



dcstm

Department:
Community Safety and Transport Management
North West Provincial Government
REPUBLIC OF SOUTH AFRICA



**DEPARTMENT OF COMMUNITY SAFETY
AND TRANSPORT MANAGEMENT
NORTH WEST PROVINCIAL GOVERNMENT
SERVICE DELIVERY IMPROVEMENT PLAN
2025 - 2030
(ANNEXURE A)**



We belong



We care



We serve

COSATMA 2025-2030 SERVICE DELIVERY IMPROVEMENT PLAN (SDIP)

DOCUMENT CONTROL

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COSATMA 2025-2030 SERVICE DELIVERY IMPROVEMENT PLAN (SDIP)

ACRONYMS AND ABBREVIATIONS

DCS & TM	Department of Community Safety and Transport Management
MEC	Member of Executive Council
MPL	Member of Provincial Legislature
HOD	Head of Department
DMC	Departmental Management Committee
SMS	Senior Management Structure
MMS	Middle Management Structure
SDIP	Service Delivery Improvement Plan
BP	Batho Pele
DLTC	Drivers, Learners Testing Centres
VTS	Vehicle Testing Station
RA	Registering Authority
NMM	Ngaka Modiri Molema
DRSM	Dr. Ruth Segomotsi Mompati
DRKK	Dr. Kenneth Kaunda
POLP	Operators License and Permits
PDP	Public Drivers Permit
4IR	Fourth Industrial Revolution
IT	Information Technology
ICT	Information Communication Technology
PLIC	Passenger Liability Insurance Cover
COF	Certificate of Fitness
NTI	Northwest Transport Investment
APO's	Area Provincial Offices
COVID 19	Corona Virus Disease
SANSBOC	South African National Small Bus Operators Council
OLAS	Operator License Administration System
RAS	Registration Administration System
PRE	Public Regulatory Entity
SLA	Service Level Agreement
MOA	Memorandum of Agreement
MOU	Memorandum of Understanding
NDP	National Development Plan
MTEF	Medium Term Expenditure Framework

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MTSF	Medium Term Strategic Framework
SACAA	South African Civil Aviation Authority
OHS	Occupational Health and Safety
IEHW	Integrated Employee Health and Wellness
PPE	Personal Protective Equipment
RSA	Republic of South Africa
DLCA	Driving License Cut Account
SDM	Service Delivery Model
SP	Strategic Plan
SOP	Standard Operating Procedure
OMF	Operations Management Framework
APP	Annual Performance Plan
AR	Annual Report
OFA	Organizational Functionality Assessment
SS	Service Standard
SC	Service Charter
SONA	State of the Nation Address
SOPA	State of the Provincial Address
CCSC	Complaints, Compliments and Suggestions Committee
MPL	Member of Provincial Legislature
NWPTIT	North West Public Transport Intervention Team
CCMF	Complaints, Compliments, Management Framework
AG	Auditor General
CPFs	Community Policing Forums
CSFs	Community Safety Forums

OFFICIAL SIGN OFF

It is hereby certified that this COSATMA 2025-2030 Service Delivery Improvement Plan:

- Was developed by the management of the (North West Department of Community Safety and Transport Management) under the guidance of the (MEC Mr Wessels Morweng).
- Was prepared in line with the current Strategic Plan (2025-2030) and the Annual Performance Plan (2025/2026)
- Is compiled with the latest available information from departmental business units and
 - ▶ Departmental Annual/Quarterly Reports
 - ▶ Department of Public Service Administration Guidelines and Circulars
 - ▶ Department of Public Service Administration Frameworks
 - ▶ Public Service Regulations 2016 as Amended)

Coordinated by:



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Senior Personnel Practitioner

SDIP and Change Management

Date: 09/09/2025



Ms Thobeka Leteane (SDIP Champion)

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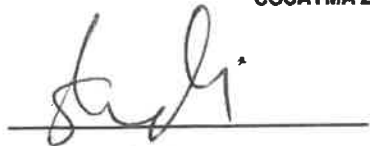


Mr Patrick Mohono

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Date: 11/09/2025

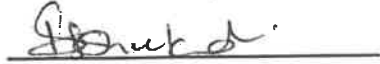
COSATMA 2025-2030 SERVICE DELIVERY IMPROVEMENT PLAN (SDIP)



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Date: 30/09/2025

COSATMA 2025-2030 SERVICE DELIVERY IMPROVEMENT PLAN (SDIP)

