transport

Department:
Transport
REPUBLIC OF SOUTH AFRICA

DEPARTMENT OF TRANSPORT

REVISED STRATEGIC PLAN

for the
fiscal years
2020/21 – 2024/25

Republic of South Africa

Tabled in March 2021

Department of Transport

Revised Strategic Plan

2020 - 2025

The Revised Strategic Plan 2020 – 2025 for the National Department of Transport is compiled with the latest available information from departmental and other sources.
Some of this information is unaudited or subject to revision.

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Annual Performance Plans for each financial year within the performance cycle will also be published on *www.transport.gov.za*

ISBN: 978-0-621-49144-9
RP: 48/2021

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Executive Authority Statement

The challenges confronting us as a sector loom large and our resolve to tackle these must be characterised by a new culture of promptness in everything we do. Breathing life into the value of accelerated service delivery requires a paradigm shift and unstinting commitment to service to the people.

Our strategy to re-imagine transport and its role in growing the economy and creating jobs is anchored on a dynamic interplay between continuity and change.

We must continue to build momentum towards the realisation of the goals of the White Paper on Transport Policy, while we change tack on how we do things, and give meaning accelerated service delivery. Our strategy must be guided by five strategic priorities that must overall define the work of the Department and the political agenda over the term of this administration.

Infusing the **Khawuleza** ethos in delivering transport services to the citizenry, our focus will be guided by these five strategic priorities.

1. Safety as an enabler of service delivery
2. Public transport that enables social emancipation and an economy that works
3. Infrastructure build that stimulates economic growth and job creation
4. Building a maritime nation, elevating the oceans economy
5. Accelerating transformation towards greater economic participation

SAFETY

Transport is not only an economic and a social function, but also carries massive security responsibilities. Successive Constitutional Court judgements have affirmed this obligation and have pronounced on the responsibilities of the various organs of state in this regard.

Most instructive is the ruling that says that while the mandate for protecting citizens from crime vests with the police, the public transport operator has a concomitant obligation to take reasonable measures to ensure the safety of citizens in its operational environment.

At the heart of our efforts to re-imagine safety in transport, the end-user, being the citizen, must always be at the heart of our interventions. Ours is to ensure that citizens are safe from harm while using public transport. This is true of all modes of transport.

The re-imagined safety strategy is built on the foundation of a seamlessly integrated value chain that incorporates all the law enforcement and prosecution authorities and takes a holistic view of safety across modes.

The building blocks of the re-imagined safety strategy must be guided by these key objectives.

- Roll out of the Road Traffic Adjudication of Traffic Offences (AARTO) Act
- Roll out 365-Days Action Agenda which seeks to create a vertical alignment of traffic policing activity through syndicated themes and activities. This is the platform through which the 24 hour, 7 days a week visibility will be piloted and gradually phased in over time.
- In-source security in rail and aviation.
- Roll out a security model in aviation that is vertically and horizontally integrated with other law enforcement authorities, first focusing on passenger security then broadened to include cargo and infrastructure.
- Vertically integrate traffic policing to create a single chain of command and proclaim traffic policing as a 7-day, 24 hour job.
- Create a new institutional arrangement that seamlessly integrates transport security and safety in a single entity.

A 2018 World Bank report on the South African economy says “Government’s investment in education, health services, social assistance, public transport, housing and local amenities accounts for close to 60 percent of government expenditure and has played a notable role to reduce poverty and inequality.”

There is no doubt that public transport plays a critical role in enabling economic activity and social emancipation. Access to centres of economic activity and social services and amenities by and large depends on public transport. The 6th Administration has identified the realisation of a 3-shift economy as a strategic goal aimed at propelling growth in the economy.

However, it can be argued that public transport remains one of the binding constraints in achieving this objective. An economy that functions 24 hours requires a public transport system able to support industries by enabling workers to reach places of economic activity around the clock. Currently, our public transport system is not responsive to this need, resulting in transport being an additional input cost to the employer, which costs invariably get passed on to the end-user.

An efficient, affordable, safe and reliable public transport system is a pre-requisite if transport has to play its role as a driver of economic activity and enabler of economic output. In order to achieve this, seamless integration must be realised across modes.

Transport is undoubtedly the golden thread that binds all the elements of the economic value chain together. Without transport, workers will not be able to report for duty to engage in economic activity. Without transport, finished products will not be able to leave the factory floor to reach the markets. Without transport, consumers will not be able to access retail outlets to buy the goods.

INFRASTRUCTURE BUILD THAT GROWS THE ECONOMY

Chapter 4 of the National Development Plan calls for the development of economic infrastructure as the foundation of social and economic development.
The Department must continue to focus on maintaining national and provincial road networks, providing passenger rail infrastructure and services, and facilitating integrated public transport networks.

Transport is one of the Departments with the largest infrastructure build programme across its entities. Massive infrastructure investments can be found in PRASA, SANRAL and ACSA.

The building blocks of the infrastructure build programme must be based on the following objectives.

- Wall-to-wall approach to Integrated Public Transport Networks infrastructure planning and delivery to enables seamless mobility and efficiencies in public transport. Planning Authorities with intersecting public transport flow must plan jointly to realise seamlessness in services.

- Accelerated delivery of attendant infrastructure for Rolling Stock Fleet Renewal Programme and maintenance of current passenger rail infrastructure.

- Focused co-ordination and delivery of transport infrastructure on the AU's North-South Corridor, Lamu Port, South Sudan, Ethiopia Transport (LAPSSET) Corridor.
- Expanding SANRAL footprint to support Provinces and Municipalities in delivering quality road infrastructure and tackling backlogs.

OCEANS ECONOMY

As a maritime nation with a coastline in excess of 2 500 kilometres, which is strategically located on one of the busiest shipping routes, surrounded by three oceans on the eastern, western and southern seaboards, we are steadfast on our commitment to position the oceans economy as a strategic contributor to economic stimulation and growth. The bulk of South Africa's trade is seaborne and accounts for more than 80% of the country's trade.

The reality that South Africa is a primary goods export-oriented economy poses many challenges. Transport is significant trade input cost due to the vast distances from our markets. Equally, while we are a maritime trading nation, we have yet to achieve the status as a ship-owning or ship-operating nation.

In the recent past, Cabinet approved South Africa's national maritime policy, placing the country on a developmental trajectory, which will undoubtedly unlock the massive potential of our oceans economy.

In recognising our contribution to the country's efforts towards realising inclusive growth, we must prioritise the acceleration of interventions that will unlock the potential of the oceans economy and drive transformation in an aggressive way. Among these is the establishment of a national shipping carrier as a means of building the strategic national shipping capacity and capability.

Enhancing our ship registration framework remains at the centre of our efforts not only to grow our shipping industry, but to transform the sector such that it makes a meaningful contribution to broadening economic participation. Exploiting the potential of our maritime sector must ensure that we realise value to advance both social and economic activity. We

must be resolute in our efforts to grow a seafaring nation where young people and women are able to take advantage of our vast maritime resources for their livelihoods and careers.

Coastal shipping occupies centre stage as an intervention not only to aggressively enhance the oceans economy, but also to create jobs. This will be realised by creating a captive market for South Africans where regulation will determine what categories of goods should only be moved by sea. Similarly, South African vessels would be given preference to move cargo from one domestic port to the next, a move that could trigger growth of merchants and create new industries.

Our national policy recognises that South Africa's economy is intrinsically linked with other regional economies and prioritises regional coastal shipping as an important enabler in unlocking the potential of the oceans to the region.

Regional integration is a critical instrument in positioning maritime as a catalyst for economic renewal and growth. Our oceans offer the region and the continent massive opportunities for economic stimulation.

Developing capacity through skilling interventions with a specific focus on maritime is an immediate priority that must be supported by both the public and private sectors. A number of institutions of higher learning offer courses on maritime studies and young people must be exposed to maritime at school level in order to take full advantage of career opportunities in the sector.

We must similarly encourage both government and private companies to send their students to the World Maritime University and the International Maritime Law Institute, these being IMO institutions.

These institutions not only assist governments to train their officials to be able to provide necessary support on the implementation of the IMO instruments, but also provide powerful platforms for collaboration and giving impetus to a global vision.

TRANSFORMATION

The transformation agenda of the transport sector must focus on the following objectives:

- Transformation of the South African construction, engineering, aviation, maritime sectors in line with national transformation imperatives, in a manner that broadens economic participation, economic growth and job creation.

- Contribution to broad-based black economic empowerment, skills development and the growth of small, medium, macro enterprises and co-operatives, with a particular bias towards township, dorpie and rural economies.

SANRAL's Horizon 2030 aptly captures the core tenets of its transformation agenda, which should be replicated across all our entities. Taking cue from SANRAL, policies and practices of all our entities must cover the whole range of the organisation's activities, from employment equity to skills development, community and enterprise development as well as procurement.

I have no doubt, that the focused implementation of these strategic priorities will aggressively drive change management to give effect to the **Khawuleza** ethos.

If we are to make a better life for all a lived reality, we need all hands on deck across all our entities and in all Provinces. We must all commit that what we will deliver to our people are tangible things they can see and experience, that will change their lives for the better. This is a commitment we must make **24/7 Waya Waya.**

Hon. Fikile A. Mbalula MP
Executive Authority of the Department of Transport

Statement of the Deputy Minister

During its deliberations at its Strategic Planning session, the Department of Transport (DoT) considered several salient transport issues including those spawned by the COVID-19 pandemic or those whose resolution has been stalled by the widespread devastation caused by the pandemic. These deliberations looked at the following issues among others:

- The Apex Priorities of the 6th Administration
- The Ministers Priorities; and
- The Performance Agreement between the Minister and the President.

While the pandemic will remain a clear and present threat to livelihoods over significant parts of the financial, the Department remains hard-pressed to deliver on its core mandate. This mandate is encapsulated in its mission statement which in part commits the DoT not only to the formulation of legislative and policy frameworks, but must equally "support government strategies for economic, social and international development". This latter commitment cuts across all programmes of the Department and is binding across all spheres of government while replicated through the Department's entire spectrum of entities as part of their annual and medium-term delivery commitments.

A clear example of the execution of this commitment appears in the Department's Annual Performance Plan discussed hereunder. Amongst others the DoT sets out to describe its role in the delivery of various Outcomes including Outcome 6 of the 2014-2019 Medium Term Strategic Framework (MTSF) amongst some of its core functions in which the desired end state is an efficient, competitive and responsive economic infrastructure network, to which the DoT is fully aligned.

To the extent that this is true of the Department's posture in relation to this Outcome, the Department of Transport (DoT) goes on to assign a social developmental role to the provision or improvement of infrastructure by ensuring an expansive creation of jobs. This makes infrastructure development an important vehicle in our drive to eradicate poverty, radically reduce income and wealth inequality by creating the necessary opportunities for the employment and empowerment of many of our people especially youth, women and people with disabilities who remain at the edges of economic development and growth.

This social developmental role of the Department does not end there but seeks equally to ensure that the transport infrastructure provided is perceivably safe and accessible to all and that vulnerable groups (women, persons with disabilities, children and elderly people) are especially catered for by transport infrastructure. This is significantly responsive not only to the needs of vulnerable groups as defined, but also responds directly to the constitutional imperative to build an equal and cohesive society. In its directive towards building an equal society, the Constitution of the Republic states unequivocally in respect of the "equality of all persons before the law" as stated in the Bill of Rights that:

(2) Equality includes the full and equal enjoyment of all rights and freedoms.

The Constitution further instructs that in order "to promote the achievement of equality, legislative and other measures" may be taken to protect or advance persons, or categories of persons, disadvantaged by unfair discrimination. This can be noticed in various programmes of the Department of Transport and specified in the APP (2021/22).

For example, the Department, through its Public Transport Branch and particularly through its Unit on Universal Access seeks to ensure that built infrastructure is universally accessible through responsive engineering design to redress past imbalances in the provision of public infrastructure. The Department will in this financial year in question continue to engage and collaborate with the disability sector and representatives of other vulnerable groups to find universally acceptable solutions to the provision of safe and accessible public infrastructure especially in public transport.

The safety of public infrastructure also remains critically important in these times when violence against women, persons with disabilities and children has reached the most disturbing proportions. Safety and security of persons therefore need to be stepped up beyond the realm of engineering design but to truly reflect our commitment to the protection of all vulnerable groups in both public and private spaces from violence and crime. The Department will report quarterly on the progress made in dealing with this scourge in the sector. More so, the Department will continue collaborative efforts with sister Departments such at the Department of Women, Youth, and Persons with Disabilities in joint programmes to promote the rights of vulnerable groups in the public transport industry.

The Department's commitment to transformation is also very specific and formally prioritised (among eight priorities) by both the Department (across spheres of government and across transport State Owned Enterprises). This transformative trajectory in the work of the

Department is targeted at both the economy (through the provision of an economic environment of equal opportunity, and the affirmation of the capabilities of all) and at a broadly societal level (through socially responsive policies and programmes). The commitment to equality implied in our transformative actions seek redress and are guided specifically by South Africa's constitution, which in its Bill of Rights states clearly that "equality" must also mean the full and equal enjoyment of all rights and freedoms.

Some of the entities such as PRASA, SANRAL, ACSA, will over this financial year increase their provision of the necessary opportunities for labour intensive employment, skills development, technological innovation and supply chain management that is biased towards women, persons with disabilities and young people in empowered local industries. This is in keeping with government's urgent objective of igniting the economy, creating jobs and improving the standards of living of many of the marginalised.

While the development of a legislative and regulatory framework for the implementation of a transformation agenda is integrally a function of the Department of Transport, so is its role in ensuring effective capacitation towards implementation for development and growth. It is important to note that the Department of Transport has responded to the 6th Administration's Seven Apex Priorities, specifically the Skills Revolution by adopting to introduce the Work Integrated Learning Programme to complement its internship programme. It is commendable that the Department will also tackle scarce skills shortages by ensuring the following:

- Prioritizing capacity building (training and bursaries) for core programmes where there is scarce skill,
- Liaising with the Department of Higher Education and Training and
- Adopting norms and standards from Public Works guidelines and International Labor Organizations

But, the APP 2021/22 notes in this regard that effective capacitation cannot happen without the active participation of the private sector and to this extent the Department therefore commits to finalise a Private Sector Participation Framework that will guide collaborative practices. Such collaboration and partnership will serve to not only partnership at the level of infrastructure or such resource but should ensure adequate skills transfer, help in the placement transport graduates and contribute possible assistance for education and training.

It is the understanding by the Department of Transport that economic growth is a function of infrastructure development amongst others, and because public infrastructure is necessarily a social asset, it follows that the strategic focus of the Department and its APP 2021/22 should create accessible and safe public infrastructure for social satisfaction a broadly proud feeling of ownership of the built infrastructure.

The APP 2021/22 makes specific reference to SANRAL's Horizon 2030, which aptly captures the core tenets of its transformation agenda. The APP makes a firm proposal for the replication of SANRAL's policy proposal across all Transport entities. According to the APP 2021/22, all public infrastructure development must necessarily also respond to social needs amongst which are accessibility and safety. According to the APP and taking cue from SANRAL, policies and practices, all of DoT's entities will, over this financial year continue to build on this agenda to cover the whole range of the organisation's activities, from employment equity to skills development, community and enterprise development, procurement, legal, finance and audit with the following key focus areas:

- Develop transformation framework and policy
- Develop sub-sector transformation strategies
- Develop structured supplier development programme
- Ensure implementation by amending relevant policies

In order for the Department to achieve its aims and realise the core elements of its mandate, it remains important that these are implementable within the medium term. All modal sectors will see streamlined focus on transformation objectives of the Department and the sector. Examples of proposed transformative action abound throughout the APP 2021/22. The maritime sector remains stubbornly untransformed and has remained exclusionary to the majority of South Africans, especially against women. The APP 2021/22 correctly points out that delayed appointment of the B-BBEEE Charter Council has delayed transformation in that sector and together with the completion of the process there must be continued dedication to implementing 2019 Women in Maritime Dialogue Declaration.

Hon. Dikeledi Magadzi, MP
Deputy Minister of Transport

Accounting Officer Statement

The Strategic Plan (2020-2025) and the Annual Performance Plan (2021/22) of the National Department of Transport were designed in a such a way that they express the sector response to the transport challenges facing the people of South Africa. These plans target to integrate key elements of service delivery into providing a long-term framework that will guide sector planning. Policy priorities set out in both plans are in line with the apex priorities of the Sixth Administration, and the predetermined outcomes developed will seek to achieve the impact of *"A competitive, efficient, accessible, reliable and safe South African transport system that enables socio-economic growth and development."*

The development of this plan followed the Theory of Change (ToC) approach and is based on a complete and detailed problem analysis prior to the selection of outcomes, outputs, indicators and targets. A broad spectrum of our public entities were involved in problem identification, setting performance measure targets, and planning for implementation. Performance targets for each programme were established by programme managers, in consultation with entities and key stakeholders, taking into consideration partner input and data sources that are reliable, readily available, and reasonable as representing outcomes of the programme. To this effect, implementation programmes and respective projects were designed to impact problems identified through the process described above. The DoT, state-owned entities and provinces will work together to provide continuous follow-up interventions throughout the financial year, adjusting plans in response to periodic feedback received as feasible.

The COVID-19 pandemic, which reared its face in March 2020, continues to affect the ability of the DoT and its implementation partners to respond adequately to key apex priorities of government. This pandemic is unprecedented, and as such, it is difficult to anticipate medium term results and plan adequately for the remaining years of the term. We have therefore initiated several adjustments to our planned outcomes, some in response to technical sector problem areas as part of our mandate, and others in response to the COVID-19 pandemic and other national priorities as shifting of resources intensifies as the pandemic progresses.

Commencing in the 2021/22 financial year and for the remainder of the medium term, in alignment with the Minister's priority areas (Safety and Security, Public Transport, Infrastructure, Maritime and Transformation), specific focus will be put on five key areas that the DoT will seek to address and finalise on.

PRASA and Efficient Rail Services

The rail industry remains the key component of any functioning industrial economy, particularly with regard to transportation of people and goods. In the past MTSF till to date, the performance of PRASA and its service offering have been at an all-time low. Service has been poor, unreliable, unpredictable and unsafe resulting in the decline in customer and stakeholder confidence on PRASA's ability to deliver on its mandate. Over the medium term, priority emphasis will be on a number of focused interventions. These include:

- Addressing key governance deficiencies and improving internal controls;
- Intensifying and strengthening implementation of key CAPEX programmes (modernisation of rail infrastructure and renewal of rolling stock fleet); and
- Addressing safety and security concerns affecting infrastructure and users of rail transport.

Clear performance targets have been designed and incorporated into the PRASA Corporate Plan, and oversight over the entity and its management will be strengthened with quarterly monitoring and reports, in line with updated shareholder compacts.

SANRAL and a sustainable Solution on E-tolls (GFIP)

World-class road infrastructure is essential to the implementation of the National Development Plan and other key government programmes. It is therefore critical to create policy and legal certainty about the future of the toll road system and the user-pay principle to ensure that SANRAL continues to meet its infrastructure mandate, its ability to raise capital on the bond market, improve its credit ratings and that it will be able to meet its debt obligations.

With the decision on the Gauteng Freeway Improvement Project (GFIP) is still outstanding, a number of options have already been considered. The DoT will continue to engage with the National Treasury to ensure that the final decision made is sustainable and in the best interest of South Africans. In relation to this, the DoT will, in the medium term, embark on the process of developing the Road Infrastructure Funding Policy to ensure that South Africa has a lasting solution to continued divergent stances around the toll road system and the user-pay principle.

Road Accident Fund (RAF) and its Debt Exposure

The net deficit of the RAF continued to escalate during previous financial year. This was mainly due to the operating model that was financially unsustainable and insufficient income received by the RAF to sustain settlement of claims. Over the medium term, the RAF will be supported to implement its new model that consists the intention to settle as many meritorious claims as possible within 120 days and reducing administrative costs.

Taxi Industry Formalisation and Professionalisation

The National Taxi Lekgotla, successfully hosted in 2020, emerged with key resolutions that will place the taxi industry on a new trajectory. One of the resolutions was the integration of the taxi industry in the public transport subsidy regime of government. However, to achieve that, it is utmost critical that the industry be formalised and professionalised to ensure that it overcomes its previous challenges, it adapts to demands of modern public transportation, and ultimately grow. Beside formalisation, it is also important that the industry is regulated and its continued existence is anchored in the rule of law.

Over the medium term, resolutions of the Lekgotla will be implemented in a coordinated manner to ensure that they achieve intended outcomes. As a first step, the DoT will initiate a process to review the public transport funding model, with a focused task of revising the subsidy regime to incorporate the taxi industry.

Over and above formalisation and professionalisation of the industry, the DoT will also consider empowerment options for the industry. To fulfill transformation and sustainability requirement for the Taxi Recapitalisation Programme, the DoT will aim to ensure that 60% of commercial benefits generated by the scrapping entity flow to the taxi industry. An appropriate business model and structure will be prioritised.

Road Safety and Reduction of Road Fatalities

In 2019, road traffic fatalities in South Africa reached 12 503 from 12 901 fatal crashes. This figure remains high considering the 2010 baseline of 13 967 fatalities that we targeted to reduce by 50% as part of the United Nations Decade of Action for Road Safety. Over the medium term, in conjunction with the Road Traffic Management, Corporation (RTMC), the Road Traffic Infringement Agency (RTIA) and provinces, the DoT has targeted to reduce fatalities by 25%.

Key focus will be on human, vehicle and environmental factors through the adoption of a safe system approach. To achieve efficiencies in the road traffic environment space, considerations will also be made to integrate the RTMC, RTIA and the Driving Licence Card Account (DLCA) into one entity that will have a primary mandate of traffic law enforcement. The National Anti-Fraud and Corruption Strategy for the road traffic environment will also be finalised and implemented in the medium term. With all planned interventions coordinated successfully, the target of reducing fatalities should be achieved accordingly.

In line with the Minister's Delivery Agreement and Priority 1 of Government (Capable, Ethical and Developmental State), we will also intensify internal controls across sector institutions and also address governance deficiencies raised by auditors in previous financial years. Some of the interventions to address these efficiencies include (but not limited to) elimination of fruitless and wasteful expenditure, reduction of irregular expenditure, compliance with the 30-day payment requirement, establishment and operationalisation of ethics committees, resolution of reported incidents of corruptions and ensuring all accountability requirements for sector institutions. Addressing these deficiencies and other specific audit findings in audit reports will bring the transport portfolio (DoT and entities) closer to achieving unqualified reports with no significant findings over the medium term.

Internally, we have also targeted to improve the skills of our workforce through dedicated skills-based training programmes, and disbursing bursaries to internal and external persons. The internship programme will continue to be coordinated with a view to increase work experience of interns and prepare them for opportunities. Critically, the DoT will also intensify its recruitment process to ensure that it appoints relevant personnel to assist the department in meeting its mandate.

Mr. Alec Moemi
Accounting Officer of the Department of Transport

Official Sign-Off

It is hereby certified that this Revised Annual Performance Plan:

- Was developed by the management of the Department of Transport under the guidance of Hon. Fikile A. Mbalula, MP.
- Takes into account all the relevant policies, legislation and other mandates for which the Department of Transport is responsible.
- Accurately reflects the Outputs and Targets that the Department of Transport will endeavour to achieve over the financial year 2021/22.

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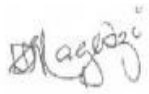


Supported by:

Hon. Dikeledi Magadzi MP
Deputy Minister of Transport
Approved by:

Hon. Fikile A. Mbalula MP
Executive Authority

Part A: Our Mandate

1. Constitutional Mandate

The Constitution of the Republic of South Africa identifies the legislative responsibilities of different levels of government with regard to airports, roads, traffic management and public transport. Transport is a function that is legislated and executed at all levels of government. The implementation of transport functions at the national level takes place through public entities, which are overseen by the Department. Each public entity has a specific delivery mandate.

The Department is therefore responsible for conducting sector research; formulating legislation and policies to set the strategic direction of sub-sectors; assigning responsibilities to public entities and other levels of government; regulating through setting norms and standards; and monitoring implementation.

2. Legislative and Policy Mandates

A. **Railways and Ports**

- South African Transport Services Conditions and Service Act,1988 (Act 41 of 1988)
- Legal Succession to the South African Transport Services Act, 1989 (Act 9 of 1989)
- National Railway Safety Regulator Act, 2002 (Act 16 of 2002)
- National Ports Act, 2005 (Act 12 of 2005)

B. Roads

- Advertising on Roads and Ribbon Development Act, 1940 (Act 21 of 1940)
- National Roads Act,1972 (Act 54 of 1971)
- National Road Safety Act,1972 (Act 9 of 1972)
- South African Roads Board Act, 1988 (Act 74 of 1988)
- Transport Deregulation Act, 1988 (Act 80 of 1988)
- South African National Roads Agency Limited and National Roads,1998 (Act 07 of 1998)
- National Environmental Management Act, 1998 (Act 108 of 1998)
- Spatial Planning and Land Use Management Act
- Project and Construction Management Act, 2000 (Act 48 of 2000)
- Engineering Profession Act, 2000 (Act 46 of 2000)
- Construction Industry Development Board Act, 2000 (Act 38 of 2000)
- Government Immovable Asset Management Act, 2007 (Act 17 of 2007)
- National Standards Act, 2008 (Act 8 of 2008)

C. Motor Vehicles

- Road Transportation Act, 1977 (Act 74 of 1977)
- Urban Transport Act, 1977 (Act 78 of 1977)
- Road Traffic Act, 1989 (Act 29 of 1989)
- Financial Supervision of the Road Accident Fund Act, 1993 (Act 8 of 1993)

- Road Accident Fund Act, 1996 (Act 56 of 1996)
- National Road Traffic Act, 1996 (Act 93 of 1996)
- Cross Border Road Transport Act, 1998 (Act 4 of 1998)
- Transport Appeal Tribunal Act, 1998 (Act 39 of 1998)
- National Land Transport Interim Arrangements Act, 1998 (Act 45 of 1998)
- Administrative Adjudication of Road Traffic Offences Act, 1998 (Act 46 of 1998)
- Road Traffic Laws Rationalisation Act, 1998 (Act 47 of 1998)
- Road Accident Fund Commission Act, 1998 (Act 71 of 1998)
- Road Traffic Management Corporation Act, 1999 (Act 20 of 1999)
- National Land Transport Transition Act, 2000 (Act 22 of 2000)
- National Land Transport Act, 2009 (Act 05 of 2009)

D. Civil Aviation

- Airports Company Act, 1993 (Act 44 of 1993)
- Air Services Licensing Act, 1990 (Act 115 of 1990)
- Air Traffic and Navigation Services Company Act, 1993(Act 45 of 1993)
- Carriage by Air Act, 1946 (Act 47 of 1946)
- Civil Aviation Act, 2009 (Act 13 of 2009)
- Convention on the International Recognition of Rights in Aircraft Act, 1993 (Act 53 of 1993)
- Convention on International Interests in Mobile Equipment Act, 2007 (Act 4 of 2007)
- International Air Services Act, 1993 (Act 60 of 1993)
- South African Civil Aviation Authority Levies Act,1998 (Act 41 of 1998)
- South African Maritime and Aeronautical Search and Rescue Act, 2002 (Act 44 of 2002)
- Convention on International Interests in Mobile Equipment Act, 2007 (Act 4 of 2007)

E. Shipping

- Merchant Shipping Act,1951 (Act 57 of 1951)
- Marine Traffic Act, 1981 (Act 2 of 1981)
- Carriage of Goods by Sea Act,1986(Act 1 of 1986)
- Marine Pollution (Prevention of Pollution from Ships), 1986 (Act 2 of 1986)
- Shipping and Civil Aviation Laws Rationalisation Act, 1994 (Act 28 of 1994)
- Wreck and Salvage Act, 1996 (Act 94 of 1996)
- South African Maritime Safety Act, 1998 (Act 5 of 1998)
- South African Maritime Safety Authority Levies Act, 1998 (Act 6 of 1998)
- Ship Registration Act, 1998 (Act 58 of 1998)
- Sea Transport Documents Act, 2000 (Act 65 of 2000)

F. Sector Transformation and Empowerment

Gender

- Beijing Declaration and Platform for Action, 1995
- Convention of the Elimination of all Discrimination against Women

- Employment Equity Act 1998 (No 55 of 1998)
- Framework on Gender Responsive Planning, Budgeting, Monitoring, Evaluation and Auditing, 2018
- Gender Equality Strategic Framework, 2015
- National Development Plan Vision 2030
- National Strategic Plan on Gender-Based Violence and Femicide, 2020
- Promotion of Equality and Prevention of Unfair Discrimination, 2000 (Act 04 of 2000)
- Sustainable Development Goals

G. Disability

- Handbook on Reasonable Accommodation of Employees with Disabilities in the Public Service, 2007
- Job Access Strategic Framework, 2006
- National Development Plan Vision 2030
- Promotion of Equality and Prevention of Unfair Discrimination 2000 (Act 04 of 2000)
- United Nations Convention on the Rights of Persons with Disabilities
- White Paper on the Rights of Persons with Disabilities

H. Youth

- Employment Equity Act, 1998 (Act 55 of 1998)
- National Development Plan Vision 2030
- National Youth Policy 2015 – 2020

I. Children

- National Child Care and Protection Policy, 2019

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

a) National White Paper on Transport Policy, 1996

The vision of the White Paper on National Transport policy is to provide safe, reliable, effective, efficient, and fully integrated transport operations and infrastructure which will best meet the needs of freight and passenger customers at improving levels of service and cost in a fashion which supports government strategies for economic and social development whilst being economically and environmentally sustainable.

b) White Paper on National Policy on Airports and Airspace Management, 1997

This is a national policy response on airports and airspace management as a result of far-reaching changes which have occurred in South Africa in general and in civil aviation in particular. This policy is currently under review to address recent developments and resultant policy gaps.

c) National Commercial Ports Policy, 2002

This aim of this policy is to ensure an internationally competitive port system informed by the knowledge that efficient ports are known to be catalysts for increased trade, and thus provide a comparative advantage for international trade. Thus, this policy aims to ensure affordable, internationally competitive, efficient and safe port services based on the application of commercial rules in a transparent and competitive environment applied consistently across the transport system.

The importance of this policy is further highlighted by the fact that globalisation pressures make it essential that nations integrate their transport systems into the global logistics network. Ports are naturally being incorporated into this changing system and have to adjust to the new challenges and environment.

d) Taxi Recapitalisation Policy, 2009

The Taxi Recapitalisation Policy (TRP) is an intervention by Government to bring about safe, effective, reliable, affordable and accessible taxi operations by introducing New Taxi Vehicles (NTVs) designed to undertake public transport functions in the taxi industry.

4. *Relevant Court Rulings*

None.

Part B: Our Strategic Focus

5. Vision

"Transport, the Heartbeat of South Africa's Economic Growth and Social Development."

6. Mission

The Department of Transport aims to lead the development of efficient integrated transport systems by creating a framework of sustainable policies and regulations; and implementable models to support government strategies for socio-economic development.

7. Values

As the central custodian of the nation's transport resources, services and products, the Department of Transport acknowledges the obligation it has to the citizens of the Republic of South Africa; and will adopt the following core values to advance its commitment to achieve policy and legislative mandates as set out for the sector:

- Maintain **fairness** and **equity** in all our operations
- Strive for **quality** and **affordable** transport for all
- Stimulate **innovation** in the transport sector
- Ensure **transparency**, **accountability** and **monitoring** of all operations
- Ensure **sustainability**, **financial affordability**, **accessibility** as well as upholding of the **Batho Pele** principles

8. *Situational Analysis*

The Strategic Plan and accompanying Annual Performance Plans of the Department of transport are aligned to the approved Medium Term Strategic Framework (MTSF) of Government and also articulate the long term vision of the National Development Plan 2030. To that effect, the table below shows a schematic illustration of the alignment between MTSF pillars, apex priorities of the 6th Administration and the strategic focus areas of the DoT.

