, equitably and without bias
- People’s needs must be responded to, and the public must be encouraged to participate in policy-making
- Public administration must be accountable
- Transparency must be fostered by providing the public with timely, accessible and accurate information
- Good human-resource management and career-development practices, to maximise human potential, must be cultivated
- Public administration must be broadly representative of the South African people, with employment and personnel management practices based on ability, objectivity, fairness, and the need to redress the imbalances of the past to achieve broad representation”.

The implementation of these principles is governed by a Regulatory Framework, which includes the following, (but not limited to):

- Public Service Act, 1994 (Proclamation no. 103 of 1994)
- Public Service Commission Act, 1997 (Act no. 46 of 1997)
- Promotion of Administrative Justice Act, 2000 (Act no. 3 of 2000)
- Public Finance Management Act, 1999 (Act no. 1 of 1999)
- Public Service Regulations, 2001
- White Paper on the Transforming Public Service Delivery (Batho Pele), 1997
- White Paper on Human Resource Management in the Public Service, 1997

The SDIP content is reflected below:

Key Service to be Improved	Service beneficiaries	Performance Area	Current Compliance level 2015/2016	Desired quantity Year 1 2016/2017	Desired quantity Year 2 2017/2018	Desired quantity Year 3 2018/2019
Provision of services at municipalities for integrated Transport Plans (ITPs)	Taxi Operators, Bus Operators, Commuters, Limpopo Citizens, Motorists/Drivers	Limpopo Province	There is 1 Municipality which has an integrated Transport plans	3 municipalities	2 municipalities	2 municipalities
	Professional standards (if applicable)		Current professional standards	Desired changes (if applicable) Year 1	Desired changes (if applicable) Year 2	Desired changes (if applicable) Year 3
	Legal standards if applicable (including Standard Operating Procedures sops)		Baseline: Year 0	Desired changes (if applicable and revised SOPs) Year 1	Desired changes (if applicable and revised SOPs) Year 2	Desired changes (if applicable and revised SOPs) Year 3
	The Constitution Act 208 of 1996- Section 206(4), Government Gazette No. 36520 National Road Traffic Act, 93 of 1996					
Batho Pele principles						
	Current quantity Compliance level 2015/2016	Desired quantity Year 1 2016/2017	Desired quantity Year 2 2017/2018	Desired quantity Year 3 2018/2019		
Consultation:	Provincial Forums were established between the Department and Municipalities, Taxi Associations, Bus operators as well as commuters which meet twice a year	Provincial Forums were established between the Department and Municipalities, Taxi Associations, Bus operators as well as commuters which will continue to	Provincial Forums were established between the Department and Municipalities, Taxi Associations, Bus operators as well as commuters which will continue to meet twice a year	Provincial Forums were established between the Department and Municipalities, Taxi Associations, Bus operators as well as commuters which will continue to meet twice a year	Provincial Forums were established between the Department and Municipalities, Taxi Associations, Bus operators as well as commuters which will continue to meet twice a year	Provincial Forums were established between the Department and Municipalities, Taxi Associations, Bus operators as well as commuters which will continue to meet twice a year

	meet twice a year		
Courtesy:	<ul style="list-style-type: none"> Complaints, compliments and suggestion box in all service points Complaints and Compliments register in all service points 	<ul style="list-style-type: none"> Complaints, compliments and suggestion box in all service points Complaints and Compliments register in all service points 	<ul style="list-style-type: none"> Complaints, compliments and suggestion box in all service points Complaints and Compliments register in all service points
Access:	<ul style="list-style-type: none"> Clients have access to departmental services through walk ins, telephones, emails and Post Offices even over weekends 	<ul style="list-style-type: none"> Increase, maximise and maintain access to services to all clients through walk ins, telephones, emails and Post Offices even over weekends 	<ul style="list-style-type: none"> Increase, maximise and maintain access to services to all clients through walk ins, telephones, emails and Post Offices even over weekends
Information	<ul style="list-style-type: none"> Information is easily accessible on the departmental website, i.e. www.idot.gov.za regarding services rendered and the fees structure Departmental Imbizos used for dissemination of information regarding services Utilisation of Media such as print, electronic and radio for information disseminate 	<ul style="list-style-type: none"> Sustain the existing information disseminating mechanisms and Increase efforts to ensure information dissemination to the public. 	<ul style="list-style-type: none"> Sustain the existing information disseminating mechanisms and Increase efforts to ensure information dissemination to the public.