ANNEXURE A: SDIP TEMPLATE

PART1: SUMMARY OF THE SDIP TEMPLATE

	PREREQUISITES
	<p>A. Attach/Send a link of the Departmental Strategic plan, Service Delivery Model, Set Norms & Standards and the Service Standards for all services offered by the Department</p> <p>AIM: Identify service offering of the departments which outlines quality and quantity of the department</p> <ul style="list-style-type: none"> ▶ Departmental Strategic Plan for 2025-2030, marked Part 1 "A1" ▶ Departmental Annual Performance Plan for 2025-2026, marked Part 1 "A2" ▶ Service Delivery Model for Financial Year 2022/2023 (to be reviewed), marked Part 1 "A3" ▶ Batho Pele Norms and Standards 2023-2025, marked Part 1 "A4" ▶ Departmental Service Charter and Service Standards, marked Part 1 "A5" ▶ Service Charter for Public Operators License and Permits, marked Part 2 "A6" ▶ Service Charter for DLTC, marked Part 2 "A7" ▶ Service Charter for Registering Authority, marked Part 2 "A8" ▶ Public Service Regulations 2016, Part 3, sections 35, 36, 37 and 38, marked Part 1 "A9" ▶ DPISA Directive on Service Delivery Improvement Plan (SDIP), signed 12.06.2025, marked Part 1 "A10" ▶ DPISA Service Delivery Improvement Plan (SDIP) Guidelines revised 2024, marked Part 1 "A11" ▶ 2025-2030 SDI Forum, marked Part 1 "A12" <p>The mandate of the Department of Community Safety and Transport Management is "To promote community and road safety through community mobilisation, positively influencing road user behaviour through safety awareness and traffic law enforcement; oversight of the police and to coordinate public transport services." (SP 2025-2030, page 12)</p> <p>Vision - (SP 2025-2030, page 15) Safer communities, efficient and effective transport services</p> <p>Mission - (SP 2025-2030, page 15) We are committed to promote community safety, exercise civilian oversight on the police service and coordinate integrated transport services</p>

ANNEXURE A: SDIP TEMPLATE

	<p>Values - (SP 2025-2030, page 15)</p> <ul style="list-style-type: none"> ❖ Integrity ❖ Innovation ❖ Motivated ❖ Accountability ❖ Client focused ❖ Committed ❖ Team work ❖ Communication ❖ Consultation ❖ Diversity ❖ Professionalism <p>INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION</p> <ul style="list-style-type: none"> ❖ Programme 1: Administration (APP for 2025-2026 page 48-53) ❖ Programme 2: Provincial Secretariat for Police Service (APP for 2025-2026 page 53-56) ❖ Programme 3: Transport Operations (APP for 2025-2026 page 57 –69) ❖ Programme 4: Transport Regulations (APP for 2025-2026 page 60-61)
	<p>B. 1. Frontline/ Service Delivery departments: Identify the Key services through synthesis of internal and external analysis of departmental service delivery (Attach/Send a link of the integrated complaints/ Queries/ Enquiries/Litigation/ Poor performing service reports and/or Satisfaction survey results and any other documents required in the SDI Directive and Template as POE)</p> <p>AIM: to identify service delivery weaknesses within your department or agencies or public entities providing services on behalf of the department</p> <ul style="list-style-type: none"> ➤ Situational Analysis (SP for 2025-2030 page 16-17) ➤ SWOT Analysis (SP for 2025-2030 page 17-18) ➤ PESTLE Analysis (SP for 2025-2030 page 18-19) ➤ External Analysis (SP for 2025-2030 page 20-32) ➤ Internal Analysis (SP for 2025-2030 page 33-38) ➤ Stakeholder Involvement (SP for 2025-2030 page 38-39) ➤ Q1 and Q2 of 2024/2025 Reports on Complaints and Compliments Management

ANNEXURE A: SDIP TEMPLATE

2. Oversight Departments:

List SDI focus areas identified through synthesis of internal and external analysis of departmental service delivery (Attach the integrated results and other documents required in the SDI Directive and Template as POE)

AIM: to identify service delivery weaknesses within the department and across a Province/SOE/ Public Entities/sectors/clusters

- Situational Analysis (SP for 2025-2030 page 16-17)
- SWOT Analysis (SP for 2025-2030 page 17-18)
- PESTLE Analysis (SP for 2025-2030 page 18-19)
- External Analysis (SP for 2025-2030 page 20-32)
- Internal Analysis (SP for 2025-2030 page 33-38)
- Stakeholder Involvement (SP for 2025-2030 page 38-39)
- Q1 and Q2 of 2024/2025 Reports on Complaints and Compliments Management

ANNEXURE A: SDIP TEMPLATE

SUMMARY OF THE SDIP CRITICAL (KEY) SERVICES

C. Populate the table below						
AIM: Identify service delivery improvement interventions						
OUTCOME	KEY SERVICES (Should be based on the department's resource capability & competencies)	KEY PERFORMANCE INDICATORS (KPI)	DEPARTMENT SPECIFIC STANDARD	BASELINE: YEAR 0	OVERALL SDIP CYCLE TARGET	PORTFOLIO OF EVIDENCE
		Qualitative & Quantitative indicators	(Set measurable performance standard/s that will lead to a realized acceptable improvement level/s)	(Capture the current level/ extent of the problem reflected in your problem identification matrix)	(Outline the desired target of 5 years which should be aimed towards column 4 based on the problem and process analysis conducted)	(Provide names of documents used to populate this template & relevant page numbers)
					Year 1 Year 2 Year 3 Year 4 Year 5	
Extract outcome linked to the identified service from SP	KEY SERVICE 1	List bucket of indicators within the value chain of service	The Department target set at 61 639 number of children in rural and farm schools to be provided with learner transport.			2025-2026 Annual Performance Plan (pages 58, 59, 3 rd paragraph, page 80)
Safe and sustainable transport services	Provision of Learner Transport Services to learners who travel for 5 km or more, mainly to the rural and farm schools.	<ul style="list-style-type: none"> Number of learners benefiting from subsidised learner transport service Number of schools benefiting from subsidised learner transport service 	<ul style="list-style-type: none"> Number of learners benefiting from subsidised learner transport service Number of schools benefiting from subsidised learner transport service 	52 000	60% 70% 80% 90% 100%	