MTSF Pillars	Apex Priorities	DoT Strategic Focus Areas
1. Achieving a More Capable State	• Priority 1: A Capable, Ethical and Developmental State	• Improved Efficiency and Effectiveness of Support Services
	• Priority 7: A Better Africa and World	• Building a Maritime Nation, Elevating the Oceans Economy
		• Environmental Protection – Recovering and Maintaining Healthy Natural Environment
2. Driving a Strong and Inclusive Economy	• Priority 2: Economic Transformation and Job Creation	• Infrastructure Build that Stimulates Economic Growth and Job Creation
		• Building a Maritime Nation, Elevating the Oceans Economy
		• Accelerating Transformation Towards Greater Economic Participation
3. Building and Strengthening Capabilities of South Africans	• Priority 3: Education, Skills and Health	• Improved Efficiency and Effectiveness of Support Services
	• Priority 5: Spatial Integration, Human Settlements and Local Government	• Public Transport that Enables Social Emancipation and an Economy that Works.
	• Priority 6: Social Cohesion and Community Safety	• Safety *(and Security)* as an Enabler of Service Delivery

8.1 External Environment Analysis

The Constitution of the Republic of South Africa identifies the legislative responsibilities of different spheres of government with regard to airports, roads, traffic management and public transport. At a policy level, the infrastructure and operations of rail, pipelines, roads, airports, ports and the intermodal operations of public transport and freight are thus defined in the White Paper on Transport. To this effect, the function of Transport, in its entire value chain, is legislated and executed at the three spheres of government, being the national, provincial and local (municipal).

To ensure integrated planning and coordination between the three spheres of government, the South African Inter-Governmental Relations (I-GR) Framework Act, 2005 emphasises that the three spheres are distinctive, interdependent and interrelated. The three spheres are

thus autonomous. Notwithstanding their autonomy, the three spheres must plan together for the utilization of scarce resources and to ensure achievement of government priorities.

At a national level, the Department of Transport (DoT) is then responsible for legislation and policies for all transport sub-sectors. The DoT is thus responsible for:

- Conducting sector research,
- Formulating legislation and policies to set the strategic direction of sub-sectors,
- Assigning responsibilities to public entities and other spheres of government,
- Regulating through setting norms and standards, and
- Monitoring implementation.

Implementation of transport functions takes place through public entities, which have been established to enhance implementation and support service delivery. Each entity has a specific delivery mandate as specified in its founding legislation. The DoT is thus tasked with the oversight of the regulation and delivery of transport through these entities.

The other leg of implementation of transport functions is with provinces. In this regard, the DoT has concurrent functions of public transport and transport regulation with provinces. Public Transport is a concurrent schedule 4A function between national and provincial spheres, and provincial roads and traffic are an exclusive schedule 5A provincial function. To ensure that there is uniformity in planning and reporting towards the achievement of government and / or sector priorities, the DoT needs to coordinate the development and implementation of standardised/customised indicators. These indicators, developed in consultation with all relevant stakeholders, must reflect key applicable deliverables of the sector plan and/or the Medium Term Strategic Framework (MTSF).

Once developed, accounting officers of relevant provincial departments, who are responsible for the implementation of these indicators, must then approve such prior to their inclusion in their respective Strategic Plans (SPs) and Annual Performance Plans (APPs). Standardised indicators would then be gazetted and reported on by provinces on a quarterly and annual basis, with the National Department playing an oversight role over provinces to ensure that they respond to the legislative and policy direction of the sector.

At a local (municipal) level, coordination and integration is done through the development of integrated transport plans, which are facilitated through municipalities' integrated development planning (IDP) processes. Municipal transport is a concurrent schedule 4B function falling in the local government sphere; and municipal roads, traffic and parking are exclusive 5B municipal functions.

Chapter 4 of the National Development Plan (NDP) calls for the development of economic infrastructure as the foundation of social and economic development, a notion embedded in the DoT's vision statement. This call is given action by Outcome 6 of the 2014-2019 Medium Term Strategic Framework (MTSF) with a desired end state being an efficient, competitive and responsive economic infrastructure network, a mission directly aligned to the work of the DoT.

Transport infrastructure and services support economic growth and development by connecting people and goods to markets. This development and maintenance of an efficient and competitive transport system is a key objective of the NDP.

To this effect, the DoT, in partnership with the sector public entities, provincial and local government, will continue to focus on improving mobility and access to social and economic activities by facilitating and creating an enabling environment for maintaining national and provincial road networks, modernising passenger rail infrastructure and improving services, and integrating public transport.

The following sections will focus of assessing how the sector has performed and how it responded to its constitutional mandate in the previous medium term. The assessment will also extend to the DoT's governance stance, especially with regard to compliance to legislation and general controls, expenditure trends, and performance of grants. This assessment will influence the strategic direction of the DoT and sector and also streamline the outcomes and impact that the DoT desires to achieve in the new MTSF. These will guide interventions for the new strategic plan and annual performance plans going forward.

Impact of the novel coronavirus (COVID-19)

COVID-19 is not only a global pandemic and public health crisis, but has also severely affected the global economy and financial markets. As a result of this pandemic, some of the consequences of the disease mitigation measures include, among others, reduced income, increased unemployment, disruptions in services and halting of industrial operations.

According to the Stellenbosch University Bureau of Economic Research, South Africa entered what is set to be the deepest global recession since the post-World War II slump. The country was already stuck in the longest business cycle downswing on record; the economy slipped into a technical recession in Q4 of 2019, and the public debt increased even further. These weak fundamentals have severely constrained South Africa's ability to respond to the Covid-19 crisis in order to save lives and sustain the livelihood of firms and households. The slow economic recovery will have a direct impact on the recovery of the many industries.

The economic impact of this global pandemic and its associated lockdown was harshly felt in the transport sector. Biggest casualties within the sector include global freight, which impacted on both the aviation and maritime sectors; the shipping industry due to a decline in markets caused by low demand; decreased demand at ports as a result of decreased cargo volumes, in the trucking industry, and subdued demand leading to a decline in oil prices.

The pandemic also had a devastating impact on the sector's plans and operations. Sector infrastructure programmes, particularly in the roads, rail and civil aviation spaces were heavily delayed and in some cases halted to a stop. Land-based public transport operations - trains, buses and minibus taxis, which carry majority of our people, had to be restricted under Lockdown Levels 4 and 5. Where restrictions were eased, public transport could not load 100% capacity as an intervention to mitigate the spread of the virus.

On the 15th March 2020, and following the declaration of the global Covid-19 pandemic by the World Health Association (WHO), the President declared a National State of Disaster in South Africa in terms of the Disaster Management Act (No. 57 of 2002). This step was critical to allow Government to act swiftly to redirect and reallocate resources to minimise the economic and health impacts of the pandemic.

Subsequently, the President, on the 21st April 2020, further announced a R500 billion fiscal support package that included spending towards Covid-19 priorities. This was followed, on the 30th April 2020, by the National Treasury publication of "Economic Measures of Covid-19', which outlined the R500 billion response plan, as well as identifying funding sources for the package. As part of the funding sources for the package, a R130 billion-baseline reprioritisation was declared for the 2020/21 financial year. To that effect, a 20% baseline reduction was requested from each sector department to contribute towards the R130 billion. For the DoT, this 20% amounted to approximately R12.5 billion from the allocation for the financial year.

As a result of the tabling of the Special Adjustment Budget by the Minister of Finance in Parliament on the 24th June 2020, and the subsequent adoption of the fiscal framework by Cabinet, sector departments were thus required, in terms of Section 10 of the Money Bills and Related Matters Act (No. 9 of 2009), to revise and table updated Strategic Plans and/or Annual Performance Plans to Parliament for consideration by relevant committees. In the main, the Adjustment Budget provided fiscal measures to address the Covid-19 pandemic, hence the need to revise performance plans for the current financial year (2020/21) and the medium term.

A revised fiscal framework also accounts for substantial revenue losses emanating from the economic shock of Covid-19 pandemic and the subsequent lockdown. The lockdown significantly delayed planned programmes, projects and expenditure in the sector. As a result, the Department, Provinces and Municipalities, in their revised budget applications, would have to show delayed milestones and targets, the impact on their operational revenue and how they intend to mitigate the risk towards desired recovery and achievement of medium to long term outcomes.

The revision exercise thus focused, amongst others, on downscaling and/or reducing performance targets, particularly where programmes were impacted by budget cuts; and also, on prioritising interventions critical in mitigating the impact of the COVID-19 pandemic, thus saving lives of our people, where necessary. In revising performance targets, the National Development Plan (NDP), the seven (7) apex priorities of the 6th Administration and the Medium Term Strategic Framework (MTSF) 2019 – 2024 remained the authoritative documents from which the exercise took guidance. For the remainder of the current MTEF, baseline allocations would be used to provide for the rapidly changing economic conditions and enable spending on the COVID-19 response. This proposed modification would then be in categories.

- Category 1 will see suspension of funds and reallocation, where applicable. In this regard and as stated, the baselines of allocations to sector Departments will be reduced.

- Category 2 will see reprioritisation of funds within the budget votes. To this effect, funds will be shifted across programmes and/or budget items and reprioritised to where there are needs.

As stated, Covid-19 had a negative impact on the plans and operations of the Department and sector entities, particularly for the 2020/21 financial year. The effects of the impact of the pandemic would then have to be mitigated for the medium term through revision of the Strategic Plan and medium term targets.

8.1.1 The Problem Statement for Transport

The Department of Transport (DoT) has identified and defined fundamental topical areas that the Department will prioritise over the next five years in response to the Medium Term Strategic Framework (2019 – 2024).

8.1.1.1 *SAFETY* as an Enabler of Service Delivery

Safety and security remain the DoT's top strategic and organisational goal. Each mode has its own safety posture, but common themes cross all modes. These include the need to work effectively with all spheres of government, address human behaviours, employ life-saving infrastructure counter-measures, improve safety data analysis, ensure innovative measures that bring safety benefits, and pursue performance-based rather than prescriptive regulations.

Multiple factors contribute to transport-related fatalities and serious injuries. Successfully addressing such complex, multi-faceted safety challenges requires a comprehensive and system-wide approach to deploy safety counter-measures, programmes, and activities in a coordinated manner with multiple stakeholders. This approach must be informed by verifiable transport systems data that document transport incidences and accidents, serious injuries, and fatalities.

This area will cover all safety issues across the four modes of transport (road, rail, civil aviation and maritime), including safety of public transport; and applicable interventions that will be designed and employed to address such. The DoT's desired outcome will be to reduce all transport-related incidences and accidents, which will ultimately lead to a significant reduction in injuries and fatalities.

Analysis of Strengths, Weaknesses, Opportunities and Threats (SWOT) Factors

Strengths	Weaknesses
Road Transport • Existence of an approved National Road Safety Strategy	**Road Transport** • Law enforcement initiatives not fully integrated across entities and provinces; • Lack of alignment between performance indicators of the National Road Safety Strategy and transversal indicators implemented by Provinces
Rail Transport • Investment in rail transport infrastructure (rolling	**Rail Transport** • Inadequate safety measures to protect users of trains

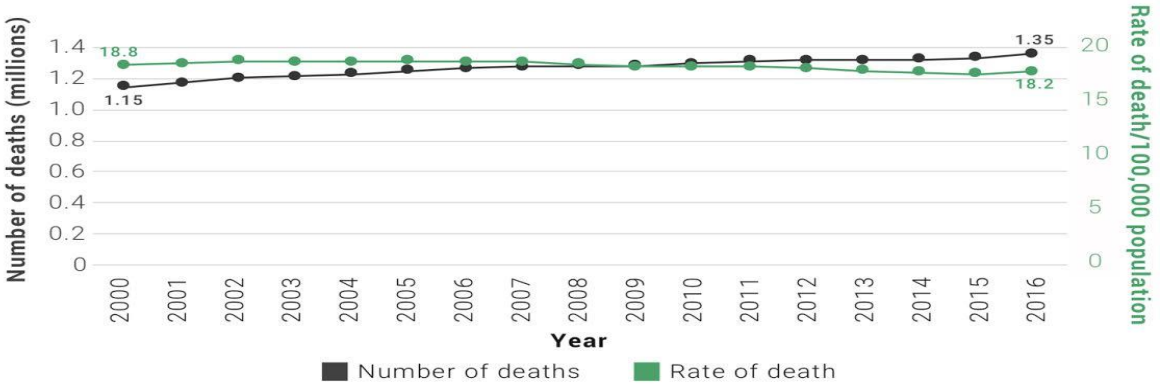
stock renewal and corridor modernisation)	and rail infrastructure
Civil Aviation • Zero fatalities in scheduled commercial aviation	**Civil Aviation** • Limited access to appropriate air rescue assets for search and rescue operations • Perceived lack of independence of aircraft incident and accident investigation
Maritime Transport • Low maritime safety incident rate • Low maritime fatality rate	**Maritime Transport** • Limitations on maritime domain awareness due to poor access to air and sea assets to assist with oversight and inability to hold transgressors liable. • Lack of provisions to enable enforcement of the National Ports Act and subsequent Regulations, thus impacting on the socio-economic contribution of the maritime sector
Public Transport • Revised Taxi Recapitalisation Programme	**Public Transport** • Inadequate performance of the Taxi Recapitalisation Programme due to the industry's low uptake to voluntary scrapping of old taxi vehicles
Opportunities	**Threats**
Road Transport • Planned integration of road traffic law enforcement entities (RTMC, RTIA and DLCA) to eliminate duplications and rationalise functions • Approval and implementation of the National Anti-Fraud and Corruption Strategy for the traffic law enforcement environment • Anticipated integration of NRSS indicators and traffic law regulation transversal indicators	**Road Transport** • Continued fraud and corruption in the traffic law enforcement environment (DLTCs, VTCs, DGOs and RAs) • Non-compliance and lack of willingness to introduce new motor vehicle safety standards by manufacturers
Rail Transport • Approval and promulgation of the Railway Safety Act • Implementation of the new PRASA Security Plan	**Rail Transport** • Theft and vandalism of rail infrastructure • Exposure of commuters and vulnerable groups to violence and intimidation
Civil Aviation • Planned establishment of an independent Aviation Safety Investigation Board (ASIB) • Approval and promulgation of the South African Search and Rescue (SASAR) Amendment Act	**Civil Aviation** • Prolonged review of regulations of remote-piloted aircraft systems (RPAS) • Aviation incidents, accidents and fatalities in general aviation
Maritime Transport • Approval of the National Maritime Security Strategy.	**Maritime Transport** • Stowaways and trespassers in ports
Public Transport • Enhanced implementation of programmes to address gender-based violence in the taxi industry	**Public Transport** • Increased road crashes and fatalities due to continued presence of unroadworthy old taxi vehicles on the roads • Discrimination and ill-treatment of vulnerable groups in the taxi and bus industries (women, youth and persons with disabilities)

- **Road Transport Safety and Security**

Global and WHO Regional Context

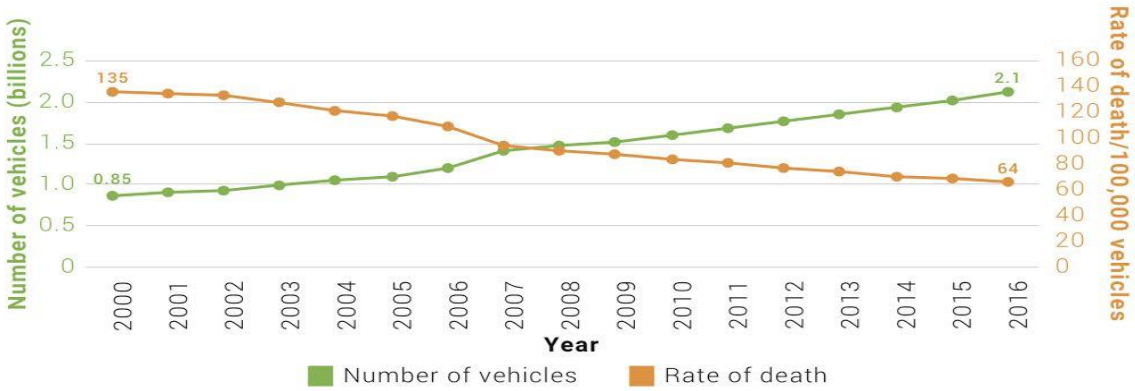
One of the most pressing issues facing modern society today, both globally and particularly within the South African context is road safety. By 2030, road traffic crashes are expected to become the fifth leading cause of fatalities worldwide, overtaking AIDS, tuberculosis and cancers of the trachea, bronchus and lungs according to the World Health Organisation (WHO). According to WHO, the estimated number of people who die annually in road crashes worldwide is 1.35 million, with an estimated 20-50 million additional non-fatal injuries every year. This has made the road traffic injuries the eighth leading causes of deaths globally up from tenth in 2000 surpassing HIV/AIDS and tuberculosis in the process. The most affected group globally is children and young adults between the ages of 5 to 29 years old with road traffic injuries the leading cause of death within this age group. This highlight an urgent need for a shift in the current child health agenda which has largely neglected road safety for children and young adults as a priority.

Number and rate of road traffic death per 100 000 population: 2000-2016



Source: Global Status Report on Road Safety (2018)

Number of motor vehicles and rate of road traffic death per 100 000 vehicles: 2000-2016

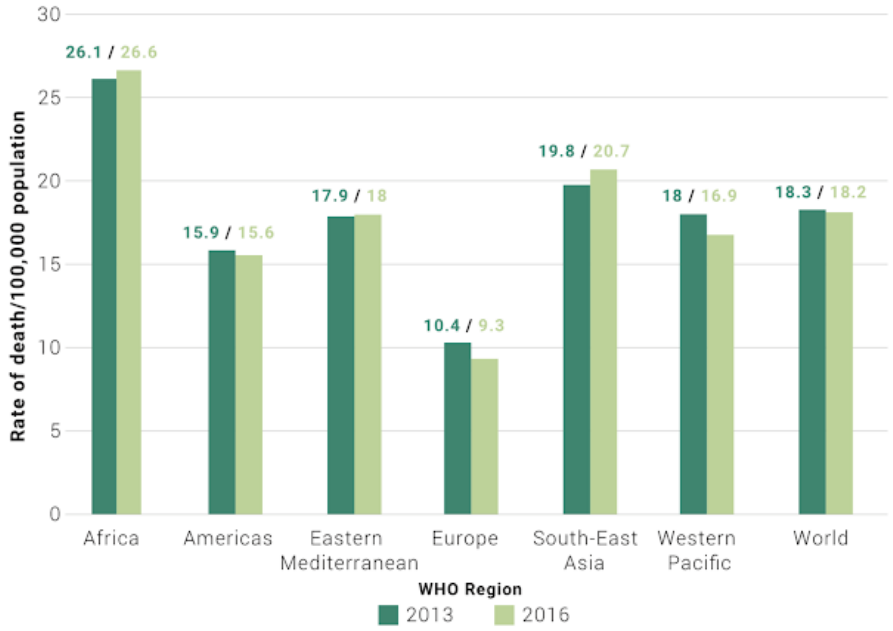


Source: Global Status Report on Road Safety (2018)

In comparison, according to the WHO, countries in Africa and South East Asia have regional rates of road traffic deaths higher than the global rate with 26.6 and 20.7 deaths per 100 000

population respectively. This is followed by countries in the Eastern Mediterranean and Western Pacific, which have regional rates comparable with the global rate with 18 and 16.9 deaths per 100 000 population respectively. Countries in the Americas and Europe have the lowest regional rates of 15.6 and 9.3 deaths per 100 000 people respectively. In terms of progress made, in three of the six regions (Americas, Europe and Western Pacific), rates of deaths have decreased since 2013.

Rates of road traffic deaths per 100 000 population by WHO regions: 2013, 2016



Source: Global Status Report on Road Safety (2018)

South African Context

The motor vehicle accidents have also proven to have a negative effect on the socio economic in the country. South Africa has one of the highest vehicle accident mortality rates in the world. A comparative analysis of road deaths per 100 000 population indicates a rate of 25.2 for South Africa, which is above the world average of 17.4. Overall, over the last few years, the number of accidents reported has been increasing, while the number of vehicles on the road has also been increasing, although not as much. This changed during the last two quarters of 2020/21 due to COVID-19. It remains to be seen whether the advent of remote working will have the effect of reducing accidents in the long term. The Road Traffic Management Corporation (RTMC) State of Road Safety Report published in December 2019, shows that the number of registered vehicles increased from 9.8 million in 2018 to 12.4 million in 2019. However, vehicles sales decreased by 29% for the year ending 31 December 2020. This is a decrease from 536 612 vehicles sales in 2019 to 380 449 in 2020 (Source: NAAMSA 2020 Report).

A decade ago, Department of Transport made a commitment as a party to the United Nations Decade of Action for Road Safety, to reduce road fatalities and injuries by 50% by 2020. This goal was further re-affirmed in the National Development Plan (NDP), which enjoins the country to reduce injury, accidents and violence by half from 2010 levels.

Regrettably, very little progress has been made towards the realisation of the 50% reduction of road fatalities goal.

The high number of road traffic crashes (RTCs) and its associated consequences have a significant impact on the South African society and this hampers socio-economic development, and impact on the well-being of all South Africans. This impact is measured in terms of human lives lost, 'pain, grief and suffering', as well as an increasing cost to the economy. The extent of the problem is exacerbated when road fatalities and serious injuries are seen in the context of contributing to a significant economic loss for South Africa. People injured or killed on our roads are often the breadwinners of their families and thus vital contributors to the economy at large.

A study conducted by the Road Traffic Management Corporation (RTMC) has estimated the cost of road traffic crashes to the South African economy to be about R142.9 billion per annum, equating to 3.4% of the Gross Domestic Product (GDP). This has a serious impact on the health system, social development and economic productivity of the country.

The World Health Organisation (WHO) has thus declared that road traffic injuries are estimated to be the eighth leading cause of death globally and with an impact similar to communicable diseases such as malaria, HIV and AIDS. Should the trend persist, road traffic injuries will become the fifth leading cause of death globally, unless countries take urgent action. Cognisant to these facts, South Africa needs to strengthen its resolve to continue working to improve safety on roads by enhancing cooperation and coordination with the spheres of government, and improving stakeholder participation in road safety programmes. The economic and financial analysis emphasise the need to improve road safety in the country to ensure that South Africans can live long, productive lives and that fiscal resources may be made available to aid the country's further development.

As a participant of the United Nations Decade of action for Road Safety 2011-2020 (UNDA), South Africa has endorsed the global undertaking to save up to 5 million lives, and to contribute to the prevention of up to 50 million serious injuries by 2020.

In accordance with this commitment, the National Road Safety Strategy (NRSS), which was approved by Cabinet in 2017, sets a new path for creating a 'safe and secure road environment in South Africa.' The primary strategic target of the Strategy is to ultimately reduce fatal crashes by 50% by the year 2030. The Strategy is based on a safe system approach that looks at a holistic view of the road transport system and interactions among roads, and roadsides, travel speed, vehicles and the road user. In accordance with the UNDA, the pillars of the strategy that will remain consistent in the NRSS are Road Safety Management, Safer Roads and Mobility, Safer Vehicles, Safer Road Users and Post-Crash Response.

The NRSS has also taken into consideration previous efforts made towards addressing road safety problems in South Africa, by carefully reviewing previous road safety strategies. Key findings of these strategies highlight a lack of effective implementation, insufficient resourcing, misaligned prioritisation, and lack of broader stakeholder participation among the key issues previously experienced. As such, the NRSS focuses on sequencing of proposed interventions in a manner that is realistic and implementable. In addition, the NRSS

acknowledges that a number of key institutions were established through previous efforts and that the present task is the effective utilisation of these institutions through the enhancement of coordination and accountability in addressing road safety challenges.

Recognising that the battle to improve road safety cannot be won unless all stakeholders played their role and took responsibility for their own safety, community-based structures have also been established in all provinces to improve civil society participation in road safety. Also noting that road crashes affect young people between the ages of 18 and 35 in large numbers, engagements continue to be held with the youth to empower them to be advocates for their own cause and to re-shape the South African road safety landscape.

The RTMC has also taken pivotal steps to integrate and harmonise traffic law enforcement in the country. The Road Traffic Inspectorate function of the Cross-Border Road Traffic Agency (C-BRTA) was transferred to the RTMC, and the law enforcement review committee commenced its work. Consultative engagements were undertaken in provinces in an ongoing effort to eliminate fragmentation and to harmonise traffic law enforcement standards, policies and procedures across the three spheres of government for greater impact in reducing offences, injuries and fatalities.

On the Technology front, the use of more energy efficient vehicles and plug-in electric vehicles is gaining more momentum all over the world including South Africa. The future of EV and self-driving cars is unavoidable and must be a key consideration as we go into the new planning cycle. Whilst the impact is unlikely to be significant within the next 4 years, it is important that the Fund start planning for the future dominated by EV and self-driving cars. The DoT is planning to introduce legislation on self-driven cars in the 2022/23 Financial Year.

Relevant statistics on the South African road network

Authority	**Paved (km)**	**Gravel (km)**	**Total (km)**
SANRAL	22 253	0	22 253
Provinces - 9	46 509	226 273	272 821
Metros - 8	51 682	14 461	66 143
Municipalities	37 680	219 223	256 903
Total	158 124	459 957	618 081
Un-proclaimed Estimate		131 919	131 919
Estimated Total	**158 124**	**591 876**	**750 000**

Over the Medium Term Strategic Framework (MTSF), greater focus will be put on road safety education, engineering and law enforcement. Effective evaluation mechanisms will also be put in place to ensure the effectiveness, efficiency and impact of our programmes. The target set is to reduce road fatalities by twenty-five (25) percent from the 2019 baseline of 12 921.

To that effect, and in order to improve efficiency, the sector will also prioritise the rationalisation and integration of traffic law enforcement agencies, the Road Traffic Management Corporation (RTMC) and the Road Traffic Infringement Agency (RTIA),

together with the Driving Licence Card Account (DLCA). To date, due diligence has already been conducted on the founding legislation of the entities, and for the remainder of the medium term, the focus will be on amendment of general laws to permit integration.

Over and above, the sector is also mindful of the fact that corrupt activities within road traffic law enforcement contribute to road crashes and fatalities. Different measures have been put in place, including, but not limited to, anti-corruption awareness campaigns and investigations in collaboration with other law enforcement agencies.

- **Rail Transport Safety and Security**

In recent years, our rail environment had become a target of theft and vandalism of infrastructure, senseless attacks on employees and private security while on duty, sabotage and general disregard for the rule of law. This has seen security related incidents recorded by rail operators increasing by 20% between 2017/18 and 2018/19 from 7 737 to 9 268. Compared to the 2012/13 security related incidents per million train kilometres, there has been a 175 % increase in the overall number of security-related incidents. It is thus fair to state that the level of security-related incidents is out of control and need urgent attention. In the same period, the overall harm to persons increased by 15% since 2017/18. Theft and vandalism accounted for 88% of all security-related incidents in 2018/19.

To that effect, the Department plays a key role in ensuring safe rail operations in the country through the development of policies, strategies and legislative regulatory framework. This role is augmented by the Railway Safety Regulator (RSR), which is an independent entity of the Department tasked with overseeing and promoting safe railway operations through appropriate support, monitoring and enforcement throughout the Republic.

The Department conducted a Railway Safety Regulatory Gap Analysis study with the aim of identifying challenges and shortcomings in the current railway safety regulatory framework. The findings from this study formed the basis for the development of the Railway Safety Bill, which seeks to address gaps in the principal legislation regulating railway safety in the country. The process of developing the Railway Safety Act is closely linked to Chapter 12 of the NDP. The Act seeks to improve the safety of passengers, within and around the railway environment. The Act also makes provision for the development of subordinate legislations in order to improve safety of communities situated adjacent to the railway reserves.

During the MTSF, the DoT and RSR will target reducing rail accidents and incidents, with the aim to reduce fatality weighted injuries by 12.5% from the current baseline of 641.

Transport is not only an economic and a social function, but also carries massive security responsibilities. Successive Constitutional Court judgements have affirmed this obligation and have pronounced on the responsibilities of the various organs of state in this regard. Most instructive is the ruling that says that while the mandate for protecting citizens from crime vests with the police, the public transport operator has a concomitant obligation to take reasonable measures to ensure the safety of citizens in its operational environment.

This is further elaborated in a subsequent Constitutional Court judgement, in the matter of Mashongwa v Prasa [2015] ZACC 36, where the court unanimously found that:

"Public carriers like PRASA have always been regarded as owing a legal duty to their passengers to protect them from suffering physical harm while making use of their transport services. That is true of taxi operators, bus services and the railways, as attested to by numerous cases in our courts. That duty arises, in the case of PRASA, from the existence of the relationship between carrier and passenger, usually, but not always, based on a contract. It also stems from its public law obligations. This merely strengthens the contention that a breach of those duties is wrongful in the delictual sense and could attract liability for damages..."

The judgement further provides that

"…It is in this context that the legal duty that falls on PRASA's shoulders must be understood. That PRASA is under a public law duty to protect its commuters cannot be disputed. This much was declared by this Court in Metrorail. But here this Court goes a step further to pronounce that the duty concerned, together with constitutional values, have mutated to a private law duty to prevent harm to commuters."

Over the medium term, PRASA has sought to secure the passenger rail environment by bolstering passenger security. Historically, PRASA's security arrangement was entirely outsourced and placed reliance on private security firms. Notwithstanding the huge cost, that intervention was clearly not providing the desired outcome, given the security incident statistics. A new security plan, premised on developing required internal capability and capacity to mitigate and combat theft and vandalism of its infrastructure, has been developed. Among the interventions in the plan, the following has been prioritised:

1. Internal security capability for armed response, control room operations and increasing the number of physical security officials will be created. For the optimal success of this intervention, suitability of candidates will have to be at the top of the priority list;

2. An E-Guarding solution for the protection of mission critical assets (substations, relay rooms and GSM-R high sites), with early warning security technology and defensive security systems, will be introduced;

3. Specialised investigation services with legal support and access to criminal laboratory will be procured. This capability will assist the department in securing better sentences and also improve the prosecution rate of offenders;

4. Remotely Piloted Aircraft Systems (RPAS) - Drones, will be deployed to conduct virtual patrols of high-risk infrastructure. This capability will work in tandem with specialised investigations and armed response.

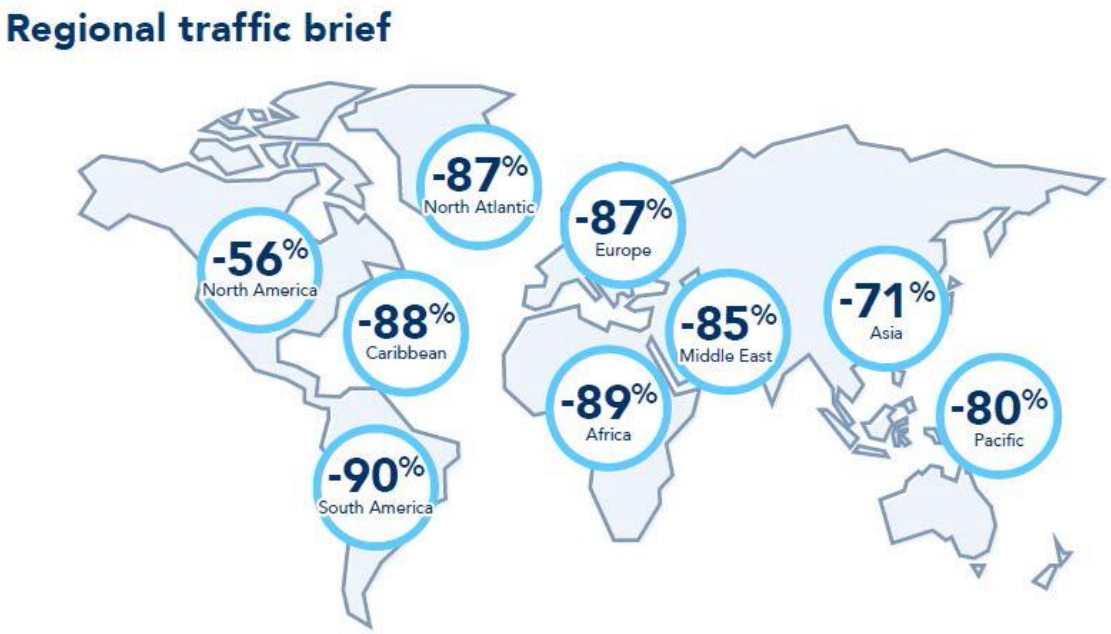
These interventions are not only security force multipliers, but also enablers that will make an invaluable contribution to the enhancement of security responses to the theft and vandalism and will also result in a significant reduction of crime in the commuter rail environment.

