



GAUTENG PROVINCE

ROADS AND TRANSPORT
REPUBLIC OF SOUTH AFRICA

Revised Strategic Plan for 2020 – 2025

JULY 2020

Executive Authority Statement

The sixth administration of the Gauteng Provincial Government is marking its first year in office and the term is in full swing. At the core of its mandate this administration has placed the matter of growing the economy, which is currently experiencing low levels of growth, an inability to create jobs and therefore, it cannot address the persisting problem of inequality.

This term then becomes critical in turning around the fortunes of the people of our province who have not been spared in the prevailing economic conditions. Our vision for 2030, which is Growing Gauteng Together cannot be yet another slogan or platitude. Real lives are depending on this vision for a better Gauteng where no one goes to bed hungry.

The Department of Roads and Transport becomes a critical pillar in this ambitious vision to grow Gauteng. As our own response to the clarion call by the provincial government, our Department has identified the smooth movement of goods and services as the ultimate intervention that can help turn around the economy. Smart Mobility as we have termed it, is essentially about leveraging the current status of our Province as an internal logistical hub for the country and the continent. Post the gold rush, we believe, the Province has a huge opportunity to build a new economy that leverages on smart technologies.

Key to our strategy to position Gauteng as the hub for freight and the home ground of Smart Mobility will be the integration of different modes of transport under the one single view. To this end we are looking forward to the Transport Authority for Gauteng starting its work in the financial year 2020/21. Work is already afoot with planning already underway for the implementation of the Tambo Springs Freight hub in Ekurhuleni. This hub will prove very crucial in helping us decongest our roads but also make the movement of goods and service smooth and thus driving down the cost of doing business.

We are also entering the new 2020/21 financial year having done a lot of work together with the Gauteng Taxi Industry under the leadership of the South African National Taxi Council (SANTACO) and the Gauteng National Taxi Alliance (GNTA). Fundamental to the resolutions of the Provincial Taxi Summit held in Emfuleni last year, the provincial government has established the Commission of Inquiry into Taxi Violence, led by Justice Jeremiah Shongwe. The retired judge has already started with this important work of investigating the root causes of minibus taxi related violence. We look forward to the findings of the Commission as they will help identify on ways towards modernising this all-important sector.

Our Department is also poised to undergo a major reorganisation so that it is fit for purpose and that it is ready to help in building our province as the City Region of Smart Mobility. Work is already

underway to address the organisational structure and design. We are hopeful that this process will help us attract the right technical skills required by the modern, tech-driven, 4IR world.

Our entities, the Gautrain Management Agency and G-fleet Management remain critical elements in the reconfiguration of the Department as the home of smart mobility. Internationally our Province remains a benchmark in how we have operated and maintained the Gautrain service as one of the most reliable public transport modes. We will take these lessons broader into our organisation as we build the department to become a smart and capable one.

This gives me a great deal of hope that we are well on our way to addressing some of the deficiencies that have been the Achilles heel on our operations.



Mr J. Mamabolo

Executive Authority of Department of Roads and Transport

Date: 21/07/2020

Accounting Officer's Statement

Contained herein is a programmatic narration of the contribution that the Gauteng Department of Roads and Transport (GDRT) is set to make towards the achievement of the objective of Growing Gauteng Together in the coming five to ten years (GGT2030). To this end, the GDRT own rallying call is that of Growing Gauteng Together through SMART Mobility. This is a re-tabling of the Department's Annual Performance Plan (APP) 2020/21. This is therefore, the revised APP 2020/21 of the Department.

The programmatic structure of the Department which is how its budget and operations are structured, is as follows:

- Programme 1: Administration
- Programme 2: Transport Infrastructure
- Programme 3: Transport operations
- Programme 4: Transport Regulation

The GDRT recognises a role for itself in all seven pillars of GGT 2030, which are:

- Economy, Jobs and Infrastructure
- Education, Skills and Healthcare
- Sustainable Human Settlements, New Cities and Land Release
- Safety, Social Cohesion and Food Security
- Building a Capable, Ethical and Developmental State
- Building a Better Africa and Better World
- Sustainable Development for Future Generations

What follows is a brief explanation of each of the four Programmes of the GDRT, and how they will contribute towards realisation of GGT2030.

Programme 1: Administration

The Administration Programme is constituted of Corporate Services and Finance.

The Corporate Services function is at the centre of the GDRT's drive to realise a capable and ethical state. In the first year of the MTEF 2020/21, the Corporate Services function will lead the process for the restructuring of the GDRT such that it is positioned to deliver in line with the SMART Mobility needs enshrined in GGT2030. The capacity needs of the GDRT will be evaluated and repurposed such that we arrive at a lean and mean, yet responsive institutional form.

The best professionals, with the highest moral and ethical standards, will be recruited to help the GPG achieve the SMART Mobility aspects of the GGT2030.

The Corporate Services Branch will continue to ensure that the GDRT achieves on its employment equity targets for Gender, Youth and Disability. Another crucial area of focus will be of ensuring that all employees are adequately skilled to perform per expectations. GDRT will strive for workplace labour peace through consistent and continuous engagement with organised labour.

The Finance Branch will continue to ensure that the GDRT manages a budget capable of financing the priorities and targets as identified in the Annual Performance Plan..

In the final analysis, the GDRT will strive for a clean audit opinion. To this end, the GDRT has taken stock of the main issues that continue to impact this ultimate objective, chief amongst which is the issue of subsidized bus contracts.

Programme 2: Transport Infrastructure

Three factors are worth highlighting in as far as Transport Infrastructure is concerned, as we pursue GGT2020 through SMART Mobility.

One, the rate at and extend to which roads construction projects have been abandoned or not completed in time, on schedule and according to scope is a concern that the GDRT is not blind to. In the era of GGT2030 this is going to receive urgent attention. There is going to be consequences for wrong doing, whenever such can be determined.

As part of creating capacity for the GDRT to deliver, a project management unit is going to be set up, which unit will manage tightly all transport infrastructure projects at the GDRT.

Two, key strategic road infrastructure projects have been planned to help unlock SMART Mobility to enable GGT2030. The planned projects include twenty class 1 roads, which are mainly freeways, twenty class 2 roads (also known as K routes) and top forty class 4 roads or major arterials and intersections.

Third, the contribution of developers will be elevated to ensure that the economic contribution of SMART Mobility to GGT2030 is recognised adequately. In this regard, the turnaround times for handling such submissions will receive attention. Similarly, the GDRT will relook, tighten and codify its policy for accepting and implementing developer contributions.

Programme 3: Transport Operations

What the GDRT will strive for through this Programme is integration – of modes of transport; of transport systems; as well as of operations in general.

The Taxi Industry will receive a lot of attention, in an effort ultimately to bring its operations into the mainstream of the (Transport) economy. Certain conditions must prevail in order for this to happen, key amongst these being the realisation of peace in the sector. It is for this reason that the findings and recommendations of the Commission of Inquiry into Taxi Violence will receive priority attention for implementation.

The Bus Subsidy administration through Public Transport Operations Grant (PTOG) will receive attention, especially in the light of the fact that it has not been brought in line with contemporary sectoral developments. New Contracts will be negotiated, where necessary, with qualifying operators, following a competitive tendering process.

Freight and Logistics is another area of work that will receive attention, especially in the light of the impact that the industry has, on growing Gauteng, as a Province of SMART Mobility. Furthermore, issues of road safety and law enforcement will become a priority in ensuring the achievements of GGT2030 through SMART Mobility.

Programme 4: Transport Regulations

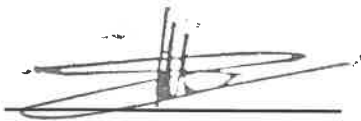
Through this Programme, GDRT will continue to regulate both private and public transport operations by, amongst others, facilitating the provision of Learner and Driver Licences; Motor Vehicle fitness, registration and licencing; registration of operating licence; and the functioning of Provincial Regulatory Entity. This will be achieved in partnership with National and Local Government as well as Private Sector stakeholders .

Entities and Agencies of the Department

The Department will continue to provide oversight for the operations of the g-Fleet Management and Gautrain Management Agency (GMA), as well as the establishment of the Transport Authority for Gauteng.

Conclusion

In addition to several key documents, the GDRT is introducing “Growing Gauteng Together through SMART Mobility – 2030”, which is in effect the Department’s high level Transport Improvement Plan. The Department is willing to be judged based on its performance against the provisions of this plan.



Mr. M. Mampuru

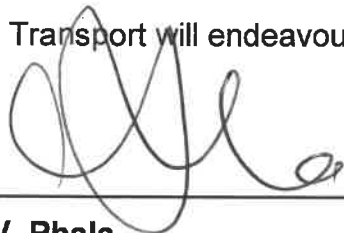
Acting Accounting Officer of Department of Roads and Transport

Date: 20/07/2020

Official Sign-Off

It is hereby certified that this Strategic Plan:

- Was developed by the management of the Department of Roads and Transport under the guidance of the MEC, Mr J. Mamabolo.
- Takes into account all the relevant policies, legislation and other mandates for which the Department of Roads and Transport is responsible.
- Accurately reflects the Impact and Outcomes which the Department of Roads and Transport will endeavour to achieve over the period 2020-25.



Mr. V. Phala

Acting Deputy Director General: Roads



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Acting Deputy Director General: Transport



Ms. M. Harker

Deputy Director General: Corporate Services



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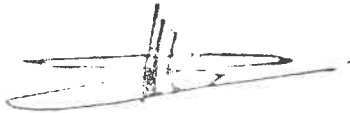
Ms. M. Harker

Head Official responsible for Planning

Official Sign-Off

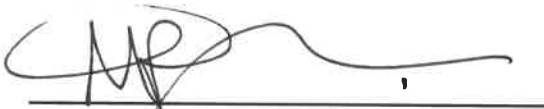
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Mr. M. Mampuru

Acting Accounting Officer of the Department of Roads and Transport



Approved by:

Mr. J. Mamabolo

Executive Authority of Department of Roads and Transport

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Part A: Our Mandate

1. Constitutional mandate

Schedule 4 and 5 of the Constitution of the Republic of South Africa (1996) provides provincial legislative competence on issues related to public transport. This implies: the province has the authority to regulate public transport through the formulation of policies and drafting of legislation. It also implies that the province can deliver services with regard to public transport.

In addition to the above, the constitution further provides provincial legislative competence on urban and rural development which caters for roads and transport infrastructure. By implication the province develops or improves an urban area by constructing roads and transport infrastructure.

The Constitution also provides for matters related to inter-governmental relations. It states that the three spheres of government are distinctive, interdependent and interrelated. Provincial and local government are spheres of government in their own right, and are not a function or administrative implementing arm of national or provincial government. Although the three spheres of government are independent, they exist in a unitary in South Africa and they have to work together on decision-making and must co-ordinate budgets, policies and activities, particularly for those functions that cut across all spheres.

The Department is also specifically responsible for provincial roads as contemplated in Schedule 5.

2. LEGISLATIVE MANDATES

The Department's core functions are mandated by the following key policies and legislations.