ANNEXURE A: SDIP TEMPLATE

PART 2: SUMMARY ON THE IMPROVEMENT OF BATHO PELE (SERVICE QUALITY) STANDARDS

PREREQUISITES

A. Attachment/link to the analyzed Batho Pele standards based on complaints/ other performance measures

AIM: identify the status of the quality of services

Information and Redress: The following are attached:

- ▶ Q1 Complaints and Compliments Management Reports attached, marked Part 2 "A1"
- ▶ Q2 Complaints and Compliments Management Reports attached, marked Part 2 "A2"
- ▶ Annexure "G" attached, marked Part 2 "A3"
- ▶ Complaint, Compliment and Suggestion Policy, marked Part 2 "A4"
- ▶ 2025-2030 Terms of Reference on Complaints and Compliments Management Committee, marked Part 2 "A5"
- ▶ Citizens Complaints and Compliments Management Framework, 2013, marked Part 2 "A6"

B. Attachment/link to the problem analysis conducted

AIM: to identify the weaknesses on the quality of services provided with a department/ institution

As per the attached and also Departmental APP 2025-2026 (page 19 - 42)

C. Attachment/link to the identified interventions

AIM: identify quality of service delivery improvement interventions

As per the attached and also Departmental APP 2025-2026 (page 17-19)

ANNEXURE A: SDIP TEMPLATE

SUMMARY OF THE BATHO PELE STANDARDS									
D. Populate the table below									
Departments shall identify the applicable indicators as outlined in the guidelines in order for them to improve on the quality of services they provide.									
BATHO PELE PRINCIPLES	KEY PERFORMANCE INDICATORS (KPI)	SET BATHO PELE STANDARDS	BASELINE: YEAR 0	OVERALL SDIP CYCLE TARGET			PORTFOLIO OF EVIDENCE		
	Capture indicators in this column	Set measurable performance standards that will lead to a realized acceptable improvement level/s	Capture the current level/ extent of the problem reflected in your problem identification matrix	Year 1	Year 2	Year 3	Year 4	Year 5	
1) PROFESSIONAL STANDARDS - PUBLIC SERVANTS:	Public Service Charter signed by all employees as per PSC.	100% Public Service Charter to be developed and signed by all Departmental employees.	Public Service Charter to be developed and signed by all Departmental employees.	100% of Public servants to uphold the Public Service Code of Conduct at all times.	100% of Public servants to uphold the Public Service Code of Conduct at all times.	100% of Public servants to uphold the Public Service Code of Conduct at all times.	100% of Public servants to uphold the Public Service Code of Conduct at all times.	100% of Public servants to uphold the Public Service Code of Conduct at all times.	Public Service Commission Website and Service Charter, 2013 by DPSA as well as Public Service Regulations 2016, Part 3, Section 37. Ethics and Integrity Management Reports
	Number of employees who completed Ethics Management Course.	100% employees to complete Ethics Management Course.	50% employees in the department have done the ethics training.	60% Employees to complete Ethics Management Course.	70% Employees to complete Ethics Management Course.	80% Employees to complete Ethics Management Course.	90% Employees to complete Ethics Management Course.	100% Employees to complete Ethics Management Course.	