- **Civil Aviation Safety and Security**

The COVID-19 pandemic which has devastated the world since the first reported case in December 2019 by the World Health Organization (WHO), resulted in international

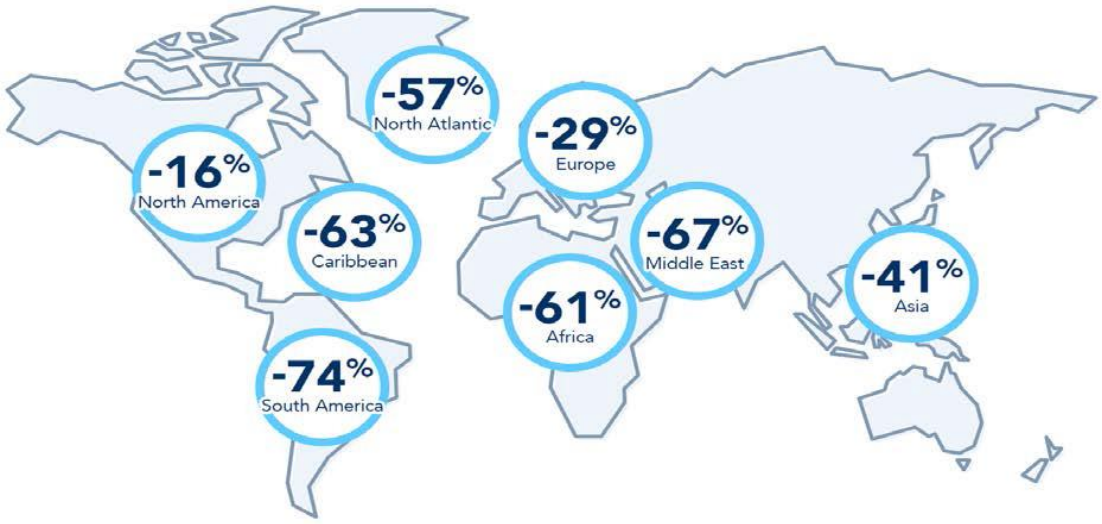
lockdowns. This resulted in a steep decline of Air Traffic Movements (ATMs) as a consequence of travel bans and lockdown measures instituted by governments around the world, including South Africa. South Africa declared a national state of disaster on 15 March 2020 and went into lockdown from 26 March 2020. All scheduled air travel, both international and domestic, were prohibited and only authorised repatriation flights, cargo flights, and essential services travel were permitted to take to the skies.

On a global perspective, government travel restrictions and self-isolation rules have eroded traffic demand significantly, particularly the international passenger travel bans which were imposed in many countries. All regions subsequently experienced a decline in ATMs. Figure 8 highlights the decline in ATMS in April 2020 when most countries imposed restrictions and self-isolation rules.



Global traffic movement as at 24 April 2020 (Source: CANSO ATM report)

Traffic in most regions of the world declined by more than 80%, with regional movement decline varying from 90% in South America to 56% in North Africa. However, by the end of July 2020, most of the regions experienced a marginal growth in ATMs as many States were now recognising the necessity of opening the borders to re-energise business, tourism, and other leisure activities. Figure 9 highlights the global traffic movement as at 13 August 2020, with South America continuing to be a heavily impacted region with a drop in 74% of volumes.



Global traffic movement as at 13 August 2020 (Source: CANSO ATM report)

According to ICAO (November 20, 2020) there has been an estimated drop of around 59-60% in the number of international and domestic passengers or air passenger traffic in 2020 as compared to 2019. The report points to a drastic drop in demand by the fourth quarter of 2020, with the seat capacity for international flights going down by 71% to 73%, and that of domestic flights by 29% to 31%. Figure-wise, for the entire 2020 (January to December), the report indicates a drop of 2 858 million to 2 891 million passengers in all types of aviation.

Efforts to get back to normal will not come easy for a lot of industries. In fact, many measures that were necessitated by the COVID-19 pandemic will become part of the new normal for a long time to come. The aviation sector will have to go beyond simple measures to curb the negative impact. No doubt the economics of it will be a challenging task. The global impact of COVID-19 on aviation, tourism, trade and economy in 2020 is summarised below:

- **Air passenger traffic:** An overall reduction of air passengers (both international and domestic) ranging from 52% to 59% in 2020 compared to 2019 (by ICAO);
- **Airports:** An estimated loss of over 50% of passenger traffic and 57% or over USD 97 billion airport revenues in 2020 compared to business as usual (by ACI);
- **Airlines:** A 54,7% decline of revenue passenger kilometres (RPKs), both international and domestic, in 2020 compared to 2019 (by IATA);

The African region experienced a slight improvement of 61% in August 2020 compared to 89% in April 2020. IATA expects a further decline in passenger traffic, more jobs at risk, and more GDP losses than previously estimated. According to new data released on 18 August 2020, the impact of Covid-19 on Africa's aviation industry has worsened sharply since its previous assessment in April.

Looking at the South African scenario, the aviation sector welcomed the return of limited scheduled domestic air services to OR Tambo, Cape Town, King Shaka, and Lanseria International Airports for business and other essential authorised purposes on 1 June 2020 following the implementation of level 3 lockdown. On 1 July 2020, a further seven airports (Port Elizabeth, Bram Fischer, Upington, Kruger Mpumalanga, Richards Bay, Skukuza, and

Pietermaritzburg airports) were opened and allowed to resume operations under previously announced restrictions. IATA has revised its June estimate of a 15.6 million year-on-year drop in passengers in South Africa in 2020 over 2019 to 16.6 million.

Impact of Covid-19 on Air Traffic Movements

As Air Traffic Movements emerge from the turmoil of the COVID-19 pandemic, we find ourselves in a strange and uncertain world. The pandemic has brought about an unprecedented change that might sustain for the foreseeable future. The low demand for air travel due to a fear factor and use of technology platforms to conduct business has changed the way we travel. This is coupled with reduced airline capacity due to bankruptcy and business rescue operations. Based on IATA and ACI forecasts, there is an expectation that passenger traffic in Africa will not revert to pre-COVID-19 levels, due to low demand for air travel as a result of fear. ATNS's internally generated traffic scenarios support this downward trend in ATMs, as well as the notion that ATMs will not revert to pre-COVID-19 levels. This is against low airline capacity due to pending potential bankruptcies.

African airlines' traffic declined by 98,1% in June 2020 compared to June 2019, with capacity contracting 84,5%. Despite significantly reduced traffic levels and the challenges of protecting frontline staff from infection, Air Navigation Service Providers (ANSPs) have continued to maintain operations to provide essential services for cargo, repatriation, humanitarian, and emergency flights. As ANSPs revenues depend on traffic, ANSPs are also facing financial losses, which are perpetuated by delays in the payment of charges by airlines, or even potential suspension of ANSP charges for a defined period. In addition, certain airlines have curbed their operations as a result of business rescue operations instituted before the pandemic, as well as those resulting from the pandemic. ATNS is assessing the changing traffic forecasts to ensure the provision of safe and optimal air navigation services (ANS).

Since the 2008 global financial crisis, ATNS experienced a real drop in movements of approximately 20% from 2009 to 2020. Management have forecast a 40% drop in movements from 2008/09 to 2030 and a 20% to 25% drop from pre-COVID-19 (2019) levels to 2030. This development indicates a degrading sustainability that could require a change in the revenue-cost structure.

Key Safety Considerations

General aviation accidents and incidents, if left unabated, can cause irreparable harm to the reputation and rating of South Africa as a training and tourism destination. The after-effects of accidents are often far worse than generally perceived or considered. Accidents devastate lives and bring about immeasurable suffering to those involved and to their families, thus adding the burden of caring for those who have been impaired or incapacitated. To this effect, implementation of the General Aviation Safety Strategy will be monitored in earnest with the main priority being to introduce multiple measures to reduce accidents in the aviation sector. The South African Civil Aviation Authority (SACAA) will, in the new year, set its sights on very ambitious targets of maintaining a zero fatal accident rate in commercial

scheduled operations and also to reduce number of fatal accidents in general aviation by 50%.

The International Civil Aviation Organization's (ICAO) has established the following five strategic objectives, Safety; Air Navigation Capacity and Efficiency; Security and Facilitation; Economic Development of Air Transport; and Environmental Protection. Furthermore, amongst others, ICAO also coordinates assistance and capacity building for States in support of numerous aviation development objectives; produces global plans to coordinate multilateral strategic progress for safety and air navigation; monitors and reports on numerous air transport sector performance metrics; and audits States' civil aviation oversight capabilities in the areas of safety and security.

ICAO is also responsible for the development of Standards and Recommended Practices (SARPS) and policies to support a safe, efficient, secure, economically sustainable and environmentally responsible civil aviation sector.

Through publication of the State of Global Aviation Safety, ICAO's intention is to provide its member states, aviation stakeholders and the traveling public with a comprehensive overview of ICAO's contribution through its leadership in affecting aviation safety outcomes worldwide. With accident prevention as a priority among aviation participants, alignment with the SACAA brand promise of 'keeping you safe in the sky' had to be maintained. The overall approach is to reduce General Aviation accidents through continued professional development, education and training. The emphasis is on improving professionalism, competence and airmanship. This is in harmony with the broad-based consensus to reduce accidents by overcoming shortcomings in education and training, especially in areas not covered by conventional curriculums.

This approach is achieved by identifying and monitoring global aviation safety metrics that form the basis for practical risk analysis and provide context for the Organisation's actions and programmes aimed at improving global air transport safety programmes. This publication enhances the review of accomplishments and initiatives that drive aviation safety improvements, as well as to motivate and inspire air transport stakeholders to participate in the innovative and practical suite of programmes being implemented to improve all aspects of safety performance. To this effect, ICAO commits to develop proactive and risk-based solutions to reduce the global accident rate and thus encourage the aviation community to recognise the importance of adhering to a globally-harmonised approach to improving and monitoring safety.

As per the approved White Paper on the National Civil Aviation Policy (NCAP) 2017, Policy Statement number 10 stipulates that "A functionally independent Aviation Safety Investigation Board (ASIB) should be established for Aircraft Accident and Incident Investigation as provided in Annex 13 of the Chicago Convention and relevant Standards and Recommended Practices (SARPS)." Therefore, an Aviation Safety Investigation Board (ASIB) will be established during the medium term. Once established, the ASIB is expected to ensure a high level of efficiency and quality of investigation, which in turn will be vital to improve aviation safety. In order to realise this objective, the Department will ensure that the ASIB has sufficient autonomy and financial strength to effectively execute its mandate.

- **Maritime Safety and Security**

Maritime safety and security assist the industry to operate in a safe environment and provide conducive environment to do business. Merchant ships operate in a hostile environment and certainty in terms of policy direction is important. The Comprehensive Maritime Transport Policy (CMTP) encourages stakeholders to support its initiatives as they assist with promoting shipping. The attack against ships and other forms of criminal activities are a concern to the industry. These challenges must be addressed hence the National Maritime Security Strategy. South Africa must jealously guard against any form of pollution to its waters. It is important to have initiatives that will ensure that South African waters remain safe and secured against all forms of pollution.

Countries across the globe are witnessing unprecedented times for maritime-related economic development, however to enable these opportunities, risk management strategies must be prioritised. Determining threats, vulnerabilities and consequences to personnel assets, operations and critical infrastructure, it will be crucial that these risks are mitigated and that performance is improved.

To this effect, the development and application of risk assessment and management techniques to maritime safety and security must consider the complex regulatory and operational context in which the maritime industry operates. The Department will thus strive to create a fit-for-conditions safety and security platform that will outline current concerns, provide 'fit-for-purpose' tools and management mechanisms, and also enable focused operational programmes aimed at building capacity and critical mass.

The following represent notable threats from the external operating environment:

- Inadequate maritime regulatory and legislative framework (due to slow ratification, domestication and review of maritime legislation environment). The slow domestication has resulted in huge risks such as having an ineffective penalty system (low value penalty charges) to deter non-compliance on all maritime transgressions.

- Inadequate national maritime incident response system due to a lack of the availability of assets and resources to respond effectively and efficiently to maritime incidents (Aerial capabilities, patrol vessels, helicopters) within the South African Exclusive Economic Zone.

- The implementation of Marine Protected Areas under the National Environment Management Protected Act 57 of 2003 would impact on the maritime economic initiatives being implemented within the South African exclusive economic zone.

- Non-integration and collaboration of maritime issues within government in the implementation of key initiatives in line with the national priorities.

- The effect of emergence of autonomous vessels on maritime legislation, labour force, port state responsibility readiness and funding of the required systems to monitor and enforce compliance.

Over the medium term, the Department will focus on ensuring 100% compliance with the International Ship and Port Facility Security (ISPS) Code. The Code, developed in response to the perceived threat to ships and ports after the 9/11 attacks, encompasses a set of measures to enhance security of ships and port facilities. The Code is part of the Safety of Life at Sea (SOLAS) Convention and compliance is mandatory for South Africa as part of the Contracting Parties to SOLAS.

As part of ensuring compliance to the ISPS Code, the Department will focus mainly on addressing the 'stowaway' problem, which seems to be an ever-present phenomenon for the shipping industry. This problem is closely linked to vessels and/or cargo-type, as well as to the security training and awareness of the crew. The costs involved in looking after and repatriating stowaways can be substantial, and generally involves moving reluctant people across several continents.

The Department will aim to reduce stowaways by addressing inadequacies in security and watch keeping. Stringent measures will be put in place to ensure that no unauthorised personnel are able to gain access to vessels, and that all those who have been authorised to board disembark before sailing.

During 2021/22 financial period, the sector will focus on safety, property and pollution incidents from vessels in South Africa's maritime transport environment. This will be achieved through the following interventions:

- Build on South Africa's extensive experience and capabilities in maritime safety and maritime environmental protection, to champion through leadership and shape new global standards in these areas.

- Continue to implement International and national obligations in line with our legislated mandate to ensure maritime safety within our jurisdiction;

- Implementing the requirements of the Mandatory International Maritime Member Audit Scheme (MIMSAS) and the IMO Member State Audit Scheme (IMSAS) The mandatory audit of all Member States commenced on 1 January 2016, with the aim of determining the extent to which they give full and complete effect to their obligations and responsibilities contained in several IMO treaty instruments.

- State of South Africa Maritime Safety Report - Comprehensive Maritime Transport Policy serves as the embodiment of Government's commitment to the growth, development and transformation of South Africa's maritime transport sector. One of the policy statement desired outcomes is for South Africa, through SAMSA, to have a State of Maritime Safety report on an annual basis.

- Continue to implement the South Africa 2020 Global Sulphur Cap Workshop Resolutions.

- **Public Transport Safety and Security**

Implementation of the National Strategic Plan (NSP) to Address Gender-Based Violence and Femicide (GBVF)

Public transport is an essential part of everyday life for many South Africans. According to the National Household Travel Survey (NHTS) (2013), nearly 40% of workers used public transport as their main mode of transport to work, with 68% of these being trips by taxis, 20% by bus and 13% by train. The South African National Taxi Council (SANTACO) estimates that it alone serves 15 million commuters across the country everyday, and has roughly 680 000 rank managers, 160 000 operators and 560 000 drivers (mostly men). To that regard, public transport has been described as an institution through which hegemonic masculinity is maintained, where women are at greater risk of violence, sexual harassment and sexual assault, thus making safety a major concern for women when using public transport. This would then impact on the willingness and/or reluctance of women to travel, potentially leading to economic exclusion and detriment.

The taxi industry and the rail transport sector have been identified as the two main spaces where violence and femicide, mainly directed at women, youth (children) and persons with disabilities are prevalent. As a result, implementation of the National Strategic Plan to address gender-based violence and femicide (GBVF) will be prioritised in the two public transport spaces. In the taxi industry, the following will be put to the fore:

- The industry will review its standard constitution to incorporate dedicated programmes that aim to address GBVF in the industry;
- A code of conduct will be developed to ensure that operators comply with agreed behaviour, norms and practices;
- The industry will increase women representation at leadership level, with a 30% target proposed and adopted at the National Taxi Lekgotla in 2020.

In the rail transport sector, the the roll out of the new PRASA Security Plan will have a bias towards the safety of women, youth and persons with disabilities. In addition, dedicated interventions to address GBVF in rail operations will be implemented. These include:

- Establishment of a GBVF Steering Committee to drive the response programme;
- Development of a dedicated policy to address GBVF in the rail transport sector;
- Introduction of a toll free number / email address to report all incidents on PRASA premises;
- An education and awareness campaign to prevent and condemn GBVF;
- Consideration of women and children-only coaches;
- Upgrading of camera surveillance equipment; and
- Implementation of trauma support interventions for victims.

At the core of these interventions, the end-game is to promote respectful and non-violent behaviour towards commuters and to promote gender equality and safety of women, youth (children) and persons with disabilities within the taxi industry and rail transport environment.

8.1.1.2 *PUBLIC TRANSPORT* that Enables Social Emancipation and an Economy that works

The desired outcome for this priority is to achieve seamless integration of all modal public transport operations, that delivers a public transport system that is efficient, affordable, safe and reliable. This will ensure public transport plays its part in enabling economic activity and access to social services and amenities by all citizens.

Analysis of Strengths, Weaknesses, Opportunities and Threats (SWOT) Factors

Strengths	Weaknesses
Rail Transport • White Paper on the National Rail Policy	**Rail Transport** • Lack of capacity and technical skills • Uncertainty of rail economic regulations • Historical inefficiencies at PRASA • Unreliable rail operations
Public Transport • Investment in integrated public transport networks in key metros • Public Transport Network Grant (PTNG) • Public Transport Operations Grant (PTOG)	**Public Transport** • Disintegrated and uncoordinated public transport operations • National Land Transport Information System (NLTIS) not functioning adequately • Inadequate regulatory environment for Learner Transport operations
Opportunities	**Threats**
Rail Transport • Promulgation of the Economic Regulation of Transport (ERT) Act and establishment of the Single Transport Economic Regulator (STER) • Finalisation and implementation of the High-Speed Rail (HSR) Framework	**Rail Transport** • Vandalism and theft of rail infrastructure • Rail reserve encroachment • Gender based violence in trains
Public Transport • Reviewed Funding Model for Public Transport including the subsidy regime • Formalisation and professionalisation of the taxi industry • Increased operating hours for BRTs • Integrated Automated Ticketing System for public transport • Full institutionalisation and operationalisation of the NPTR • Long-term rationalization of NPTR into the Single Transport Economic Regulator • District Delivery Model - an opportunity to fully coordinate the delivery of transport services in collaboration with other sectors • Intelligent Transport Systems (ITS) - an opportunity to integrate transport and fundamentally change it • New standards for universally planned and designed cities and transport services	**Public Transport** • Taxi Industry violence • Gender-based violence in the taxi and bus industries • Delay in approval of Transport Appeals Tribunal (TAT) Bill impacting on NPTR operations

The 2020 National Travel Household Survey reveals that The general usage patterns of public transport as reported by households has changed significantly between 2013 and 2020. There has been a general increase in households who used a taxi (from 9,8 million to 11,4 million). However, a significant decrease was recorded in the number of households who used a bus (from 2,9 million to 2,1 million) and a train (1,4 million to 0,5 million) as their preferred mode of transport.

The estimated total number of workers' trips using public transport decreased significantly from 5,4 million in 2013 to 4,7 million in 2020. Taxis accounted for most public transport users with 80,2% of workers using taxis, which is more than the proportion reported in 2013 (67,6%). More than fifteen per cent (16,6%) of workers using public transport used buses in 2020, whereas in 2013, the percentage of workers who used buses was 19,5%. Those who used trains in 2013 (12,9%) significantly decreased to 3,2% in 2020.

Generally, households needed less time to walk to their nearest taxi, bus or train station in 2020 compared to 2013. The percentage of households that walked for more than 15 minutes to the taxi rank decreased from 22,3% in 2003 to 20,2% in 2020. The number of those who walked to the bus station for longer than 30 minutes increased from 3,9% in 2013 to 7,4% in 2020. In 2013, a little more than 16% (16,3%) of households walked for longer than 30 minutes to a train station. This figure increased to 41,0% in 2020.

Nationally, almost eight per cent (7,6%) of households indicated that taxis were too expensive. Proportionally, households in Northern Cape (11,5%), Eastern Cape (10,8%), KwaZulu-Natal (10,2%) and Mpumalanga (9,9%) were more likely to be concerned about the cost of taxis. About 6% (5,6%) of the respondents considered reckless driving by taxi drivers as one of their most concerning transport-related problems. The two provinces with the highest economic activity levels, namely Western Cape (10%) and Gauteng (6,9%), had a greater proportion of households that identified this problem.

Facilities at the taxi rank and taxi fare remained the highest reason for dissatisfaction with minibus taxi services among South African households. In 2020, more than half of these households (56,9%) were dissatisfied with the facilities at the taxi rank. Regarding bus services, households were most dissatisfied with bus stop facilities, the level of crowding in the bus and security at the bus stop. In 2013, reasons most likely to be indicated for dissatisfaction with train services were the level of crowding in the train (78,2%), followed by security on the walk to/from the train station (56,6%). In 2020, the level of crowding in the trains (86,8%) and waiting time for trains (86,6%) were the biggest problems mentioned by households.

One in five workers walked all the way to their place of work, and only 1,1% of workers cycled all the way to work. The majority of those that walked all the way to work were found in the rural areas. Those who cycled all the way to work were predominantly found in urban areas. For learners, 10 million learners walked all the way to their educational institution, while only 16 000 cycled all the way to their educational institution. A little more than 3% (3,4%) of households who were interviewed indicated that they walked all the way to their destination.

The results show that 'walking all the way' was the primary method used by scholars to reach their school (63,0%). This pattern is also true for disabled scholars (63,8%). Travelling by taxi (13,7%) was the second most used mode of travel by scholars, followed by travelling by car/truck as a passenger (13,6%). Similarly, disabled scholars indicated taxis (16,6%) as their second most used travel mode, followed by travelling by car/truck as a passenger (10,6%). Scholars in all geographic locations were more likely to walk all the way to their educational institution than using any of the other modes of travel. In urban areas, travelling by car/truck as a passenger (17,9%) was the second most commonly used mode of travel for scholars, followed by taxis. In rural areas, the second most used mode of travel, after 'walking all the way' was taxis (11,5%), followed by travelling by car/truck as a passenger (8,2%).

Nationally, 32,0% of the learners hitchhiked to their respective educational institutions mainly because it is cheaper or more affordable, followed by 26,4% who cited public transport as being too expensive or not enough, and 13,3% said it was by choice.

Rural learners were more likely to cite public transport as being too expensive or not enough compared to urban learners. Again, rural areas (15,5%) had the highest proportion of learners who hitchhiked to their educational institution primarily because there was no transport.

The highest percentage of workers who walked to work were found in Gauteng (21,0%), Limpopo (14,2%), KwaZulu-Natal (14,3%) and Western Cape (10,4%), while cyclists were most likely to come from Gauteng (25,2%), North West (16,4%) and Western Cape (12,6%). 47,2% of workers said it was by choice that they cycled all the way to their destination, followed by those who said public transport is too expensive/not available (25,2%), and by those who indicated that it was nearby/close enough to cycle (16,5%).

Nationally, more than one-third (36,8%) of workers cited public transport as being too expensive or not available as the main reason for hitchhiking all the way to work. In comparison, 15,7% hitchhiked to their respective place of work mainly because it is cheaper. Rural workers (44,7%) were more likely to cite public transport as being too expensive or not available than urban workers (29,8%). Slightly more than two-tenths (21,2%) of urban workers said it is cheaper or free of charge to hitchhike all the way to work.

the percentage of workers who spent 15 minutes or more walking to their first transport decreased nationally from 14,7% in 2013 to 11,5% in 2020, while the percentage of workers who walked up to 5 minutes increased from 48,0% in 2013 to 52,1% in 2020. This represents a 4,1-percentage-point increase.

train users were most likely to walk for more than 15 minutes to the station. Generally, walking times to taxis and buses show a similar distribution. However, slightly more of the taxi users (53,1%) as opposed to the bus users (50,5%) said that they walked for 5 minutes or less to get to their first transport.

travel costs were the highest for those who travelled by car/bakkie/truck (R2 180) as their mode of travel, as opposed to taxi users (R960), using a car/bakkie/truck as a passenger

(R990) and bus users (R745). Travelling by train was the least expensive mode of travel, with a mean of R581.

Gauteng (35,5%), KwaZulu-Natal (21,2%), North West (19,5%) and Western Cape (19,0%) had the highest proportion of households who spent R1 001 or more monthly on public transport to travel to work compared to other provinces. By comparison, urban areas had the higher proportion of households who spent R500 or more monthly on public transport to travel to work (58,7%) when compared to rural areas (40,6%).

Most households who travelled to food or grocery shops (66,8%) travelled 15 minutes or less, followed by 20,5% who travelled between 16 and 30 minutes. More than 7 in 10 households lived within 30 minutes' travel time from other shops, religious institutions, a police station and financial services/banks. Services for which significant percentages of households have to travel more than an hour include a tribal authority (68,6%), library (48,8%) and welfare office (34,7%).

The Department, in its pursuit for a safe, affordable and reliable public transport system, has adopted an integrated policy approach that is based on peak intermodality. Besides its value proposition, intermodality is an integral part of sustainable mobility and its enhancement is vitally important for the provision of door-to-door transport services because of its advantages of economies of scale for both commuter and freight transport. With this policy approach, the sector has set itself, amongst others, a medium-term target of realising the modal shift from road dominance to rail, not only to reduce the impact on our road infrastructure but also to reduce roadside emissions and to improve efficiencies in the broader transport value chain.

To complement this approach, implementation of the National Taxi Lekgotla resolutions will be top-most among the tasks that need to be taken to their logical conclusion in Public Transport. Review of the funding model for public transport, which includes implementation of a subsidy regime with the full participation of the taxi industry, will be prioritised. To that effect, formalisation and professionalisation of the taxi industry will be ensured, particularly as a prerequisite for inclusion in the subsidy regime. This process will be reinforced by expediting processes related to finding closure on the disbursement of the taxi relief support, which must include engagements with the taxi industry.

The operationalisation of the National Public Transport Regulator (NPTR) will also be prioritized to ensure that the NPTR hit the ground running in the execution of its mandate.

Without a shift to focus on walking and cycling first, integration and economically affordable public transport cannot be achieved. Currently, however efficient the public transport service, destinations remain too far away from the public transport stop. In order to transform the current situation, the Department must work far more closely with other Departments of State that focus on urban planning. If this does not take place, then public transport will always remain too costly for commuters to afford and for operators to run as economically viable services.

Implementation of the Revised Taxi Recapitalisation Programme (RTRP)

The primary objective of the Taxi Recapitalisation Programme (TRP) is to formalise the industry by infusing in its operations formal business processes and improve its economics by unlocking additional revenue streams and effectively address the recapitalisation crisis. To achieve this in any meaningful way, the taxi industry must evolve from being a consumer to an industry that owns its value chain, both upstream and downstream.

Notwithstanding the economic thrust of the Programme, the scrapping of old and unsafe taxis became an important catalyst of economic sustainability of the industry. The primary objective of the scrapping is to provide the industry with financial support to recapitalise its fleet, which must lead to sustainable operations that enable the industry to recapitalise itself into the future. By 2018, a total of 72 653 of the initial target of 135 894 minibus taxis had been successfully scrapped.

A review of the TRP was conducted, resulting in the launch of the Revised TRP (RTRP) in April 2019. The RTRP thus introduced key value-add elements to encourage sustainable continuity to the programme. As part of the Revised TRP, the scrapping allowance was increased from R91 000 to R124 000 per scrapped old taxi.

Over the medium, and as part of the extended scope of the Revised TRP, the following will be prioritised:

- *Commercialisation*: The development of sustainable commercially-viable RTRP management solutions leveraging and exploiting opportunities available in the minibus taxi industry's value chain. These will include affordable supply of new taxi vehicles, finance, short-term insurance, spare parts, repairs, fuel, lubricants, electronic fare collection and property management.

- *Illegal operations and verification process*: A national survey on the extent of illegal taxi operations across the country will be conducted and a comprehensive database of minibus taxi industry operators will be developed.

- *Change management and unity*: The RTRP will be used as a catalyst for change to the taxi industry's operating model, and formalise industry operations through various interventions.

Public Transport Network Grant (PTNG)

Integrated Rapid Public Transport Networks' objective is to transform the current system into a system which is integrated and where all modes complement each other. This positions public transport to play the role of a catalyst for urban regeneration, the development of new mixed land use nodal precincts and the reconnection of isolated nodes to mainstream economic and social opportunities in our cities, thereby transforming urban spaces. Since 2013, the Department has reduced the need for dedicated infrastructure and encouraged cities that are recipients of the grant, to implement hybrid systems, which include conventional bus and minibus modes that are formally integrated into an IPTN. Despite this

relaxation, implementation has moved at a snail pace, mainly due to mismanagement and instability in the majority of the cities.

In 2020/21, the number of cities receiving the grant has been reduced from 13 to 10 cities. Mbombela, Msunduzi and Buffalo City have since been suspended from the grant, due to years of slow implementation and a lack of institutional capacity to drive a major transformation of public transport services. These cities are welcome to regroup and invest their own seed money in the future to demonstrate commitment and capability for possible co-funding from national government in the medium term. The risk that will have to be mitigated is the reduction and cuts in grant funding, and the impact of these cuts to the municipalities' ability to initiate and sustain any new launches and further expansions into townships. The municipalities' ability to spend is a second risk that will have to be mitigated.

Public Transport Operations Grant (PTOG)

The Public Transport Operations Grant (PTOG) is a national government conditional grant to subsidise the costs of specified forms of commuter transport in South Africa. Every year, over thirty-seven (37) million commuter trip kilometres are subsidised, equating to R1.4 million trips on 2 500 routes.

In the rail transport sector, the most urgent intervention remains restoration of rail services in key corridors and the need to provide a critical services to the poor and the working class who rely on trains for their livelihoods. Infrastructure upgrades in the Mabopane-Pretoria Corridor, in Gauteng and the Central Line, in the Western Cape will be delivered as a matter of urgency. The target is to roll out 271 new train sets in priority corridors and to reach 213 million rail passenger trips over the medium term.

To restructure, transform and turn around public transport in South Africa, the new system should be able to achieve the following objectives:

- Should be based on derived demand characteristics – basis being that transport is not a basic right but rather a basic necessity to access and achieve such rights;
- System must be accessible and affordable to the user;
- System must prioritising use of public transport and reduce dependence on private car use;
- Planning and designing of the system must address Transport and Land-Use Planning dichotomy;
- System must discourage fragmentation and promote integration, in planning, designing, resource allocation and operations;
- System must incorporate a subsidisation model that targets the service and not the service provider;
- System must be able to provide quality services that are for South African conditions. This includes the review of the current IPTN model (premised on BRT systems pronounced in the 2007 PT Strategy);
- System should be based on 'Operate and Build' as opposed to the current 'Build and Operate' approach. Given the limited funding planning, contracting authorities must move swiftly to operations particularly where minimal or no infrastructure is needed.

Proposed Funding Model for Public Transport in the Medium Term – (based on 2018/19 budget figures)

To ensure successful achievement of the re-focused public transport approach, the funding model is being reviewed to eliminate fragmentation that has perpetuated the apartheid spatial planning.

Access to Public Transport in Rural Access

The vision of the National Development Plan (NDP 2030) is rural areas, which are spatially, socially and economically well integrated across municipal, district, provincial and regional boundaries, where residents have economic growth, food security and jobs as a result of agrarian transformation and infrastructure development programmes; and have improved access to basic services, health care and quality education.

Achieving this vision will require leadership on land reform, communal tenure security, financial and technical support to farmers, and the provision of social and physical infrastructure for successful implementation. It will also require capacity building to enable state institutions and private industries to implement these interventions. Improved coordination and integration in the planning and implementation of area-based and differentiated rural development plans will be needed over the medium-term to achieve the vision of an inclusive rural economy.