Openness & Transparency:	<p>Consultation with Municipalities and National department of Transport, Progress report in SDIPs and Citizen's report</p> <p>Information brochures are developed for services rendered in the form of service standards, Citizen's report, budget speech and Statement of commitment.</p>	<p>Consultation with Municipalities and National department of Transport, Progress report in SDIPs and Citizen's report</p> <p>Information brochures are developed and distributed for services rendered in the form of service standards, Citizen's report, budget speech and Statement of commitment.</p>	<p>Consultation with Municipalities and National department of Transport, Progress report in SDIPs and Citizen's report.</p> <p>Information brochures are developed and distributed for services rendered in the form of service standards, Citizen's report, budget speech and Statement of commitment.</p>	<p>Consultation with Municipalities and National department of Transport, Progress report in SDIPs and Citizen's report.</p> <p>Information brochures are developed and distributed for services rendered in the form of service standards, Citizen's report, budget speech and Statement of commitment.</p>
Redress:	<p>Development of ITP to allow the smooth operations in Public Transport in the growth point of the Province</p>	<p>Development of ITP to allow the smooth operations in Public Transport in the growth point of the Province</p>	<p>Development of ITP to allow the smooth operations in Public Transport in the growth point of the Province</p>	<p>Development of ITP to allow the smooth operations in Public Transport in the growth point of the Province</p>
Value for money:	<p>Provision of integrated Transport facility</p>	<p>Provision of integrated Transport facility</p>	<p>Provision of integrated Transport facility</p>	<p>Provision of integrated Transport facility</p>
Service Standards:	<p>Registration of public transport modes, operators and routes</p>	<p>Registration of public transport modes, operators and routes</p>	<p>Registration of public transport modes, operators and routes</p>	<p>Registration of public transport modes, operators and routes</p>
Cost	R1.2	R5m	R3m	R3m
Human resources:	8	8	8	8

Key Service to be Improved	Service beneficiaries	Performance Area	Current Compliance level 2015/2016	Desired quantity Year 1 2016/2017	Desired quantity Year 2 2017/2018	Desired quantity Year 3 2018/2019
Construction of Traffic Services Centres	Limpopo Citizens, Motorists/Drivers	Limpopo	There are 5 traffic infrastructure facilities constructed	3	3	3
	Professional standards (if applicable)		Current professional standards	Desired changes (if applicable) Year 1	Desired changes (if applicable) Year 2	Desired changes (if applicable) Year 3
	Legal standards if applicable (including Standard Operating Procedures sops)		Baseline: Year 0	Desired changes (if applicable and revised SOPs) Year 1	Desired changes (if applicable and revised SOPs) Year 2	Desired changes (if applicable and revised SOPs) Year 3
	The Constitution Act 208 of 1996- Section 206(4), Government Gazette No. 36520 National Road Traffic Act, 93 of 1996					
Batho Pele principles						
	Current quantity Compliance level 2014/2015	Desired quantity Year 1 2015/2016	Desired quantity Year 2 2016/2017	Desired quantity Year 3 2016/2017	Desired quantity Year 3 2016/2017	
Consultation:	Provincial Forums were established between the Department and Municipalities, Taxi Associations, Bus operators as well as commuters which meet twice a year	Provincial Forums were established between the Department and Municipalities, Taxi Associations, Bus operators as well as commuters which will continue to meet twice a year	Provincial Forums were established between the Department and Municipalities, Taxi Associations, Bus operators as well as commuters which will continue to meet twice a year	Provincial Forums were established between the Department and Municipalities, Taxi Associations, Bus operators as well as commuters which will continue to meet twice a year	Provincial Forums were established between the Department and Municipalities, Taxi Associations, Bus operators as well as commuters which will continue to meet twice a year	Provincial Forums were established between the Department and Municipalities, Taxi Associations, Bus operators as well as commuters which will continue to meet twice a year