ANNEXURE A: SDIP TEMPLATE

	<p>Batho Pele and Change Management workshops and Complaints Management workshops.</p>	<p>100% of Departmental frontline employees to be trained on Batho Pele and Change Management and on Complaints Management workshops.</p>	<p>60% of Departmental frontline employees trained on Batho Pele and Change Management and also on Complaints and Management</p>	<p>70% of Departmental frontline employees to be trained on Batho Pele and Change Management and also on Complaints and Compliments</p>	<p>80% of Departmental frontline employees to be trained on Batho Pele and Change Management and also on Complaints and Compliments</p>	<p>90% of Departmental frontline employees to be trained on Batho Pele and Change Management and also on Complaints and Compliments</p>	<p>100% of Departmental frontline employees to be trained on Batho Pele and Change Management and also on Complaints and Compliments</p>	<p>100% of Departmental Annual Reports Departmental Complaints and Compliments Management Reports.</p>
<p>2) WORKING ENVIRONMENT STANDARDS:</p>	<p>Number of Integrated Employee Health and Wellness awareness and campaigns conducted.</p>	<p>100% of Integrated Employee Health and Wellness awareness and campaigns to be conducted.</p>	<p>70% of Integrated Employee Health and Wellness awareness and campaigns conducted.</p>	<p>80% of Integrated Employee Health and Wellness awareness and campaigns to be conducted.</p>	<p>90% of Integrated Employee Health and Wellness awareness and campaigns to be conducted.</p>	<p>100% of Integrated Employee Health and Wellness awareness and campaigns to be conducted.</p>	<p>100% of Integrated Employee Health and Wellness awareness and campaigns to be conducted.</p>	<p>Integrated Employee Health and Wellness Reports. PILLAR Reports Occupational Health and Safety Reports OHS Reports</p>
<p>3) ACCESS STANDARDS:</p>	<p>Percentage of compliance with Occupational Health and Safety (OHS) standards. All citizens or customers should have equal access to the services to which they are entitled. Signages Mounted visible signs from the main roads in the area</p>	<p>100% compliance as per OHS Act requirements.</p> <p>100% of Departmental offices to have visible signs mounted for easy location of offices especially at the districts.</p>	<p>40% compliance as per OHS Act requirements</p> <p>40% of offices have signs directing customers to the offices.</p>	<p>55% compliance as per OHS Act requirements</p> <p>55% of offices to have signs directing customers to the offices.</p>	<p>65% compliance as per OHS Act requirements</p> <p>65% of offices to have signs directing customers to the offices.</p>	<p>75% compliance as per OHS Act requirements</p> <p>75% of offices to have signs directing customers to the offices.</p>	<p>85% compliance as per OHS Act requirements</p> <p>85% of offices to have signs directing customers to the offices.</p>	<p>95% compliance as per OHS Act requirements</p> <p>95% of offices have to signs directing customers to the offices.</p> <p>Batho Pele Norms and Standards Business Continuity Management Reports</p>

ANNEXURE A: SDIP TEMPLATE

<p>Access to ablution facilities</p> <p>Mounted visible signs (temporary) directing customers to the ablution facilities.</p>	<p>100% of offices should have clear and visible (temporary) signs directing customers to the ablution facilities.</p>	<p>40% of offices have temporary signs directing customers to the ablution facilities are located.</p>	<p>55% of offices to have signs to direct customers to where the ablution facilities are located.</p>	<p>65% of offices to have signs to direct customers to where the ablution facilities are located.</p>	<p>75% of offices to have signs to direct customers to where the ablution facilities are located.</p>	<p>85% of offices to have signs to direct customers to where the ablution facilities are located.</p>	<p>95% of offices to have signs to direct customers to where the ablution facilities are located.</p>	<p>Complaints and Compliments Management Policy</p>
<p>Queue Management</p> <p>Queue marshal Electronic queue control system</p>	<p>100% of offices providing direct services to the customers should have effective queue control system in place.</p>	<p>10% queue management system in place.</p>	<p>55% queue management system in place.</p>	<p>65% queue management system in place.</p>	<p>75% queue management system in place.</p>	<p>85% queue management system in place.</p>	<p>95% queue management system in place.</p>	<p>Previous SDIP Batho Pele Norms and Standards</p>

ANNEXURE A: SDIP TEMPLATE

<p>4) INFORMATION STANDARDS:</p>	<p>Citizens or customers should be given full, accurate information about the public services they are entitled to receive.</p> <ul style="list-style-type: none"> • Departmental website • Departmental social media pages • Departmental Service Charters • Departmental Newsletters • Circulars • Reports 	<p>100% of citizens or customers to be informed about the services the department is providing on Departmental Service Charters and Service Charters for the Service Points.</p>	<p>70% of Departmental offices have Service Charters and developed mounted.</p>	<p>75% Departmental offices to have Service Charters developed and mounted</p>	<p>80% Departmental offices to have Service Charters developed and mounted</p>	<p>85% Departmental offices to have Service Charters developed and mounted</p>	<p>90% Departmental offices to have Service Charters developed and mounted</p>	<p>95% Departmental offices to have Service Charters developed and mounted</p>	<p>Batho Pele Norms and Standards Departmental Service Charters and Service Charters for Service Points Public Service Regulations 2016, Part 3, Section 37.</p>
<p>5) REDRESS STANDARDS:</p>	<p>If the promised standard of service is not delivered, citizens should be offered an apology and that is done through:</p> <ul style="list-style-type: none"> • Media and Public hearings, • Transport Lekgotlha • COSATMA Portfolio Committee on Learner Transport Services • RTMC Statistics 	<p>100% Complaints and compliments management system to be in place.</p>	<p>40% Citizens or customers satisfaction through complaints and compliments management system.</p>	<p>55% Complaints and compliments management system to be in place.</p>	<p>65% Complaints and compliments management system to be in place.</p>	<p>75% Complaints and compliments management system to be in place.</p>	<p>85% Complaints and compliments management system to be in place.</p>	<p>95% Complaints and compliments management system to be in place.</p>	<p>Complaints and Compliments Management Policy and Reports</p>