The NDP states that since 1994, the main constraint for rural development has been marginalisation of the poor, with many rural areas and households trapped in a vicious cycle of poverty. Rural areas and communities require greater social, economic and political opportunities to overcome the legacy of marginalization and poverty. The strategic approach is for government stakeholders impacting on rural development working together to create an integrated and inclusive rural economy, starting with mutual acknowledgement of the following problem:

- That apartheid's spatial design (patterns) inevitably resulted in fragmented and segregated development planning, without viable economic, social and cultural linkages between the economically active and the relatively prosperous commercial urban areas of the country and the rural hinterland. Chronic underdevelopment with its social, economic and cultural manifestations through poverty, unemployment rural-urban income inequality still continues.

The Department is enjoined to work with local government in the conceptualization, development, funding and roll-out of integrated public transport networks that enable seamless mobility.

Non-motorised transport remains a critical element of the broader objective of ensuring mobility for South Africans across all social strata. The Shova Kalula Bicycle Distribution Programme is an important part of providing mobility to rural learners who do not have access to any other mode of transport and walk vast distances to access education. This programme will be intensified in order to achieve its objectives.

Rail Transport

South Africa's passenger rail system has suffered years of underinvestment and deferred maintenance, creating fertile ground for the decline of the passenger rail system and haemorrhage market share over time. As part of positioning rail as a backbone of the public transport system, the priority corridor strategy was introduced to ensure focused implementation. This included looking at corridors with high ridership to maximise impact.

It is thus important that rail is improved to compete with other modes to achieve proper share of passenger transport in order to reduce congestion on the road and further improve road safety. To achieve an optimum performance level, a number of interventions will be implemented over the medium term. These include maintenance, recovery and renewal of rolling stock fleet, modernisation of rail infrastructure, rolling out new train sets to priority corridors and to increase rail passenger trips.

Also targeted in the medium term is the revitalisation of branch lines to make rural economies more competitive by enabling provision of transport to some of the far-flung communities will be considered. These branchlines will not only benefit commuters but will also contribute to the proposed modal shift to rail for freight thus alleviating pressure on the road network.

8.1.1.3 *INFRASTRUCTURE* Build that Stimulates Economic Growth and Job Creation

The 2020 NHTS reveals that The most significant problem that was experienced nationally is the poor condition of roads (13,2%). Provinces with the most complaints about the condition of roads were Free State (29,2%), North West (24,5%), Eastern Cape (21,4%) and Limpopo (19,9%).

Targeted investments are needed to preserve mobility and accessibility of the traveling public and freight movements. Investment in maintaining, rehabilitating, upgrading and expanding infrastructure has not kept pace with growing needs. As a result, our highways, ports and waterways, airport and air traffic facilities, and passenger rail facilities face growing maintenance and modernisation needs. The failure to modernise our infrastructure to keep up with a growing population and economy, and technological advances compromises the safety, capacity, and efficiency of South Africa's transport network.

The declining condition of our infrastructure reduces our economic competitiveness and the quality of life of our citizens. Repair and modernisation of transport infrastructure must be a national priority to ensure continued economic growth, and to preserve freedom of movement and quality of life. To that regard, the effects of under-investment are evident to all who depend on our transport system. The situation is particularly severe in our roads, as shown by worsening traffic congestions in urban and peri-urban areas.

This area will cover key sector infrastructure issues especially with regard to the deterioration rate of sector infrastructure; cost of maintenance, construction and/or expansion of sector strategic infrastructure; and funding and investment in sector infrastructure projects. Essential to these issues are also engagements around methods and technologies that can be employed to enhance durability and resilience of infrastructure to ensure that it lasts longer.

To this effect, the DoT's desired outcomes will be to improve durability and lifespan of key strategic transport infrastructure, maintain existing infrastructure to ensure that it is in a state of good repair.

Analysis of Strengths, Weaknesses, Opportunities and Threats (SWOT) Factors

Strengths	Weaknesses
Road Transport • Provincial Road Maintenance Grant (PRMG)	**Road Transport** • Inadequate investment in strategic expansion and maintenance of road network (national and provincial) • Policy uncertainty of the user-pay principle
Rail Transport • Train Manufacturing Plant operational	**Rail Transport** • Inadequate security to protect rail infrastructure • Rate of investment in rail infrastructure maintenance and upgrade lower that rate of deterioration of infrastructure
Maritime Transport • Operation Phakisa Oceans Economy Three-Foot	**Maritime Transport** • Inadequate implementation of Operation Phakisa

Plan	Ocean Economy interventions
Opportunities	**Threats**
Road Transport • Increased job creation, particularly for women, youth and persons with disabilities, through adoption of labour-intensive methods in infrastructure programme	**Road Transport** • Delayed decision on the Gauteng Freeway Improvement Project (GFIP) and policy uncertainty on the user-pay principle. • SANRAL inability to continue as a going concern • Impact of COVID-19 on infrastructure projects
Rail Transport • Increased job creation, particularly for women, youth and persons with disabilities, through adoption of labour-intensive methods in infrastructure programme	**Rail Transport** • Impact of COVID-19 on infrastructure projects • Theft and vandalism of rail infrastructure
Civil Aviation • Increased job creation, particularly for women, youth and persons with disabilities, through adoption of labour-intensive methods in infrastructure programme	**Civil Aviation** • Impact of COVID-19 on infrastructure projects

While South Africa has a relatively good core network of national economic infrastructure, the challenge is to maintain and expand it to address the demands of inclusive economic growth. The economy has already been constrained by inadequate investment and ineffective operation and maintenance of existing infrastructure, while productive investment in historically black communities continues to face constraints.

There is some concern that the state does not have sufficient institutional or financial capacity to finance and implement the infrastructure investment plans on the required scale. South Africa needs to make large investments to propel economic activity. These need to be made in a structured, considered manner to prevent inappropriate initiatives, protect South Africa's resources and ensure that prioritised investments are efficiently implemented.

Current investment levels are insufficient and maintenance programmes are lagging. Given the government's limited finances, private funding will need to be sourced for some of these investments, and policy planning and decision-making will require trade-offs between competing national goals. Government needs not only to better coordinate collaborative investment by businesses and provincial and local government into key infrastructure projects, but to shape its institutional, policy and regulatory environment in order to enable investment, realise the desired efficiencies, improve infrastructure delivery, and contribute to economic growth and employment creation.

- **Road Infrastructure**

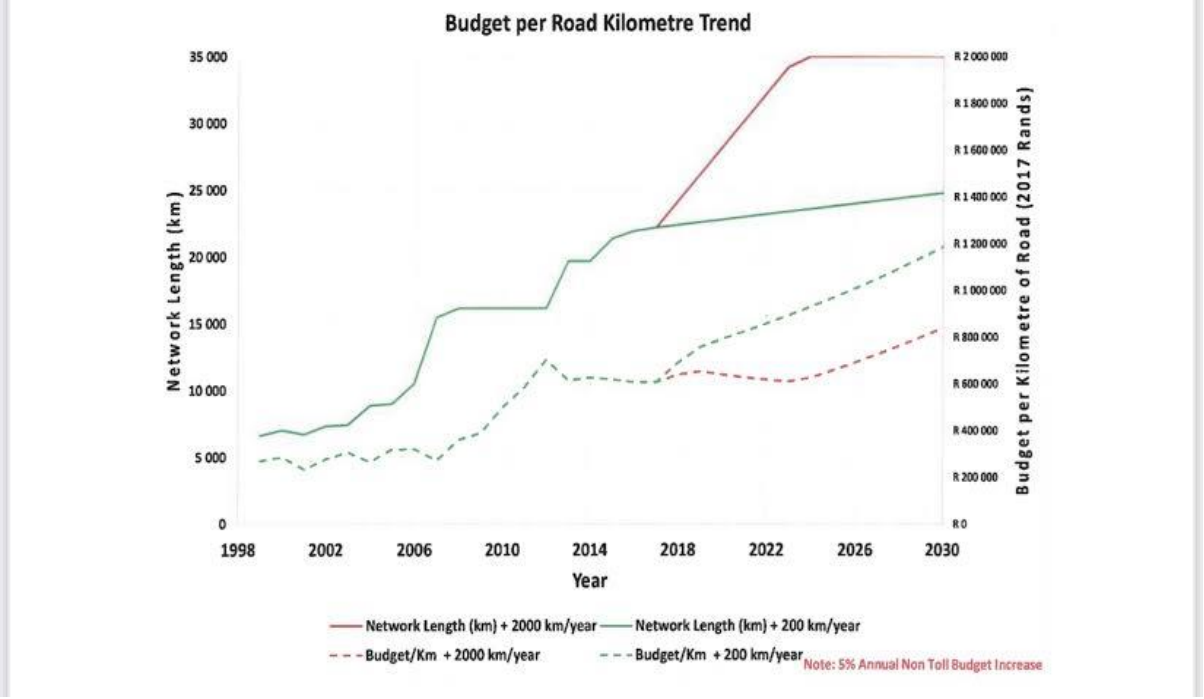
South Africa's road network, including unproclaimed roads, is approximately 750 000 kilometres, making it the tenth longest road network in the world. Roads in South Africa fall under the jurisdiction of the three spheres of government (national, provincial and municipal), and responsibility for the entire road network is split between the three spheres' road authorities. Travel on South Africa's paved roads runs to about 32 billion vehicle-kms per year and this includes travel on national, provincial and local roads. While national roads are

mostly paved, majority of the provincial network (more than 80%) consist of low-volume gravel roads, particularly in rural and peri-urban regions; and mainly provide isolated communities with access to public services, economic centres and other key facilities.

National Sphere

The South African National Roads Agency Limited (SANRAL), as an entity of the National Department of Transport, is the implementing agent of the national roads network, and along with the DoT, plays a key role in influencing policy and setting standards. SANRAL is currently managing about 22 253 kilometres, of which 84% are non-tolled and only 16% are tolled.

SANRAL has reached a stage where it needs to take rational and prudent decisions regarding network growth, the provision of support to other road authorities and the incorporation of roads from other spheres of government. The following graph demonstrates how SANRAL has reached a 'fiscal cliff' in balancing network growth against insufficient funds per kilometre required to maintain the Overall Condition Index (OCI) of the network to an acceptable level.



Horizon 2030 proposes a review of the proposed road transfers from provinces to SANRAL if SANRAL's budget is not commensurately increased, from the original additional 15 000km to only 3 000km. The Agency does not have the financial and human capital capacity to take over the management of such a large network of roads. This new approach is of critical importance because previous road transfers were often done without the necessary budget transfers from the relevant road authorities. Subsequent additional budget allocations from National Treasury have not adequately met the life cycle cost requirements of the transferred roads.

A reduction in the kilometres of roads earmarked for transfer will result in a more sustainable national road network of 25 000km with an increased budget per/km, as indicated in the graph above. The mechanism to identify and sign off the additional 3 000km will be coordinated by the Department of Transport and SANRAL through the MinMec structure.

However, there is acknowledgement of an emerging policy perspective that seeks to expand the national road network under SANRAL to 50 000km. This is informed by the acknowledgment of the performance SANRAL has achieved over the last 20 years. Also acknowledging the prevailing challenges faced by other road authorities in effectively managing their networks. There is an emerging consensus for any road approved for transfer to SANRAL this would have to be done with new funding allocations. There should also be a parallel process of determining a long-term solution for road infrastructure financing which will assist in providing funding for such a national road network expansion.

Policy determination is the responsibility of the competent national department. In the case of SANRAL transport policy is the preserve of Department of Transport and National Treasury is the custodian of fiscal policy. As stated, there are several policies scheduled for revision or new policy development. SANRAL has through Horizon 2030 demonstrated the value and reaffirmed the role of private finance. However, the GFIP experience necessitates the development of a Road Funding policy. This would be a Department of Transport led process and there is an urgent need to clarify the way forward with regards to the GFIP and ensuring policy certainty.

Provincial Sphere

Provincial roads are a provincial competence, and as such, provincial road networks are maintained by relevant provincial departments, though some roads have been transferred to SANRAL. The provincial road network, which constitutes about 273 621 kilometres of the overall network, is a connector network, and plays a crucial role in supporting economic activity and providing access to social services within provinces.

Provincial road networks, as required by the Provincial Roads Maintenance Grant (PRMG), are assessed on a regular basis. Conditions of provincial roads vary considerably, however the overall condition of networks is less than optimal. Paved road networks tend to be in a better state, with most roads in fair and good condition. Conditions of paved provincial networks have however still experienced deterioration. Most provincial roads are unpaved and largely in poor or very poor condition.

Rural Road Asset Management Systems (RRAMS) Grant

The strategic goal of the RRAMS Grant, as stated in the Division of Revenue Act (DoRA), is to assist rural district municipalities in setting up their road asset management systems (RAMSs), and collect road and traffic data in line with the Road Infrastructure Strategic Framework for South Africa (RISFSA).

During the inception of the RRAMS Grant in the 2011/12 financial year, twenty-one (21) rural district municipalities (out of a total of twenty-three (23) that were previously declared as Presidential Nodes) were selected and allocated R1 688 million each. This was due to the

unavailability of road network information, especially in the local government sphere. This made it difficult to quantify the backlogs as well as to plan and budget for existing network and for future prioritisation.

Key achievements

- Frequency of data collection, which is arguably the most valuable component of any Road Asset Management System (RAMS) has improved. The Department of Transport is now having a sense on how to:

  - ✓ Determine the baseline/benchmark condition of the network,
  - ✓ Assist road authorities in determining optimum maintenance strategies,
  - ✓ Measure performance, and Monitor the change in network condition over time,
  - ✓ Maintain inventory of assets, and
  - ✓ Assist the National Treasury in determining budget allocations.

Areas posing bottlenecks

- The Road Asset Data Electronic Exchange Formats document (TMH 18) is still a Committee Draft version, and has no legal standing. The document must follow a "back and forth" process of consensus building and comments until the document is converted to a Draft Standard or Final Standard, where legal standing applies.

- The purpose of the TMH 18: Road Asset Data Electronic Exchange Formats document is to facilitate efficient data management by ensuring uniformity in the format of the data submitted by various road authorities. This information can therefore be uploaded to a central data repository.

- At present, the Department of Transport does not have an appropriate software application, or program, to store and analyse the vast amounts of data it receives annually.
- Bidding Documents of the Road Authorities are often poorly prepared, riddled with errors and omissions and lacking in fundamental information necessary for the preparation of competitive bids.

Recommendations for improvement

- A Centralised Data Repository is required for management, storage, quality control, processing and evaluation of data for prioritization of projects ranging from road safety to capacity improvement and pavement maintenance as well as determining whether appropriate maintenance strategies have been selected and sharing data with the National Treasury for budget allocation purposes.

- The Department of Transport needs to improve the management of the grant system as one of the key areas of reform, which involves on-going work to improve performance monitoring road asset management programme.

- The DoT proposes that a certain portion of the RRAMS and PRMG (5%) be changed from being a direct transfer and to an indirect transfer.

Is the grant achieving its outcomes and impact?

- There is a need to continue monitoring the standardization, integration and uniformity amongst the provincial and municipal RAMS datasets. This is essential to transform the data into information, which is able to support decision-making at the various management levels.
- There has been a noted improvement seen in the data submitted at the end of September 2018.
- There is a need to create a centralised data repository system of which the outcomes will include:

  ✓ Improved efficiency and reliability of the road network data.
  ✓ Improved decision-making including the allocation of resources.
  ✓ Improved asset condition reporting.

Provincial Road Maintenance Grant (PRMG)

The South African road network consists of national, provincial and municipal roads. The South African National Roads Agency Limited (SANRAL), as an entity of the National Department of Transport, is the implementing agent of the national roads network, and along with the DoT, plays a key role in influencing policy and setting standards. Provincial roads are a provincial competence, and as such, provincial road networks are maintained by relevant provincial departments, though some roads have been transferred to SANRAL. The provincial road network is a connector network, and plays a crucial role in supporting economic activity and providing access to social services within provinces.

Provincial road networks, as required by the Provincial Roads Maintenance Grant (PRMG), are assessed on a regular basis. Conditions of provincial roads vary considerably, however the overall condition of networks is less than optimal. Paved road networks tend to be in a better state, with most roads in fair and good condition. Conditions of paved provincial networks have however still experienced deterioration. Most provincial roads are unpaved and largely in poor or very poor condition.

In an environment characterized by budgets constraints, this then presents a variety of challenges. Provinces must decide which roads to prioritise in order to arrest further deterioration and maintain high volume roads. Delays in required maintenance may exponentially increase the total cost of works required. Neglecting maintenance of some roads might be justifiable in a tight fiscal environment, however, these decisions must also take account of access needs of communities and the need to promote economic growth.

Social Indicators

When the PRMG was created in 2011, as a Schedule 4 grant to supplement the provincial road maintenance budget, the core focus for the grant was on the physical component. That

included resealing, re-gravelling, blacktop patching, rehabilitation and blading. In considering the triple challenges of unemployment, poverty and inequality, the grant conditions included job creation as one of the key deliverables of the grant. The Grant has since 2014 prioritised labour-intensive road maintenance methods, focussing on women and youth. It is now a requirement in terms of the Division of Revenue Act for provinces to provide annual targets on the number of jobs to be created and to report on this indicator.

In terms of contribution of Job Creation, the PRMG has achieved the following work opportunities - 163 338 (2014/15), 151 673 (2015/16), 191 638 (2016/17), 131 696 (2017/18) and 140 988 (2018/19).

Analysis of Road Condition Data

Based on the analysis of the road network condition data available, it is evident that the PRMG is having mixed success in achieving the overall objective of improving the provincial road network, which has a significant impact on the South African economy through both commercial and private road user cost effects.

PRMG is thus aimed at funding road maintenance and preservation activities. Due to the fact that the provincial road network continues to age, accelerating the deterioration, and achieving end of life, the bulk of the available funding and resources is required to undertake expensive rehabilitations to maintain navigability on the network. In these instances, a provincial authority cannot simply allocate their budget to preventative maintenance, when key arterials deteriorate completely.

It has been requested by a number of provinces that an additional grant allocation be provided which will fund capital intensive road rehabilitation projects which are in dire need in order to allow for the provision of adequate levels of service to road users by provincial road authorities. It has, however, also been observed from the provinces showing a positive trend in their road network condition, that good planning and strong asset management is a pre-requisite to optimising available budget to maintain or improve the road network condition. The key therefore lies in establishing a strong pavement management system, and allocating the budget appropriately between capital works (rehabilitation) and preventative maintenance.

Key Challenges experienced by some provinces

Some of the key challenges experienced by provinces include:

- Lack of resources, budgets and technical capacity;
- Challenges with provincial procurement systems / inadequate resources in the procurement unit that lead to delays in appointment of service providers.

Critical observations and areas for discussion

- The PRMG remains an important source of funding for the maintenance of provincial roads in South Africa;

- Due to the size of the rehabilitation and strengthening backlog, as well as the maintenance need of provincial road networks, the physical evidence of the benefits of the grant is difficult to see;
- The grant should continue to be increased over time in order to ensure preventative maintenance and reduction of the backlog can be achieved simultaneously;
- Some provinces lack institutional capacity to effectively manage their road networks. The grant should facilitate the provision of increased technical support to the weaker provinces;
- Enforcement of grant conditions and/or strengthening of conditions should be an area of focus to ensure optimal impact as desired by the sector.

Local Government Sphere

The other 66 143 and 256 914 kilometres are managed by metropolitan and local municipalities respectively. The remaining 131 919 kilometres of roads are unproclaimed.

The apartheid spatial planning framework placed blacks in the peripheries of the cities and industrial areas, putting their transport cost above 20% of their disposable income and only prioritised private vehicles infrastructure. There is inequitable access and mobility for road users, especially pedestrians, cyclists and other non-motorised transport (NMT) road users.

Insufficient budget allocation at both provincial and local levels, led to a high percentage of the road network being in poor to very poor condition and has resulted in the continuous deterioration of the road infrastructure condition. The maintenance backlog, as per the 2013 CoTO Report, sits at R197 billion. The prevailing budget constraints thus present a variety of challenges wherein provinces must decide which roads to prioritise in order to arrest further deterioration and maintain high volume roads. Delays in required maintenance may exponentially increase the total cost of works required. Neglecting maintenance of some roads might be justifiable in a tight fiscal environment, however, these decisions must also take account of access needs of communities and the need to promote economic growth.

Over the MTSF, in an effort to address the problem stated above, the DoT, SANRAL and relevant provincial departments will embark on capital infrastructure programmes to improve roads in poor conditions, expand road infrastructure and ensure consistent maintenance of the road network.

- **Rail Infrastructure**

The South African rail network is the eleventh largest in the world at a total track distance of 30 400 kilometres. Public sector railways comprise three distinct entities, namely the Transnet Freight Rail (TFR) division of Transnet SOC Ltd (previously Transnet Limited), the Passenger Rail Agency of South Africa (PRASA), and the Gautrain Management Agency.

TFR owns 20 953 route km of cape gauge track, of which 12 801 route km comprises the core network. The remaining track comprises 68 branchlines totalling 6 708 kilometres in length. PRASA operates metropolitan commuter services through its Metrorail division, and long distance commuter services through its Main Line Passenger Services (MLPS) division, Shosholoza Meyl.

PRASA owns 746 route kilometres of cape gauge network or slightly more than half of the track on which Metrorail runs, whilst Shosholoza Meyl trains run almost exclusively on the TFR track. The access relationship that PRASA has with TFR is heavily influenced by the history of the asset split criteria used to allocate infrastructure and rolling stock. The criteria used was that the main user of the network received ownership control of the asset.

In practice, this should have decreased the requirement to access each other's network as much as possible, however, over time the pattern of asset usage has changed, and now in a number of cases Metrorail is operating on network owned by TFR, but where PRASA trains comprise the majority of activity on the track. The Gautrain network is approximately 80 kilometres long and does not interconnect with any other network on basis of its standard gauge track.

The rail sector, for the past 120 years, operated without a National Rail Policy and as such, the sector was negatively affected resulting in a significant loss of the market share. South Africa's railway network is a national asset and its operational effectiveness impacts the whole economy and society. In the absence of a National Rail Policy, coherent direction to guide development of the rail sector in alignment with rail's global development trajectory has not been forthcoming. The National Rail Policy will give much needed direction to the rail sector and will consider South African setting and its priorities, such as promoting the developmental state, socio-economic development, job creation, eradicating poverty, reducing unemployment and under-development and positioning railways in market spaces that could serve as backbone of the country's logistics and mobility systems.

The Department produced a Green Paper on National Rail Policy that was approved by Cabinet in August 2015 for public consultation. The Green Paper pronounced, amongst others, on the introduction of the standard gauge infrastructure in the rail network as well as rail economic regulation, which will facilitate private sector participation in rail through regulated third party access. Such innovation has seen a mind-set shift in critical stakeholders who have made commitments and strides in investing in rail technologies that will see improvements in the rail sector.

The National Development Plan (NDP) provides a strategic framework to guide actions on the maintenance and expansion of economic infrastructure such as transport and more especially rail transport to support economic growth and social development goals. The NDP states that given government's limited finances, private funding will need to be sourced for some of these investments. In addition to issuing licences and setting tariffs, the NDP requires regulations to place emphasis on stimulating market competition and promoting affordable access to quality services.

A closer working relationship between regulators, utilities and government Departments is emphasized as well as sufficient political will. The NDP recognizes that this will require capacity building in regulatory institutions and that the State itself has to have adequate capacity to formulate policies, support the design of regulators and respond to issues identified by these regulators. The Department established an Interim Rail Economic Regulatory Capacity (IRERC) which prioritizes developing guidelines and frameworks to ensure fair and transparent access to the rail network which will create a conducive environment for private sector participation.

Mobility is a key dimension of the National Development Plan 5-Year Implementation Plan. Transportation cuts across the economy, environmental sustainability, spatial transformation, global connectivity, state capability, social cohesion and health. To function optimally, South Africa needs reliable, economical, integrated smooth-flowing rail corridors linking the various modes of public transport. Investment in the rail network should increase access to an integrated rail network and create a conducive environment for private sector participation and investment in rail infrastructure.

Passenger rail is a critical function that creates enormous positive externalities for the economy and justifies significant subsidisation from government. The consequences of any move by passengers to alternative modes of transport include the new costs that are imposed on the rest of the economy; low-income households relying on more expensive and less safe modes of transport; traffic congestion increases; and people in outlying areas become even more marginalised. Any failure by the Passenger Rail Agency of South Africa (PRASA) to deliver on its primary mandate is, therefore, a matter of great public concern.

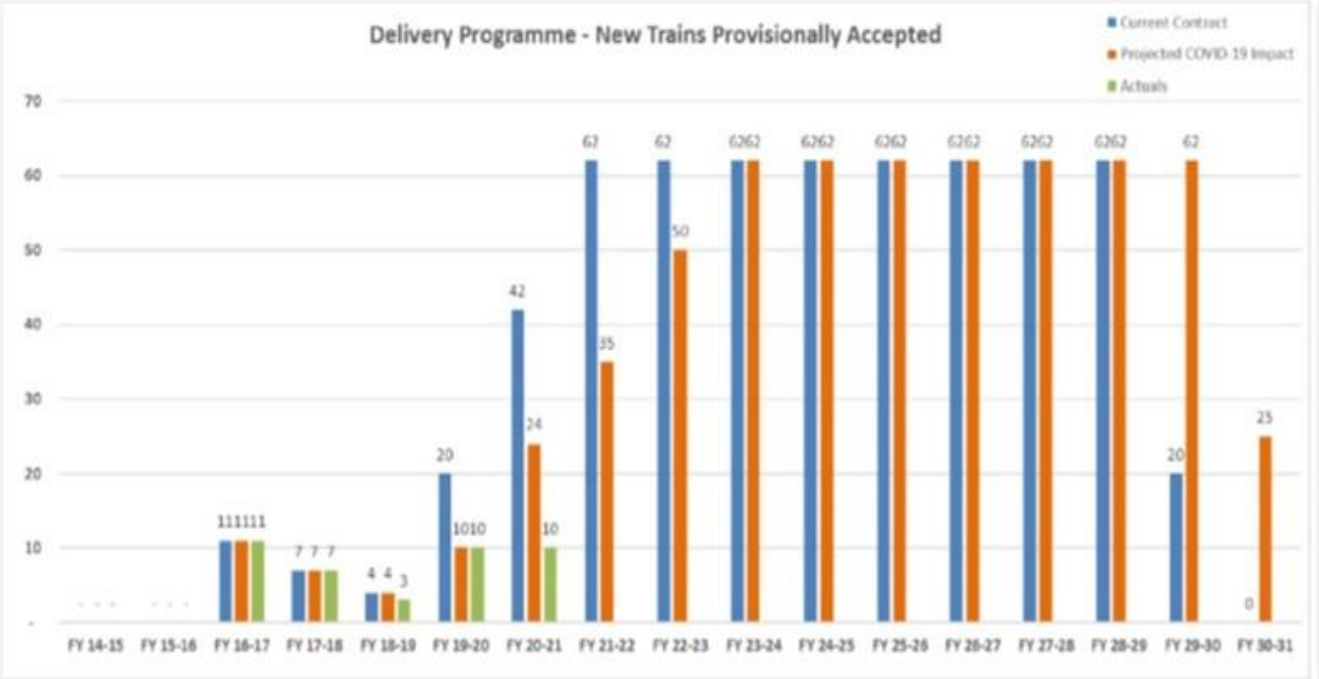
PRASA's operational and financial performance is in steep decline. Metrorail's current service levels, when measured by the rate at which trains are available for service, are cancelled and/or are late, or by customer satisfaction, are considerably below the levels of 2009. This is despite R80 billion of capital subsidies being allocated to PRASA for modernisation of the Metrorail network since 2009. Passenger rail safety has also remained problematic.

The decline in PRASA's service reliability resulted in a 60% decline in the number of paying passengers using Metrorail. This is reflected in a combination of declining passenger numbers, the decline in the number of trains running, worsening reliability, commuters defecting to alternative modes of transport and increased fare evasion. Apart from the decline in paying Metrorail passengers, there has also been a 90% decline in long-distance rail passengers.

Measured against the book value of its assets, which have risen nearly six-fold in the past ten years as a result of the modernisation programme, the halving of paid passenger trips represents significant organisational failure, especially since PRASA's core function is to convey low-income commuters to and from work every day in four of SA's largest centres.

Over the MTSF, the DoT and PRASA will intensify implementation of its capital expenditure programme with focus on three programmes, the Rolling Stock Fleet Renewal programme, the Station Modernisations programme and the Rail Signalling Improvement programme.

The Rolling Stock Fleet Renewal programme delivery schedule, showing the impact of COVID on the schedule as well is indicated below.



- **Aviation Infrastructure**

Civil aviation is vital to international trade, investment, and tourism, as well as contributing to domestic transport, sports and recreation. The Convention on International Civil Aviation of 1944 (Chicago Convention) imposes responsibility for compliance with aviation safety and security Standards and Recommended Practices (SARPs) on Contracting States. Aviation safety and security is of paramount importance and should be enhanced as far as possible.

In this context, national Government should retain overall regulatory accountability to ensure the unbiased regulation of aviation safety and security in accordance with international SARPs as defined by the International Civil Aviation Organization (ICAO). The South African Civil Aviation Authority (SACAA) has been created in terms of the Civil Aviation Act, 2009 (Act No. 13 of 2009) and remains the designated authority for purposes of conducting civil aviation safety and security oversight and overseeing the functioning and development of civil aviation industry in South Africa.

National Civil Aviation Policy cannot be considered in isolation and should be in harmony with Government's broad policy framework. Therefore, the policy has evolved within the parameters set by the Constitution of South Africa, the 2030 National Development Plan (NDP), the White Paper on National Transport Policy (1996) and various legal instruments and international conventions relating to civil aviation.

The White Paper on National Civil Aviation Policy (NCAP - 2017) acknowledges that the present airport infrastructure, with ownership vested in all spheres of government, as well as the private and non-profit sector, is an integral part of the South African transport system. This infrastructure contributes to the socio-economic development of the country in terms of direct job creation and economic activity, stimulating economic activity in the wider airport precinct (including through "airport cities" and "aerotropolises"). It also facilitates domestic- and international tourism, as well as trade. The NCAP also acknowledges that these airports

are currently not integrated into a meaningful airport network and that an integrated system involving all spheres of government, should be introduced.

The National Airports Development Plan (NADP) has been initiated in support of the NCAP. It is the plan intended to address the gaps between the current airport network and the future desired state. It will guide and support both overall network planning and the development of individual airports integrated within their broader spatial and transport contexts, in consultation with key airport stakeholders.

An integrated airport network system has the potential to support the NDP's objective by contributing to growing the economy of the country and ensure that potential investments are utilised effectively and efficiently through economic initiatives such as the aerotropolis concept, airport cities, Special Economic Zones (SEZ's) linked to international airports aimed at promoting economic growth, trade and tourism and job creation. It could further facilitate the expansion of tourism, including sport and adventure tourism. However, such initiatives must be sustainable to ensure economic growth within the country.

South Africa has more than 1 500 airports, which include licenced, unlicensed and registered airports. In order to understand and describe the airport network, a number of airport attributes need to be taken into account. These include airport infrastructure and facilities (both aeronautical and non-aeronautical), licencing/registration of an airport, designation of an airport as an international port of entry, nature and level of activity (including traffic volumes), ownership, proximity to the strategic transport network, as well as demand and capacity balancing with regard to the airspace.

In terms of infrastructure and capacity, runways are one of the most significant considerations. In South Africa, the majority of runways fall within International Civil Aviation Organization (ICAO) Codes 1 and 2 (short and narrow runways), typically unpaved (grass or gravel) runways. There are at least thirty-nine (39) Code 3 and 4 runways which are longer and wider runways that are typically paved. These include airports such as OR Tambo International Airport, Cape Town International Airport, King Shaka International Airport, Upington International Airport, Lanseria International Airport, Kruger Mpumalanga International Airport and Mafikeng Airport. Other capacity considerations include passenger handling capacity, and airspace co-dependencies between airports.

There are approximately hundred and twenty-eight (128) licensed airports, of which 10 are designated as international airports, and sixty-eight (68) voluntarily registered airports. With regards to ownership of airports**,** there are nine (9) Airports Company South Africa (ACSA) airports, nine (9) provincial government airports, thirty-eight (38) military airports and around hundred (100) municipal (local and district) airports. There are also numerous privately owned licensed airports with the vast majority of the remainder of the airports being private (business, non-profit, and individual). ACSA has generated R7.6 billion towards the South African economy in the financial year 2018/19, supported R2.9 billion in income for its employees and those of its local suppliers and supported 30 684 jobs of direct employees, indirect in its supply chain and induced jobs owing to wages spent by its direct employees.