<p>Courtesy:</p>	<ul style="list-style-type: none"> Complaints, compliments and suggestion box in all in all service points Complaints and Compliments register in all service points 	<ul style="list-style-type: none"> Complaints, compliments and suggestion box in all service points Complaints and Compliments register in all service points 	<ul style="list-style-type: none"> Complaints, compliments and suggestion box in all service points Complaints and Compliments register in all service points 	<ul style="list-style-type: none"> Complaints, compliments and suggestion box in all service points Complaints and Compliments register in all service points
<p>Access:</p>	<ul style="list-style-type: none"> Clients have access to departmental services through walk ins, telephones, emails and Post Offices even over weekends 	<ul style="list-style-type: none"> Increase, maximise and maintain access to services to all clients through walk ins, telephones, emails Post Offices even over weekends 	<ul style="list-style-type: none"> Increase, maximise and maintain access to services to all clients through walk ins, telephones, emails Post Offices even over weekends 	<ul style="list-style-type: none"> Increase, maximise and maintain access to services to all clients through walk ins, telephones, emails Post Offices even over weekends
<p>Information</p>	<ul style="list-style-type: none"> Information is easily accessible on the departmental website, i.e. www.idot.gov.za regarding services rendered and the fees structure Departmental Imbizos used for dissemination of information regarding services Utilisation of Media such as print, electronic and radio for information disseminate 	<ul style="list-style-type: none"> Sustain the existing information disseminating mechanisms and Increase efforts to ensure information dissemination to the public. 	<ul style="list-style-type: none"> Sustain the existing information disseminating mechanisms and Increase efforts to ensure information dissemination to the public. 	<ul style="list-style-type: none"> Sustain the existing information disseminating mechanisms and Increase efforts to ensure information dissemination to the public.

<p>Openness & Transparency:</p>	<p>Consultation with Municipalities and National department of Transport, Progress report in SDIPs and Citizen's report</p> <p>Information brochures are developed for services rendered in the form of service standards, Citizen's report, budget speech and Statement of commitment.</p>	<p>Consultation with Municipalities and National department of Transport, Progress report in SDIPs and Citizen's report</p> <p>Information brochures are developed for services rendered in the form of service standards, Citizen's report, budget speech and Statement of commitment.</p>	<p>Consultation with Municipalities and National department of Transport, Progress report in SDIPs and Citizen's report</p> <p>Information brochures are developed for services rendered in the form of service standards, Citizen's report, budget speech and Statement of commitment.</p>	<p>Consultation with Municipalities and National department of Transport, Progress report in SDIPs and Citizen's report</p> <p>Information brochures are developed for services rendered in the form of service standards, Citizen's report, budget speech and Statement of commitment.</p>
<p>Redress:</p>	<p>Provision of Integrated Transport Infrastructure including law enforcement activities.</p>	<p>Provision of integrated Transport Infrastructure including law enforcement activities</p>	<p>Provision of Integrated Transport Infrastructure including law enforcement activities</p>	<p>Provision of Integrated Transport Infrastructure including law enforcement activities</p>
<p>Value for money:</p>	<p>Reduction of road crashes and traffic offences</p>	<p>Reduction of road crashes and traffic offences</p>	<p>Reduction of road crashes and traffic offences</p>	<p>Reduction of road crashes and traffic offences</p>
<p>Service Standards:</p>	<p>Driver Licensing Intensifying Traffic Law enforcement Reduction of accident rate</p>	<p>Driver Licensing Intensifying Traffic Law enforcement Reduction of accident rate</p>	<p>Driver Licensing Intensifying Traffic Law enforcement Reduction of accident rate</p>	<p>Driver Licensing Intensifying Traffic Law enforcement Reduction of accident rate</p>
<p>Cost</p>			<p>R30m</p>	<p>R32.2m</p>
<p>Human resources:</p>			<p>8</p>	<p>8</p>

3.4. MONITORING OF SERVICE DELIVERY IMPROVEMENT PLAN

The SDIP for the Transport Department will be monitored on quarterly and annual basis; and the reports shall be submitted to the Executive Management for scrutiny and inputs before it can be submitted to the OTP. Monitoring of the SDIP will be done by the Performance Monitoring, Evaluation and Service Delivery Improvement Directorate.

3.5. CONCLUSION

Department of Transport is committed to improve service delivery in all the programmes as per 2016/17 APP inclusive of the carefully selected key services in this document. Report for discussion in management will be prepared to ensure the departmental mandatory obligations to improve service delivery.

3.6. ACRONYMS

APP –	Annual Performance Plan
BAC-	Bid Adjudication Committee
BEC -	Bid Evaluation Committee
BSC -	Bid specification Committee
CFO –	Chief Financial Officer
DPSA –	Department of Public Service and Administration
LED –	Local Economic Development
MPAT -	Management Performance Assessment Tool
MTEF –	Medium Term Expenditure Framework
MTSF –	Medium Term Strategic Framework
NDP –	National Development Plan
NGP –	New Growth Path
OTP –	Office of the Premier
SDIP –	Service Delivery Improvement Plan
SMS –	Senior Management Service
SONA –	State of the Nation Address
SOPA –	State of the Province Address