ANNEXURE A: SDIP TEMPLATE

BATHO PELE PRINCIPLES	KEY PERFORMANCE INDICATORS (KPI)	SET STANDARDS	BATHO PELE STANDARDS	BASELINE: YEAR 0	OVERALL SDIP CYCLE TARGET					PORTFOLIO EVIDENCE
	Capture indicators in this column	Set measurable performance standards that will lead to a realized improvement level/s	Capture the current level/ extent of the problem reflected in your problem identification matrix	Year 1	Year 2	Year 3	Year 4	Year 5	Provide names of documents used to populate this template & relevant page numbers	
6) CONSULTATION STANDARDS:	<p>Citizens/customers should be consulted about the level and quality of services they receive through the following:</p> <ul style="list-style-type: none"> Number of completed Annexure "G" (Form for Complaints / Compliments or Suggestions Policy). Number of Road Safety Management or awareness or to be conducted 	<ul style="list-style-type: none"> 100% of citizens or customers to be reached through completion of Annexure "G" 100% Road Safety Awareness or Activities to be conducted. 	<p>40% of customers were consulted for service satisfaction through completion of Annexure "G" of the Complaint Complement Management Policy</p> <p>12 Road Safety Management activities or awareness conducted.</p>	50% of citizens or customers to be reached. Road Safety Awareness or Activities to be conducted.	65% of citizens or customers to be reached. Road Safety Awareness or Activities to be conducted.	75% of citizens or customers to be reached. Road Safety Awareness or Activities to be conducted.	85% of citizens or customers to be reached. Road Safety Awareness or Activities to be conducted.	95% of citizens or customers to be reached. Road Safety Awareness or Activities to be conducted.	<p>Quarterly Compliments and Management Reports.</p> <p>Departmental 2025/26 Operational Plan</p>	

ANNEXURE A: SDIP TEMPLATE

<p>7) OPENNESS & TRANSPARENCY STANDARDS:</p>	<p>Citizen should be informed of how departments are managed, how much is spent on service delivery and who is in charge.</p> <ul style="list-style-type: none"> Quarterly Accounting Officer's Reports Auditor General Reports Financial Statements 	<p>Accountability 80% of Approvals of Submissions by Head of Department.</p> <p>Financial Management 100% of goods and services procured in accordance with Treasury Regulations and PMFA.</p>	<p>Accountability 80% of Approvals of Submissions by Head of Department.</p> <p>Financial Management 100% of goods and services procured in accordance with Treasury Regulations and PMFA.</p>	<p>100% Approvals of Submissions by Head of Department.</p> <p>Goods and services procured in accordance with Treasury Regulations and PMFA.</p>	<p>100% Approvals of Submissions by Head of Department.</p> <p>Goods and services procured in accordance with Treasury Regulations and PMFA.</p>	<p>100% Approvals of Submissions by Head of Department.</p> <p>Goods and services procured in accordance with Treasury Regulations and PMFA.</p>	<p>100% Approvals of Submissions by Head of Department.</p> <p>Goods and services procured in accordance with Treasury Regulations and PMFA.</p>	<p>100% Approvals of Submissions by Head of Department.</p> <p>Goods and services procured in accordance with Treasury Regulations and PMFA.</p>	<p>Departmental Annual Reports</p> <p>Quarterly Accounting Officer's Reports</p> <p>Quarterly Auditor General Reports</p> <p>Departmental Budget Speech.</p>
<p>8) SERVICE STANDARDS</p>	<p>Citizens should be informed about the levels, costs and quality of services they will receive through:</p> <ul style="list-style-type: none"> Departmental Service Charter Service Charters of the Service Points 	<p>100% of all Departmental offices to have Service Charters for the Department and for the Service Point.</p>	<p>40% Departmental Offices have Service Charters mounted.</p>	<p>60%</p>	<p>70%</p>	<p>80%</p>	<p>90%</p>	<p>100%</p>	<p>Public Service Regulations 2016, Part 3, Section 37.</p> <p>Departmental Service Charter.</p> <p>Service Charters for Service Points i.e OLPs, RAS and DLTCs.</p>

ANNEXURE A: SDIP TEMPLATE

9) VALUE FOR MONEY	<p>Employees should be provided economically and efficiently in order to give citizens or customers the best possible value for money by:</p> <ul style="list-style-type: none"> • Active Performance Development Systems • Ethics Management • Batho Pele and Change Management workshops. 	100% employees attend Ethics Management course and are assessed and rewarded through PMDS.	60% of Departmental employees conducted Ethics Management course.	70%	80%	90%	100%	100%	Ethics and Integrity Management Reports.
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ANNEXURE A: SDIP TEMPLATE