National Policy and Legislative Mandates

Legislation	Act/Policy
National Road Safety Act Mandates the province to promote road safety through policies and public awareness campaigns with the aim of reducing road fatalities.	Act 12 of 1972
National Land Transport Act	Act 5 of 2009

Mandates the province to issue operating licenses (PRE), improve land transport law enforcement, manage bus contracts, regulate road based public transport, develop transport plans and provide for sustainable infrastructure.	
<p>National Road Traffic Act and its Regulations</p> <p>The Act provides for the consolidation and amendments of the laws relating to the registration and licensing of motor vehicles and other vehicles; and the drivers thereof. It also provides the regulation of traffic on public roads as well as certain requirements of fitness. This Act enables the Provincial department of transport to review the annual tariffs in respect of licensing and registration of motor vehicles.</p> <p>The Act identifies the MEC responsible for transport matters as the principal party in the provision of driver testing and licensing, vehicle registration and licensing, as well as vehicle testing services. The National Road Traffic Act has limitations as it relates to driver education which will enable the regulation of driving schools. The Act further inhibits the ability of government to be able to introduce online services for the registration and licensing environment.</p>	Act 93 of 1996
<p>Transport Appeal Tribunal Act</p> <p>The Act mandates the Appeals Tribunal Board to hear appeals emanating from decisions taken by the PRE.</p>	Act 39 of 1998
<p>Public Finance Management Act</p> <p>The Act regulates the financial management in Provincial Government and its public entities to ensure that all revenue, expenditure, assets and liabilities of those entities are managed efficiently and effectively;</p>	Act 1 of 1999 as amended (PFMA)

Provincial Policy and Legislative Mandates

Legislation	Act/Policy
<p>Gauteng Transport Framework Revision Act</p> <p>Mandates the province to provide a framework for integrated planning, provision of a transport system, transport plans, founding agreements and governance for transport authorities in the province.</p>	Act 8 of 2002

<p>Gauteng Transport Infrastructure Act</p> <p>Mandates the province to consolidate laws relating to roads as well as other types of transport infrastructure in Gauteng and provide for the planning, design, development, construction, management, control, maintenance, protection and rehabilitation of provincial roads.</p>	<p>Act, 8 of 2001</p>
<p>Gautrain Management Agency (GMA) Act</p> <p>Provides for the establishment of the GMA which manages the day to day operations of the Gautrain Rapid Rail Link.</p>	<p>Act 5 of 2007</p>
<p>Provincial Road Traffic Act</p> <p>The Act mandates the province to consolidate the provisions relating to road traffic and to provide for matters connected therewith. The purpose of the Act is to regulate road traffic which should apply in the Province of Gauteng. The Gauteng Provincial Road Traffic Act, No. 10 of 1997 meets the requirements of the National Road Traffic Act, No. 93 of 1996 in all respects. The tariffs relating to the licensing and registration fees in Gauteng are annually reviewed based on this act.</p>	<p>Act 10 of 1997</p>
<p>Gauteng Transport Authority (GTA) Act</p> <p>The Act provides for the establishment of the GTA which will facilitate integrated planning and co-ordination of public transport in the province. The Gauteng Transport Authority (GTA) was finally promulgated in terms of the Gauteng Transport Authority Act, Act 2 of 2019 on the 19 July 2019.</p>	<p>Act 2 of 2019</p>

3. Institutional Policies and Strategies over the five-year planning period

Sponsor	Policy / Strategy	Comment
<p>Public Transport Integration</p>	<p>Public Transport Operator's Transformation & Economic Transformation Policy</p>	<p>The policy will focus on broadening the Taxi Empowerment Policy</p>
<p>Public Transport Integration</p>	<p>Fare Policy</p>	<p>The focus is on the integrated fare management which will provide a framework for the integration of fare management for all modes of public transport.</p>

Transport Planning	Road to Rail: A Strategy for Moving Gauteng Goods	Provincial strategy aligning to the national Strategy.
Public Transport Registration and Monitoring	Public Transport Regulatory Policy	The policy aims to regulate public transport in the province.
Transport Policy	NMT Policy Guidelines (BB10) and Bus and Minibus Taxi Facilities Guideline (BB&)	Developing a Non-Motorised Transport (NMT) policy and broadening the policy to include more global terms inclusive of electric vehicles; and to update the policy on public Transport facilities in Gauteng
GIS	Wayleaves (BB2 & 4)	To standardise the issuance of wayleaves.
Transport design	<ol style="list-style-type: none"> 1. Utilization of Innovative Material and Technology: Procuring Green Material for Gauteng Roads. 2. Partnering with Developers through agreements to implement roads projects. 	<ol style="list-style-type: none"> 1. To standardise and promote the use of innovative road building materials. 2. To standardise the strategic partnership process with Developers. 3. To provide a framework for Strategic partnership with developers.

4. Relevant Court Rulings

Constitutional court ruling on Gauteng legislation

The Implication of the Constitutional Court in MEC for Health, Eastern Cape v Kirland Investments (Pty) Ltd [2014] ZACC 6

The essence of this court decision is that government cannot review its own decision. This simply means that when those acting on behalf of government have issued defective decisions those decisions remain valid until set aside by the court on review.

The court held in this matter that even where the decision of the official is defective, government is generally not to be exempt from the forms and processes of review. That government should be held to the pain and duty of proper process. Government must apply formally for a court to set aside the

defective decision of its official, so that the court can properly consider its effects on those subject to it.

That when government errs by issuing defective decisions, the subject affected by it is entitled to proper notice, and to be afforded a proper hearing, on whether the decision should be set aside. It furthermore held that government should not be allowed to take shortcuts.

Generally, this means that government must apply formally to set aside the decision. Once the subject has relied on a decision, government cannot, simply ignore what it has done. The decision, despite being defective, may have consequences that make it undesirable or even impossible to set aside. That demands a proper process, in which all factors for and against are properly weighed by a court.

Most importantly is that Government cannot ignore a defective decision by branding it a “non-decision”. The decision continues to exist until, in due process, it is properly considered and set aside.

The court furthermore advises public officials that the Constitution does not require them to act without erring, on the contrary, the Constitution anticipates imperfection, but makes it subject to the corrections and constraints of the law. The court furthermore held administrators are not permitted to act without recourse to legal proceedings by disregarding the actions by their peers, subordinates or superiors if they consider them mistaken as this will licence self-help and invites officials to take the law into their own hands by ignoring administrative conduct they consider incorrect.

The court held that this would spawn confusion and conflict, to the detriment of the administration and the public. And it would undermine the courts’ supervision of the administration.

That the higher duty on the state is to respect the law, to fulfil procedural requirements and to tread respectfully when dealing with rights and that government is the Constitution’s primary agent.

To put it simply is that administrators may err, and even that they may err grossly. When they do, their actions are not nullities, but exist in fact and may have legal consequences. The solution is to challenge the decision on review. The essence of this case is that invalid administrative action may not simply be ignored, but may be valid and effectual, and continue to have legal consequences, until set aside by proper process.

Part B: Our Strategic Focus

5. Vision

Growing Gauteng together through smart mobility-2030

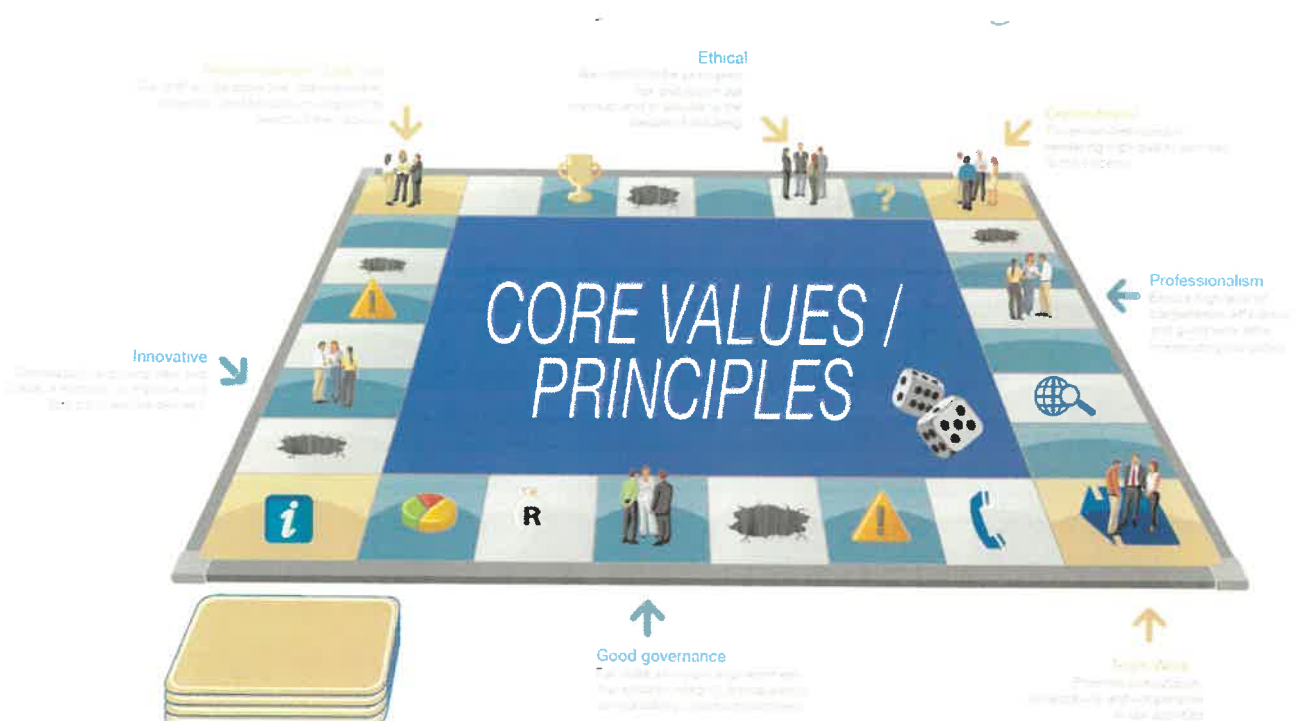
6. Mission

To facilitate and provide an integrated transport system that:

- Is reliable, accessible, safe and affordable;
- Promotes seamless mobility and social inclusion;
- Is environmentally sustainable; and
- Supports industrialisation and radical socio-economic transformation.

7. Values

The Department of Roads and Transport is guided by the following values:



8. Situational Analysis

8.1. External Environment Analysis

8.1.1 Gauteng Province

Gauteng, is considered as the economic hub of South Africa. It is a major South African transportation hub and a gateway to the world. Gauteng lays claim to a diverse economic base, built infrastructure and enviable international interface which translates Gauteng into an ideally positioned province which fosters stronger ties across neighboring borders, regional countries and continents (Final Draft, GGT2030: Gauteng's Nayi Le Walk Scenario, 2020).

The Gauteng province, despite being the smallest province amongst the nine provinces has the distinctive features of a cosmopolitan, Global City Region landscape which brings together a diverse breadth of people, cultures and languages, built environment, informal settlements and socioeconomic strata. The population of Gauteng is estimated at 15, 176 116 in July 2019. It increased by approximately 450 000 between 2017 and 2018, which is 8,600 per week. StatsSA estimates that Gauteng will grow by 1 800 000 people in the current five-year period 2016 to 2021. The average annual population growth rate for Gauteng was 2.0% and it was the highest growth rate compared to other provinces between 2011 and 2016. The City of Johannesburg had the highest population size, with about 4,9 million people and Merafong City had the lowest number of people.

Internal migration patterns of the Province show an enormous number of people 8 598 962 (91%) who were born in Gauteng continuing to reside within the province with less than 10% of Gauteng born population was spread throughout the country. (StatsSA, 2019). Between 2016 and 2021 it is estimated that some 500 000 people will move out of Gauteng 1 600 000 will move into Gauteng Leaving a net increase from migration of +1 000 000 over the current five years. Therefore, this must be added as natural or internal growth. This growth is making the GCRO one of the largest urban agglomerations in the world (GCRO, 2018).

Gauteng economy

The Finance Minister Mr. T. Mboweni in his 2020 budget speech indicated that global economic growth is expected to strengthen to 3.3 per cent. However, while the Global inflation remains contained, the Global monetary policy is supportive, and South Africa is benefiting from demand for emerging market assets. Asia (excluding Japan) is expected to grow by 5.8 per cent in 2020, however, one must consider the impact of the Coronavirus not only on China's economy but also on the rest of

the world as the virus outbreak reaches epidemic proportions. Thus, the Minister cautions it as a source of uncertainty to this forecast. (Budget Speech 2020).

Sub-Saharan Africa's growth of 3.5 per cent, is forecast to be the second-fastest growing region in the world. It was against this backdrop that National Treasury forecasts and the South African economy will grow by 0.9 per cent and inflation will average 4.5 per cent in 2020. (Budget Speech 2020).