ACSA facilitates over 21.1 million annual departing passengers though its airport network. Furthermore, ACSA has an annual departing and arrival throughput passenger capacity of

54.5 million across its entire airport network. To enhance capacity, ACSA will construct nine Code F and seven Code C remote apron stands to provide capacity for more aircraft at O.R. Tambo International Airport. Plans are underway to develop the airport's western precinct and midfield cargo terminal to accommodate growing demand and create opportunities for black-owned businesses in line with the construction sector transformation strategy. The growth in demand for services at Cape Town International Airport places increasing pressure on runway capacity and aircraft parking facilities.

To address this material constraint, ACSA will increase runway capacity by 50%. This will be achieved by re-aligning the primary runway and associated taxiways, increasing the maximum capacity from the current thirty (30) air traffic movements hourly to approximately forty (40), and providing for new procedures for new flight paths. An environmental authorisation has been secured to proceed with the runway re-alignment project. King Shaka International Airport is in the process of extending the Bravo taxiway and construction of two Code F aircraft stands. The project will increase parking capacity for larger international aircraft.

The majority of key Provincial and Municipal owned airports are not sustainable without on-going financial support based on allocations from the fiscus. Some smaller airports are focusing on precinct development to improve viability through increased non-aeronautical revenues.

The financial standing of military airports, which are funded through the budget of the Department of Defence, is difficult to assess, as financial information on these airports are not publicly available. Langebaanweg, Waterkloof, Hoedspruit and Overberg are military airports utilised as diversion airports for civilian aircraft. Some military airports are co-used by civilian operators.

Air Traffic and Navigation Service (ATNS) as a State-Owned Company and national provider of Air Traffic Management (ATM) services plays a significant role in contributing to South Africa's sustainability agenda through airspace infrastructure provision. Air Traffic Management (ATM) ensures orderly, expeditious, safe and secure aircraft movements in South Africa's airspace through the deployment of Communication, Navigation and Surveillance (CNS) infrastructure (terrestrial as well as space-based) in accordance with the strategies defined in the National Airspace Master Plan (NAMP).

To enhance the ATNS Air traffic services (ATS) provided at the nine statutory ACSA airports and at eleven regional airports, it is planned to consolidate approach control services for various airports Terminal Control Areas (TMA's) and to deploy remote tower technology for aerodrome control services without being stationed at the respective airports. Airspace, route and flight procedure designs are continually reviewed to allow for optimal performance by introducing Continuous Climb Operations (CCO), Continuous Decent Operations (CDO) into airports.

In terms of airspace and airport congestion, a formal slot allocation system is applicable at the three fully coordinated airports in South Africa, which are OR Tambo International, King Shaka International, and Cape Town International Airports. The purpose of slot coordination is to facilitate the optimal utilization of scarce resources at coordinated airports. It also aims

to facilitate stability of scheduled air services network serving South Africa; and orderly and safe operations at coordinated airports. Congestion is primarily experienced in the vicinity of the Johannesburg Terminal Area (TMA). There are also some airspace pressures at airports, which serve high volumes of non-scheduled traffic, flight training, general air services, and non-commercial aviation activity.

8.1.1.4 Building a *MARITIME* Nation, Elevating the Oceans Economy

This area presents a strategic opportunity for South Africa. South Africa is bordered by the ocean on three sides. In 2010, the ocean contributed approximately R54 billion to SA's Gross Domestic Product (GDP) and accounted for approximately 310 000 jobs. Studies suggest that the ocean has the potential to contribute up to R177 billion to the GDP and between 800 000 and one million direct jobs.

The DoT, as part of its contribution to unlock the economic potential of the ocean, will look at a number of key areas. These include regional coastal shipping agreement within the Southern African Development Community (SADC), establishment of a national shipping carrier and corporatisation of the Transnet National Ports Authority (TNPA).

Analysis of Strengths, Weaknesses, Opportunities and Threats (SWOT) Factors

Strengths	Weaknesses
• Policy certainty - South Africa Comprehensive Maritime Transport Policy approved in 2017 • Clear Regulatory and Maritime Governance Framework • Stakeholder engagement and participation platforms (legislated and non-legislated)	• Lack of transformation within the Maritime Sector • Lack of cohesion in the implementation of the regulatory framework • Inadequate integrated approach within government to implement maritime priorities. • Lack of provisions to enable enforcement of the National Ports Act and subsequent Regulations, has an impact of the socio-economic contribution of the maritime sector • Inadequate funding to implement the maritime development delivery programme/agenda • Slow pace to finalise the BBBEE sector codes – delayed transformation in the sector • Inadequate mechanism to derive value from the Bilateral Cooperation / Agreements • Limitations on Maritime Domain Awareness due to poor access to air and sea assets to assist with oversight and inability to hold transgressors liable • Limited access to appropriate Air Rescue assets for Search and Rescue operations
Opportunities	**Threats**
• The accelerated implementation of the Comprehensive Maritime Transport Policy towards the 2030 goal of South Africa becoming an IMC by 2030 • Enhanced of Maritime awareness by participation at the International Maritime Platforms such as : Rio competition in 2023 • The South African Maritime Oceans Economy Programme - The establishment of the Maritime Development Fund • Shift from Road to Rail – Open new markets for cargo movements • Creation and maintenance of port capacity to support trade in SA ports through an effective port tariff methodology and strategy • CIF vs FoB - Securing about 6% Government Cargo and use that to develop Coastal Shipping	• Reduced level of funding as a result of Maritime Transport not provided for in the Recovery and Reconstruction plan of the country • Human Capacity depletion and incapacity as consequence of the impact of COVID-19 • International maritime regulatory compliance, capacity and capability downgrade as a result of delayed legislative programme • Lack of cohesion in the implementation of the policy framework • Increased number of sub-standard vessels traversing SA territorial waters, increasing the treat to the environment and port infrastructure (i.e. scrap vessel towage on West Africa-India Route) • Stowaways / Trespassers at Ports and the prohibitive costs on ship operators using SA ports to remove stowaways / transgressors from their vessels

• Address monopolies, improve competitiveness, efficiency of port infrastructure and operations through sector wide economic regulation • Harmonization of Policy across Government to support Ship Ownership and Registration • AfCFTA implementation to promote coastal shipping as a means to promote intra-Africa trade • Expand on Cadetship Programme and create job opportunities for women and youth • Accelerate the implementation of the National Ports Act in relation to transformation	• Research and Coordination to enhance SA position at International Fora • Innovation and 4IR Technological Solutions

One of the key strategic objectives of the Comprehensive Maritime Transport Policy (CMTP) is to develop South Africa to be an International Maritime Centre in Africa. In considering this bold objective, it is important to note that the CMTP Implementation Plan 2030 envisages that this status may be achieved by 2030. In the 2nd year of the Maritime Decade the focus is highlighting Sailing and Luxury Boat building subsector as being part of what we offer to the world. South Africa's maritime sector must develop beyond its ability to serve national interest and be more occupied in providing efficient services to the global industry.

With the 4th Industrial Revolution (4IR) in our midst, South Africa should promote maritime analytical skills and tools to embrace the 4IR. There is need to learn from the bit of excellence ship and boat building industry where South is already highly recognized in the world and ranking number two (2) after France as leader in the manufacture and distribution of Catamarans and other sophisticated luxury yachts.

One of the areas requiring a better marine footprint is shipping and the CMTP Implementation Plan 2030 identifies coastal shipping as a key instrument laying a firm foundation to build and grow the maritime sector. We must also clarify during the coming Medium-Term Expenditure Framework trade policy as it relates to some of our commodities and on a gradual scale to be shipped by South African to be ship owners. Our focus in the coming decade is going to be in the building a strong maritime industry. South Africa must take steps to promote the development of a national shipping company in the light of the renewed impetus brought about by the CMTP.

Steps will be initiated to configure the structure in to deliver on the mandate of the Programme and all its agencies. There is ongoing need to monitor the staff profile of all maritime entities across the board. Other internal institutional factors that may impact on the achievement of the institution's outcomes must be reflected.

The nature of transformation of the maritime sector requires context and must also be informed by the fact that structurally a developing industry and therefore, part of what we need is modernization and innovation through smart technologies. The delayed appointment of the B-BBEEE Charter Council is delayed transformation. We will continue promoting the implementation of the 2019 Women in Maritime Dialogue Declaration.

The theme for 2021 is, '*South Africa: A Sailing and Leisure Boat Nation'*. During the year, DoT will deepen the South African sailing and boating culture. DoT will further progress work toward an operational framework for the national shipping company and take strides to

finalize the coastal shipping negotiation text in support of the Africa Free Trade Area Agreement. Great progress will be made in developing the ground-breaking work of the Maritime Development Fund (MDF) legislation. The fund will unlock key opportunities that must result in the implementation of the CMTP, including maritime infrastructure and services development, and positioning the country to attract international shipping to benefit from improved ship building and repair infrastructure offering.

In the coming years, maritime policy must help achieve a revitalized South African Merchant Shipping so that South Africa must have an ability to move her strategic cargo under the banner of a vibrant South African Maritime Brand: Maritime South Africa by increasing, the following:

- tonnage of identified commodities to be shipped by SA Shipping Companies;
- tonnage of identified commodities to be shipped by BBBEE Companies;
- percentage strategic cargo moved by the national company using chartered vessels;
- number of ships; rigs and boats repaired in South African ship repair yards;
- number of ships ordering and taking offshore bunkers in South Africa;
- number of direct jobs supported by maritime transport economy
- number of Ship candling services offered by South African businesses
- number of agreements entered into in terms of Section 56 of the National Ports Act, 2005 including number of licenses issued in terms of Section 75 of the National Ports Act, 2005
- export of SA goods and services to Africa carried by SA ships
- number of vessels carrying the SA Flag as primary register; and
- redesigning ports and small harbours infrastructure to support coastal shipping.

8.1.1.5 Accelerating *TRANSFORMATION* towards Greater Economic Participation

The transformation agenda of the sector will focus on the following objectives:

- Transformation of the South African construction, engineering, aviation, maritime sectors in line with national transformation imperatives, in a manner that broadens economic participation, economic growth and job creation.

- The Department of Transport's and all its entities' contribution to broad-based black economic empowerment, skills development and the growth of small, medium, macro enterprises and cooperatives, with a particular bias towards township, dorpie and rural economies.

Analysis of Strengths, Weaknesses, Opportunities and Threats (SWOT) Factors

Strengths	Weaknesses
• Commitment and political will to the transformation agenda • Dedicated programmes to fast-track gender mainstreaming in the transport sector	• Civil Aviation and Maritime Transport Sectors not transformed • Outdated sector BBBEE codes • Lack of Charter Council
Opportunities	**Threats**
• Reinstitution of the BBBEE Charter Council and updating of sector codes • Implementation of the Business Case to develop a state-owned aviation academy to address transformation in the Aviation sector • Targeted implementation of the National Strategic Plan to address gender-based violence and femicide (GBVF) in the taxi industry and rail transport environment (PRASA)	• Continued acts of GBVF in the taxi industry and rail transport environment • Strategic and operational uncertainty posed by the Covid 19 pandemic

The Integrated Transport Sector Broad-Based Black Economic Empowerment (B-BBEE) Codes, which are at the core of the sector's transformation agenda, comprise of eight sub-sectors, which seek to boost one of South Africa's largest infrastructure and Gross Domestic Product contributors. In alignment with government's national transport policies and action plans, the B-BBEE Act and B-BBEE Codes aim to fast-track the implementation of efficient transportation, freight and logistics sectors within the economy. Also, the B-BBEE Act and B-BBEE Codes will ensure it accelerate economic empowerment and transformation of the transport sector.

B-BBEE is aimed at empowering black people, particularly black female, black youth, black persons with disabilities, black people living in the rural areas, and black unemployed people. There are no specific targets for black men but black men are included in the general targets for black people. With the current Integrated Transport Sector B-BBEE Charter, emphasis is on black people, black women, black people living with disabilities and black youth.

- **Female:** beneficiaries of Supplier Development and Enterprise Development are Exempted Micro Enterprises (EMEs) or Qualifying Small Enterprises (QSEs) which are at least 51% black owned or at least 51% women owned

- **Youth in the new codes:** employment of youth is being encouraged through programmes such as the YES programme
- **Persons with Disabilities:** businesses that comply with B-BBEE offer real benefits and opportunities for persons living with disabilities as they are given opportunities to participate in management positions and in skill development programmes

Currently, the transport sector is still using outdated codes that were gazetted on the 21st of August 2009. Also, the Integrated Transport Sector doesn't have a Charter Council which is standard for every B-BBEE Sector. The process of reinstituting the Charter Council will be started and enhanced in the new financial year. The Charter Council aims to ensure that the process of aligning the transport sector codes is concluded and to ensure that the implementation and monitoring of the Integrate Transport Sector B-BBEE Charter is done. Therefore, lack of the Charter Council impedes on ensuring implementation and monitoring of the B-BBEE. As a result, this will lead to the Department of Trade, Industry and Competition repealing the current codes and the transport sector complying the generic codes.

SANRAL's Horizon 2030 aptly captures the core tenets of its transformation agenda, which should be replicated across all Transport entities. Taking cue from SANRAL, policies and practices of all DoT's entities must cover the whole range of the organisation's activities, from employment equity to skills development, community and enterprise development, procurement, legal, finance and audit with the following key focus areas:

- Develop transformation framework and policy
- Develop sub-sector transformation strategies
- Develop structured supplier development programme
- Ensure implementation by amending relevant policies

The building blocks of the Empowerment Programme constitutes eight pillars:

- Pillar 1: Achieve 60% ownership by taxi industry in all public-funded Integrated Public Transport Network projects and Taxi Recapitalisation Scrapping entity.
- Pillar 2: Roll out restructured subsidy model that includes participation of minibus-taxi industry.
- Pillar 3: Establish Aviation Academy that services the SADC Region and the continent.
- Pillar 4: Deliver high-impact socio-economic flagship projects.
- Pillar 5: Create a Technical Innovation Hub, underpinned by strong Research and Development and expand the SANRAL Technical Excellence Academy.
- Pillar 7: Achieve 60% spend on goods and services with procurement from black-owned, township, dorpie and rural enterprises.
- Pillar 8: Implement revolving door policy to leverage private sector expertise and provide skills fast-track programme through secondment arrangements.

8.1.1.6 *INNOVATION* that Advances Efficiencies and Supports a Continuous Improvement Model

The transport sector is rapidly evolving into one of the most innovative and dynamic areas of the economy. Significant developments and convergence artificial intelligence, mapping, data and communications are driving innovation in transport. Emerging technologies such as Autonomous Vehicle Technology (AVT), Electric Vehicle Technology (EVT), electronoc fare collection systems in public transport, Remote-Piloted Aircraft Systems (RPAS), etc, and others represent examples of where these technologies are aiming to transform the future use, operation, adaptability, and development of the transport system. These emerging technologies can offer benefits and advance DoT's mission of providing safe, clean, accessible, and efficient transport. Automation has already assisted in making aviation safer; it now holds the potential to significantly improve safety on our highways and other modes.

Automated systems perform more of the driving task and reduce opportunities for human error, which contributes to the vast majority of crashes. These systems can also enhance operational efficiency and provide tremendous societal benefits. Today, unmanned aircraft or drones are used for a variety of applications in areas like environmental monitoring and scientific research, precision agriculture and crop maintenance, safe infrastructure inspection, firefighting, search and rescue operations, and education. As integration continues, new jobs will be created and industries will develop. There will be significant potential benefits from these innovations, and there are also new policy and regulatory challenges that will need to be addressed.

The existing regulatory structure may not address, or be flexible enough to adapt to, rapidly advancing technologies and may result in significant barriers to adoption of these technologies. Coordinated actions are necessary to ensure nationwide inter-operability of emerging technologies and their compatibility with existing systems, while being cautious to avoid actions that unnecessarily impede innovation. Also, the full implications of emerging technologies to infrastructure, the workforce, and public agencies remain unclear. The DoT must be prepared to respond to challenges posed by emerging technologies, while accelerating their development and deployment to realize potential benefits.

Innovative technologies and practices are also key drivers for improving the safety and performance of the transport system. To achieve this goal, the DoT will support development and deployment of these innovative technologies by investing in targeted research, facilitating coordination and information sharing, partnering with industry and other stakeholders, assessing existing regulatory approaches to address potential barriers, and providing opportunities to expedite the testing and adoption of these beneficial technologies.

To achieve the sector's desired outcome of a safe, accessible, efficient and environmentally sustainable transport system, the DoT and its sector partners will need to evolve from focusing on operational efficiencies only and to extensively consider technological innovation in various areas such as information and communication systems, navigation systems, mobile platforms, automated and connected vehicles, unmanned aircraft systems and clean energy. Advances in data processing are enabling governments and private companies to improve transport services and better target investments.

Analysis of Strengths, Weaknesses, Opportunities and Threats (SWOT) Factors

Strengths	Weaknesses
• Affirmative and assenting sector stance and attitude to technological advances	• Inadequate policy and legislative environment to ensure effective regulation of new technologies in the sector
Opportunities	**Threats**
• Opportunities arising from the Fourth Industrial Revolution • Research and development opportunities	• Insufficient future in-house expertise to provide technical assistance on implementation of new technologies • Unpremeditated adverse results emanating from implementation of new technologies

In the current environment, where the Fourth Industrial Revolution (4IR) has become a topical issue, innovators have also identified the transport sector as they look to bring new systems into the market. For example, as shown by the rapid spread of Remotely-Propelled Aircraft Systems (RPAS) and the development of autonomous vehicles, new regulatory demands may appear that may need government to adapt its legislation and policies. Without sufficient in-house expertise is such areas, it would then be difficult for the DoT and the sector to provide technical advice thus creating a lag between government response and advancement in the market space.

Furthermore, autonomous vehicles (AVs) will become a reality in the not so far future. These vehicles will move on streets with little or no control by humans. AVs will be a solution to odds of current mobility such as road safety, social inclusion, emissions and congestion. Government is putting in place policy, legislation and strategies to take advantage of the benefits associated with AVs, while also minimising risks and unpremeditated consequences. The new policy, legislation and strategies should provide a welcoming environment for testing and development of AV technology.

The DoT must ensure that it is in a position to rapidly respond to the regulatory challenges posed by emerging technologies to ensure their safety, affordability and accessibility. In this regard, the Department should consider strengthening its research capabilities, particularly with regard to safety research and innovation while maintaining close connections with the larger research community.

The DoT's desired outcome in this space is to ensure that South Africa, as part of the global world that is impacted by these technological advances, becomes more supportive of these beneficial technologies that will ultimately improve efficiencies in the transport space.

Over the medium term, the DoT will, amongst others, prioritise the following:

- Pilot the roll out of a *Single (Integrated) Electronic Ticketing System* for government-subsidized public transport operators;
- Automation of manual operations in the driving licence application environment;
- Roll out of a *Virtual (Digital) Driving Licence Card*;
- Development of a legislative framework for implementation of *Autonomous Vehicle Technology*;
- Improvement of the regulatory environment for *Remotely-Piloted Aircraft System (RPAS).*

8.1.1.7 *ENVIRONMENTAL PROTECTION* – Recovering and Maintaining a Healthy Natural Environment

This area will cover the effects of transport activities on climate change and environment as a whole, and engage on approaches to avoid or mitigate those effects. The DoT's desired outcome will be to ensure that the sector advances environmentally sustainable policies and investments that promote reduction of carbon and other harmful emissions from all sources of transport.

Analysis of Strengths, Weaknesses, Opportunities and Threats (SWOT) Factors

Strengths	Weaknesses
• Approved Green Transport Strategy • Sector emission reduction transition plan	• Inadequate legislative environment to enforce international conventions particularly with regard to the new sulphur cap on vessels • Slow implementation of the road freight strategy
Opportunities	**Threats**
• Promulgation of the Marine Pollution Prevention Amendment Act • Modal shift from road to rail	• Emission of pollutants impacting on health of humans thus placing a burden on the healthcare system

Movement of goods and services in time and space defines and influences economic activity. Demand for transport shapes the urban landscape and influences our people's spatial choices in relation to schooling, places of work, religious services, and economic services such as banking, shopping and basic lifestyle requirements. Businesses, in similar ways, choose to establish themselves based on market proximity and size, and ease of transport supporting labour, goods and services. These choices contribute in ways that are either favourable or extremely compromising to the well-being of individuals, households and businesses (National Household Travel Survey, 2013:1)

Emissions from the transport sector in South Africa account for 10.8% of the country's total Greenhouse Gas (GHG) emissions. In addition to these direct emissions arising from the combustion of fuels, there are indirect emissions from the production, refining and transportation of fuels.

Continued growth within the transport sector is likely to have an increasing impact on land resources, water quality, air quality and biodiversity. In urban centres, transport is a major contributor to air pollution and emissions include nitrous oxides and particulates, which contribute to the brown haze we see over many of South Africa's main cities. These pollutants have a significant impact on human health, increasing risks of respiratory diseases, heart diseases, lung cancer and low birth weight (among others) – with children and the elderly particularly vulnerable. This place an even greater burden on the healthcare system with substantial medical costs.

Planes, trains and automobiles, carriages, carts and coaches from history's earliest to modern man's sophisticated modes of transport have changed through the ages with little attention paid to man's first step in mobility; walking. In South Africa, walking is one of the most utilised forms of getting people from one place to another, but at an enormous cost financially, emotionally, morally and physically.

It is thus the responsibility of the DoT to contribute significantly to national economic development through a people-centred approach that creates opportunity and stimulate growth. Thus, it is the intention of the Department to drive the goals of the National Transport Master Plan (NATMAP) 2050 as South Africa confronts its crossroad to bring safe, efficient, reliable, affordable transport for all its people. That makes the need for real change within the transport sector urgent and imperative.

During the MTSF, as part of implementation of the Green Transport Strategy, the DoT will strengthen its carbon emission transition plan to ensure that it contributes to the country's target of reducing GHG emissions by 42%.

In the Maritime Transport space, new IMO energy efficiency regulations and cleaner fuels are now in force globally. These regulations bring about a new marine fuel economy. The South African industry must take advantage of this reality not only by ensuring the enforcement, but also looking at opportunity brought about by the regulation.

Under the new global limit, ships must use fuel oil on board with a sulphur content of no more than 0.50%. That compares with the current limit of 3.50%, which has been in effect since January 2012. The interpretation of 'fuel oil used on board' includes fuel used in main and auxiliary engines and boilers. The transport sector welcomes the introduction of the sulphur cap, which came into effect last year.

South Africa lies in one of the world's busiest shipping lanes. The peculiar waters of South Africa serve to explain the treacherous sailing conditions. The large traffic volume transiting around the Cape Horn and the large number of ships sailing towards the country's ports make the coast vulnerable to oil pollution. It is with this view in mind that the country's marine pollution prevention measures be reviewed on a regular basis to ensure that oil pollution is minimised.

Over the medium term, the DoT will target to acquire a pollution prevention tug that will ensure that it timeously responds to emergency callouts and high-risk maritime emergencies.

It is also assumed that all autonomous vehicles (AVs) will be electric vehicles (EV). The assumption follows from the fact that in order for AVs to reduce their greenhouse gas (GHG) emissions, and to be environmentally friendly, they (AVs) have to take on the EV form. EVs are consequently considered a precursor to AVs. EVs have to be adopted and monitored because they will help reduce air pollution in the cities. EVs have zero tailpipe emissions. They are also more energy efficient. However, one wonders why EVs are still a small number as a portion of the total car sales in South Africa.

In some countries in order to reduce carbon emissions and eliminate the use of petroleum fuel using vehicles, an EV tax credit (of US $7500) is offered. This tax credit continues to be offered till the manufacturer reached a sales figure of 200 000 vehicle units. South Africa does not offer the above described tax credit, instead, it is introducing a (2021 to 2035) Automotive Incentive Scheme (AIS) designed to grow and develop the automotive sector. AIS provides a non-taxable cash grant of twenty percent (20%) of the value of investment in productive assets, and twenty five percent (25%) of the value of investment in productive

assets, by component manufactures and tooling companies. Dtic has to approve what investment qualifies for the incentive.

An additional, non-taxable cash grant of five percent (5%) may be offered for projects that maintain their base year employment figure throughout the incentive period, and achieve at least two of the following economic requirements: Tooling; Research and development in South Africa; Employment creation; Strengthening of the automotive value chain; Value addition; and Empowerment.

In October 2020, there were 6 233 EVs in SA (UYILO, 2020). That figure had increased considerably form 1 119 at the end of 2019. Of the 6 233 EVs, 5 011 are traditional hybrids (THEV); meaning that they use battery and conventional energy/petrol or diesel; 637 are plug-in hybrid electric vehicles (PHEVs); while 585 are full battery EVs.

To date, apart from demonstration vehicles such as scooters from the Department of Science and Innovation, electric vehicles using hydrogen fuel cells are very few in number in the country. The bulk of car manufacturing plants in SA produce traditional powertrain technologies of petrol and diesel. A few others use compressed natural gas (CNG) energy, which is considered to give off lesser GHG emissions. Most EVs offered in SA are thus imports. Mercedes was the first manufacturer to start making (C-Class Plug-in Hybrids) in SA.

8.1.1.8 GOVERNANCE – Greater Efficiency, Effectiveness and Accountability

The DoT seeks to improve the efficiency, effectiveness, and accountability of the department and sector through the reduction in low-value, obsolete, or duplicative regulations and other requirements, thus streamlining and improving coordination of business processes. In this regard, the department will be open and transparent, demonstrating to the public how the department is furthering its strategic goals, and effectively using its statutory and administrative authorities. The DoT will also target to build a departmental workforce that meets the challenges of today and tomorrow by improving employee engagement, recruiting talent from all segments of society, investing in workforce development and training, and enhancing the tools and technologies that employees rely on to meet the department's vision and mission.

In the 2021/22 financial year and in the medium term, more focus will be put on improving internal controls while addressing governance deficiencies highlighted in audit reports. Some of the key interventions include:

- Elimination of fruitless and wasteful expenditure;
- Reduction of irregular expenditure;
- Resolution of reported incidents of corruption;
- Establishment and operationalisation of ethics committees;
- Compliance with the 30-day payment requirement.

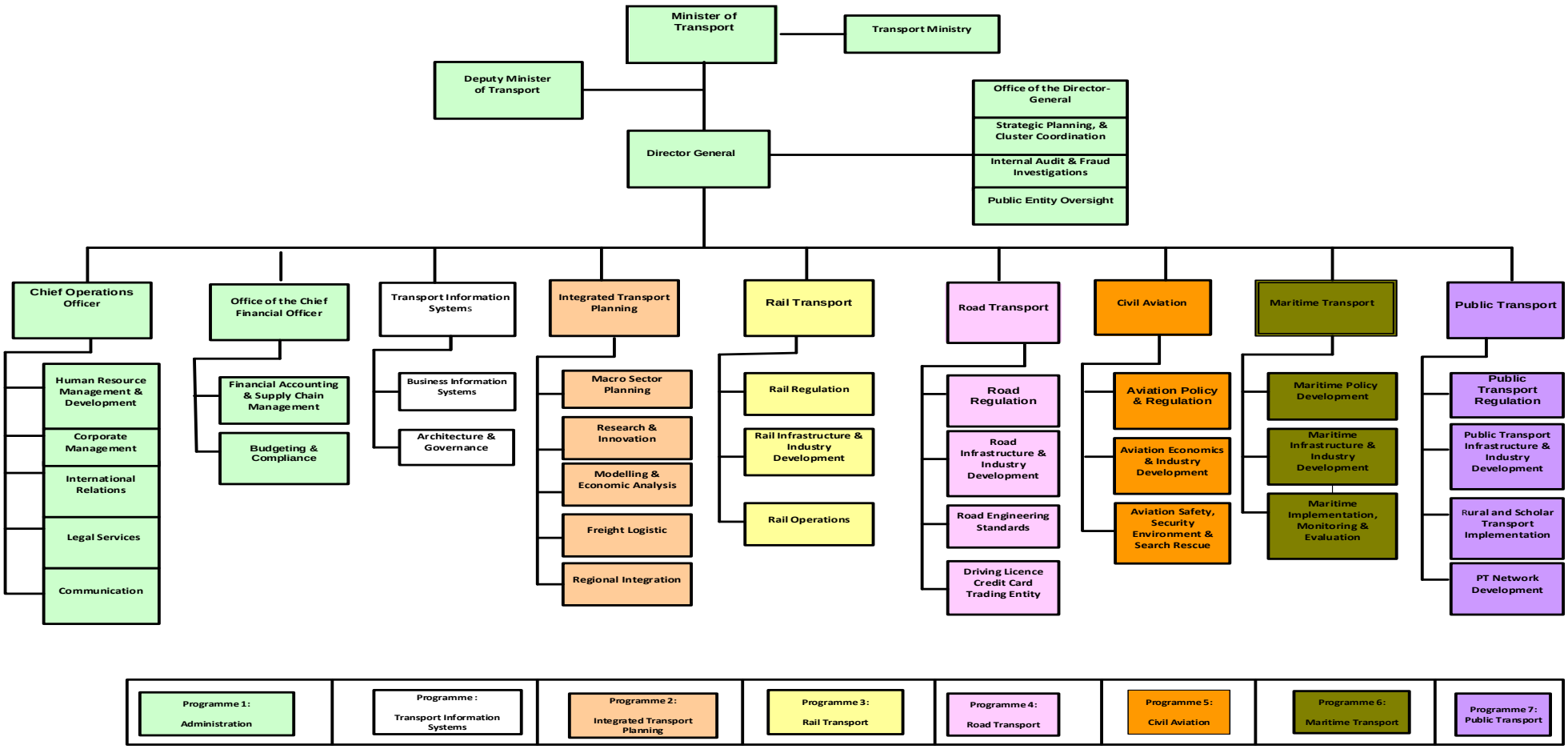
Further to the above, the Department must ensure that internal support functions are strengthened. This will done through efficient and effective planning and management of human capital, finances, procurement, sustainable operations, information technology, emergency preparedness, and support services. The DoT will actively pursue improvement of its efficiency, effectiveness, and accountability. Other strategies will include: investment in ongoing development and strengthening of DoT's internal workforce; improvement of financial performance and reduction of costs; increased capacity, efficiency, and security of systems; more efficient resource and energy use in its own operations and those of its grantees; and procedures and resources to address emergencies.

To improve the efficiency and effectiveness of the organization, the DoT will recruit, hire, and retain employees from all segments of society with the right skills, and provide the training and professional development opportunities they need to help the department successfully achieve its goals. The department will also attract and retain employees with the appropriate knowledge, skills, and abilities to help it develop and deploy new innovations and technologies and address cyber security threats to its information technology systems and to the security of the critical transport infrastructure.

8.2 Internal Environment Analysis

8.2.1 Organisational Structure

Organisational Structure for the Department of Transport
February 2021



The DoT's organisational structure, shown above, was approved in September 2011 and implemented from November 2011. The structure consists of four transport modes (rail, road, civil aviation and maritime transport), public transport and integrated transport planning. Support functions, particularly in the Office of the Director-General, Office of the Chief Operations Officer and the Office of the Chief Financial Officer are all categorised under the administration programme.

Since the creation and approval of the structure, the following changes were made, thus impacting on the number of posts on the establishment.

- **2015**: Posts not filled during the period were deactivated, thus reducing number of posts on the establishment to 699.

- **2016**: Seventeen (17) positions were added to the establishment for the National Public Transport Regulator (NPTR) Support (which deals with public transport issues relating to the issuing of permits for the transport tourists). This increased the establishment to 716 funded posts.

- **2017**: Centralisation of the Public Entity Oversight (POE) approved by the then Minister.

Over the period, some funded vacant positions were moved between units to address priority needs in areas with staff shortages.