CHANGE MANAGEMENT PLAN

IDENTIFIED STAKEHOLDER CONSULTATIONS: (Conduct stakeholder analysis that will assist in bringing the desired change)	STAKEHOLDER'S NAMES (KS 1)	STAKEHOLDER'S INTERESTS	METRICS (WEIGHTING & RELEVANCE)	EXPECTED BENEFITS
	<ul style="list-style-type: none"> ➤ Department of Education Learners ➤ School Principals ➤ COSATMA Learner Portfolio Transport Committee ➤ Learner Transport Forum ➤ Parents 	<ul style="list-style-type: none"> ➤ Safety– learners need to feel safe and secure while travelling to and from school. ➤ Reliability – parents need assurance that their children will be transported to and from school on time. ➤ Accessibility – learners need transport that is available and reliable, ensuring that they can get to school and back home without undue delays or difficulties and meet their physical needs. ➤ Monitoring and Evaluation – Electronic tracking system (REAPATA) for effective transport system. ➤ Financial Stability – Sufficient and sustainable funding for learner transport services, ensuring operators are paid fairly and on time. ➤ Collaboration – continuous collaboration between the Department and stakeholders. ➤ Clear communication – open and transparent communication between all stakeholders. 	<ul style="list-style-type: none"> ➤ Quarterly physical visitation to schools. ➤ Reports on unannounced visits. ➤ Quarterly Reports from Learner Transport Forum ➤ Quarterly SDI Reports ➤ Quarterly National Batho-Pele Progress Reports. 	<ul style="list-style-type: none"> ➤ Improved access to education ➤ Enhanced safety ➤ Increased attendance rates of learners at schools ➤ Improved academic performance ➤ Efficient resource allocation (budget) ➤ Cost-effectiveness

ANNEXURE A: SDIP TEMPLATE

STAKEHOLDER'S NAMES (KS 2)	STAKEHOLDER'S INTERESTS	METRICS (WEIGHTING & RELEVANCE)	EXPECTED BENEFITS
<ul style="list-style-type: none"> ➤ Pedestrians ➤ Cyclists ➤ Motorists ➤ Traffic Law Enforcement officials ➤ Learners ➤ Government Departments ➤ Road Safety Rangers ➤ Insurance Companies ➤ Municipalities ➤ Road Traffic Management Corporations (RTMC) 	<ul style="list-style-type: none"> ➤ Reduced accidents and fatalities ➤ Cost-effectiveness ➤ Public Health and well-being ➤ Economic impact ➤ Enforcement and compliance 	<ul style="list-style-type: none"> ➤ RTMC statistical reports ➤ Road Safety Management Quarterly Reports 	<ul style="list-style-type: none"> ➤ Reduced accidents and fatalities ➤ Reduced healthcare costs ➤ Improved quality of life ➤ Sustainability – promotion of more efficient and safer travel

ANNEXURE A: SDIP TEMPLATE

ROOT CAUSE ANALYSIS		
CORE PROBLEMS	ROOT CAUSE	EFFECTS
<ul style="list-style-type: none"> ➤ Bridge of contractual obligations 	<ul style="list-style-type: none"> ➤ Funding and budgetary constraints. ➤ Non-payment and delayed payments ➤ Non-verified routes (infrastructure) ➤ Inefficient contract management ➤ Budgetary constraints ➤ Lack of a comprehensive, integrated transport plan ➤ Lack of safety standards and enforcement ➤ Corruption ➤ Road safety and vehicle condition i.e overcrowding, unsafe vehicles, inadequate safety protocols. ➤ Inconsistent implementation and oversight i.e lack of standardized policies and procedures, insufficient oversight of operators, lack of coordination between departments. ➤ Access and infrastructure i.e lack of infrastructure, distance to schools, lack of public transport operations and inefficient route planning. 	<ul style="list-style-type: none"> ➤ Limited access to Education i.e Stranded learners, disrupted studies and increased school drop-out rates. ➤ Increased safety risks i.e exposure to violence and criminal activities, traffic accidents and environmental hazards. ➤ Reduced academic performance i.e fatigue and lack of concentration, delayed of absenteeism, reduced time for homework and studying.
<ul style="list-style-type: none"> ➤ High rate of crashes and fatalities 	<ul style="list-style-type: none"> ➤ Human Factors <ul style="list-style-type: none"> • Speeding and Reckless driving • Driving under the influence of alcohol or drugs • Distractions e.g use of cell-phones while driving ➤ Inadequate law enforcement ➤ Poor road conditions ➤ Un-roadworthy vehicles 	<ul style="list-style-type: none"> Physical injuries Psychological trauma Disability and reduced mobility Financial strain Loss of loved ones Loss of support Loss of productivity