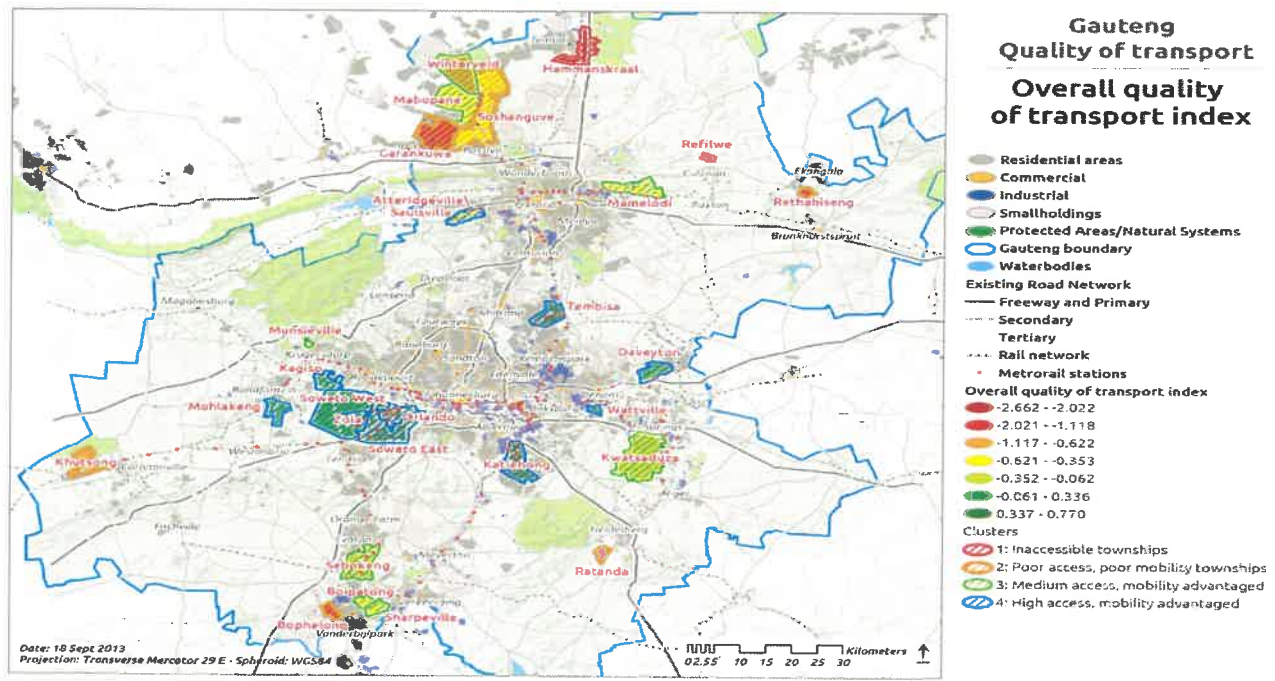
The three metropolitan municipalities, City of Johannesburg, Tshwane (Greater Pretoria) and Ekurhuleni (East Rand) have united to build a globally competitive City-Region. The province serves as the commercial hub for national and international companies operating in South Africa. It is also a major centre for the financial, transport and technology sectors in the country. (StatsSA, 2019).

4.1.2 Gauteng Transport patterns and demands

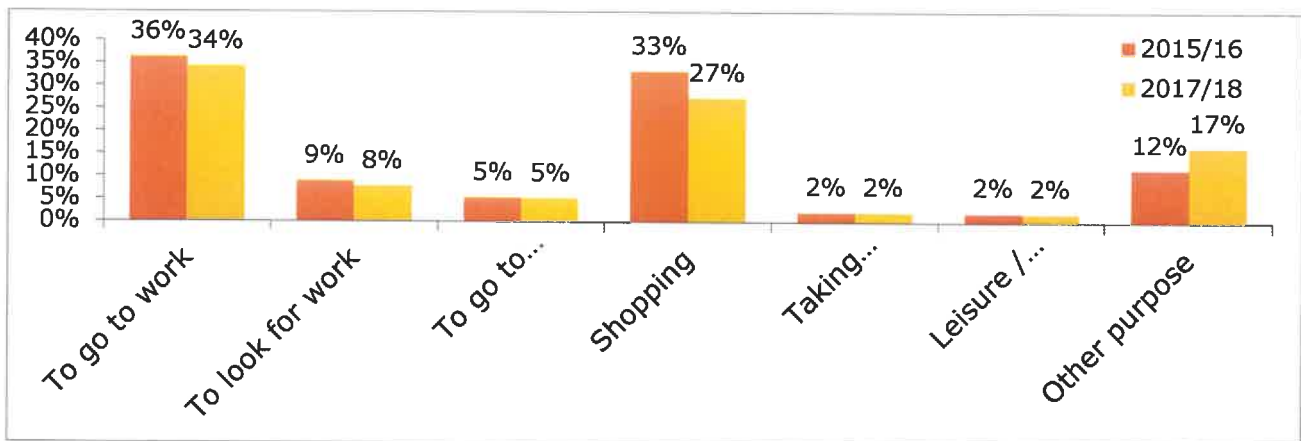
It is imperative to understand the transport patterns and demands of the people of Gauteng to effectively and efficiently plan, design and provide a transport network and system that is safe, reliable, accessible and affordable. Many factors influence transport patterns, demands and any changes that can impact either negatively or positively on the mobility of citizens, industries and the economy. The section below will focus on some of these factors.

Quality of Life

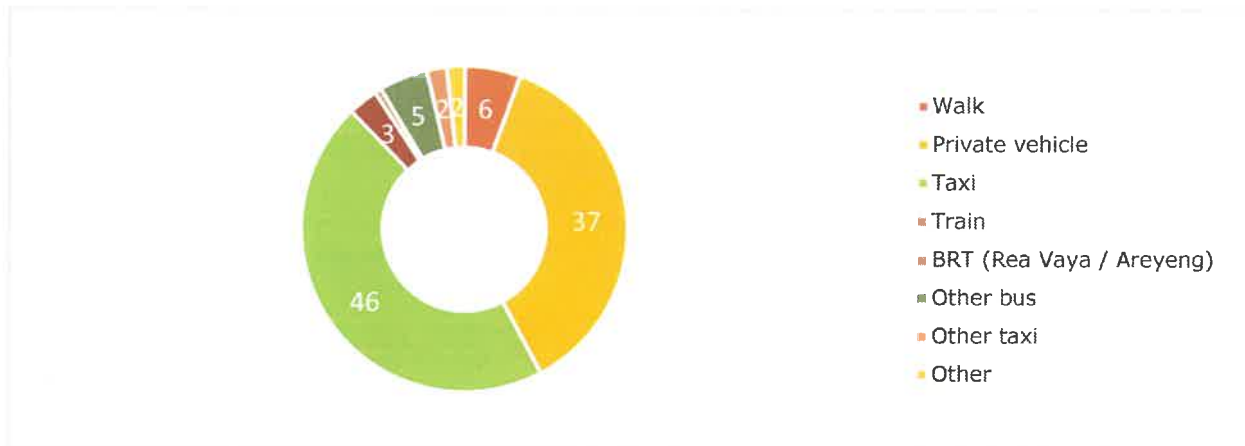
GCRO's Quality of Life (QoL) i2017/18 index reveals a moderate but continued improvement in overall quality of life in Gauteng. Improvements in the Quality of Life index have been driven up by improvements in the 'health', 'community' and 'family' dimensions. However, other dimensions have deteriorated over time, including 'global life satisfaction', 'work' and 'dwelling'. The Gauteng Quality of Transport index provides a concise understanding of citizens view on transport in the province which is crucial for the Department when planning for the modernising and integration of transport in the province.



According to the QoL 2017/18 Survey, the Purpose of most frequent trip was for work and shopping as depicted in the graphic below. The General trend of long trips to work and to look for work remains entrenched.



When looking at the Longest mode of most frequent trip, the survey recorded that the taxis remain the dominant modes of transport when travelling. The second highest choice of traveling mode was the private vehicle. Prominence of taxis and cars, particularly in areas of growth indicates poor public transport development to meet growing needs



StatsSA reported that the Motor trade sales increased by 1,5% in the three months ended August 2019 compared with the three months ended August 2018. The main contributor was new vehicle sales (4,8% and contributing 1,2 percentage points). The trend of owning a car and traveling by private vehicle seems to be continuing. This results in the increase in private vehicle purchases which will increase the number of vehicles on the roads leading to increased congestion and carbon emissions. This is a challenge that the Department is focussed on addressing during the next 5 years.

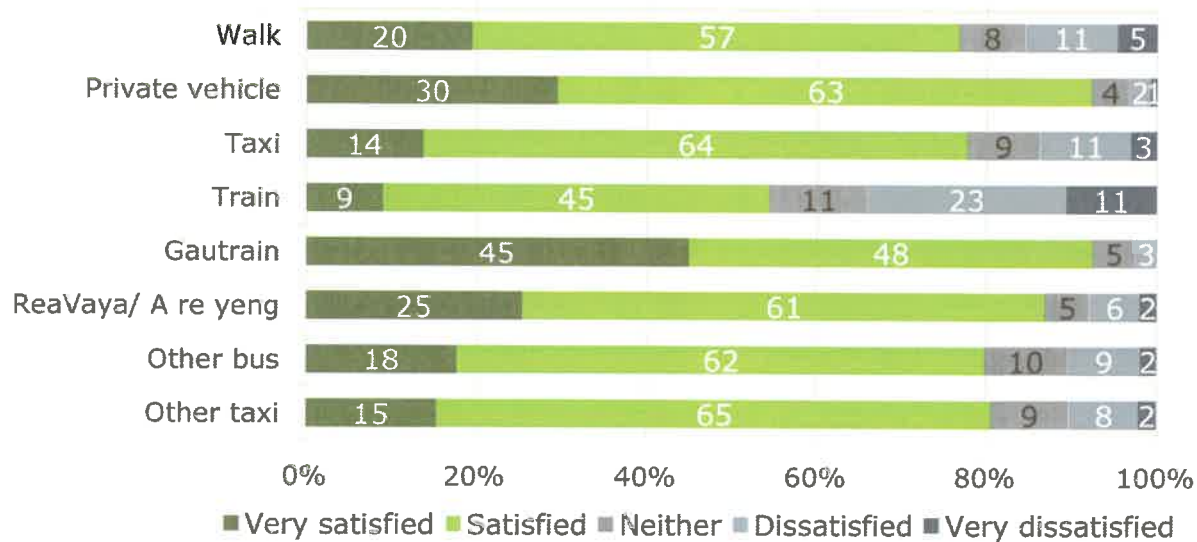
The Statistics SA Transport Statistics Series Report VII, 2018, Exploring social disparities in accessing workplace and educational institutions: Using travel time and travel cost, reported that the total travel time to work per the was substantially longer in Gauteng and part of North West, Mpumalanga and Limpopo than in most other provinces. When focusing on learners, the Transport Statistics report indicated that in some communities of Gauteng, the O.R. Tambo learners needed between 31 and 45 minutes to travel to their educational institutions. It further elaborated that for scholars, travel cost for public transport users (R431) was the highest for those who travelled more than 60 minutes compared to their counterparts who used private transport (R384). The result also shows that public transport users experience a "double jeopardy" – they are facing both long travel times and high travel costs. This entrenches the view that there are social disparities in accessing educational institutions, especially for learners who use public transport modes (Statistics SA Transport Statistics Series Report VII, exploring social disparities in accessing workplace and educational institutions: Using travel time and travel cost, 2018). It remains the burden of poorer communities, who pay higher proportion of income on transport.

When comparing the various transport modes utilised by workers and the average households, the Transport Statistics report found that those households who used private transport were from households with the highest average per capita monthly household income across all travel time intervals. However, workers who walked all the way to work were from households with the lowest average per capita monthly household income. Workers who travelled for more than an hour, those who walked all the way were most likely to come from households that reported the lowest average

per capita monthly household income. (Statistics SA Transport Statistics Series Report VII, exploring social disparities in accessing workplace and educational institutions: Using travel time and travel cost, 2018).