8.2.2 Departmental Vacancies

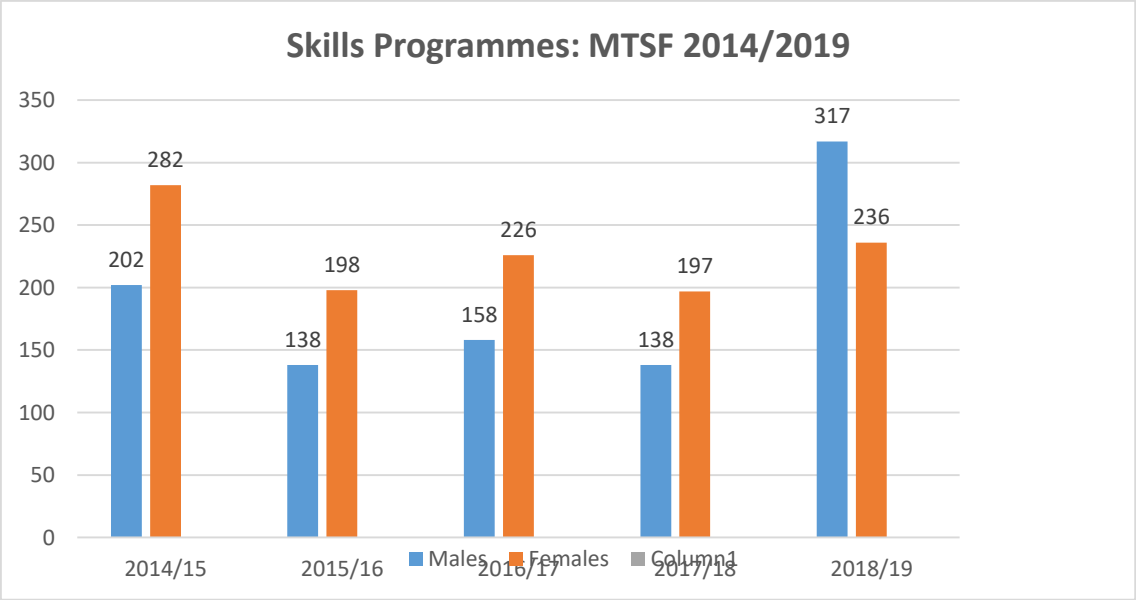
Vacancy rate in the Department of Transport remains a challenge. The main contributors to the high vacancy rate are unfunded positions in the organisational structure of the department and high termination rate.

DoT Vacancy Rate as at January 2021

Programme	Positions Filled	Vacant Positions	Vacancy Rate	Employees Additional to the Establishment
Administration	335	106	24%	8
Integrated Transport Planning	69	11	14%	0
Rail Transport	30	6	17%	0
Road Transport	87	30	27%	1
Civil Aviation	48	21	30%	0
Maritime Transport	31	14	31%	0
Public Transport	75	20	21%	0
TOTAL	**675**	**208**	**23%**	**9**

8.2.3 Human Resource Development

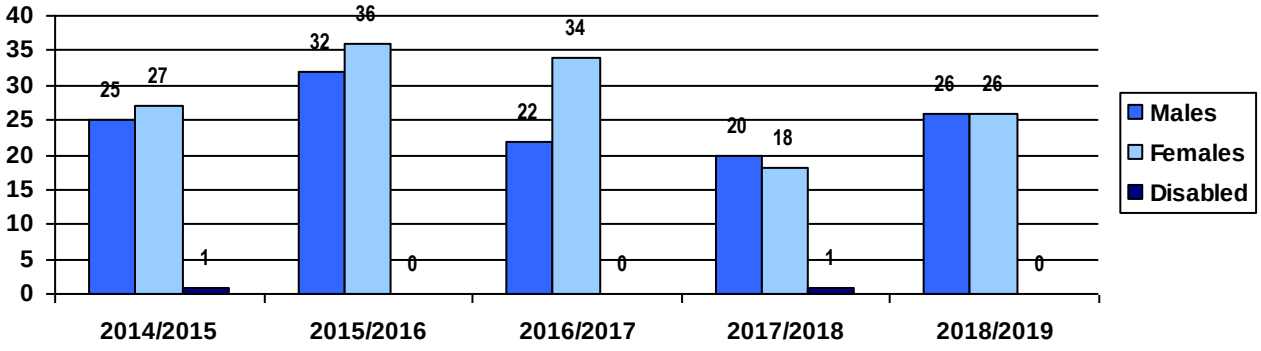
It is the DoT's priority to ensure that the right employees, with the right set of competencies and skills are always available to enable the Department to discharge its mandate in the most economic, effective and efficient way. To achieve this, various skills development initiatives have been implemented to address the departmental, sectorial and national imperatives in line with the government outcomes.



Since 2014, approximately 2 092 employees were exposed to technical and transversal courses to address the skills gaps identified through various methodologies (skills audit, questionnaires, incident reports, interviews). 413 (63%) of employees were trained during 2019/20 financial year in line with the approved Workplace Skills Plan (172 males; 242 females and 02 Persons with disabilities). During 2017/18 financial year, a skills audit project was successfully undertaken, where 95% of staff participated. Implementation of recommendations of the skills audit exercise is in progress.

To address the high youth unemployment rate, 266 interns were appointed for placement within the department during the 2014-2019 MTSF period were and an additional 74 placed across various municipalities in April 2018. Out of the fifty two (52) interns appointed on a 24 months contract (2018/2020), 29 interns secured permanent (21) and contract (8) jobs (i.e. 56%) before the expiry of their internship contracts.

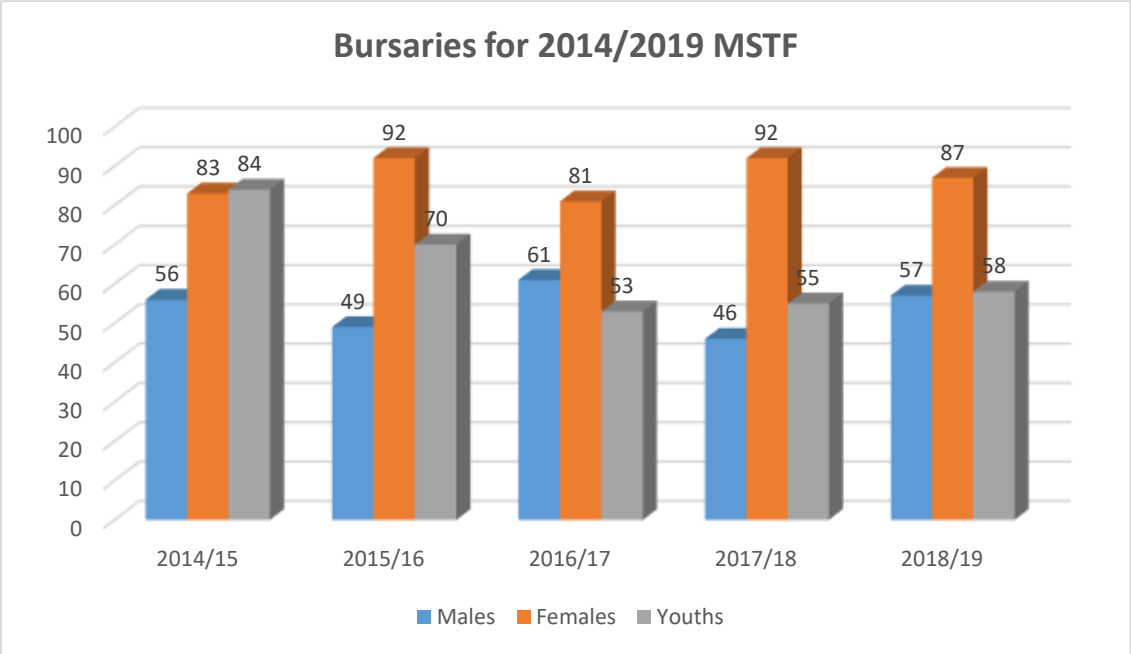
DoT demographics for Internship: MTSF 2014-2019



Furthermore, three types of learnership programmes targeting serving employees were implemented, namely,

- Project Management (NQF Level 4) – Ten (10) employees (08 Females and 02 Males)
- Internal Audit (NQF Level 5) – Two (2) employees (02 Females)
- Public Administration (NQF Level 5) – Fifteen (15) employees (09 Females and 06 Males)

In line with the departmental bursary programme, approximately 688 employees were provided with financial assistance in the previous MTSF. Currently, 166 bursars are continuing with their studies during the 2020/21 financial year. The DoT has also entered into MOUs with 12 universities for the development of transport skills pipeline. To this effect, about 6 269 students were supported financially and 279 students are currently enrolled under this university programme for the 2020/21 financial year. 94 students completed their respective qualifications.



To respond to the seven (7) Apex Priorities of the 2019 -2024 Medium-Term Strategic Framework in terms of Skills Revolution, DoT intends to introduce the Work Integrated Learning

Programme to complement the internship programme. Furthermore, to address the aviation skills shortage in the transport industry, the department aims to introduce Aviation qualifications within the identified universities, which the DoT is in partnership with. The consultation process is in progress.

8.2.4 Description of the DoT's Strategic Planning Process

The planning period 2020/21 – 2024/25, as per the requirement of the Public Finance Management Act (PFMA), Treasury Regulations and Revised Framework for Strategic Plans and Annual Performance Plans, the DoT conducted a comprehensive analysis of its performance and organisational environment to ensure that it responds to the key challenges faced by the sector.

The purpose of the exercise was to assess and ascertain critical areas of the DoT's contribution to the changed agenda of Government, aligned to the three (3) pillars of the National Development Plan (NDP) and the seven (7) Apex Priorities of the 6th Administration of Government, to re-prioritise interventions, and set out defined performance measures that ensure accelerated speed of service delivery. The DoT also identified critical success areas and notable challenges in the previous financial year, which assisted in developing appropriate remedial strategies going forward.

Following the disruptive onset of the novel coronavirus (COVID-19) pandemic and its subsequent lockdown, the global impact of the virus reared its claws in South Africa, affecting plans and operations in both the public and private sectors. The Transport sector was not spared, particularly during Lockdown Alert Levels 5 and 4. As a result, a number of targeted interventions in strategic and annual performance plans were either slowed down or completely halted. This initiated the revision of the fiscal framework of government for the 2020/21 financial year. To that effect, in terms of Section 10 of the Money Bills and Related Matters Act (No. 9 of 2009), government institutions were required to revise strategic and annual performance plans to incorporate revised budget figures, reduction on baselines, reprioritisations and reallocations in some instances. This would then have far-reaching implications for sector strategic and annual performance plans for the medium term strategic framework period.

To that regard, following requests by the Department of Planning, Monitoring and Evaluation (DPME) in relation to the revision of the Medium Term Strategic Framework (MTSF 2019-2024), the Department of Transport, in consultation with sector State-Owned Entities (SOEs), submitted inputs towards the revision of medium term targets. These inputs mainly focused on downscaling of targets, and reprioritisation of objectives in line with confirmed and projected cuts to fiscal resources as pronounced by the National Treasury.

During the 2020/21 financial year, the signing of delivery agreements between the President and Ministers provided another key step in enhancing performance of sector departments in line with government priorities. In January 2021, a Ministerial strategic planning session, comprising the DoT and sector State-Owned Entities (SOEs), was conducted to infuse the new targets in the Minister's delivery agreement into sector strategic and annual performance plans. Inputs coming out the session were used to ensure that there is alignment between what sector institutions would plan and deliver in line with the signed delivery agreement.

Before finalisation, the drafts were interrogated by management, and also submitted to the Office of the Auditor-General (AGSA) for a value-add exercise to ensure that they meet the AGSA's audit criteria. The DoT's Revised Strategic Plan 2020-2025 and the Annual Performance Plan 2021/22 were approved by the Executive Authority and submitted for tabling in Parliament in March 2021.

Monitoring and Reporting of the Strategic Plan and Annual Performance Plan

The Annual Performance Plan 2021/22, which corresponds to year two (2) of the DoT Strategic Plan 2020-2025, will be monitored and reported on, on a quarterly basis. Progress made on the achievements of the APP quarterly milestones will be analysed. Where programmes are unsuccessful in achieving predetermined quarterly milestones, corrective measures and revised timeframes will be discussed and approved by relevant programme managers.

Milestones not achieved in one quarter will be prioritised for achievement in the subsequent quarter following the quarter under review. Failure to achieve a quarterly milestone in two consecutive quarters will require intensive analysis and possible re-prioritisation by the relevant programme manager.

The DoT's Internal Guidelines for Planning, Monitoring and Reporting have been revised to align to the Revised Framework for Strategic Plans and Annual Performance Plans and also to improve management of red flags identified through its monitoring process. A clear standard operating procedure (SOP) has been developed on how each process will be coordinated and also to assign responsibilities.

8.2.5 DoT Risk Statement

In pursuit of its vision, the DoT faces risks to its business strategy, operations, protection of personnel, property and reputation. The department thus commits to a risk management process that ensures that all such risks are identified and assessed. Response plans are developed for each risk and implementation of these plans is monitored on a quarterly basis.

The effectiveness of risk management and control measures put in place will be reported to the Risk Management Committee, EXCO and the Audit Committee on a quarterly basis. Periodic independent assessments on the effectiveness of risk management will also be conducted by Internal Audit.

DoT Key Principles in Managing Risk

To achieve identified outcomes and outputs:

- Risks will be considered on a department-wide basis;
- Risk management will be integral to the strategic planning process, business decisions and daily operations;
- Risks will be identified, analysed, responded to, monitored and reported on, in accordance with the DoT policies and procedures;
- Risks will be identified per programme and response plans will be derived for each risks;

- Management will regularly assess the status of each risk and response plans;
- Compliance to the risk management process and control measures will be monitored and reported on.

Part C: Measuring Our Performance

1. Institutional Performance Information

9.1 Measuring the Impact

Impact Statement	A competitive, efficient, accessible, reliable and safe South African transport system that enables socio-economic growth and development.

9.2 Measuring Outcomes

9.2.1 DoT Priority Focus Area 1: *SAFETY* as an Enabler of Service Delivery

NDP Pillar 2: Capabilities of South Africans			
Priority 6: Social Cohesion and Safer Communities			
MTSF Programme: Safe Communities			
Sub-Programme: Safer Transport Systems			
PERFORMANCE OUTCOME	**OUTCOME INDICATOR**	**BASELINE[1]**	**FIVE-YEAR TARGET[2]**
Road Transport Safety			
Improved transport safety and security	• % reduction in road crash fatalities	• 12 921 road crash fatalities per annum	• 25% reduction *(Road crash fatalities reduced from 12 921 to 9 690)*
Rail Transport Safety			
Improved transport safety and security	• % reduction in reported rail safety occurrences	• 1 400 rail safety occurrences	• 54% reduction *(Rail safety occurrences reduced from 1 400 to 640)*
	• % reduction in reported rail security occurrences	• 4 676 rail security occurrences	• 78.6% reduction *(Rail security occurrences reduced from 4 676 to 1 000)*
	• % implementation of the national strategic plan to end Gender-Based Violence and Femicide (GBVF) in the rail transport sector	• New indicator	• 100% implementation
Civil Aviation Safety			
Improved transport	• % reduction in fatal accidents in	• 20 fatal accidents	• 50% reduction

[1] Baseline for all Priority Focus Areas is as at March 2019 (unless specified otherwise)
[2] Target year for all Priority Focus Areas is March 2024 (unless specified otherwise)

NDP Pillar 2: Capabilities of South Africans			
Priority 6: Social Cohesion and Safer Communities			
MTSF Programme: Safe Communities			
Sub-Programme: Safer Transport Systems			
PERFORMANCE OUTCOME	**OUTCOME INDICATOR**	**BASELINE[1]**	**FIVE-YEAR TARGET[2]**
safety and security	general aviation		*(Fatal accidents in general aviation reduced from 20 to 10)*
	• % reduction in fatal accidents in scheduled commercial aviation	• Zero (0) fatal accidents	• 0% *(Fatal accidents in scheduled commercial aviation maintained at zero (0))*
Maritime Transport Safety			
Improved transport safety and security	• % reduction in reportable maritime safety incidents rate	• Ten (10) reportable maritime safety incident rate	• 50% reduction *Reportable maritime safety incident rate reduced from 10 to 5 (and* below)
	• % reduction in maritime fatality rate	• Two (2) maritime fatality rate	• 50% reduction *Below one (1) maritime fatality rate reduced from 2 to 1 (and below)*
Public Transport Safety			
Improved transport safety and security	•	•	
	• % implementation of the national strategic plan to end Gender-Based Violence and Femicide (GBVF) in public transport (Taxi Industry)	• New indicator	• 100% implementation

9.2.2 DoT Priority Focus Area 2**: *PUBLIC TRANSPORT* that Enables Social Emancipation and an Economy that Works**

NDP Pillar 2: Capabilities of South Africans			
Priority 5: Spatial Integration, Human Settlements and Local Government			
MTSF Programme: Basic Service Delivery			
Sub-Programme: Public Transport			
PERFORMANCE OUTCOME	**OUTCOME INDICATOR**	**BASELINE**	**FIVE-YEAR TARGET**
National Taxi Lekgotla Resolutions Implementation			
Improved accessibility, quality and reliability of public transport	• Public transport funding scope expanded to incorporate the taxi industry	• No direct operational subsidy for minibus taxis • Capital subsidy through the Taxi Recapitalisation Programme • Fragmented funding sources for land-based public transport	• Revised Public Transport Funding Model approved and implemented
	• % ownership of the Taxi Scrapping Entity by the Taxi Industry	• New Indicator	• 60% ownership *(Framework for the taxi industry ownership of the Taxi Scrapping Entity developed and implemented)*
	• Number in old taxi vehicles scrapped	• 72 653 old taxi vehicles	135 894 old taxi vehicles
Integrated Public Transport Networks (IPTNs)			
Improved accessibility, quality and reliability of public transport	• Number of cities operating integrated public transport networks	• 6 cities	• 10 cities
	• Number of average weekday passenger trips across cities operating IPTNs	• 165 000	• 365 000
	• Revised BRT specifications and technical norms and standards implemented	• New Indicator	• Revised BRT specifications and technical norms and standards implemented (by March 2022)

NDP Pillar 2: Capabilities of South Africans			
Priority 5: Spatial Integration, Human Settlements and Local Government			
MTSF Programme: Basic Service Delivery			
Sub-Programme: Public Transport			
PERFORMANCE OUTCOME	**OUTCOME INDICATOR**	**BASELINE**	**FIVE-YEAR TARGET**
	• % compliance with spatial referencing of IPTN Programme	• New indicator	• 100% compliance
	• % compliance with universal design norms and standards	• New indicator	• 100% compliance
	• Number of BRT operating hours per day	• 16 hours	• 20 hours
Rural and Scholar Transport			
Improved accessibility, quality and reliability of public transport	• Number of district municipalities assisted with IPTN plans	• 6 district municipalities	• 10 district municipalities
	• Number of bicycles distributed (Shova Kalula Bicycle Programme)	• 90 000 bicycles	• 120 000 bicycles *(Bicycles distributed to youth increase from 90 000 to 120 000)*
Rail Transport			
Improved accessibility, quality and reliability of public transport	• Number of passenger rail trips	• *132 million*	• 311 million

9.2.3 DoT Priority Focus Area 3**: *INFRASTRUCTURE* Build that Stimulates Economic Growth and Job Creation**

NDP Pillar 1: A Strong and Inclusive Economy			
Priority 2: Economic Transformation and Job Creation			
MTSF Programme: Economy and Jobs			
Sub-Programme: Competitive and Accessible Markets			
PERFORMANCE OUTCOME	**OUTCOME INDICATOR**	**BASELINE**	**FIVE-YEAR TARGET**
Road Transport			
Increased access to affordable and reliable transport systems	• % compliance with the user-pay principle	• Non-compliance currently limited to the SANRAL network under the Gauteng Freeway Improvement Project (GFIP)	• 100% compliance *(Road Maintenance Funding Policy developed and implemented)*
	• % of national road network exposed to maintenance work	• Total network – 25 253 km (100% surfaced) - *Good Conditions – 60%* - *Fair Condition – 36%* - *Poor Condition – 4%*	• 100% *Overall Condition Index (OCI) of the national road network maintained as per the baseline*
	• % of provincial road network exposed to maintenance work	• Paved Roads – 46 548 km • Gravel Roads - 226 273 km	• 5% *(Upgrading, rehabilitation, resealing, blacktop patching, blading and regravelling)*
Decent Jobs sustained and created	• Number of jobs created through SANRAL national road maintenance programme	• 12 000 jobs	• 33 500 jobs
	• Number of jobs created through the provincial road maintenance programme	• 900 000 jobs	• 500 000 jobs
Rail Transport			
Increased access to affordable and reliable	• Number train sets deployed to priority corridors	• 23 train sets	• 271 train sets

NDP Pillar 1: A Strong and Inclusive Economy			
Priority 2: Economic Transformation and Job Creation			
MTSF Programme: Economy and Jobs			
Sub-Programme: Competitive and Accessible Markets			
PERFORMANCE OUTCOME	**OUTCOME INDICATOR**	**BASELINE**	**FIVE-YEAR TARGET**
transport systems	• Selected stations in priority corridors modernised[3]	• 28 stations modernised	• Central Line (Western Cape) • Mabopane-Pretoria Line (Gauteng)
	• Private Sector Participation (PSP) Framework implemented	• Zero base	• Private Sector Participation (PSP) Framework developed and implemented
	• High Speed Rail (HSR) Framework implemented	• Zero base	• High Speed Rail (HSR) Framework developed and implemented
Decent jobs sustained and created	• Number of jobs created through PRASA Infrastructure Programmes	• Zero base	• 33 000 (Direct and Indirect) jobs
Civil Aviation			
Decent jobs sustained and created	• Number of jobs created through the ACSA Infrastructure Programme	• 30 684 (direct and indirect jobs)	• 69 103 jobs

[3] Exact number of stations to be modernised will be determined by extent of theft and vandalism in selected corridors; and allowable financial resources following budget adjustments and reprioritisation. Detail is in the PRASA Corporate Plan.

9.2.4 DoT Priority Focus Area 4**: Building a *MARITIME* Nation, Elevating the Oceans Economy**

NDP Pillar 1: A Strong and Inclusive Economy			
Priority 2: Economic Transformation and Job Creation			
MTSF Programme: Economy and Jobs			
Sub-Programme: Competitive and Accessible Markets			
PERFORMANCE OUTCOME	**OUTCOME INDICATOR**	**BASELINE**	**FIVE-YEAR TARGET**
Increased access to affordable and reliable transport systems	• % compliance with the National Ports Act (2005)	• Non-compliance with the National Ports Act (2005) as a result of non-corporatisation of the National Ports Authority (TNPA)	• 100% *(Transnet National Ports Authority (TNPA) corporatized)*
	• Ports infrastructure constructed, refurbished and maintained	• Operation Phakisa Oceans Economy	• Operation Phakisa Oceans Economy Three-Foot Plan implemented
	• % compliance with adopted international maritime conventions	• Draft Merchant Shipping Bill	• 100% *(Merchant Shipping Bill promulgated and assented into law)*
	• Sustainable funding model for the enhancement of maritime capacity and capability developed	• Draft Maritime Development Fund Bill	• Maritime Development Fund Bill promulgated
	• Strategic national shipping capacity and capability improved	• Draft Operating Model for a National Shipping Company	• National Shipping Company established

9.2.5 DoT Priority Focus Area 5**: Accelerating *TRANSFORMATION* towards Greater Economic Participation**

NDP Pillar 1: A Strong and Inclusive Economy			
Priority 2: Economic Transformation and Job Creation			
MTSF Programme: Economy and Jobs			
Sub-Programme: Competitive and Accessible Markets			
PERFORMANCE OUTCOME	**OUTCOME INDICATOR**	**BASELINE**	**FIVE-YEAR TARGET**
Increased access to affordable and reliable transport systems	• Improved regulation and competitiveness	• ERT Bill approved for submission to Cabinet	• Single Transport Economic Regulator (STER) established and operationalized
		• Lack of an overarching rail legislative framework	• National Rail Act developed and implemented
	• % increase in previously disadvantaged individuals with critical and scarce skills in technical aviation occupations	• 1.9% Young Technical Talent, ATC, AME and aeronautical engineering disciplines introduced at undergraduate levels	• 1.5%
	• Competitive ship registration system	• Five merchant vessels registered on the South African Ship Register	• Ten (10) merchant vessels registered on the South African Ship Register

9.2.6 DoT Priority Focus Area 6: ***INNOVATION*** **that Advances Efficiencies and Supports a Continuous Improvement Model**

NDP Pillar 1: A Strong and Inclusive Economy			
Priority 2: Economic Transformation and Job Creation			
MTSF Programme: Economy and Jobs			
Sub-Programme: Innovation			
PERFORMANCE OUTCOME	**OUTCOME INDICATOR**	**BASELINE**	**FIVE-YEAR TARGET**
Improved competitiveness through adoption of new technology	• Integrated Automated Fare Collection Technology implemented	• 2011 Regulations on Integrated Fare System utilising inter-operatable bank cards operational in Johannesburg, Cape Town, Tshwane, George and eThekwini IPTNs and the Gautrain	• Single (Integrated) Electronic Ticketing System rolled out in selected government-subsidized public transport operators
	• Legislative framework for implementation of Autonomous Vehicle Technology	• Zero base	• Approved Regulations for implementation of Autonomous Vehicle Technology
	• Improved regulatory environment for Remotely-Piloted Aircraft System (RPAS)	• Approved RPAS Regulations (2015)	• Amended RPAS Regulations approved and implemented

9.2.7 DoT Priority Focus Area 7**: *ENVIRONMENTAL PROTECTION* – Recovering and Maintaining a Healthy Natural Environment**

NDP Pillar 2: Capabilities of South Africans			
Priority 5: Spatial Integration, Human Settlements and Local Government			
MTSF Programme: Environmental Management and Climate Change			
Sub-Programme: Reduction in Greenhouse Gas Emission and Pollution			
PERFORMANCE OUTCOME	**OUTCOME INDICATOR**	**BASELINE**	**FIVE-YEAR TARGET**
Emission of Greenhouse Gases reduced	• % reduction in greenhouse gas (GHG) emission	• Approved Green Transport Strategy • Transport sector accounts for 10.8% of the country's total emission • 2000 – 2017 GHG Inventory	• 1% reduction *(Transport sector emissions reduced from 10.8% to 9.8% of the country's total emission)*
	• % freight moved from road to rail	• 6.1 million tons	• 10% of road freight transferred to rail *(Freight Migration Plan developed and implemented)*
Pollution incidents reduced	• % reduction in reportable maritime pollution incident rate	• Two (2) maritime pollution incident rate	• 50% reduction *(Maritime pollution incident rate reduced from 2 to 1)*

9.2.8 DoT Priority Focus Area 8**: Governance** – Greater Efficiency, Effectiveness and Accountability

NDP Pillar 2: Capabilities of South Africans			
Priority 3: Education, Skills and Health			
MTSF Programme: Education and Training			
Sub-Programme: Skills Development			
PERFORMANCE OUTCOME	**OUTCOME INDICATOR**	**BASELINE**	**FIVE-YEAR TARGET**
Improved sector skills and capacity	• % reduction in vacancy rate	• 14.7% (DoT)	• Vacancy rate decreased to 10% and below
	• % of staff establishment trained as per the Department's Skills Plan	• 326 employees trained	• 60%
	• Number of bursaries managed	• Average 147 per annum	• 160
	• Number of interns employed	• Average 52 per annum	• 50 interns

NDP Pillar 3: A Capable State			
Priority 1: A Capable, Ethical and Developmental State			
MTSF Programme: A Capable and Honest Government			
Sub-Programme: Functional, efficient and integrated government			
PERFORMANCE OUTCOME	**OUTCOME INDICATOR**	**BASELINE**	**FIVE-YEAR TARGET**
Improved governance and strengthened control environment	• AGSA audit opinion as per the Public Audit Act (No. 25 of 2004)	• Unqualified Audit Report with findings	• Unqualified Audit Report with no significant findings (Clean Audit Report)
	• Percentage elimination of wasteful and fruitless expenditure	• New Indicator	• 100% elimination
	• Percentage reduction of irregular expenditure	• New Indicator	• 75% reduction
	• Percentage implementation of the public participation / stakeholder plan	• New Indicator	• 80% implementation
	• Percentage resolution of reported incidents of corruption	• New Indicator	• 95% resolution
	• Functionality of ethics structures and	• New Indicator	• Ethics committees established and

NDP Pillar 3: A Capable State			
Priority 1: A Capable, Ethical and Developmental State			
MTSF Programme: A Capable and Honest Government			
Sub-Programme: Functional, efficient and integrated government			
PERFORMANCE OUTCOME	**OUTCOME INDICATOR**	**BASELINE**	**FIVE-YEAR TARGET**
	adequate capacity ensured		operationalised
	• Percentage compliance to 30-day payment requirement monitored	• New Indicator	• 100% compliance
	• Percentage accountability to Parliament	• New Indicator	• 100% accountability by DoT and sector SoEs
	• Percentage implementation of the stakeholder plan / public participation	• New indicator	• 100% implementation
	• Percentage response to Parliament questions	• New Indicator	• 100% responses to Parliament questions within stipulated timelines
	• Updated shareholder compacts	• New Indicator	• Shareholder compacts updated annually
	• Gender-responsive strategic plans and annual performance plans developed	• New Indicator	• Approved gender-responsive strategic plans and annual performance plans
	• Gender-responsive quarterly and annual performance information reports developed	• New Indicator	• Approved sector quarterly and annual performance reports

9.3 Explanation of Planned Performance over the Five-Year Planning Period

a) The contribution of outcomes towards the achievement of the NDP Five-Year Implementation Plan

The core responsibility of the Department of Transport (DoT) is to set out a facilitative and regulatory policy and legislative framework for an efficient transport system. To this effect, the DoT is responsible for:

- Conducting sector research;
- Formulating legislation and policies to set the strategic direction of sub-sectors;
- Assigning responsibilities to public entities and other spheres of government;
- Regulating through setting norms and standards; and
- Monitoring implementation of sector programmes.

The outcomes identified by the DoT towards achievement of the National Development Plan (NDP) were thus designed to respond to the seven (7) apex priorities of the 6th Administration of Government, which are directly aligned to the three (3) pillars of the NDP.

b) The rationale for the choice of the outcome indicators relevant to the respective outcomes.

After a comprehensive analysis and assessment of sector performance over the previous medium term strategic framework (2024-2019), the DoT reviewed its overall contribution in relation to the predetermined objectives for the period under consideration. The analysis covered the mandate of the DoT and also assessed internal and external environments to ascertain the extent of the business problem facing the sector.

The current set of outcome indicators were designed to address identified sector gaps and shortcomings, and aimed at ensuring that the sector maximises its delivery to the country and provide value for its beneficiaries. As per the impact statement, outcome indicators will assist the DoT and sector to enhance implementation of transport functions and support service delivery. At outcome level, each sector entity will have a specific delivery mandate that will be in line with the overall impact statement. The DoT will thus oversee regulation and delivery of transport through these entities.

c) Explanation of enablers to achieve the five-year targets.

To achieve the 5-year targets, the DoT, as a policy department, will need to consider strengthening its oversight responsibility over its implementing agents, who are entities and provinces. A clear line of sight needs to be maintained to ensure that each institution delivers as per the outcomes set for the sector. To this effect, all entities must be capacitated and all governance requirements should be fulfilled to ensure that entities perform optimally thus eliminating wastage and inefficiencies.

Filling of vacant position across all sector institutions will receive urgent attention over the short to medium term. This process should ensure that incumbents with relevant expertise and experience are placed in rightful positions to ensure improved performance.

2. Key Risks

Programme 1: Administration

OUTCOME	RISK CLASSIFICATION	RISK DESCRIPTION	RISK MITIGATION
Improved governance and strengthened control environment	Service Delivery and support Risk	Inadequate and inefficient support services provided to core functions to enable delivery on the mandate of DoT	• Enforce compliance to all applicable legislative frameworks such as PFMA, PSA, and NARS etc. • Strict adherence to Recruitment Policies and Procedures. • Full implementation of Skills Development Plan.
	Legislative and Regulatory Compliance Risk	Non-compliance with the legislative frameworks (both financial and non-financial frameworks)	• Enforce compliance to all applicable legislative frameworks such as PFMA, PPPFA, PSA, and NARS etc. • Implement Anti-corruption Strategies
Improved sector skills and capacity	Human Resources (skills) Risk	Inability to attract (acquire), develop and retain critical specialized skills	• Prioritise capacity building (training and bursaries) for core programmes where there are scarce skills. • Liaise with the Department of Higher Education and Training. • Adopt norms and standards from Public Works guidelines and International Labour Organizations

Programme 2: Integrated Transport Planning

OUTCOME	RISK CLASSIFICATION	RISK DESCRIPTION	RISK MITIGATION
Increased competitiveness and access to transport modal networks through effective regulation	Legislative and Regulatory Risk	Delays in promulgation of the Economic Regulation of Transport (ERT) Bill.	• Monitor the implementation of the STER Bill upon approval.
Improvement of B-BBEE and transformation in the Transport	Economic Risk	Prolonged non-availability of the Charter Council will hinder the	• Establish the B-BBEE Charter Council.