ANNEXURE A: SDIP TEMPLATE

<p>COMMUNICATION MEASURES REQUIRED: (Develop an effective communication plan with identified stakeholders that will lead to the desired change)</p>	<p>IDENTIFIED COMMUNICATIONS MEASURES</p> <ul style="list-style-type: none"> ➤ Present SDIP to employees, DMC and EMC ➤ Publish SDIP in the Departmental website ➤ Publish SDIP activities in the Departmental Newsletter and circulars 	<p>FREQUENCY</p> <ul style="list-style-type: none"> ➤ Monthly ➤ Quarterly and when the need arises ➤ Annual 	<p>MANNER OF COMMUNICATION</p> <p>Formal Communication Written reports, memos and presentations for official updates or critical issue</p> <p>Informal Communication Immediate updates via emails and WhatsApp</p> <p>Interactive Communication Workshops and brainstorming sessions for collaborative discussions.</p>	<p>OBJECTIVES</p> <ul style="list-style-type: none"> ➤ Improved productivity ➤ Better engagements ➤ Better collaboration ➤ Reduce public protests ➤ Improved Complaints and redress mechanisms
<p>INTERVENTIONS REQUIRED INTERNALLY: (Outline the interventions that will be effected inside the department in order to bring change)</p>	<p>IDENTIFIED INTERNAL INTERVENTIONS</p> <p>Safe and sustainable transport services.</p> <ul style="list-style-type: none"> ❖ Route verifications ❖ Monitoring and reporting ❖ Communication and collaboration ❖ Safety and Security ❖ Policy and Framework 	<p>SOLUTION REQUIREMENTS</p> <ul style="list-style-type: none"> ❖ Continuous route verifications ❖ Continuous announced visits and physical monitoring (completed Forms B and D) ❖ Effective invoice tracking system for effective and efficient payments (RAPATALA system). ❖ Vehicle inspection by law enforcement. ❖ Stakeholder engagement. ❖ Policy and SLA reviews. ❖ Continuous Road Safety Awareness/Activities 	<p>REQUIRED RESOURCES</p> <ul style="list-style-type: none"> ❖ Personnel ❖ Compliant vehicles ❖ Compliant drivers ❖ Sufficient budget ❖ Policies ❖ SLAs ❖ Training and support ❖ Route Infrastructure ❖ Complaints and Redress Mechanisms 	<p>ACTION PLAN</p> <ul style="list-style-type: none"> ❖ Development of schedule for un-announced visits and physical monitoring. ❖ Development of Training schedule ❖ Development of Customer Satisfaction Survey Forms ❖ Development of Service Charter and Standards for the Directorate ❖ Development of Road Safety Awareness and Activities.

ANNEXURE A: SDIP TEMPLATE

INTERVENTIONS REQUIRED EXTERNALLY: <i>(Outline the interventions that will be required with external stakeholders in order to bring the desired change)</i>	IDENTIFIED EXTERNAL INTERVENTIONS	SOLUTION REQUIREMENTS	RESOURCES REQUIRED	ACTION PLAN
<p>MONITORING PLAN:</p> <p>A comprehensive monitoring for learner transport services by ensuring safety, efficiency and effective services to ensure safe and sustainable transport services.</p> <p>Importance of Monitoring Plan</p> <ul style="list-style-type: none"> ▶ To assess the effectiveness of the resources utilisation and stakeholder engagement. ▶ To track progress against the set objectives. ▶ To identify challenges and recommend efficient corrective measures. ▶ To ensure accountability and transparency in the implementation process. <p>Monitoring Approach</p> <ul style="list-style-type: none"> ▶ Includes regular stakeholder feedback mechanisms, invoice tracking system, physical and unannounced visitations. <p>Tools to collect data collection and analysis:</p> <ul style="list-style-type: none"> ▶ Regular DMC and EDMC meetings/review sessions. ▶ Regular physical monitoring and inspections ▶ Feedback Mechanisms ▶ Monthly and Quarterly Reports ▶ Transport Lekgotla ▶ Special Committee on Public Accounts ▶ Reports by COSATMA Portfolio Committee on Learner Transport 	<ul style="list-style-type: none"> ❖ Safety and compliance ❖ Adherence to Policies and SLA ❖ Coordination and Collaboration ❖ Funding and Resources ❖ Complaints Management 	<ul style="list-style-type: none"> ❖ Vehicle inspection by law enforcement. ❖ Signaling of SLA by contracted operators. ❖ Stakeholder engagement. ❖ Continuous Road Safety Awareness/Activities 	<ul style="list-style-type: none"> ❖ Learner Transport Forum ❖ Number of contracted operators ❖ Number of learners ❖ School Governing Bodies ❖ School Principals ❖ Parents ❖ Community Road Safety Forum ❖ Department of Education ❖ Complaints and Redress Mechanisms 	<ul style="list-style-type: none"> ❖ Implement and enforce safety ❖ Clear communication channels ❖ Cost effective and efficient operations ❖ Complaints and Redress Mechanisms
<p>MONITORING, REPORTING AND EVALUATION PLANS</p>				

ANNEXURE A: SDIP TEMPLATE

REPORTING PLAN:

A reporting plan is structured framework document that outlines what, who, when and how information about the project, program or intervention will be communicated. It ensures all stakeholders are regularly updated on progress, challenges and outcomes to promote accountability, transparency and informed decision-making.

Purpose

To communicate progress, challenges, outcomes and interventions to stakeholders.

Key Components:

Objectives

Provide updates on achievements

Highlight challenges and solutions

Ensure transparency and accountability

Types of Reports

▶ **Monthly, Quarterly and Annual Reports:** Reports on Operational Plans, National Batho Pele Progress Reports, Complaints and Compliments Management Reports and Departmental Annual Reports.

▶ **Feedback mechanisms:** Completed Customer Satisfaction Survey forms from school principals, parents, learners and operators.

▶ **RAPATALA System:** For effective and efficient payment.

▶ **Necessary completed forms (Forms B and D):** For kilometres travelled correspond with the invoice.

▶ **RTMC Statistics**

Content:

▶ Summary of challenges, recommendations and achievements.

▶ Financial and stakeholder engagements updates (Provincial Treasury, SCOPA)

Frequency

▶ Monthly, Quarterly and Annual

Distribution

Internal: E-mails, meetings, Internal Newsletters, Whats-App, Face-book and Departmental website.