Satisfaction Levels with Public Transport

Satisfaction differs significantly by mode, as depicted below:



According to the GCRO, QOL and the Gauteng Household Survey (2015) revealed Gauteng citizens high levels of satisfaction with their main mode of transport:

- Highest levels (94%) of satisfaction for Gautrain users,
- Private vehicles followed by (91%);
- BRT (90%). Overall bus commuters with 63% of commuters more satisfied, with dissatisfaction level of (22%) with the available bus services;
- minibus taxi user slightly more satisfied (74%) than dissatisfied (total of 16%); and
- Train commuters indicated highest level (40%) dissatisfaction with services.

Travel patterns have also changed with:

- Gauteng growing fastest in terms of population and urban development'
- Spatial implication of growth – residential growth,
- General trend of long trips to work and to look for work remains entrenched,
- Poorer communities pay higher proportion of income on transport,
- Cars & taxis dominant modes of transport,
- Satisfaction differs significantly by mode, with lowest satisfaction with trains and
- Prominence of taxis and cars, particularly in areas of growth indicates poor public transport development to meet growing needs.

8.1.3. Road Infrastructure

The Province has also the largest and densest road network in the country which makes it a significant Transport “Powerhouse” on the African Continent. The total road network in Gauteng represents about 7.4% of the total South African road network of approximately 741 000 km.

The Gauteng Province has a total road network of about 55 000 km of which 1% are national roads, 9% provincial roads and the remainder are local municipal roads i.e. 90% of the total road network. The Province is also the origin and destination of 60% country’s freight movement and 921 km of rail linking vital public transport nodes and servicing national and regional corridors.

In terms of the public transport system, the average percentage for all stakeholders’ perceptions is below average and 71 percent of Gauteng’s paved network has been rated in the “fair to very good” categories as per Stakeholder’s Perception survey (2018).

4.1.4. Road Safety

South Africa has some of the highest Road Traffic Fatalities in the world. In 2018, 12, 921 fatalities were recorded from January to December 2018 with the most affected being pedestrians and passengers. In the Gauteng Province 2,398 fatalities were recorded in the same period of which more than 50% were recorded over weekends with the private car dominating statistics with 46%, Light Delivery vehicles 20% and the Minibus Taxi at 8% fatalities. 75% of the fatalities were alluded to Human Factors.

4.1.5. Enforcement and Regulation

There is lack of Law enforcement in the Public Transport and in private car use, this is evident in the Minibus Taxi industry where a very high percentage of taxis are operating illegally. There is non-adherence to road rules and constant violence in the sector.

4.1.6. Freight Movement

The Gauteng Province is the economic hub of the African Continent and is strategically positioned to provide optimal conditions for the movement of goods in the country and the Southern African regional economic hub. Freight is moved through Rail, Road, Air and Pipelines.

Overall, the largest average transport distances belong to mining dry bulk, palletised and refrigerated commodities. These commodity classes comprise a large majority of the total tonnes moved in the

economy. Coal, iron ore, aggregate stone, cement, bricks and processed foods account for 61% of the total tonnes (Logistics Barometer, 2015). It is also estimated that 80% of all land transport freight is moved on road with the remainder by rail. The performance of South Africa's logistics industry is very dependent on its transport infrastructure (road, rail, port, pipeline and air infrastructure) and this prevents Gauteng and South Africa from being competitive in global supply chains.

4.1.7. Modal Integration

Although the Cities and Municipalities produce Integrated Transport Plans which are consolidated into the Provincial Land Transport Framework, comprises of integrated public transport networks. In the Gauteng Province, all three spheres of government plan and operate transport systems with less integration but in a very small space which leave commuters with multiple transfer activities that require a lot of local spatial knowledge and detailed real-time transit information to execute.

COVID 19 Pandemic impact on Public Transport

As world-wide rising cases of Corona virus infection began to emerge, the World Health Organisation declared COVID-19 as a Public Health Emergency of International Concern in March 2020. To address this pandemic, the President declared COVID-19 as a National Disaster on the 15th of March and implemented the Disaster Management Act. National lockdown of 21 days was introduced on the 27th of March 2020. Recognising the potential of the virus transmission through public transport the Department immediately implemented its COVID 19 and guidelines for the Taxi and bus industries within the limited times and restricted passenger load; aligned to the national transport regulations implemented by the Minister of Transport. The Department set up the Public Transport Coordination centre at Derek Masoek Building and regional coordination centres in the Department's 5 Regional Offices were established. War Room Committees led by Members of the Mayoral Committees (MMCs) for Transport were also set up representing Public Transport in all centres. The Department's Public Transport Sanitisation and Disinfection Programme was implemented which focused on acquiring and daily distribution of hand sanitisers, disinfectants and Personnel Protective Clothing in the operating taxi ranks. Daily preventive hygiene practices in all operating taxi ranks were conducted which included sanitisation of commuters, disinfecting public transport vehicles and distributing personal protective clothing for the Taxi drivers. The Department also assisted with the deep cleaning and marking of Taxi ranks for social distancing. Various stakeholders were engaged to assist the Department in implementing its Disinfection and Sanitisation Programme, providing critical capacity and resources.

Working with the Metro Police, the Department monitored the public transport regulations enforcement of 70% Passenger capacity and wearing of masks. As the Country moved into levels 4 and 3 lock down and the increasing infection rates that accompanied these levels, the Department increased its response to combatting the spread of the virus. During this period the total number of commuters who past through the Covid 19 sanitization programme is 44,5 million from the start of level 3 to date, 16 July 2020. A total of 680, 000 taxis and 42, 300 busses have been disinfected. Upon the resumption of the Gautrain services, 287, 400 train passengers, 117, 700 Gau bus and midi bus passengers and 3, 600 ORITA commuters were sanitised. In collaboration with the Gauteng Department of Education, the Learner Transport Operator Programme was implemented with the registration of 11, 300 Learner Transport Operators for tracking and tracing and provision of sanitisers and Personal Protective Equipment (PPE) was undertaken. A Public transport and Scholar Transport App was developed with the CSIR to monitor and respond to COVID 19 issues.

A screening and Testing Programme for COVID 19, HIV AIDS, Tuberculosis, diabetes and hypertension were undertaken in collaboration with the Gauteng Department of Health with Taxi Drivers and commuters. The Mini Bus Taxi Cade Programme registered 1, 133 Cadets to assist the Department with initiatives to implement measures to support the taxi industry to prevent and combat the spread of Covid-19 in public transport as per directives as gazetted by the Minister of Transport. The Department continues to increase its efforts to fight this pandemic and help to flatten the curve and save lives.

4.1.3 Political Mandate and Alignment

4.1.3.1 National Policy Alignment

The National Development Plan

The National Development Plan (NDP) 2030 sets out along-term vision for the country and provides the Programme through which South Africa can advance radical economic transformation through development planning. The National Development Plan (NDP) aims to eliminate poverty and reduce inequality by 2030. It provides a broad strategic framework to guide key choices and actions. Government recently adopted an infrastructure plan that is intended to transform the economic landscape of South Africa, create a significant number of new jobs, strengthen the delivery of basic services to the people of the country and support the integration of African economies.

In respect of transport priorities, the plan proposes that the proportion of people who use public transport for regular commuting will expand significantly. By 2030, public transport will be user-

friendly, less environmentally damaging, cheaper and integrated or seamless. Further, the public transport infrastructure and systems, including the renewal of the commuter rail fleet, is to be supported by enhanced links with road-based services. The NDP seeks to consolidate and selectively expand transport and logistics infrastructure, with key focus areas being:

- Upgrading the Durban-Gauteng freight corridor, including a new port at the old Durban airport site (SIP2), and
- Public transport infrastructure and systems, including the renewal of the commuter rail fleet, supported by enhanced links with road-based services (SIP7).

4.1.3.2. The Medium Term Strategic Framework (MTSF)

The MTSF 2019-20 is the translation of the government priorities outlined by the President at the 2019 State of the Nation Address (SONA) that are derived from the electoral mandate for the next five-year period. The priorities, which will be achieved through more focused implementation, coordination and integration by the various levels of government including state owned enterprises, the private sector and civil society, are as follows:



The purpose of the MTSF is to outline the Government strategic intent in implementing the electoral mandate and NDP Vision 2030. It thus, reflects the NDP Five Year Implementation Plan and Integrated Monitoring Framework at a national level, the Provincial Growth and Development Strategies / Plans (PGDS/P) of all nine provinces to ensure effective service delivery.

Ten Pillar Programme of Transformation, Modernisation and Re-industrialisation and Growing Gauteng Together 2030

The advent of the 6th administration in May 2019 resulted in GPG expanding the TMR Programme to include the Growing Gauteng Together (GGT) 2030 Plan. In the 2019 SOPA, GGT2030 was introduced. It is a plan which outlines the seven priorities of the 6th administration, anchored in and guided by the Ten Pillars of the TMR Programme.

The seven priorities are:



1. Providing safe, reliable and efficient public transport and delivering socio-economic infrastructure -Re-industrialization, infrastructure, and transport.
2. Growing an inclusive economy that creates decent jobs, skills revolution and youth employment.
3. Stepping up the fight against corruption, promoting ethical leadership and clean governance.

Political Alignment

Upon the conclusion of the 6th national democratic elections the Department undertook a review of its strategic alignment to the following strategic policy documents as outlined below.



- **Pillar 1 - A Strong and Inclusive Economy - Priority 2 - Economic Transformation and Job Creation.**
- **Pillar 2 - Capabilities of South Africans - Priority 5: Spatial Integration, Human Settlements and Local Government.**
- **Pillar 3 - A Capable State - Priority 1: A Capable, Ethical and Developmental State**
- The proportion of people who use public transport for regular commutes will expand significantly. By 2030, public transport will be user-friendly, less environmentally damaging, cheaper and integrated or seamless.
- Public transport infrastructure and systems, including the renewal of the commuter rail fleet, supported by enhanced links with road-based services.



- **Pillar 1: A Strong and Inclusive Economy – Priority 1 - Economic Transformation And Job Creation**
- **Pillar 2: Capabilities of South Africans - Priority 4: Spatial Integration, Human Settlements and Local Government**
- **Pillar 3: A Capable State - Priority 6: A Capable, Ethical And Developmental State**



- **Pillar 8: Modernisation of public transport infrastructure**
- **Pillar 9: Reindustrialisation of Gauteng Province**
- **Pillar 1: Radical Economic transformation**



- Provide a safe, reliable and efficient public transport and deliver socio-economic infrastructure -Reindustrialization, infrastructure, and transport
- Growing an inclusive economy that creates decent jobs; skill revolution and youth employment
- Stepping up the fight against corruption, promoting ethical leadership and clean governance.



- A modern, integrated, safe, reliable, accessible, efficient and environmentally sustainable transport and road infrastructure system in Gauteng.
- **KEY Policy – Integrated Transport Master Plan (ITMP25) – 10 Key Interventions**

The review identified the following transport priorities which informed the development of the Department's strategic framework which would inform the development of the Department's strategic plans for the next 5 years. The above strategic alignment has provided the platform upon which the Department will develop its 5-year strategic plan 2020-25 to contribute to the National and Provincial priorities.

Departmental 2020-25 Growing Gauteng Together through Smart Mobility Plan

To address the priorities of the NDP, 2019-24 MTSF and the Provincial GGT2030 plan the Department has developed its **Growing Gauteng Together through Smart Mobility Plan -2030** which will contribute to the achievement of these priorities. The Plan has been aligned to the Department's 5-year strategic plan 2020-25 to ensure the priorities are achieved through targeted outcomes, outputs and targets which will be further outlined for implementation and monitoring in the Annual Performance Plans of the Department developed during the current administration.

Smart Mobility Road Map

Cities throughout the world are at various stages of implementing smart mobility and cities initiatives. It is imperative that Gauteng considers its unique characteristics and devises a roadmap that addresses its challenges with steps to attain its vision of smart mobility and smart city. To address transport challenges and to commence with the Department's Growing Gauteng Together Programmes of the 6th administration, a priority list was identified for implementation which is aligned to current plans and projects that are being implemented.