OUTCOME	RISK CLASSIFICATION	RISK DESCRIPTION	RISK MITIGATION
Sector through sector codes.		implementation, monitoring and evaluation of the Transport Charter Codes.	
Transport Research and Innovation	Socio-economic Risk	Inadequate skills and capacity resulting to dependency on external partners for research and data inputs causes lack/poor analysis of data by transport policy developers, implementers and users	• Develop a Research and Innovation strategy with a National Research Agenda for transport. • Strengthen MoUs with Research and Innovation Hubs/institutions
Improved competitiveness through adoption of new technology	Information and Knowledge Risk	Limited access to information and knowledge on transport sector caused by lack of access to academic electronic libraries.	• Undertake information and knowledge audit

Programme 3: Rail Transport

OUTCOME	RISK CLASSIFICATION	RISK DESCRIPTION	RISK MITIGATION
Effective rail policies, strategies and plans guiding rail developments in the country	Legislative and Regulatory Compliance Risk	Lack of buy-in from critical stakeholders hinders the full implementation of the regulatory frameworks	• Comprehensive consultation with critical stakeholders
		Non-Approval of the National Rail Policy creates uncertainty in the rail sector	• Advocacy and lobbying for the rail policy
Fair and transparent legislative frameworks to ensure a safe and an effective railway environment	Legislative and Regulatory Compliance Risk	Resistance by operators to provide information needed for introducing economic regulation in the rail sector	• Strengthen working relationship with Department of Public Enterprises to source information from operators
		Resistance of the key stakeholders to the introduction of regulatory framework	• In-depth stakeholder management and Consultations
Improve and expand integrated passenger rail services though	Service Delivery Regulatory and Compliance Risk	PRASA - decline in service levels, reliability and availability of Rolling	• Implementation of a PRASA War Room to recover service levels, safety compliance and

OUTCOME	RISK CLASSIFICATION	RISK DESCRIPTION	RISK MITIGATION
modernisation programme		Stock Compliance with Safety Permit conditions	the re-sequencing of the modernisation programme
Create a conducive environment for Private Sector Participation (PSP) and Investment in rail infrastructure	Legislative and Regulatory	Absence of rail sector economic regulation to guide pricing, access and service levels. Limits private sector investment and participation	• IRERC to develop guidelines for pricing, access, service levels and investment in the rail industry
Integrated Public Transport with rail commuter transport as backbone	Service delivery	Failure to develop the priority corridor modal integration operational plans will result in the lack of integration by 2030	• Strong dedicated team to focus on the liaison and consultations with the Cities in the Intermodal Planning Committees (IPCs) • Signed MoUs with Cities key to delivery of the priority corridor integration plans

Programme 4: Road Transport

OUTCOME	RISK CLASSIFICATION	RISK DESCRIPTION	RISK MITIGATIONS
Improved transport safety and security	Social Security risk	Increased road crashes and deaths	• Implement National Road Safety Strategy 2016-2030 • Sustained law enforcement and high visibility 24/7 • Public Awareness and Education • Research behavioural studies • Driver training incl. regulatory frameworks
Improved governance and strengthened control environment	Fraud, Corruption and Ethics risk	Fraud and corruption in vehicle Testing Centers and driver license testing centers as well as in road traffic law enforcement operations	• Approval of Anti-Fraud and Corruption Strategy for the Road Traffic Environment • Monitor implementation of the National Anti-Fraud and Corruption Strategy for the Road Traffic Environment
Legislative and Regulatory compliance risk	Legislative and regulatory enforcement risk	Inadequate/Poor Law enforcement by Road Traffic law Enforcement Agencies.	• Implementation and enforcement of the Road Safety Act and Regulations • Sustained law enforcement and high visibility

			24/7.

Programme 5: Civil Aviation

OUTCOME	RISK CLASSIFICATION	RISK DESCRIPTION	RISK MITIGATIONS
Air Service Bill approved by Parliament; South African Maritime and Aeronautical Search and Rescue Amendment Bill approved by Cabinet;	Legislative and Regulatory Compliance	External dependencies that hinders the timeous finalization and the approval of Bills	• Proper project plans formulated and fully adhered to.
Accelerate aviation transformation	Inter-governmental Relations Risk	Resistance and Lack of buy-in from the relevant stakeholders.	• Proper project plan formulated; Inter-governmental relations forged at DG levels
A functional Aviation Safety Investigation Board (ASIB) established	Legislative and Regulatory Compliance	Non-compliance with ICAO Standards may result in a Repeated finding filed by ICAO.	• Consultation with key government stakeholders to facilitate its establishment.
Improved competitiveness through adoption of new technology RPAS	Technological Risk	Adoption and Introduction of technology that is not responsive to local economy and market demands	• Fast-tracking the process of amending the regulation

Programme 6: Maritime Transport

OUTCOME	RISK CLASSIFICATION	RISK DESCRIPTION	RISK MITIGATIONS
Merchant Shipping Act	Legislative and Regulatory Compliance Risk	Non-compliance with IMO reporting obligations due to Other Maritime Administrations and the Maritime Industry not recognizing the Certificates issued for SA Seafarers.	• Collaborate with the Maritime Law Association of South Africa • Approved Merchant Shipping Bill
	Legislative and Regulatory Compliance Risk	Inadequate Maritime Regulatory and Legislative environment, due to slow ratification, domestication and review	• Full implementation of the National Ports Act

OUTCOME	RISK CLASSIFICATION	RISK DESCRIPTION	RISK MITIGATIONS
		of the Maritime Legislative Framework	
Enabling economic growth and industry development	Socio-economic Risk	Lack of /slow transformation and constraint access to opportunities in the maritime sector.	• Corporatization of the National Ports Authority.
	Regulatory Oversight Risk	Inability of the Authority to exercises its oversight role in the port system	• Full implementation of the National Port Act
Energy Efficient Maritime Industry	Legislative and regulatory compliance Risk	Non-availability of compliant marine fuels.	• Full implementation of MARPOL VI • Approved Maritime Energy Efficiency Programme (MEEP) • Monitor and evaluate the implementation of the MEEP
	Regulatory Oversight Risk	Inadequate marine pollution prevention capability caused by Inadequate / Lack of oversight of air emissions at the ports	

Programme 7: Public Transport

OUTCOME	RISK CLASSIFICATION	RISK DESCRIPTION	RISK MITIGATIONS
Timeous Implementation of Transport Appeal Tribunal (TAT) decisions	Regulatory and compliance Risk	Delays in the Implementation of TAT decision by Regulatory Entities.	• TAT to issue issues directive to the Regulatory Entity.
The provision of safe public transport vehicles	Regulatory and Compliance Risk	Non-compliance in meeting the qualifying requirements of the safe public transport vehicles program	• Determine extent of non-compliance and reasons for such. • Consider options for inclusion into the program.
Improved accessibility, quality and reliability of public transport	Infrastructure Service Delivery Risk	Limited investment in rural transport infrastructure and services	• Gradual rollout of IPTN plans and mobilisation funds for full rollout of IPTN plans. • Commence full rollout of Integrated Ticketing System for all subsidized public transport operators • Pilot Integrated Fare System on subsidised operators.
Improved public transport safety	Legislative and Regulatory	Inadequate/Poor Law enforcement	• Implementation and enforcement of the Road

OUTCOME	RISK CLASSIFICATION	RISK DESCRIPTION	RISK MITIGATIONS
and security	compliance risk	by Road Traffic law Enforcement Agencies	Safety Act and Regulations
Increased number of passengers using IPTN services	Financial Risk	Utilization of transferred grants for non-grant purposes by receiving authorities	• Continue monitoring through DORA Framework (invoke section 18 and 19) by conducting quarterly bilateral meetings, obtain quarterly reports and portfolio of evidence. • Monitoring of grant and technical support on the delivery of IPTN Programme
Increased number of passengers using IPTN services	Infrastructure	Poor quality of IPTN services (Infrastructure and operations)	• Conduct annual technical site inspections

3. Public Entities

NAME OF PUBLIC ENTITY	MANDATE	OUTCOMES
Passenger Rail Agency of South Africa (PRASA)	The primary focus of the Passenger Rail Agency of South Africa (PRASA), as an arm of the National Department of Transport (the shareholder) is on the mandate as contained in the Legal Succession to the South African Transport Services ("SATS") Act, 1989 (Act No. 9 of 1989) as amended in November 2008, and listed as Schedule 3B of the PFMA	• Deliver on the requirements of Government Transport Policy and the Legal Succession Act (operational effectiveness) • Implement a financial turnaround plan to ensure the building of a commercially viable and sustainable entity • Invest in new capacity through the acquisition of new capacity through the acquisition of new, modern trains, signalling and operating systems to address service imbalances inherited from the past
Rail Safety Regulator (RSR)	Established in terms of the National Railway Safety Regulator Act, 2002 (Act No. 16 of 2002) (as amended), and listed as Schedule 3B of the PFMA The mandate of the RSR is to oversee and promote safe railway operations through appropriate support, monitoring and enforcement, guided by an enabling regulatory framework, including regulations	• A conducive regulatory environment • Improved levels of safety and security in the railway industry • Sustainable institutional effectiveness • Improved levels of safety and security in the railway industry
Road Traffic Management Corporation (RTMC)	The Road Traffic Management Corporation Act, 1999 (Act No. 20 of 1999) was approved by Parliament in 1999. The Act is aimed at establishing the corporation to pool powers and resources and to eliminate the fragmentation of responsibilities for all aspects of road traffic management across the various levels of government. More so to oversee coordination of traffic law enforcement and the implementation of road safety interventions	• Harmonised law enforcement strategies and systematic law enforcement across the three tiers of government
Road Traffic Infringement Agency (RTIA)	To promote road traffic quality by providing for a scheme to discourage road traffic contraventions, to facilitate the adjudication of traffic infringements, to support the prosecution of offences in terms of the national and provincial laws relating to road traffic, and implement a point demerit system	• Amended AARTO Act and Regulations • Increased Agency revenue share of outstanding infringement penalties • Five communication programmes for various road users implemented • Reduced backlogs within 60 days of adjudication

NAME OF PUBLIC ENTITY	MANDATE	OUTCOMES
Road Accident Fund (RAF)	The Road Accident Fund Act, 1996 (Act No. 56 of 1996) (the RAF Act) provides for the establishment of the RAF whose legal mandate is to compensate users of South African roads for loss or damage caused by the negligent driving of motor vehicles within the borders of the Republic	• Legislative enablement - Change fundamentals business model through changes in legislation • Operational efficiency and effectiveness - Change operational model in line with changes in the business model of the RAF • Financial sustainability - Credible plan to eradicate deficit
South African National Roads Agency Limited (SANRAL)	To perform all strategic planning with regard to the national road system as well as the planning, design, construction, operation, management, control and maintenance of national roads in accordance with its business and financial plan	• Maintain roads on a routine basis • Carry out periodic and special maintenance of road infrastructure • Develop new facilities and strengthen road networks
Cross-Border Road Transport Agency (C-BRTA)	The strategic intent of the C-BRTA is clearly stipulated in the Cross-Border Road Transport Agency Act, 1998 (Act No. 4 of 1998) as amended, and listed as Schedule 3B of the PFMA The mandate of the C-BRTA is to regulate access to the market by the road transport freight and passenger industry in respect of cross-border road transport by issuing of permits, and to facilitate the unimpeded flow of passenger and freight movements by road across the borders of South Africa to contribute to the social and economic development initiatives as announced by Government The C-BRTA promotes regional integration through progressive market freight liberalisation; the establishment of cooperative and consultative relationships and structures; improving safety, security, reliability, quality of cross-border road transport; ensuring informed decision-making and policy development and enhancing the capacity of the public sector in its strategic planning and	• Market access regulated, i.e. permits issued • SMMEs in the cross-border market • Operator compliance improved as reflected by the decrease in prosecutions and increased visibility • Strategic reports released (advisory) • SADC standards and procedures harmonised as a result of consultations • Participation in collaborative border management operations increased resulting in regional integration, economic integration and increased trade.

NAME OF PUBLIC ENTITY	MANDATE	OUTCOMES
	monitoring functions	
South African Civil Aviation Authority (SACAA)	The SACAA was established in 1998 following the enactment of the South African Civil Aviation Authority Act, 1998 (Act No. 40 of 1998), and listed as Schedule 3B of the PFMA. The said Act has since been repealed by the Civil Aviation Act, 2009 (Act 13 of 2009) The Civil Aviation Act provided for the establishment of a civil aviation authority charged with promoting, regulating and enforcing civil aviation safety and security standards throughout the aviation industry	• Contribute to the development of an Airfreight Strategy • Contribute to the development of a National Airports Development Plan • Contribute to continental and regional aviation development • Regulate, promote and oversee civil aviation safety and security • Equitably and successfully implement BBBEE plan • Implement employment equity targets • Minimise aviation emissions • Optimise revenue streams and management systems • Embed principles of corporate governance in the work of every SACAA team member and service • Build a resilient organisation with adequate capacity, capabilities and a high performance culture
Air Traffic and Navigation Services (ATNS)	ATNS was established by the Air Traffic and Navigation Services Company Act, 1993 (Act No. 45 of 1993), and listed in Schedule 2 of the PFMA Section 4 of the ATNS Company Act mandates ATNS to provide safe, efficient and cost-effective air traffic management solutions and associated services on behalf of the State in accordance with International Civil Aviation (ICAO) standards and recommended practices, as well as the South African Civil Aviation Regulations and Technical Standards	• Deliver continuous improvement of our safety performance • Become a transformative organisation that invests in its people • Provide efficient air traffic management solutions and associated services which meet the needs and expectations of the ATM community • Maintain long-term financial sustainability • Play a leading role in the development of air traffic management in Africa and selected international markets • Deploy and use leading technologies to the benefit of the ATM community
Airports Company South Africa (ACSA)	ACSA was established by the Airports Company Act of 1993 as a public company under the Companies Act of 1973, as amended, and listed as a major public entity in	• Develop a platform to enable the further creation of value for ACSA and its stakeholders • Develop and implement detailed project plans for

NAME OF PUBLIC ENTITY	MANDATE	OUTCOMES
	terms of Schedule 2 of the PFMA	identified affirmative action measures • Incorporate the overall needs and benefits of stakeholders • Improve operational efficiencies to meet best practice for both users and ACSA • Consider the impact of the regulated base • Manage the financial position and credit metrics
South African Maritime Safety Authority (SAMSA)	The South Africa Maritime Safety Authority (SAMSA) is established in terms of the SAMSA Act, 1998 (Act No. 5 of 1998), a Schedule 3A public entity in terms of the PFMA. Its mandate is derived from the SAMSA Act, 1998, as well as international maritime conventions to which South Africa is a signatory The objectives of the Authority are: a) To ensure safety of life and property at sea b) To prevent and combat pollution of the marine environment by ships c) To promote the Republic's maritime interests	• Improve service delivery, strengthen corporate performance and governance and combat corruption • Ensure service excellence in maritime safety, security, health and environmental sustainability • Promote the development of South Africa's maritime economy, maritime skills and social transformation • Advance and protect South Africa's regional and international maritime interests • Facilitate maritime stakeholder engagement and leverage strategic partnerships
Ports Regulator (PR) of South Africa	The Ports Regulator is a public entity established in terms of section 29 of the National Ports Act, 2005 (Act No. 12 of 2005) The role of the PR is to regulate the activities of the ports industry in accordance with the policy and legislative mandate of the state	• Consideration of user and other stakeholder needs and views • Participants in the market should be treated equally and fairly • Regulation should be kept to a minimum, without compromising national aspirations, health, security, efficiency and environmental sustainability • The principle of user-pay or cost recovery, benchmarked against international best practice to ensure that the costs are globally competitive

Part D: Technical Indicator Descriptions (TIDs)

4. Measuring Outcomes

4.1. Priority 6: Social Cohesion and Safer Communities

4.1.1. DoT Priority Focus Area 1: Safety as an Enabler of Service Delivery

Indicator Title	% reduction in road crash fatalities
Definition	A road crash fatality refers to loss of life resulting from a traffic collision wherein a motor vehicle collides with, amongst others, another vehicle, a person or an object. Pedestrians, animals, road debris or any other object may be involved. A road traffic collision often results in injury, death and damage to property and/or infrastructure.
Source of data	Global Plan for the Decade of Action Road Safety 2011-2020, (5 Pillars). Literature review. Meeting with Stakeholders. Road Accidents Statistics, Recommendations of the Road Safety Summits and Previous draft Road Safety Strategy, World Health Organisation Road Safety Status Report, UN Decade of Action Report (DoT), E-Natis data, Stats SA Research Report
Method of Calculation	Simple Count
Assumptions	Clarity of roles between the DoT, RTMC and Provinces regarding implementation of the NRSS
Disaggregation of Beneficiaries	N/A
Spatial Transformation	N/A
Reporting Cycle	Annually
Desired performance	Reduction of crashes in South Africa, Increasing survival rate of crashes and improving health outcomes for crash victims, protecting vulnerable road users
Indicator Responsibility	Deputy Director-General: Road Transport – Mr. C. Hlabisa

Indicator Title	% Reduction in reported rail safety occurrences
Definition	Rail safety occurrences refer to accidents or incidents associated with rail operations. These include, but not limited to, people struck by trains, level crossing occurrences, train collisions, passengers travelling outside designated area of train and platform-train interchange occurrences.
Source of data	Passenger Rail Agency of South Africa (PRASA) and State of Rail Safety Report – Rail Safety Regulator (RSR)
Method of Calculation	Simple Count
Assumptions	N/A
Disaggregation of Beneficiaries	N/A

Spatial Transformation	N/A
Reporting Cycle	Annual
Desired performance	Reduction in rail fatalities
Indicator Responsibility	Deputy Director-General: Rail Transport – Vacant

Indicator Title	**% Reduction in reported rail security occurrences reported**
Definition	Rail security occurrences refer to incidents that threaten the safety or protection of PRASA employees, commuters and infrastructure. These include, but not limited to, vandalism of infrastructure, theft of cables, torching of trains and general criminal activities in trains, stations and along railway lines.
Source of data	Passenger Rail Agency of South Africa (PRASA)
Method of Calculation	Simple Count
Assumptions	Factors that are accepted as true and certain to happen without proof
Disaggregation of Beneficiaries	N/A
Spatial Transformation	N/A
Reporting Cycle	Annual
Desired performance	Reduction in rail security occurrences
Indicator Responsibility	Deputy Director-General: Rail Transport – Vacant

Indicator Title	**% Implementation of the national strategic plan to end Gender-Based Violence (GBV) in the rail transport sector**
Definition	Gender-based violence and femicide (GBVF) is violence directed against a person because of that person's gender or violence that affects persons of a particular gender disproportionately.
Source of data	Reports on implementation of programmes to address GBV in the rail and public transport environment
Method of Calculation	Simple Count
Assumptions	N/A
Disaggregation of Beneficiaries	N/A
Spatial Transformation	N/A
Reporting Cycle	Annually
Desired performance	100% implementation of the national strategic plan to end GBVF in the rail and public transport services
Indicator Responsibility	Deputy Director-General: Public Entity Oversight – Mr Z. Thwala

Indicator Title	**% reduction in fatal accidents in general aviation**
Definition	Fatal accidents in aviation refer to occurrences associated with operation of an aircraft, which take place from the time any

	person boards the aircraft with intention of flight until all such persons have disembarked, in which (a) person(s) is/are fatally injured. General Aviation refers to all civil aviation aircraft operations other than a commercial air transport or an aerial work operation.
Source of data	State of Aviation Safety Report – South African Civil Aviation Authority (SACAA)
Method of Calculation	Simple Count
Assumptions	N/A
Disaggregation of Beneficiaries	N/A
Spatial Transformation	N/A
Reporting Cycle	Annual
Desired performance	Reduction in the number of fatal accidents in aviation
Indicator Responsibility	Deputy Director-General: Civil Aviation – Vacant

Indicator Title	**% reduction in fatal accidents in scheduled commercial aviation**
Definition	Fatal accidents in aviation refer to occurrences associated with operation of an aircraft, which take place from the time any person boards the aircraft with intention of flight until all such persons have disembarked, in which (a) person(s) is/are fatally injured. Scheduled commercial aviation involves operating aircraft for hire to transport passengers or multiple loads of cargo.
Source of data	State of Aviation Safety Report – South African Civil Aviation Authority (SACAA)
Method of Calculation	Simple Count
Assumptions	N/A
Disaggregation of Beneficiaries	N/A
Spatial Transformation	N/A
Reporting Cycle	Annual
Desired performance	Reduction in the number of fatal accidents in aviation
Indicator Responsibility	Deputy Director-General: Civil Aviation – Vacant

Indicator Title	**% Reduction in reportable maritime safety incident rate**
Definition	Reportable maritime incidents refer to incidents where any vessel/ship: • Has been lost, abandoned and stranded, • Has been seriously damaged or has caused damage to another ship,

	• After leaving a port in the Republic, has been put back to that port, • Has caused an accident that has resulted in serious injury to any person • Has fouled or done damage to a harbour, dock or wharf, lightship, buoy, beacon or sea mark.
Source of data	South African Maritime Safety Authority (SAMSA)
Method of Calculation	Number of reportable maritime incidents/Total Number of vessels registered on the SA Register + Number of foreign vessels received into SA ports per every 1 000 vessels
Assumptions	• Total number of foreign vessels received into SA ports remains within the estimated 14 000 • Total number of vessels registered on the SA Register remains at 1 327.
Disaggregation of Beneficiaries	N/A
Spatial Transformation	N/A
Reporting Cycle	Annually
Desired performance	Reduced rate of reportable maritime safety incidents
Indicator Responsibility	Deputy Director-General: Maritime Transport – Mr. M. Madiya (Acting)

Indicator Title	**% Reduction in maritime fatality rate**
Definition	The Merchant Shipping Act (57 of 1951) on maritime incidents and casualties defines a maritime fatality as loss of life to any person (seafarers, stevedores a shore contractor) on or within the precinct of the vessel.
Source of data	South African Maritime Safety Authority (SAMSA)
Method of Calculation	Number of reportable maritime fatalities/Total Number of vessels registered on the SA Register + Number of foreign vessels received into SA ports per every 1 000 vessels
Assumptions	• Total number of foreign vessels received into SA ports remains within the estimated 14 000 • Total number of vessels registered on the SA Register remains at 1 327.
Disaggregation of Beneficiaries	N/A
Spatial Transformation	N/A
Reporting Cycle	Annually
Desired performance	Reduced rate of reportable maritime fatalities
Indicator Responsibility	Deputy Director-General: Maritime Transport – Mr. M. Madiya (Acting)
Indicator Title	**% Increase in old taxi vehicles scrapped**
Definition	The Taxi Recapitalisation Programme is implemented to remove old unsafe vehicles off the road and replace them with safe compliant vehicle. Operators are compensated with a scrapping allowance for each old vehicle scrapped.
Source of data	The Taxi Scrapping Administrator appointed by the Department to implement the program on its behalf, provide the data of the number of vehicles scrapped.

Method of Calculation	Simple Count
Assumptions	Operators will submit their taxi vehicles for scrapping
Disaggregation of Beneficiaries	N/A
Spatial Transformation	N/A
Reporting Cycle	Annually
Desired performance	To remove old and unroadworthy taxi vehicles from the roads of South Africa
Indicator Responsibility	Deputy Director-General: Public Transport – Adv. Johannes Makgatho

Indicator Title	**% Implementation of the national strategic plan to end Gender-Based Violence (GBV) in public transport (Taxi Industry)**
Definition	Gender-based violence and femicide (GBVF) is violence directed against a person because of that person's gender or violence that affects persons of a particular gender disproportionately.
Source of data	Reports on implementation of programmes to address GBV in the rail and public transport environment
Method of Calculation	Simple Count
Assumptions	N/A
Disaggregation of Beneficiaries	N/A
Spatial Transformation	N/A
Reporting Cycle	Annually
Desired performance	100% implementation of the national strategic plan to end GBV in the rail and public transport services
Indicator Responsibility	Deputy Director-General: Public Transport – Adv. Johannes Makgatho

4.2. Priority 5: Spatial Integration, Human Settlements and Local Government

4.2.1. DoT Priority Focus Area 2: Public Transport that Enables Social Emancipation and an Economy that Works

Indicator Title	Public Transport funding scope expanded to incorporate the taxi industry
Definition	Public transport subsidies exist primarily to make public transport available to the poor, while also serving as an incentive for the modal shift from cars to public transport. Key observations in this regard indicate that the slow pace of spatial transformation and economic activity have major implications for the subsidy regime. Unless the apartheid spatial planning is decisively addressed, the subsidy quantum requirements will continue to grow. Government currently subsidises all public transport modes, with the exception of minibus taxis. The review of this subsidy regime aims to ascertain how it can be expanded to include minibus taxis.
Source of data	Quarterly and Annual Progress Reports
Method of Calculation	N/A
Assumptions	N/A
Disaggregation of Beneficiaries	N/A
Spatial Transformation	National, Provincial and Local Government
Reporting Cycle	Annually
Desired performance	Expanded public transport funding scope that incorporate minibus taxis
Indicator Responsibility	Deputy Director-General: Public Transport – Adv. Johannes Makgatho

Indicator Title	% Ownership of the Taxi Scrapping Entity by the Taxi Industry
Definition	An empowerment model that enable the taxi industry to take part in the ownership of the scrapping entity as active participants
Source of data	Research, Business Development Entities, State departments/entities and the taxi industry
Method of Calculation	Simple count
Assumptions	The taxi industry would accept the framework and assume their role in this empowerment model
Disaggregation of Beneficiaries	N/A
Spatial Transformation	N/A
Reporting Cycle	Annually
Desired performance	Empowerment of the taxi industry
Indicator Responsibility	Deputy Director-General: Public Transport – Adv. Johannes Makgatho

Indicator Title	% Increase in cities operating integrated public transport networks
Definition	IPTNs are systems aimed at improving public transport integration, efficiency and performance through development and improvement of public transport infrastructure in selected municipalities. IPTNs are developed with the purpose of improving access and reliability of public transport for all users by having Integrated Public Transport Networks (IPTNs) funded and monitored in selected cities
Source of data	Monthly and quarterly reports from thirteen (13) Municipalities
Method of Calculation	Simple Count
Assumptions	Public Transport Grant will continue to fund IPTNs Cities will spend Grand funds as per agreed milestones Cities will rollout IPTN phases on time
Disaggregation of Beneficiaries	N/A
Spatial Transformation	N/A
Reporting Cycle	Annually
Desired performance	To have Integrated Public Transport Networks (IPTNs) funded and monitored in selected cities
Indicator Responsibility	Deputy Director-General: Public Transport – Adv. Johannes Makgatho

Indicator Title	% Increase in average weekday passenger trips across 10 cities operating IPTNs
Definition	Passenger trips are a measure of ridership. Weekday passenger trips refer to the number of trips taken by people using the integrated public transport network system in a given time period during the week.
Source of data	Quarterly and Annual Progress Reports
Method of Calculation	Simple count
Assumptions	All 13 cities operating IPTNs
Disaggregation of Beneficiaries	N/A
Spatial Transformation	13 selected cities across the country
Reporting Cycle	Annually
Desired performance	Increased passenger trips
Indicator Responsibility	Deputy Director-General: Public Transport – Adv. Johannes Makgatho

Indicator Title	Revised BRT specifications and technical norms and standards implemented
Definition	Norms and standard to guide the uniform design and implementation of bus rapid transit (BRT) systems in municipalities
Source of data	Research Reports, International BRT Norms and Standards, Benchmarking
Method of Calculation	Simple observation

Assumptions	Cities will rollout IPTN phases on time
Disaggregation of Beneficiaries	N/A
Spatial Transformation	N/A
Reporting Cycle	Annually
Desired performance	Uniformity across municipalities planning, designing and implementing BRTs
Indicator Responsibility	Deputy Director-General: Public Transport – Mr. M. Mokonyama

Indicator Title	**% Compliance with spatial referencing of IPTN Programme**
Definition	IPTN Programme to be spatially mapped
Source of data	Quarterly and Annual reports from Ten (10) Municipalities
Method of Calculation	Simple Count
Assumptions	Municipalities have Spatial Development Frameworks IPTNs aligned to the SDF (SDF)
Disaggregation of Beneficiaries	N/A
Spatial Transformation	N/A
Reporting Cycle	Annually
Desired performance	Alignment of rolled out IPTN Corridors with SDF and GIS Mapping of IPTN Programme
Indicator Responsibility	Deputy Director-General: Public Transport – Adv. Johannes Makgatho

Indicator Title	% Compliance with universal design norms and standards
Definition	All IPTN municipalities (planning or operating) must provide a Universal Design Access Plan (UDAP) and an output of the Public Transport Network Grant, and report on its implementation
Source of data	Monthly and quarterly reports from thirteen (13) Municipalities DoT
Method of Calculation	UDAP for municipality that conforms to the Accessible Public Transport Strategy and is implemented in line with it. Municipalities will comply with minimum standards such as Part S of the Building Regulations, and be able to enforce compliance, and will resolve complaints received in line with legislation. Municipalities will report on implementation of the UDAP
Assumptions	All IPTN municipalities will appoint access consultants, who have a qualification in the field of universal access and a suitable level of experience and skill, to provide assistance and build municipal capacity.
Disaggregation of Beneficiaries	N/A
Spatial Transformation	Universal access is part of the spatial transformation of cities
Reporting Cycle	Annually
Desired performance	UDAP written and implemented by all IPTN municipalities in line with legislation and within a reasonable timeframe
Indicator Responsibility	Deputy Director-General: Public Transport – Adv. Johannes Makgatho

Indicator Title	% Increase in BRT Operating hours per day
Definition	Increased hours of operation to cater for off-peak travel, weekend, holiday travel and night-time travel
Source of data	Quarterly and annual reports from Ten (10) Municipalities
Method of Calculation	Simple Count
Assumptions	Municipalities will rollout IPTN phases on time Services will be operational daily with no interruptions sufficient demand to justify increased hours of operation
Disaggregation of Beneficiaries	N/A
Spatial Transformation	N/A
Reporting Cycle	Annually
Desired performance	To have 20 hours operation (demand –driven)
Indicator Responsibility	Deputy Director-General: Public Transport – Adv. Johannes Makgatho

Indicator Title	% Increase in district municipalities assisted with IPTN plans
Definition	IPTNs are systems aimed at improving public transport integration through development and improvement of public

	transport infrastructure in selected municipalities. IPTNs in District municipalities are mainly aimed at improving mobility and access in rural areas.
Source of data	Other plans / strategies / Legislation (ITP, Rural Transport Strategy, Public Transport Strategy, NLTA, etc.)
Method of Calculation	Simple count
Assumptions	IPTNs are part of District Municipalities' developmental plans
Disaggregation of Beneficiaries	N/A
Spatial Transformation	Responding to the government's district wide programme and addressing differentiation approach on infrastructure and service provision. Improved urban and rural connectivity, linkages and mobility where the District IPTNs are being developed
Reporting Cycle	Quarterly
Desired performance	IPTN plans developed and implemented in district municipalities
Indicator Responsibility	Deputy Director-General: Public Transport – Adv. Johannes Makgatho

Indicator Title	**% Increase in youth (mainly scholars) Benefiting from the Shova Kalula Bicycle Programme**
Definition	Shova Kalula bicycle project is a low cost transport solution that aims to improve rural access and promote integration of the Non-Motorised Transport system
Source of data	Other plans / strategies / Legislation (ITP, Rural Transport Strategy, Public Transport Strategy, NLTA, etc.)
Method of Calculation	Simple Count
Assumptions	Procurement of bicycles will be in full compliance of all applicable prescripts
Disaggregation of Beneficiaries	N/A
Spatial Transformation	Improved access to basic education and spatial connectivity within the municipalities
Reporting Cycle	Quarterly
Desired performance	Shova Kalula Roll-out plan implemented and monitored
Indicator Responsibility	Deputy Director-General: Public Transport – Adv. Johannes Makgatho