External: Public reports, presentations and Transport Lekgotla.

ANNEXURE A: SDIP TEMPLATE

EVALUATION PLAN:		IMPACT ASSESSMENT MEASURES						PORTFOLIO EVIDENCE OF
		PERFORMANCE BASELINE: YEAR 0	OVERALL SDIP CYCLE TARGET					
KEY INDICATORS (KPI)		Year 1	Year 2	Year 3	Year 4	Year 5		
<p>SATISFACTION MEASURES:</p> <p>Citizens/customers should be consulted about the level and quality of services they receive through the following:</p> <ul style="list-style-type: none"> • Number of completed Annexure "G" (Form for Complaints / Compliments or Suggestions / Compliments Policy. • Number of Road Safety Management activities or awareness or to be conducted 	<ul style="list-style-type: none"> • 100% of citizens or customers to be reached through completion of Annexure "G" • 100% Road Safety Awareness Activities to be conducted. 	<p>50% of citizens or customers to be reached.</p> <p>Road Safety Awareness or Activities to be conducted.</p>	<p>65% of citizens or customers to be reached.</p> <p>Road Safety Awareness or Activities to be conducted.</p>	<p>75% of citizens or customers to be reached.</p> <p>Road Safety Awareness or Activities to be conducted.</p>	<p>85% of citizens or customers to be reached.</p> <p>Road Safety Awareness or Activities to be conducted.</p>	<p>95% of citizens or customers to be reached.</p> <p>Road Safety Awareness or Activities to be conducted.</p>		

ANNEXURE A: SDIP TEMPLATE

IMPACT ASSESSMENT MEASURES								
EVALUATION PLAN:	KEY PERFORMANCE INDICATORS (KPI)	BASELINE: YEAR 0	OVERALL SDIP CYCLE TARGET					PORTFOLIO EVIDENCE
			Year 1	Year 2	Year 3	Year 4	Year 5	
EFFECTIVENESS MEASURES:	<p>Citizens/customers should be consulted about the level and quality of services they receive through the following:</p> <ul style="list-style-type: none"> • Number of completed Annexure "G" (Form for Complaints / Compliments or Suggestions Policy. • Number of Road Safety Management activities or awareness or to be conducted 	<ul style="list-style-type: none"> • 100% of citizens or customers to be reached through completion of Annexure "G" • 100% Road Safety Awareness or Activities to be conducted. 	40% of customers were consulted for satisfaction through completion of Annexure "G" of the Complaint and Management Policy	50% of citizens or customers to be reached.	65% of citizens or customers to be reached.	75% of citizens or customers to be reached.	85% of citizens or customers to be reached.	95% of citizens or customers to be reached. Road Safety Awareness or Activities to be conducted.

ANNEXURE A: SDIP TEMPLATE

SDIP 2025-2030 – IMPLEMENTATION PLAN

NO.	ACTIVITY	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
01.	Establishment of forums and committees.	Review/amend the list of existing forums and committee members.	Review, amend and circulate amended version.	Review, amend and circulate amended version.	Review, amend and circulate amended version.	Review, amend and circulate amended version.
02.	Approvals	Develop all the necessary submissions for approval by the HOD.	Develop all the necessary submissions for approval by the HOD.	Develop all the necessary submissions for approval by the HOD.	Develop all the necessary submissions for approval by the HOD.	Develop all the necessary submissions for approval by the HOD.
03.	Meetings / Workshops / Consultations.	Develop and circulate schedule of meetings.	Develop and circulate schedule of meetings.	Develop and circulate schedule of meetings.	Develop and circulate schedule of meetings.	Develop and circulate schedule of meetings.
04.	Capacitating of all stakeholders	Prepare all necessary and relevant presentations.	Conduct workshops on Batho Pele to identified stakeholders.	Conduct workshops on Batho Pele to identified stakeholders.	Conduct workshops on Batho Pele to identified stakeholders.	Conduct workshops on Batho Pele to identified stakeholders.
05.	Monitoring	Continuous monitoring of identified activity for improvement.	Continuous monitoring of identified activity for improvement.	Continuous monitoring of identified activity for improvement.	Continuous monitoring of identified activity for improvement.	Continuous monitoring of identified activity for improvement.
06.	Complaints and Compliments Management	<ul style="list-style-type: none"> Establishment of District Complaints and Compliments Management Committees. Development of terms of reference for CCM Committees. Presentation of terms of reference to committee members. Review/amend Complaints/Compliments/Suggestion Management Form 	<ul style="list-style-type: none"> Review of Complaints and Compliments Management Policy. Consolidate quarterly Complaints and Compliments Reports from the districts. 	Consolidate quarterly Complaints and Compliments Management Reports from the districts.	Consolidate quarterly Complaints and Compliments Management Reports from the districts.	Consolidate quarterly Complaints and Compliments Management Reports from the districts.
07.	Development of Public Service Charter	Development of Public Service Charter for HOD's approval	All employees sign the charter.	Cause all newly appointed employees sign the charter.	Cause all newly appointed employees sign the charter.	Cause all newly appointed employees sign the charter.