The Smart Mobility 2030 Priority Outcomes were identified as follows:

Restructured Urban Form	
1.	Smart public transport
2.	Integrated Bus Rapid Transit System
3.	Smart road systems
4.	Taxi modernization/transformation and commercialization
5.	Safe and secure NMT
6.	Land use and transport
7.	World class air travel
8.	Extending and Expanding the rail network
9.	Commercialization of transport nodes
Gauteng as a Freight and Logistics Hub	
10.	Intelligent Freight Network
11.	Efficient Freight and Logistics Hubs
Data Centric Mobility	
12.	Fully Integrated ITS
13.	GCR smart mobility Data Centre
14.	Integrated Smart Ticketing

15.	Smart Apps and Websites
Growing Strong Institutions	
16.	Sustainably funded transport systems
17.	Transport Authority for Gauteng
18.	Building of organizational capacity to be effective including entities
19.	Effective regulation and law enforcement
20.	Road Safety and Driver Behaviour

In the realisation of the above, the development of an efficient and integrated Smart Transport system that will enable sustainable economic growth in the Gauteng City Region is of paramount importance. This development of the integrated Smart Transport System should be strengthened by deployment of Intelligent Transport Systems that take full advantage of developments in the Information Communications Technology (ICT's) in the age of the fourth Industrial Revolution. However, the development of smart mobility must be approached in a phased manner so that maximum benefits are derived from the investments.

RESTRUCTURING THE URBAN FORM

This Pillar covers the current state of public transport infrastructure and proposes interventions required in the subsidized road based public transport system, the Minibus Taxi mode and the passenger rail network. This is in alignment with the ITMP25 and the Municipal Integrated Transport Plans. It also offers steps towards smart mobility in Infrastructure, technology and institutional arrangements. The Public Transport System should provide smart mobility and offer safe, affordable and accessible modal options for commuters and includes the Minibus Taxi.

Restructuring the Urban Form emphasises the need to assess Gauteng's current public transport infrastructure. Using targeted interventions, challenges within the subsidised road-based public transport system, the Minibus Taxi mode and passenger rail network should be addressed, with key objectives including:

- Deliberate integration across all modes of transport
- The institution of Competitive Tenders for Subsidised Bus contracts
- Increased collaboration through partnerships and platforms
- Restructuring Transport to reflect the new realities of people

GAUTENG AS A FREIGHT AND LOGISTICS HUB

The position that Gauteng occupies as the most significant regional economy within Sub-Saharan Africa, is due to several comparative and competitive advantages that the Province has compared to other provinces and regions.

Gauteng as a Freight and Logistics Hub considers the province's position as the leading freight and logistics destination on the continent, and the key role this position plays within regional economic growth. Considering Gauteng's already well-developed freight transportation network, interventions should find ways where to make this network operate at optimal and sufficient capacity, versus expansion. Some of the priorities are as follows:

- Introducing ICTs in Freight corridors to improve efficiencies;
- Building infrastructure to handle Freight, including Freight Hubs such as Tambo Springs and Pyramid.
- Plan, design and construct roads that support Freight Hubs (K148, PWV15, K133, K207, N3/K148 interchange upgrade, K90, K88, K86);
- Support the construction and commissioning of Tambo Springs Hub, Pyramid Hub, Rosslyn Hub, OR Tambo Midfield Terminal and the proposed Lanseria Cargo handling facility.

DATA CENTRIC MOBILITY

The Gauteng Department of Roads and Transport (GDRT) maintain a vision for the province to support its evolution towards a smart city as a solution to enable the province to address the challenges that come with rapid urbanization. However, to do so the Province must overcome decisive legacy challenges and align to emerging trends.

The Department's vision of "One Province, One Ticket" is crafted, with the aim of adopting smart technologies as the desired future state of the Province. To realise GDRT's vision, the focus must be placed on the integration of fare media, transit data, and fare collection across public transport services to enable an integrated fare management system in Gauteng.

Such an endeavour is especially attractive from an economic development perspective given its potential for growth and development and realisation of government's social contract.

As per the policies and frameworks described above, the future state of transport in Gauteng is foreseen to be:

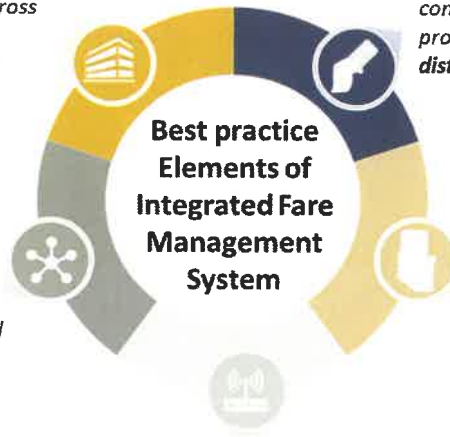
- Highly networked;
- Integrated;
- Cost effective;
- Incorporating public and private collaboration;
- Provide seamless public transport across modes; and
- User friendly and affords maximum affordability and convenience to users.

Traffic Management Centre (TMC):

The TMC is responsible for managing and coordinating traffic flows across IFMS by collecting and analysing data from devices and operators across the system

Automated Fare Control (AFC)

AFC comprises of multiple integrated components that automate a ticketing process throughout ticket issuing, distribution, sales and validation.



API:

The API enables information to be drawn from multiple operators and legacy system. It allows the drawing and interpretation of data from multiple operators and transport modes

Journey Planning:

A journey planning application enables the rider to plan a route end-to-end across multiple modes of transport. It also provides associated travel information e.g. schedules etc.

Network:

The network is the backbone of IFMS connecting the various detectors, cameras and other data collecting and processing devices together

The implementation of the ITS project will enable this state of transport in the province.

A successful ITS has five key elements, namely Automated Fare Collection, Journey planning, Network, Application Programming Interface and Transport management Centre. These elements are common across most of ITS deployments globally and will be the building blocks of the Gauteng IFMS.

BUILDING STRONG INSTITUTIONS

In contrast to other cities in South Africa, Gauteng is unique, whereas e-Thekwini and Cape Town are comprised of one central metropolis surrounded by smaller urban areas. Gauteng consists of three metropolitan and multiple district and local municipalities ranging from peri-urban to high density in nature. Each of the Municipalities is at different levels of public transport planning and implementation, resulting in fragmented service delivery.

The transport challenges that Gauteng is facing can be ascribed to the lack of cross-municipal boundary integration of public transport services. Improved public transport accessibility, affordability, reliability, interoperability and safety is required to give effect to redressing apartheid spatial planning, allowing economic growth and reducing economic and social opportunity costs for communities to access economic opportunities.

Aligning these different spheres of government within an effective framework of co-operative governance, led through Building Strong Institutions, is critical in entrenching the progress made in Transport across the province, as envisaged by the plan. One of the priorities is the building of

Organisational Capacity to be an effective organization to deliver on its mandate, including Entities. Areas where major focus areas include the operationalizing of the Transport Authority for Gauteng shall fulfil the roles of integrated Transport planning and coordination in Gauteng across all local boundaries, set uniform Transport policies, norms and standards, and facilitate the Road Based Public Transport function.

Other priority areas include the digitization and effective use of G-Fleet, improving Road Safety and Driver behaviour through the establish a Smart Mobility Academy (Centre of Excellence for Transport) to ensure that all road safety practitioners are adequately skilled and that responsible entities have sufficient capacity. Enhancing the use of technology by identifying and implementing proper use of smart technology to improve road safety and Transport-associated regulation and law enforcement is also an imperative. The sustainable funding of transport systems in the province is also essential to entrench economic growth and progress, as is enhancing the Feeder System, other forms of transport that consolidate passenger volumes towards different types of public transport.

Transport Infrastructure House

The department has established **the Transport Infrastructure House (TIH)** to assist with the realisation of part of the vision with objective to facilitate and provide an enabling and well-integrated public transport system using both rail and road based infrastructure that is reliable, accessible, safe and affordable. Key of this vision is delivering transport projects successfully.

The aim is to have a centralised entity, TIH, who's responsibility is to fulfil a programme management function for GDRT. The TIH will provide senior and executive management with accurate, up-to-date information on all CAPEX, Maintenance, PPP and Developer Contribution projects as well as strategic imperatives within the organisation which will assist in managing business.

This entails building integrated systems with accurate, reliable data sources, interlocking with numerous stakeholders, and staffing areas where appropriate.

Objectives:

- To develop the Programme Management culture within the GDRT with the aim of strengthening efficiencies and accountability.
- To develop reporting systems with a view of standardising the management of information and the ease of reporting to all levels ranging from project to programme to portfolio and management levels with the intent to assist decision makers within the GDRT to make strategic decisions up-to-date information.

- To establish a framework for delivery in terms of the National Programmes and the GDRT strategic directions.

In the interim GDRT has entered into an agreement with Gautrain Management Agency (GMA) to provide capacity support for the TIH. A Service Level Agreement was signed in June 2020.

Expanding the Rail network

Gauteng's existing Rail Network covers a large area and primary commuter destinations in the province. Through modernising existing Passenger Rail Agency of South Africa (PRASA) and Metrorail services, upgrading infrastructure and rolling stock, and extending the railway network, overall citizen mobility in Gauteng will improve. Such extensions will concretise Rail as the "backbone" of the integrated multi-modal Public Transport Network.

Making rail the backbone of public transport remains a key priority of the smart mobility road map. Therefore, the Department has prioritized the expansion of the Gautrain Rapid Rail Link with the Gautrain II project which is envisaged to be a socio-economic stimulus for the economy and not only for the people of Gauteng, but for all South Africans.

- **Expansion of Rapid Rail Link**

The Gautrain Management Agency (GMA) has completed the feasibility study for the extension of the Gautrain Rapid Rail Link which has been tabled before EXCO. The GMA's mandate has been extended to incorporate inter alia, the establishment of the Transport Authority (TA), the facilitation of public transport in the Gauteng City Region (GCR) and the expansion of the Gautrain Rapid Rail System. The GMA Bill which seeks to expand the limited scope of the GMA under the Gautrain Management Agency Act No 5 of 2006 to include the expansion of the Gautrain Rapid Rail Link network and other projects as delegated by the MEC was promulgated and the ACT is now Law.

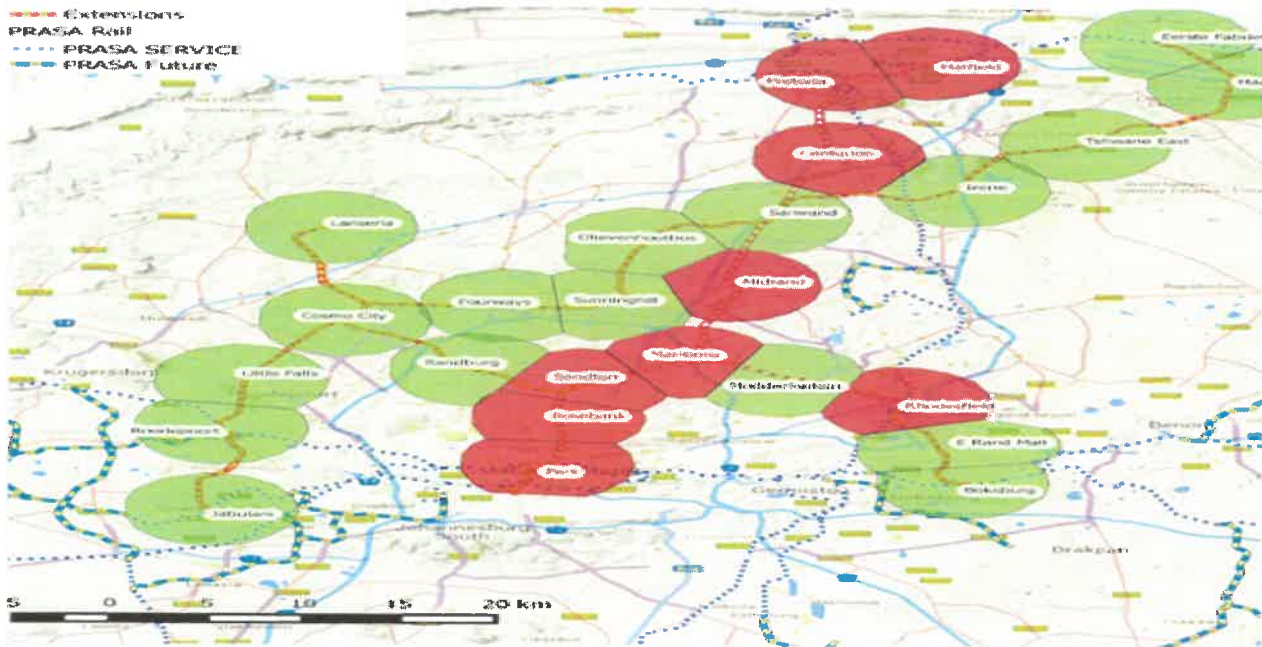


Figure 1: New Gautrain Stations

The Rapid Rail Link Extension is expected to construct 19 New Stations with 6 in the City of Tshwane including Samrand, 3 new Stations in the City of Ekurhuleni including Rhodesfield, 10 new stations in the City of Joburg including Modderfontein and Sandton. Phase 1 of the Rapid Rail Extension will be the Johannesburg Western Core, Phase 2 the Soweto Link, Phase 3 the Tshwane East Link, Phase 4 the Cosmo-Fourways-Sunninghill and ORTambo midfield – Eastrand link and Phase 5 the Lanseria -Mamelodi and Boksburg Link.

Proposed interventions for the Gauteng Rapid Rail Link

- Expedite the expansion of the Gauteng Rapid rail link to ease congestion and to provide a safe, efficient and rapid public transport service;
- Integrate Gautrain with the other modes of Transport through the Transport Authority and Integrated Fare Management;
- Create cooperative government structures to coordinate the development of rail in the Province utilising the success and experience of GMA to improve the services of PRASA.

Transport Authority for Gauteng

Considering the issue of coordination in the different spheres of government involved in subsidised road based public transport, devolution of the metro rail service to the Transport Authority for Gauteng must be perused as envisaged in the constitution and prescribed in the NLTA within the first 12 months of the 6th Administration.

Operationalising the Gauteng Transport Authority is aimed to enhance transport planning across different spheres of Government. This Authority shall fulfil the roles of integrated transport planning & coordination in the Province across all local boundaries, setting of uniform transport policies, norms & standards and facilitating the road based public transport function. As such, the Authority shall be the single point for public transport in the Province in terms of centralising transport planning, regulatory and contracting functions into one institutional body. Institutional reform including IGR structures and developing new institutional arrangements to foster integration like the Gauteng Transport Authority; strengthen the IGR component to facilitate integration and co-ordination in the GCR. The Transport Authority for Gauteng must play a leading role in coordinating the rollout of the BRT systems and the deployment of technology that creates connectivity and efficiencies in the infrastructure and operations. The focus will also be on conducting a due diligence study in the devolution of passenger rail to the Transport Authority for Gauteng rather than local authorities as stipulated in the NLTA.

Taking into cognizance the above external situational analysis the GDRT will seek to address the issues the various surveys have identified through policy, planning, implementation and investment strategies. The 5-year Strategic Plan outline the areas that have been targeted for improvement through the Department's planned projects and outputs.

8.2. Internal Environment Analysis

The Department has structured itself to effectively deliver on its mandate and to this extent it has adopted the following strategic structure.

- **Head Office**

The Head Office is situated in Johannesburg to ensure ease of access. The Department's Executive Authority, Accounting Officer and the Deputy Director-Generals, which consist of Chief Directors and Directorates, are accommodated at the Head Office. The Department has relocated its Head office to 45 Commissioner Street, Johannesburg. The new Head office now accommodates all the Branches, namely: Corporate Services, Finance, Roads and Transport to assist in providing a centralized service delivery. However, certain services have been decentralised to ensure ease of access through reduced travelling time and cost to our customers. These decentralized services are offered at regional offices situated in the various municipalities.

- **Regional Offices**

To ensure that services are accessible to its customers, regional offices are decentralised and are situated in various Municipal areas. These offices can provide services in the areas under its jurisdiction more efficiently. These services relate to:

1. Road maintenance offices– In house Maintenance teams providing routine and preventive road maintenance.
2. Registering and Testing Authorities – is synonymous with “Registering Authorities” and includes functions of Motor Vehicle Registration and Licencing (MVR&L); Driving Licence Testing Centre function (DLTCs) and Vehicle Testing Station function (VTSs). The municipalities and SAPO provides registering and testing authority function to the public as the agents of the Department. The Department directly manages 6 provincial registering authority service delivery centres.
3. Transport Operators Licensing Administration Boards (TOLABs): Regulatory services for public transport operators.

The Department will be focusing on standardising Roads Maintenance regional offices for effective local government integration and support. This entails the restructuring of regional offices to service specific regions. A regional office model is being developed to standardise service delivery in all regions during the MTEF. The model will include, amongst other imperatives, which regional offices act as a rapid response mechanism to ensure effective real-time service delivery.

Human Capital Strategy and Plans

To contribute towards the 1st Priority of the 2019-24 MTSF, A capable, ethical and developmental state, the Department will ensure that it operates within the legislative frameworks through monitoring, evaluating, reviewing and implementing human resources policies and practices.

Therefore, the achievement of the strategic objectives of the Department and particularly those of the Human Resource Management (HRM) requires the creation of a culture that is informed by Batho-Pele principles and the Public Service Charter. Furthermore, departmental values need to be instilled within the Department's culture and must be embraced by all to deliver a people focused services that will lead to improve quality of life for the people of Gauteng.

The following quadrant illustrates the four (4) fundamental elements of the Departmental human strategy and plans.



Organisational Development and Planning

In the new administration 2019-20224, the Gauteng Department of Roads and Transport (GDRT) will embark on an organisational restructuring process. This will enable the Department to deliver on a modern integrated, efficient and sustainable transport and road infrastructure system, alignment to IDMS and ITMP25. The restructuring process is informed by the Public Service Regulation 2016 as

prescribed and the manifesto of the new administration/ government. It is envisaged that the realignment process will be completed by the end of the financial year 2020/2021.

Therefore, the organisational functions, operations and service delivery model must be reviewed and aligned to the new mandate and the departmental strategic objectives with the aim of improving operational effectiveness and efficiencies. Furthermore, assist in assessing the organizational environment, human capital, culture and business processes in identifying challenges, successes and determine alternative solutions as well as capabilities.

As prescribed in the Public Service Regulation 2016, the Executive Authority (EA) must ensure that all jobs are profiled and correctly graded in outlining clear departmental performance outcomes. Fair grading of jobs will also ensure a peaceful working space between employer and organised labour.

To be able to keep up with the fourth industrial revolution, administrative functions performed by the Department must be automated by 2025. This will be achieved by embarking on a business process reengineering which will be completed by 2023. It is often said that an organization with well-defined processes is in a better position to keep up with the changing times and keep improving service delivery. It therefore become imperative to develop a change management strategy and Programme that will pave the direction the Department will pursue to ensure change readiness and acceptance.

Workforce Management & Planning

In addressing one of the National Priorities, being job creation, the National Development Plan (NDP), Gauteng Government Transport (GGT) 2030, Gauteng City Region (GCR) 2030 that creates decent jobs, skill revolution and youth employment which speaks to growing an inclusive economy.

The critical nature of ensuring that all other organizational elements remain functional is dependent on recruiting, retaining and placing the staff that will deliver on the mandate of the Department. Therefore, the Recruitment and Selection processes will be undertaken to match people's skills, relevant qualifications and experience to perform the increasing complex work of the Department which requires to a large extent the technical expertise of Engineers and other related professions.

Within the next five (5) years, funded and vacant posts will be filled to curb the vacancy rate of 24,37% to the threshold of 10% as prescribed by the Department of Public Service and Administration (DPSA). At least 5% of the identified critical vacancies shall be filled per financial year effective from 2020/2021 up to 2025 based upon the departmental compensation budget.

In addition to the above, the Department has a responsibility to develop and submit the Human Resource Plan (HRP) annually to DPSA; and to ensure compliance with the Employment Equity Act by submitting the Employment Equity Plan to the Department of Labour annually and inculcating a

culture free from discrimination. The employment equity targets will be included into the advertisement of posts. The priority areas of employment equity representation will be on female senior management, youth and people with disabilities. The equity targets will be defined and set by 2020 to ensure these are rolled out over the 5-year term.

To attain the vision of the Department in becoming Gauteng's front-runner in public infrastructure service delivery, the creation of a pool of highly competent engineering and other related professionals is crucial. Thus, to ensure retention of these competencies within the Department using policies, directives and other retention mechanisms applicable in the public sector.

- **Enhance the performance managements systems to deliver effective services**

The Department of Public Service and Administration reviewed the Performance Management and Development policy with the aim of improving and aligning the organisational and Officials performance towards improved service delivery. The Department put into effective the revised policy for senior management with the restructuring of its PMDS Programme to be aligned to the requirement of the revised policy. A Departmental Moderation Committee (DMC) was established to improve the quality assurance of Performance Contracting, Agreements and Assessment methodology across the Department. To ensure that there is consistency across the Department, Performance Evaluation Committees (PEC) was formed to moderated levels 1-12 employees. The revise methodology commenced in the 2018/19 performance cycle and will continue into the new MTSF, 2019-24 with the objective of improved service delivery and organisational performance aligned to individual performance.

Automation of business process towards efficiencies

Information Communication Technology (ICT) was embraced by the Department as a catalyst in the delivery of services to the public. ICT will enable online tracking, monitoring and reporting on Departmental programs and projects. It will speed up response to customer requests and complaints. The ICT landscape will promote transparency in the Departmental processes by disseminating government information to the public.

- **Automation of Processes**

The 4th Industrial revolution has spurred the digitalisation of services to clients. In response to the 4IR the Department has prioritised the automation of a number of e-services to citizens of

Gauteng. These customer centric services aim to improve customer convenience, reduce cost and time.

- **Modernisation and Digitisation of Information and Communication Technology (ICT)**

The Department is utilising ICT as a catalyst for the delivery of government services as derived in DPSA's Corporate Governance ICT Policy Framework. A platform for accessing online government services to employees and citizens has been created and the landscape highlights transparency in the Departmental tendering processes.

Economic Empowerment of Previously Disadvantage Communities

The social and economic emancipation of the people of Gauteng remains a focal point for the Department. The Department is driven towards increased investment in the economic development of all SMME's with focus on SMME's emanating from townships, deteriorating areas and peri-urban areas. The Department aims to redirect discretionary procurement spend of at least 30% towards township businesses with the added commitment of ensuring that all valid goods and services procured from all SMME's are paid for within a 15-day period.

Improved Good Corporate Governance and accountability

One of the core values of the Department over the previous 5-year terms focused on good governance requiring the facilitation of an inclusive government that ensures integrity, transparency, accountability, and trustworthiness. The Department's aim over the MTEF is to achieve a clean audit, engendering a zero tolerance to fraud and corruption and managing risks. The Department is developing an automated Project management Dashboard to track its performance in real time, respond timeously to challenges and improve service delivery on time and within budget. During the MTEF, the Department will continue its commitment to the achievement of these set outcomes and projects and ensuring it remains accountable to the citizens of Gauteng.

Part C: Measuring Our Performance

9. Institutional Performance Information

9.1. Measuring the Impact

Impact statement	To contribute to smart mobility through an integrated transport system for citizens of Gauteng by 2025.
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9.2. Measuring Outcomes

Outcome 1	Improved good governance and accountability in the management of state resources by 2025
Outcome Indicator:	Clean Audit opinion
Baseline:	Unqualified Report
Three-year target:	Clean Audit opinion by 2025
Explanation of Planned Performance over the Five-Year Planning Period	<p>The Department targets the achievement of a clean audit outcome at the end of the five-year planning period.</p> <p>The improved good governance in the management of state resources allows for the Department to available adequate resources to the priorities aligned to contributing to an integrated public transport system.</p> <p>The enablers to the achievement of the Outcome Targets are:</p> <p>Adequate resource capability, i.e. both financial and skilled human resources.</p>

Outcome 2	Increased Socio-Economic Development (SED) in Broad Based Black Economic Enterprises
Outcome Indicator:	Percentage of BBBEE procurement expenditure awarded to HDI's
Baseline:	80%
Five-year target:	80%
Explanation of Planned Performance over the Five-Year Planning Period	<p>80% of the Department's annual discretionary financial spend over the five-year planning period must be aligned to suppliers of Historically Disadvantaged Individuals.</p> <p>An increased budget spend towards socio-economic development is important to support and sustain an economically active population which turn supports the creation of an integrated transport system for citizens of Gauteng by 2025.</p> <p>The enablers to the achievement of the Outcome Targets are:</p> <p>Adequate resource capability, i.e. both financial and skilled human resources.</p>

Outcome 3	Improved Gauteng provincial road network by 2025
Outcome Indicator 1:	Percentage of surfaced roads good condition
Baseline:	66%
Five-year target:	70%
Outcome Indicator 2:	Percentage of surfaced roads in poor and very poor condition
Baseline:	11%
Five-year target:	<10%
Explanation of Planned Performance over the Five-Year Planning Period	<p>Expanding the Road Network to connect new nodes and to improve efficiencies in the movement of people and goods. These new links should be equipped with intelligent transport systems integrated into other systems forming smart city.</p>

The following priority areas will be undertaken during the MTSF:

- **Develop the Class 1 (freeway) network**, which forms the backbone of road-based mobility in the province;
- The GDRT will also upgrade the P158/2 (R28); N4; N3; R24, and the P156/1(R59). It will also construct the PWW9; PWW2; PWW5; PWW13; **PWW15**; **PWW16**; PWW17 and PWW3;
- GDRT will **upgrade critical existing K-routes and develop new K-route** links of the 98 Strategic Road Network that supports public transport routes; access routes to the freight hubs, and links with travel speeds < 10 km/hr;
- GDRT will construct **critical Grade Separation Intersections** that have reached Capacity in the Province to ensure free flow of traffic and to reduce congestion;
- GDRT will prioritise for **construction the PWV 15 from R21 to N12** in the Aerotropolis area to support the ORTIA midfield terminal, to support the movement of freight from the N3 and the Tambo springs terminal and to induce development in the Ekurhuleni light industrial sites.
- **Identify alternative and sustainable sources of funding**;
- Integrate the Gauteng, Municipal Roads system with the SANRAL Intelligent Transport System for efficient management of the Transport System.
- **Integrate Transport Management Centres** for the efficient management of Transport.
- **Deploy sensors and intelligent transport systems along provincial roads** to manage the movement of people and goods

The enablers to the achievement of the Outcome Targets are: Adequate budget, Registered Professional technical personnel Visual Conditional Assessment.

Outcome 4	Strong Institutions supporting smart mobility in Gauteng
Outcome Indicator 1:	Number of Policy Planning documents completed.
Baseline:	ITMP25 and PLTF(GTIP5)
Five-year target:	A long-term planning Updated ITMP25 Master Plan and PLTF indicating planning & implementation projects in the province over the next five years.

Outcome Indicator 2:	Gauteng Transport Authority (GTA) operationalised
Baseline:	Based on section 12 of the National Land Transport Act, the transport challenges that Gauteng is facing can be ascribed to the lack of cross-municipal boundary integration of public transport services. Improved public transport accessibility, affordability, reliability, interoperability and safety are required to give effect to redressing apartheid spatial planning, allowing economic growth and reducing economic and social opportunity costs for communities to access economic opportunities.
Five-year target:	Fully operational GTA established to address smart mobility in terms of its mandate
Outcome Indicator 3:	Number of seamless platforms of eService's supporting smart mobility.
Baseline:	2
Five-year target:	3 seamless platforms of eService's supporting smart mobility
Explanation of Planned Performance over the Five-Year Planning Period	<p>The Department's focus for the 5-year term is to ensure strong policy and strategic direction in respect of developing a smart mobility system for Gauteng Province. Therefore, the following strategic documents will be developed and implemented to provide a road map for developing a smart transport system.</p> <ul style="list-style-type: none"> • Implementation of ITMP25 /PLTF. • Strategic Transport Plan and Integrated. Implementation Plan. <p>These documents will provide the platform for implementing seamless smart mobility in the province and to continue to grow Gauteng as a world class economic hub on the African continent.</p> <p>The interventions will focus on the following areas:</p> <ul style="list-style-type: none"> • Road-based public transport • Intelligent freight rail network • Restructured urban form • Smart road system • Access to air transport • Safe and secure NMT • Sustainable funded transport systems

	<ul style="list-style-type: none"> • Strong institutions • Supported by effective enforcement & regulation • Fully integrated with world class ITS. <p>Further, the Department will develop and operationalise smart e-Services solutions as identified in these strategic policy documents towards creating a smart Transport system for the Gauteng Province. These e-Services will embed the 4th Industrial Revolution (4IR) digitisation architecture and provide smart technology to bring real time and convenience service to the public. This means strong intergovernmental and transport stakeholder collaboration will be established to develop and operationalise these e-services to the public.</p>
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Outcome 5	An improved smart, affordable and accessible public transport system
Outcome Indicator:	% reliability of subsidised bus services
Baseline:	50% reliability of subsidised bus services
Five-year target:	80% reliability of subsidised bus services
Explanation of Planned Performance over the Five-Year Planning Period	<p>The following interventions are proposed for Subsidised Road Based Public Services:</p> <ul style="list-style-type: none"> • Establish an institutional and regulatory framework. • Restructure the Subsidised Road Based Public Transport System to reflect new commuter realities in terms of where they work, live, engage in educational and leisure activities, and interact with other emerging public services. • Restructure the Subsidised Road Based Public Transport System to leverage possible commercialisation opportunities, with employee and institutional buy-in a necessity. • Subsidised Bus contracts should align with municipal and provincial Integrated Transport Plans. • Institute changes to Subsidised Bus contract conditions and provide a new commuter-centred service. • Put out Subsidised Bus contracts to competitive tender open to all companies and reflecting SCM Policies. • ICTs should be deployed as a priority in managing Subsidised Bus contracts and to provide commuters with real time passenger information.

	<ul style="list-style-type: none"> • Prioritise the integration of the Subsidised Road Based Public Transport System with all other modes of transport. Integration should occur at an infrastructure, technology, institutional, and operations level (including fare management, aligned journey planning and a common travel ticket). • Re-design the Subsidised Bus system to connect with wider services embracing the Smart Cities concept. • The Public Transport Norms and Standards should be implemented to manage. • the provision of services and give commuters insight of what service levels are expected from operator.
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Outcome 6	Increased Data Centric Mobility in Gauteng by 2025
Outcome Indicator: 1	Transport Management Centre Operationalised
Baseline:	Transport Centre Business case and Plans finalised
Five-year target:	Transport Management Centre Operationalised
Outcome Indicator: 2	Number of e-Tickets and contactless cards integrated on public transport systems (Gautrain, BRT, Metrobus Metrorail and minibus taxis)
Baseline:	Gauteng on the move APP Launched
Five-year target:	3.5 million contactless card users integrated on public transport systems (Gautrain, BRT, Taxis, Metrobus and Metrorail)
Explanation of Planned Performance over the Five-Year Planning Period	<p>The Gauteng Department of Roads and Transport maintain a vision for the province to support its evolution towards a smart city as a solution to enable the province to address the challenges that come with rapid urbanization. However, in order to do so the province will have to overcome divisive legacy challenges and align to emerging trends.</p> <p>The Gauteng Department of Roads and Transport's (GDRT) vision of "One Province, One Ticket" is crafted, with the aim of adopting smart technologies as the desired future state of the Province. For the GPDRT to realise this vision, focus must be placed on the integration of fare media, transit data, and fare collection across public transport services to enable an integrated fare management system in Gauteng.</p>

	<p>Such an endeavour is especially attractive from an economic development perspective given its potential for growth and development.</p> <p>Thus, the Department will be implementing the following key projects during the MTSF:</p> <ol style="list-style-type: none"> 1. Integrated ticket or fare medium 2. Implementation of the Transport Management Centre <p>These integrated systems will provide for the availability of real time information will enable effective journey planning, seamless and cashless travel.</p> <p>These Projects will be enabled through the Data management policy and framework, Electronic Fare Collection Regulations, Service Contracting Conditions.</p>
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Outcome 7	Improved service times at the Integrated Transport Customer Service Centres (DLTCs, MVRAs and VTS) by 2025
Outcome Indicator:	Average turnaround times at Transport Service Centres
Baseline:	None, will be conducted during the 2021/22 financial year
Five-year target:	<ol style="list-style-type: none"> 1. 15% reduction for Motor Vehicle Licence Renewal 2. 15% reduction for (Learner License and Driver License Application) 3. 10% for (Driver License Renewal) 4. 10% for PrDP applications 5. 90 Days Public Transport Operator Licences 6. 20% Online renewal of Driver and Motor Vehicle Licences
Explanation of Planned Performance over the Five-Year Planning Period	<p>The focus is on providing a customer centric service to all citizens of Gauteng through the Transport Services Centers such as the Driver Licence Testing Centers at a provincial level.</p> <p>The outcomes of the project are to create a user-friendly environment where there are no long queues and less stress for employees and thus improve customer satisfaction.</p>

	<p>A Transport Service Center strategy has been developed to improve services at the DLTCs with a focus on improving turnaround times and improving customer satisfaction. The introduction of various e-services which will provide ease and convenience of services to clients will be introduced during the MTSF. Introduction of technology assist to improve efficiency at the Licensing Service Centres</p> <p>The upgrading and improving of business process and queue management systems are also planned to be rolled at the 6 Provincially managed Registering Authorities to improve the customer experience.</p> <p>There is a need to intensify public awareness of the online booking system to empower the public and avoid reliance to the third parties who charges a fee for a free service. On-going critical issues affecting Service Delivery and on-line booking system specifically include load shedding and down time of National systems (NaTIS, Live Enrolment Units (LEUs), and Computerised Learner License Testing (CLLTs)). Including capacity constrains to monitor the Licensing Service Centre's performance.</p>
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Outcome 8	Reduction of freight on the Gauteng road network by 2025
Outcome Indicator:	Percentage of freight on roads
Baseline:	80%
Five-year target:	78.5%
Explanation of Planned Performance over the Five-Year Planning Period	<p>Road is currently the primary mode of transport for freight for various reasons, with rail taking the backseat due to the sector's being characterised by significant constraints. While road freight delivery has significant advantages, the great number of freight vehicles on the road contributes to overloading and the subsequent significant deterioration of the road network and traffic congestion. Key interventions identified in the road to rail strategy includes development of major rail based freight logistics hubs, located on the periphery of the Gauteng City Region (GCR) urban core. These include establishment and operationalisation of Tambo Springs and Pyramid Freight Hub which will contribute to the migration of freight from road back to rail and optimise the movement of freight outside the urban core.</p>

The reduction of road-based freight transport to rail will reduce congestions on the road network and contribute to more efficient travel times of road-based public transport

The enablers to the achievement of the Outcome Targets are:

Conduct a feasibility study for travel demand management of heavy road freight during peak periods in Gauteng.

Establish and operationalise Tambo Springs and Pyramid freight hubs (construction of K148 to support the Tambo Springs Freight Hub, K97 for the Wonderboom Airport and the Pyramid Freight Hub),

In addition, the department will compile a status-quo report to determine the state of readiness from Transnet to attract road-based freight transport to rail.

- Implementation of freight TDM measures, Truck Stops, rail friendly freight shift from road-based transport results (together with Transnet initiatives to attract road-based freight transport to rail) in expected 1.5% reduction of freight on the GRN. The implementation of Road to Rail Plan.

10.Key Risks

Outcome number	Outcome	Key Risk/s	Risk Mitigation
1.	Improved good governance and accountability in the management of state resources by 2025	<ol style="list-style-type: none"> 1. Capacity constraints 2. Capacity constraints in terms current levels of financial skills and competencies. 	<ol style="list-style-type: none"> 1. Urgent recruitment of key staff 2. Job specific training and development Financial specific bursary scheme targeting the recruitment, training and development of financial professionals
2.	Increased Socio-Economic Development (SED) in Broad Based Black Economic Enterprises	<p>Increase in administrative procurement red tape which is slowing down procurement processes.</p> <p>Inadequate systems of monitoring and evaluating social empowerment achievements.</p> <p>Economic down turn.</p>	<p>Continuous engagements with all applicable stakeholders.</p> <p>Establishment of a Project Management Office (PMO) that will drive project planning and implementation.</p> <p>Engaging with IT on the systems improvements that will support accurate reporting and data strengthening.</p> <p>Develop and strengthen corporate partnerships on joint project funding.</p>
3.	Improved Gauteng provincial road network by 2025	Community unrest	Continuous engagements through social participation programmes and community
		Potential high legal disputes due to poor contract management/project failures.	<ol style="list-style-type: none"> 1. Compliance to Procurement and Contract management framework. 2. Review minimum

Outcome number	Outcome	Key Risk/s	Risk Mitigation
		Poor project management resulting in underperformance.	<ol style="list-style-type: none"> 1. Appointment of project managers. 2. Design and implementation of project management framework.
		Extensive delays on construction due to moving of services.	Wayleave investigations and Consultations with service providers.
4.	Strong Institutions supporting smart mobility in Gauteng	Political will- lack of cooperation from municipalities and other government entities.	Gauteng Transport Authority functional. Strengthening IGR structures.
5.	An improved smart, affordable and accessible public transport system	The PTOG budget allocated to the province by the national Department of Transport is not sufficient for the introduction of new subsidised bus contracts. Scope of service will be curtailed but the subsidy kept the same	Progressively integrate the PTOG and PTNG to share same overall objective of incrementally bringing about affordable, appropriate and quality public transport system
6.	Increased Data Centric Mobility in Gauteng by 2025	Lack of policy framework for data sharing and management.	Policy and regulatory framework implemented and adhered to.
7.	Service times reduced at the Integrated Transport Customer Service Centres (DLTCs, MVRAs and VTS) by 2025	Fraud and corruption Robberies Availability of online systems (extended downtime of Natis, CLLTs and LEUs.	<ol style="list-style-type: none"> 1. Introduction of technology within the NaTIS system in conjunction with RTMC 2. On-going enhancement of the DLTC on-line booking system and expand system to the VTS environment

Outcome number	Outcome	Key Risk/s	Risk Mitigation
		Supply vs Demand – Accumulative driving licence population growing, which must renew driving licence cards every five years with a lack of expansion of infrastructure and human resource capacity.	Engage with NDoT to enter into an SLA with its entities (RTMC and DLCA) to set terms and conditions including turnaround time to software and hardware challenges
		Load shedding	Installation of generators or alternative power supply.
8.	Reduction of freight on the Gauteng road network by 2025.	State of readiness for Transnet to handle rail friendly freight.	MOU with Transnet to be signed.

11. Public Entities

Gautrain Management Agency (GMA)	The GMA derives its mandate primarily from the GMA Act, as amended. Its primary mandate is to manage and oversee the Concession Agreement for the Gautrain Rapid Rail Link System as well as to assist the Province of Gauteng and other Organs of State in realising their integrated public transport and rail-	Assist the Province in implementing the Project and achieving the Project objectives.	1) To ensure a reliable, efficient, affordable and sustainable rail service through maintaining a high level of service excellence in all performance-related matters.	2020/21 = R2,271,746 2021/22 = R2,394,421 2022/23 = R2,509,354
		To ensure a reliable, efficient, affordable and sustainable rail service through maintaining a	2) To ensure that the obligations of the Concessionaire are met and that the Concession Agreement is managed for the	

	<p>related objectives.</p> <p>The foregoing includes planning and managing the determination of routes and preliminary design for provincial railway lines in terms of the GTIA. In addition, the GMA may perform any other integrated public transport and rail-related duty, right or power that the MEC may delegate to the GMA, in line with the GTIA.</p>	<p>high level of service excellence in all performance-related matters</p>	<p>optimal benefit of the Gauteng Province, its residents and visitors</p>	
		<p>Manage the finances of the Project and manage the financial securities provided by the Concessionaire and manage assets relating to the Project and promote their preservation and maintenance</p>	<p>3a) To ensure sound financial management of all GMA revenue sources and safeguard the assets of the Project</p>	
		<p>Ensure sound Corporate Governance and monitor the policy and legislative environment of the Project. Governance and monitor the policy and legislative environment of the Project.</p>	<p>3b) To ensure that the Concessionaire meets its obligation regarding the maintenance of the System to the benefit of the Project and the Gauteng Province</p>	
		<p>4) To enhance the management of the Concession Agreement through entrenching an environment of strong corporate governance and legal compliance</p>		

		To enhance the management of the Concession Agreement through entrenching an environment of strong corporate governance and legal compliance	5) To promote a robust, co-operative and productive environment with all relevant structures of Government and stakeholders	
		Promote and maximise the Socio-Economic Development and BBBEE objectives of the Province in relation to the Project	6) To contribute to the economic growth and development of Gauteng through deliberate economic interventions and targeted job creation and support of BEs and SMMEs in the Province	
		Enhance the integration of rail services in the Province with other transport services and integrated Public Transport Plans	7) To ensure that the Gautrain is a catalyst and contributor to the total public transport solution in Gauteng through the development and implementation of integration strategies	
		Manage the financial exposure of the	8) To ensure sound project and financial planning to the optimal	

		GMA in terms of the CA	benefit of the GMA and the Gauteng Province	
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Part D: Technical Indicator Description (TID)

Indicator Title	Clean Audit opinion
Definition	The Auditor-General performs an annual audit of the department. The type of audit opinion will reflect whether the department has a clean audit.
Source of data	Auditor-General audit report
Method of Calculation / Assessment	Unqualified audit opinion, with no findings on AOPO and no findings on compliance with laws and regulations
Assumptions	The definition of clean audit as articulated by the Auditor-General does not change.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Reporting Cycle	Annually
Desired performance	Annual financial year clean audit report
Indicator Responsibility	All programme managers – Universal responsibility

Indicator Title	Percentage of BBBEE procurement expenditure awarded to HDI's
Definition	Measuring the Department's annual discretionary financial spend over the five-year planning period and its alignment in supporting suppliers of socio-economic development. 80% to HDI's
Source of data	Analysed by the Department through the use of the Provincial Treasury Qlikview System
Method of Calculation / Assessment	Percentage of the Department annual discretionary financial spend
Assumptions	The Provincial Treasury Qlikview system has been accurately designed and implemented.
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> • Target for HDI: 80% • Target for Women: 30% • Target for Children: N/A • Target for Youth: 10% • Target for People with Disabilities: 2%
Spatial Transformation (where applicable)	N/A

Reporting Cycle	Annually
Desired performance	As per above individual targets
Indicator Responsibility	All programme managers – Universal responsibility

Indicator Title	Percentage of surfaced roads good condition
Definition	To increase the percentage of surfaced roads network in good condition to international norms of 70%%
Source of data	Annual Visual Conditions Assessment report
Method of Calculation / Assessment	Calculation of Visual Condition Index of poor roads and VCI of very poor roads as a percentage of the total road network.
Assumptions	N/A
Disaggregation of Beneficiaries (where applicable)	Target for Women: 55% of total number of jobs Target for Youth: 55% of the total number of jobs Target for People with Disabilities: 2% of total number of jobs
Spatial Transformation (where applicable)	N/A
Reporting Cycle	Annually
Desired performance	70% of the surfaced roads visually assessed
Indicator Responsibility	Programme Manager

Indicator Title	Percentage of surfaced roads in poor and very poor condition
Definition	To limit the percentage of poor and very poor surfaced roads network to international norms of less than 10%
Source of data	Annual Visual Conditions Assessment report
Method of Calculation / Assessment	Calculation of Visual Condition Index of poor roads and VCI of very poor roads as a percentage of the total road network.
Assumptions	N/A
Disaggregation of Beneficiaries (where applicable)	Target for Women: 55% of total number of jobs Target for Youth: 55% of the total number of jobs Target for People with Disabilities: 2% of total number of jobs
Spatial Transformation (where applicable)	N/A
Reporting Cycle	Annually
Desired performance	<10% of the surfaced roads visually assessed
Indicator Responsibility	Programme Manager

Indicator Title	Number of Policy Planning documents completed
Definition	To enhance the integration of transport systems and networks across Municipal and Provincial spheres into consolidated smart mobility policy frameworks and plans.
Source of data	Provincial Land Transport Framework Updated 25-year Integrated Transport Master Plan
Method of Calculation / Assessment	Manual count
Means of verification	Provincial Land Transport Framework Updated 25-year Integrated Transport Master Plan
Assumptions	<ul style="list-style-type: none"> • TMC will be operational • GTA operational • Favourable political will
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	Gauteng
Calculation Type	Cumulative (Year-End)
Reporting Cycle	Annual
Desired performance	3.5 million contactless card users integrated on public transport systems (Gautrain, BRT, Taxis, Metrobus and Metrorail)
Indicator Responsibility	Programme Manager

Indicator Title	Percentage of reliability of subsidised bus services.
Definition	The provincial bus subsidy contracts will reduce the extent to which the subsidised bus services is reliably provided to commuters in terms of shifts operating as per time tables, on time and reduction of breakdowns and trips that Did Not Operate (DNO's).
Source of data	Total Number of passengers in the payment certificates utilising the subsidised service, reduction in the number of complaints received and complements. Customer satisfaction survey.
Method of Calculation /	Average on-time busses. Calculation of on-time busses as a percentage of the total busses in services over

Assessment	did not operate busses.
Means of verification	Auditable information from the System
Assumptions	<ul style="list-style-type: none"> • TMC will be operational. • Electronic monitoring will be 100%. • Services provided as per timetable. • Reduced Did Not Operate trips will occur.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	Gauteng
Calculation Type	Cumulative (Year-End)
Reporting Cycle	Annual
Desired performance	80%
Indicator Responsibility	Programme Manager

Indicator Title	Number of e-Tickets and contactless cards integrated on public transport systems (Gautrain, BRT, Metrobus Metrorail and minibus taxis)
Definition	e-Tickets and contactless cards integrated on public transport systems (Gautrain, BRT, Metrobus Metrorail and minibus taxis) facilitated by strong back office in the Transport Management Centre
Source of data	Transport Management Center reports Back office reports
Method of Calculation / Assessment	No. of live tickets used in the system
Means of verification	Auditable information from the System
Assumptions	<ul style="list-style-type: none"> • TMC will be operational • GTA operational • Favourable political will
Disaggregation of Beneficiaries (where applicable)	N/A

Spatial Transformation (where applicable)	Gauteng
Calculation Type	Cumulative (Year-End)
Reporting Cycle	Annual
Desired performance	3.5 million contactless card users integrated on public transport systems (Gautrain, BRT, Taxis, Metrobus and Metrorail)
Indicator Responsibility	Programme Manager

Indicator Title	% of Service times reduced at the DLTC
Definition	Reduction of queueing times and improved service delivery to ensure customer satisfaction
Source of data	eNatis reports / manual reports
Method of Calculation / Assessment	Transaction performed effectively and efficiently, and timeously (qualitative)
Means of verification	System generated and manual reports
Assumptions	All DLTC employees will use the queue management system
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative (Year-End)
Reporting Cycle	Quarterly
Desired performance	Reduce queue times and improve service delivery.
Indicator Responsibility	Programme manager

Indicator Title	% of freight on Gauteng Road Network
Definition	Reduction of freight on the Gauteng Road Network by 2025
Source of data	Freight databank, Traffic counts
Method of Calculation / Assessment	Simple counts.
Means of verification	Traffic counts report

	Freight Databank report
Assumptions	Functional Freight Databank Transnet implement road to rail strategy
Disaggregation of Beneficiaries (where applicable)	None
Spatial Transformation (where applicable)	Gauteng
Calculation Type	Cumulative (Year-End)
Reporting Cycle	Annual.
Desired performance	1.5% of Rail -friendly freight moved from road to rail
Indicator Responsibility	Programme Manager