Indicator Title	**% Increase in passenger rail trips**
Definition	Passenger rail trips refer to annual unlinked passenger boardings reported by a public agency or joint powers authority for regular passenger rail services. Passengers are counted overtime they board a train.
Source of data	Passenger Rail Agency of South Africa (PRASA)
Method of Calculation	Simple Count
Assumptions	All rail corridors operating optimally
Disaggregation of Beneficiaries	N/A

Spatial Transformation	National, Provincial and Local
Reporting Cycle	Annually
Desired performance	Increased number of passenger rail trips
Indicator Responsibility	Deputy Director-General: Rail Transport – Vacant

4.3. Priority 2: Economic Transformation and Job Creation

4.3.1. DoT Priority Focus Area 3: Infrastructure Build that Stimulates Economic Growth and Job Creation

Indicator Title	% Compliance with the user-pay principle
Definition	The Road Infrastructure Funding Policy for South Africa will ensure that the funding of road projects and operations are based on a well-defined set of policy goals and objectives
Source of data	• Cabinet Resolutions on the GFIP and on funding of national roads in general. • Discussion notes from workshops and / or meetings held with stakeholders; including any formal feedback from any Stakeholders.
Method of Calculation	Simple count
Assumptions	N/A
Disaggregation of Beneficiaries	**Reflect on contribution to spatial transformation priorities** Roads can contribute towards alleviating low income levels by providing poor communities with a method of accessing social services and work opportunities (methods to increase income levels). Improvements to the road network and operations can also decrease transport costs for road users. **Reflect on the spatial impact area** Roads can reduce the social powerlessness and isolation that are often symptoms of poverty by connecting places and people to each other. If designed, built, maintained and operated with the objective to improve efficiencies in the system and with safety of all road users in mind, roads can contribute towards stimulating the economy.
Spatial Transformation	National
Reporting Cycle	Annually
Desired performance	The desired system conditions, level and standard of service, and safety provided to road users should comply and contribute to economic, social and environmental goals.
Indicator Responsibility	Deputy Director-General: Road Transport – Mr. C. Hlabisa

Indicator Title	Percentage of national road network exposed to maintenance work
Definition	The length of networks (a) resurfaced, (b) strengthened and/or upgraded and (c) covered with routine maintenance that performs the following preventative activities – grass cutting, clearing drainage structures, crack sealing, pothole repairs, accident repairs, litter removal
Source of data	SANRAL Reports
Method of Calculation	Length of networks resurfaced, under RRM and/or strengthened or upgraded
Assumptions	SANRAL has a budget for resurfacing, strengthening and/or upgrades and RRM with all contracts in place

Disaggregation of Beneficiaries	N/A
Spatial Transformation	Roads can contribute towards alleviating low income levels by providing poor communities with a method of accessing social services and work opportunities (methods to increase income levels). Improvements to the road network can also decrease transport costs thereby increasing disposable income particularly in poor households. Roads can reduce the social powerlessness and isolation that are often symptoms of poverty by connecting places and people to each other. This is particularly relevant in rural areas and isolated communities where poverty is often most evident. If designed, built and maintained with the safety of all road users in mind, roads can contribute towards reducing poor communities exposure to hazardous conditions by providing effective storm water drainage, separating motorised and non-motorised transport and regulating the type and flow of vehicles in an area.
Reporting Cycle	Annually
Desired performance	• 100% achievement for Road Network serviced by RRM contracts and planned resurfacing, upgrades, strengthening. (Targets for Road Quality Indicators achieved) • Safer Roads
Indicator Responsibility	Deputy Director-General: Road Transport – Mr. C. Hlabisa

Indicator Title	**Percentage of provincial road network exposed to maintenance work**
Definition	The length of networks (a) covered with routine maintenance that performs the following preventative activities – grass cutting, clearing drainage structures, crack sealing, pothole repairs, accident repairs, litter removal, (b) gravel roads bladed, (c) gravel roads gravelled, and (d) paved or gravel roads upgraded.
Source of data	Reports from provinces verified against IT Systems (a) IRM housed at NT and (b) the QPR housed at DPME
Method of Calculation	Simple count to determine effective Km Length of Networks for the different focus areas
Assumptions	Accounting Officers have controls in place to validate data submitted
Disaggregation of Beneficiaries	N/A
Spatial Transformation	Roads can contribute towards alleviating low income levels by providing poor communities with a method of accessing social services and work opportunities (methods to increase income levels). Improvements to the road network can also decrease transport costs thereby increasing disposable income particularly in poor households. Roads can reduce the social powerlessness and isolation that are often symptoms of poverty by connecting places and people to each other. This is particularly relevant in rural areas and isolated communities where poverty is often most evident. If designed, built and maintained with the safety of all road users in mind, roads can contribute towards reducing poor communities exposure to hazardous conditions by providing effective storm water drainage, separating motorised and non-motorised transport and regulating the type and flow of vehicles in an area.
Reporting Cycle	Annually

Desired performance	• 100% of the grants to province are spent as per the business plans on the project list submitted • Safer Roads • Improvement in Road Quality
Indicator Responsibility	Deputy Director-General: Road Transport – Mr. C. Hlabisa

Indicator Title	**Number of jobs created through SANRAL national road maintenance programme**
Definition	Jobs, in this instance, refers to work that is productive and delivers a fair income, security in the workplace and social protection for families, and better prospects for personal development and social integration.
Source of data	SANRAL
Method of Calculation	Simple Count
Assumptions	Labour-intensive methods will be prioritised for applicable sector capital expenditure programmes
Disaggregation of Beneficiaries	Disaggregation done per project
Spatial Transformation	National, Provincial and Local Government
Reporting Cycle	Annually
Desired performance	Maximisation of job creation with bias towards women, youth and persons with disabilities
Indicator Responsibility	Deputy Director-General: Road Transport – Mr. C. Hlabisa

Indicator Title	**Number of jobs created through the provincial road maintenance programme**
Definition	Jobs, in this instance, refers to work that is productive and delivers a fair income, security in the workplace and social protection for families, and better prospects for personal development and social integration.
Source of data	Provincial departments
Method of Calculation	Simple Count
Assumptions	Labour-intensive methods will be prioritised for applicable sector capital expenditure programmes
Disaggregation of Beneficiaries	Disaggregation done per project
Spatial Transformation	National, Provincial and Local Government
Reporting Cycle	Annually
Desired performance	Maximisation of job creation with bias towards women, youth and persons with disabilities
Indicator Responsibility	Deputy Director-General: Road Transport – Mr. C. Hlabisa

Indicator Title	**% Increase in train sets deployed to priority corridors**
Definition	The PRASA Rolling Stock Renewal Programme is the catalyst for the transformation of Metrorail services and public transport as a whole. The manufacturing and procurement of new rolling stock is a critical component of PRASA's

	mandate to provide for rail modernisation and growth. A train set, in this regard, refers to a set of railway wagons or carriages, often with a locomotive, coupled together for a particular service.
Source of data	Deployment of new trains on PRASA network in metropolitan areas.
Method of Calculation	Simple Count
Assumptions	No delays in the implementation of the PRASA CAPEX Programme
Disaggregation of Beneficiaries	Target for Women: Target for Young: Target for People with Disabilities:
Spatial Transformation	Development of new trains on PRASA network in metropolitan areas
Reporting Cycle	Annually
Desired performance	Roll out of train sets to contribute to increased number of passenger rail trips
Indicator Responsibility	Deputy Director-General: Rail Transport – (Vacant)

Indicator Title	**Selection stations in priority corridors modernised**
Definition	The PRASA Modernisation Programme entails modernisation of priority rail corridors. The programme encompasses improvements and/or complete overhaul of stations, network, per way, signalling, fencing, etc. to ensure efficient and enjoyable passenger experience.
Source of data	PRASA
Method of Calculation	Simple Count
Assumptions	No delays in the implementation of the PRASA CAPEX Programme
Disaggregation of Beneficiaries	N/A
Spatial Transformation	Priority rail corridors will be modernised in metropolitan areas
Reporting Cycle	Annually
Desired performance	Actual performance that is aligned with the target is desired
Indicator Responsibility	Deputy Director-General: Rail Transport – (Vacant)

Indicator Title	
Definition	
Source of data	
Method of Calculation	Simple Count

Assumptions	National Treasury has developed an overarching PSP Framework
Disaggregation of Beneficiaries	N/A
Spatial Transformation	N/A
Reporting Cycle	Annually
Desired performance	Actual performance that is aligned with target is desirable
Indicator Responsibility	Deputy Director-General: Rail Transport – Vacant

Indicator Title	
Definition	
Source of data	Statistics South Africa (Stats SA) / SANRAL / Transnet / PRASA / DED / AU / DoT
Method of Calculation	Simple Count
Assumptions	Limited information available
Disaggregation of Beneficiaries	N/A
Spatial Transformation	N/A
Reporting Cycle	Annually
Desired performance	High-Speed Rail implemented in South Africa
Indicator Responsibility	Deputy Director-General: Rail Transport – Vacant

Indicator Title	**Number of jobs created through PRASA infrastructure programme**
Definition	Jobs, in this instance, refers to work that is productive and delivers a fair income, security in the workplace and social protection for families, and better prospects for personal development and social integration.
Source of data	PRASA
Method of Calculation	Simple Count
Assumptions	Labour-intensive methods will be prioritised for applicable sector capital expenditure programmes
Disaggregation of Beneficiaries	Disaggregation done per project
Spatial Transformation	National, Provincial and Local Government
Reporting Cycle	Annually
Desired performance	Maximisation of job creation with bias towards women, youth and persons with disabilities
Indicator Responsibility	Deputy Director-General: Rail Transport – Vacant

Indicator Title	**Number of jobs created through ACSA infrastructure programme**
Definition	Jobs, in this instance, refers to work that is productive and delivers a fair income, security in the workplace and social

	protection for families, and better prospects for personal development and social integration.
Source of data	ACSA
Method of Calculation	Simple Count
Assumptions	Labour-intensive methods will be prioritised for applicable sector capital expenditure programmes
Disaggregation of Beneficiaries	Disaggregation done per project
Spatial Transformation	National, Provincial and Local Government
Reporting Cycle	Annually
Desired performance	Maximisation of job creation with bias towards women, youth and persons with disabilities
Indicator Responsibility	Deputy Director-General: Civil Aviation – Vacant

4.3.2. DoT Priority Focus Area 4: Building a Maritime Nation, Elevating the Oceans Economy

Indicator Title	% compliance with the National Port Act (2005)
Definition	Section 3(2) of the National Ports Act (Act No. 12 of 2005) states that TNPA cannot be a division of Transnet. The Act explicitly requires TNPA to be converted into a private company subsidiary or an independent public entity separate from Transnet. To date, TNPA operates as a division of Transnet, in contravention with the applicable Act.
Source of data	Departments of Transport and Public Enterprises
Method of Calculation	N/A
Assumptions	DoT and DPE will meet and finalise corporatisation of TNPA and ensure compliance with Section 3(2) of the National Ports Act (Act No. 12 of 2005)
Disaggregation of Beneficiaries	N/A
Spatial Transformation	N/A
Reporting Cycle	Annually
Desired performance	To ensure the corporatization of the Transnet National Ports Authority
Indicator Responsibility	Deputy Director-General: Maritime Transport – Mr. M. Madiya (Acting)

Indicator Title	Port infrastructure constructed, refurbished and Maintained
Definition	Operation Phakisa aims to unlock the economic potential of South African's Oceans: To determine progress against the three-foot plan by developing an Annual Report on the work done by the Delivery Unit: Marine, Transport and Manufacturing (MTM) led by DoT and the Delivery Unit: Marine Protection Services and Ocean Governance led by DEA – and the Department is represented by the Chief Directorate: Implementation, Monitoring and Evaluation (Maritime Branch)
Source of data	Chief Directorate: Maritime Infrastructure and Industry Development and Implementation, Monitoring and Evaluation Other Government Departments, SAMSA, Ports Regulator, Transnet, etc.
Method of Calculation	Simple Count
Assumptions	N/A
Disaggregation of Beneficiaries	Target for Women: Target for Youth: Target for People with Disabilities:
Spatial Transformation	Reflect on contribution to spatial transformation priorities (based on 18 initiatives and completed projects) 13 SMMEs created and sustained. Reflect on the spatial impact area
Reporting Cycle	Annually
Desired performance	To ensure achievement of Operation Phakisa Ocean Economy outcomes
Indicator Responsibility	Deputy Director-General: Maritime Transport – Mr. M. Madiya (Acting)

Indicator Title	% Compliance with adopted international maritime conventions
Definition	The Merchant Shipping Bill seeks to give effect to the Maritime Labour Convention, 2006, and the Work in Fishing Convention, 2007, and to provide for matters connected therewith. The Bill further seeks to follow the International norms and standards pertaining to the sea fearers.
Source of data	Maritime Law Association, SAMSA
Method of Calculation	Simple count
Assumptions	Factors that are accepted as true and certain to happen without proof
Disaggregation of Beneficiaries	N/A
Spatial Transformation	N/A
Reporting Cycle	Annually
Desired performance	To have the Merchant Shipping Bill (2016) promulgated and implemented
Indicator Responsibility	Deputy Director-General: Maritime Transport – Mr. M. Madiya (Acting)

Indicator Title	Sustainable funding model for the enhancement of maritime capacity and capabilities developed
Definition	The proposed fund, which will provide a path for maritime funding solutions, will aim to capacitate the maritime sector for SAMSA and the Ports Regulator of South Africa to fulfil their respective mandate.
Source of data	Maritime Implementation, Monitoring and Evaluation
Method of Calculation	Simple count
Assumptions	Sufficient funding
Disaggregation of Beneficiaries	N/A
Spatial Transformation	N/A
Reporting Cycle	Quarterly
Desired performance	To capacitate the state in terms of maritime sector to fulfil our objectives.
Indicator Responsibility	Deputy Director-General: Maritime Transport – Mr. M. Madiya (Acting)

Indicator Title	Strategic national shipping capacity and capability improved
Definition	South Africa is considering establishing a national shipping carrier as part of a push to transform the transport sector, particularly in the maritime and aviation industries. The exercise of developing an operating model is aimed at ascertaining different operating models that will best suit the South African objectives in developing an appropriate shipping company.
Source of data	Maritime Infrastructure and Industry Development
Method of Calculation	Simple count

Assumptions	Relevant data accumulated in the models
Disaggregation of Beneficiaries	N/A
Spatial Transformation	N/A
Reporting Cycle	Quarterly
Desired performance	To develop the shipping capability of South Africa
Indicator Responsibility	Deputy Director-General: Maritime Transport – Mr. M. Madiya (Acting)

4.3.3. DoT Priority Focus Area 5: Accelerating Transformation towards Greater Economic Participation

Indicator Title	Improved Regulation and Competitiveness
Definition	Consolidation economic regulation of transport within a single framework and policy, establish the Single Transport Economic Regulator, establish the Transport Economic Council, make consequential amendments to various other Acts and provide for related incidental matters. The Economic Regulation of Transport (ERT) Act, once promulgated aims to, amongst others, promote development of a competitive, efficient and viable transport industry that contributes to economic growth and development; and promote appropriate investment in transport infrastructure, facilities and services.
Source of data	Annual Progress Report
Method of Calculation	N/A
Assumptions	The Economic Regulation of Transport (ERT) Bill will be successfully processed through Parliament
Disaggregation of Beneficiaries	N/A
Spatial Transformation	N/A
Reporting Cycle	Annually
Desired performance	Operational efficiency of the Single Transport Economic Regulator
Indicator Responsibility	Deputy Director-General: Integrated Transport Planning – Mr. T. Tenza (Acting)

Indicator Title	% increase in previously disadvantaged individuals with critical and scarce skills in technical aviation occupations
Definition	In response to the Civil Aviation Transformation Strategy, the intervention is part of the proposed practical and sustainable solutions to address the current slow pace of transformation in the civil aviation industry. To date, aviation remains elusive to previously disadvantaged communities. Statistical reviews have shown that aviation personnel such as pilots and aeronautical engineers are mainly white dominated. Recent statistics showed that there was less that 10% Black (African, Coloured and Indians) pilots in South Africa, while there were only a handful of Black aeronautical engineers.
Source of data	SACAA
Method of Calculation	Simple Count / Percentage of individuals in technical aviation occupations
Assumptions	N/A
Disaggregation of Beneficiaries	N/A
Spatial Transformation	National, Provincial and Local
Reporting Cycle	Annually
Desired performance	Improved transformation of the civil aviation industry
Indicator Responsibility	Deputy Director-General: Civil Aviation – Vacant

Indicator Title	Competitive Ship Registration System
Definition	Ship registration is the process by which a ship is documented and given nationality of the country to which the ship has been documented. The nationality allows the ship to travel internationally as it is proof of ownership of the vessel. A ship is subject to the law of its flag state.
Source of data	South African Maritime Safety Authority (SAMSA)
Method of Calculation	Simple Count
Assumptions	N/A
Disaggregation of Beneficiaries	N/A
Spatial Transformation	N/A
Reporting Cycle	Annually
Desired performance	Increased number of ships registered in the South African Ship Register
Indicator Responsibility	Deputy Director-General: Maritime Transport – Mr. M. Madiya (Acting)

4.3.4. DoT Priority Focus Area 6: Innovation that Advances Efficiencies and Supports a Continuous Improvement Model

Indicator Title	Integrated Automated Fare Collection Technology implemented
Definition	An automated fare collection system forms the basis for integrated ticketing. The key words are integration and interoperable. Automated fare collection systems are now becoming compatible with a number of payment methods such as smart cards, smartphones and various other e-commerce platforms. For users of public transport, the development and rollout of automated fare collection systems is a critical step towards making public transport more efficient, affordable and accessible.
Source of data	Annual Progress Reports
Method of Calculation	N/A
Assumptions	Public transport operators across all transport modes will buy into the technology
Disaggregation of Beneficiaries	N/A
Spatial Transformation	National, Provincial and Local
Reporting Cycle	Annually
Desired performance	Roll out of the integrated ticketing system across all government-subsidised, land-based public transport operations
Indicator Responsibility	Deputy Director-General: Public Transport – Mr. M. Mokonyama

Indicator Title	Legislative framework for implementation of Autonomous Vehicle Technology
Definition	Autonomous vehicles (AVs), are cars fitted with technology such as cameras, lasers, and high-accuracy sensors, that utilise artificial intelligence (AI)[4] to sense and analyse the road environment and surrounding conditions, and manoeuvring without human assistance. The Land transport regulations will guide the use or the implementation for autonomous vehicles technology in South Africa.
Source of data	AV interested parties; be they: government, industry and research and academic institutions, and prominent individuals in the industry.
Method of Calculation	Simple Count
Assumptions	South Africa adjusts to the production of AVs as the use of AVs becomes the norm world over.
Disaggregation of Beneficiaries	N/A
Spatial Transformation	N/A
Reporting Cycle	Annual
Desired performance	Effective understanding of the available options towards adapting autonomous vehicles technology in South Africa
Indicator Responsibility	Deputy Director-General: Integrated Transport Planning – Mr. T. Tenza (Acting)

Indicator Title	Improved regulatory environment for Remotely-Piloted Aircraft System (RPAS)
Definition	A set of configurable elements consisting of a remotely piloted aircraft, its associated remote pilot station, the required command and control links and any other system elements as may be required at any point during operation.
Source of data	Airlines Association of Southern Africa (AASA), Commercial Airlines Association of Southern Africa (CAASA), Air Services Licensing Council (ASLC), the International Air Services Council (IASC) and the Aviation Industry
Method of Calculation	Simple Count
Assumptions	N/A
Disaggregation of Beneficiaries	N/A
Spatial Transformation	N/A
Reporting Cycle	Annually
Desired performance	To have the Air Services Licencing and the International Air Services Amendment Bill approved by Parliament
Indicator Responsibility	Deputy Director-General: Civil Aviation – Vacant

4.4. Priority 5: Spatial Integration, Human Settlements and Local Government

4.4.1. DoT Priority Focus Area 7: *Environmental Protection* – Recovering And Maintaining A Healthy Natural Environment

Indicator Title	% reduction in greenhouse gas (GHG) emission
Definition	A greenhouse gas is a gas that absorbs and emits radiant energy within the thermal infrared range. These gases are released during combustion of fossil fuels, such as coal, oil and natural gas to produce electricity. Larger emissions of greenhouse gases lead to higher concentrations in the atmosphere thus contributing to global warming.
Source of data	Annual Progress Report
Method of Calculation	Percentage contribution of transport sector to overall emissions by all sectors in South Africa
Assumptions	N/A
Disaggregation of Beneficiaries	N/A
Spatial Transformation	N/A
Reporting Cycle	Annually
Desired performance	Reduce transport emission of greenhouse gases
Indicator Responsibility	Deputy Director-General: Integrated Transport Planning – Mr. T. Tenza (Acting)

Indicator Title	% freight moved from road to rail
Definition	The Railways (Transportation of Heavy Goods) Regulations compel heavy goods transporters to move rail-friendly bulk cargo from road to rail. This intervention is aimed at addressing the road-rail freight industry imbalance, reducing cost of logistics, meeting freight demand and improving service delivery.
Source of data	Department of Public Enterprises, Transnet
Method of Calculation	Percentage of freight transported through modes of transport
Assumptions	N/A
Disaggregation of Beneficiaries	N/A
Spatial Transformation	N/A
Reporting Cycle	Annually
Desired performance	Rail-friendly cargo moved from road to rail
Indicator Responsibility	Deputy Director-General: Integrated Transport Planning – Mr. T. Tenza (Acting)

Indicator Title	% Reduction in reportable maritime pollution incident rate
Definition	The Marine Pollution (Control and Civil Liability) Act (6 of 1981) refers to pollution as a discharge of harmful substances from a ship, tanker or offshore installation.

Source of data	South African Maritime Safety Authority (SAMSA)
Method of Calculation	Number of reportable maritime pollutions/Total Number of vessels registered on the SA Register + Number of foreign vessels received into SA ports per every 1 000 vessels
Assumptions	• Total number of foreign vessels received into SA ports remains within the estimated 14 000 • Total number of vessels registered on the SA Register remains at 1 327.
Disaggregation of Beneficiaries	N/A
Spatial Transformation	N/A
Reporting Cycle	Annually
Desired performance	Reduced rate of reportable maritime pollution
Indicator Responsibility	Deputy Director-General: Maritime Transport – Mr. M. Madiya (Acting)

Priority 3: Education, Skills and Health

4.4.2. DoT Priority Focus Area 8: Governance – Efficiency, Effectiveness and Accountability

Indicator Title	% reduction in vacancy rate
Definition	A vacant position refers to a position that is allocated as per the approved DoT organisational structure but is unoccupied at any particular period. A vacant position may arise if it is new and has never been filled before and/or if vacated by a previous incumbent through promotion, demotion, resignation, termination retirement and death. Vacancy rate refers to the number of vacant positions against the total number of funded positions in the establishment.
Source of data	PERSAL
Method of Calculation	Number of vacant funded positions/Total number of positions in the establishment multiplied by 100
Assumptions	At any particular period, a vacant position will be deemed as such only if funded. Unfunded positions, though vacant, will not be included in the determination of the DoT's vacancy rate.
Disaggregation of Beneficiaries	Target for Women: 45% Target for Youth: 10% Target for People with Disabilities: 2%
Spatial Transformation	All Provinces targeted
Reporting Cycle	Annually
Desired performance	Ensure that critical positions are filled. Reduce the DoT's vacancy rate to 10% and below.
Indicator Responsibility	Chief Operations Officer – Adv. A. Masombuka (Acting)

Indicator Title	% of staff establishment trained as per the Department's Skills Plan
Definition	The Workplace Skills Plan of the DoT will outlines how training and development needs of employees will be addressed. Once skills gaps are identified, relevant training will be conducted to address the deficiency and ensure improved performance.
Source of data	Employee Personal Development Plans and Skills Audit recommendations
Method of Calculation	Percentage of employees on the staff establishment trained
Assumptions	All training interventions will be within the allocated financial resources.
Disaggregation of Beneficiaries	Target for Women: 50% Target for Youth: 20% Target for People with Disabilities: 2%
Spatial Transformation	All provinces targeted
Reporting Cycle	Annually

Desired performance	Skills transfer from training to employees' jobs resulting in improved performance.
Indicator Responsibility	Chief Operations Officer – Adv. A. Masombuka (Acting)

Indicator Title	**Number of bursaries managed**
Definition	A bursary refers to a monetary award that the DoT will make to employees and external individuals for payment of academic fees. This award will enable recipients to study at tertiary institutions either in South Africa or internationally.
Source of data	Bursary application forms and database
Method of Calculation	Simple Count
Assumptions	• Applicants will complete relevant forms and submit on or before stipulated timeframes • Employees across various gender, age and disability groups will take bursary opportunities provided by the employer.
Disaggregation of Beneficiaries	Target for Women: 50% Target for Youth: 20% Target for People with Disabilities: 2%
Spatial Transformation	All Provinces targeted
Reporting Cycle	Annually
Desired performance	Improved skills and capacity
Indicator Responsibility	Chief Operations Officer – Adv. A. Masombuka (Acting)

Indicator Title	**Number of interns employed**
Definition	As part of the DoT Internship Programme, work opportunities will be offered to graduates for a fixed period of time. The purpose of the programme is to expose interns to the work environment and provide them with work experience.
Source of data	Directive on the Determination of Internship in the Public Sector
Method of Calculation	Simple Count
Assumptions	Availability of financial resources (budget) to implement the Internship Programme
Disaggregation of Beneficiaries	Target for Women: 50% Target for Youth: 100% Target for People with Disabilities: 2%
Spatial Transformation	All Provinces targeted
Reporting Cycle	Annually
Desired performance	Increased work experience and improved chances of employment for interns
Indicator Responsibility	Chief Operations Officer – Adv. A. Masombuka (Acting)

4.5. Priority 1: A Capable, Ethical and Developmental State

4.5.1. DoT Priority Focus Area 8: Governance – Efficiency, Effectiveness and Accountability

Indicator Title	AGSA audit opinion as per the Public Audit Act (No. 25 of 2004)
Definition	An audit opinion is a certification that accompanies financial statements and performance information report, and is based on an audit of procedures and records used to produce the statements and report. The audit opinion delivers an opinion as to whether material misstatements exist in both the financial statements and the performance information report.
Source of data	Annual Status Report on audit findings raised by the AGSA; Auditor-General of South Africa (AGSA) Reports
Method of Calculation	N/A
Assumptions	N/A
Disaggregation of Beneficiaries	N/A
Spatial Transformation	N/A
Reporting Cycle	Annually
Desired performance	Unqualified Report with no significant findings (Clean Audit Report)
Indicator Responsibility	Chief Financial Officer – Mr M. Matlala

Indicator Title	Percentage elimination of wasteful and fruitless expenditure
Definition	Section 1 of the Public Finance Management Act (PFMA) describe fruitless and wasteful expenditure as expenditure that was made in vain and would have been avoided had reasonable care been exercised. Fruitless and wasteful expenditure can rise from a range of events, activities and actions from a simple oversight in performing an administrative task to an intentional transgression of relevant laws and regulations.
Source of data	Status reports on actions taken to eliminate wasteful and fruitless expenditure
Method of Calculation	Simple Count
Assumptions	Programme managers will ensure that all financial actions in their respective programmes are above board and in the best interest of the State and its citizens, and are done within allowable prescripts.
Disaggregation of Beneficiaries	N/A
Spatial Transformation	N/A
Reporting Cycle	Annually
Desired performance	Elimination of wasteful and fruitless expenditure
Indicator Responsibility	Chief Financial Officer – Mr. M. Matlala

Indicator Title	Percentage reduction of irregular expenditure

Definition	Irregular expenditure is expenditure incurred in contravention of or that is not in accordance with the requirement of any applicable legislation including Public Financial Management Act or the State Tender Board Act, 1968 or any regulations made in terms of that Act.
Source of data	Status Reports on actions taken to reduce irregular expenditure
Method of Calculation	Simple Count
Assumptions	Programme managers will ensure that all financial actions in their respective programmes are above board and in the best interest of the State and its citizens, and are done within allowable prescripts.
Disaggregation of Beneficiaries	N/A
Spatial Transformation	N/A
Reporting Cycle	Annually
Desired performance	Reduction of irregular expenditure
Indicator Responsibility	Chief Financial Officer – Mr. M. Matlala

Indicator Title	**Percentage resolution of reported incidents of corruption**
Definition	Corruption prevention mechanisms often start with rules that prohibit certain types of conduct. Rules include legal prohibition against corruption, and criminal and civil penalties directed at both the public and private sector, but also includes codes of conduct and ethics for public officials.
Source of data	Department of Transport Programmes
Method of Calculation	Simple Count
Assumptions	N/A
Disaggregation of Beneficiaries	N/A
Spatial Transformation	N/A
Reporting Cycle	Annually
Desired performance	To resolve corruption incidents reported
Indicator Responsibility	Chief Audit Executive – Ms. B. Mnqwazi (Acting)

Indicator Title	**Functionality of ethics structures and adequate capacity ensured**
Definition	Ethics committees are bodies responsible for ensuring or assisting in addressing ethical issues such as code of conduct, accountability, good governance etc. in departments. The main role of these committees is to set and oversee rules for organisations' conduct and to provide accountability for organisations' behaviour.
Source of data	Department of Transport and State Owned Entities
Method of Calculation	Simple Count

Assumptions	N/A
Disaggregation of Beneficiaries	N/A
Spatial Transformation	N/A
Reporting Cycle	Annually
Desired performance	Sound decision making that respect values, concerns and interest of stakeholders
Indicator Responsibility	Chief Operations Officer – Adv. A. Masombuka (Acting)

Indicator Title	**Percentage compliance to 30-day payment requirement monitored**
Definition	Accounting officers and accounting authorities of institutions falling under the scope of the PFMA must ensure that measures are in place to pay valid invoices and claims within 30 days as required by legislation or where applicable, within the period contractually agreed with suppliers. This includes strengthening internal controls and monitoring of implementation as well as reviewing and, where appropriate, updating system of delegation.
Source of data	Status report on steps taken to ensure payment of invoices with 30 days
Method of Calculation	Simple Count
Assumptions	N/A
Disaggregation of Beneficiaries	N/A
Spatial Transformation	N/A
Reporting Cycle	Annually
Desired performance	100% compliance with the 30-day payment requirement
Indicator Responsibility	Chief Financial Officer – Mr. M. Matlala

Indicator Title	**Percentage accountability to Parliament**
Definition	The Executive (i.e. the Minister) remains responsible and the administration accountable to Parliament. It is the function of Parliament to exercise political and financial control over the Executive and to ensure parliamentary scrutiny of administration. Parliamentary accountability addresses the concern that governments and their agencies should fulfil their responsibilities and, where problems occur or complaints arise, there should be mechanisms available to hold them to account for their actions or omissions.
Source of data	Department of Transport Programmes, Transport Sector State-Owned Entities, Provincial Departments of Transport
Method of Calculation	Simple Count
Assumptions	N/A
Disaggregation of Beneficiaries	N/A
Spatial Transformation	N/A

Reporting Cycle	Annually
Desired performance	Ensure 100% accountability to all Parliamentary requests
Indicator Responsibility	Chief Director: Office of the Director-General – Ms. K. Matjane (Acting)

Indicator Title	**Percentage implementation of the stakeholder plan / public participation**
Definition	Public participation is the process by which government consult with the people and interested or affected individuals, organisations and government entities before making a decision. The main aim of public participation is to encourage the public to have meaningful input into the decision-making process. Public participation thus provides the opportunity for communication between agencies making decisions and the public.
Source of data	Department of Transport Programmes, Transport Sector State-Owned Entities, Provincial Departments of Transport
Method of Calculation	Simple Count
Assumptions	N/A
Disaggregation of Beneficiaries	N/A
Spatial Transformation	N/A
Reporting Cycle	Annually
Desired performance	100% implementation of stakeholder plan
Indicator Responsibility	Chief Director: Office of the Director-General – Ms. K. Matjane (Acting)

Indicator Title	**Percentage response to Parliament questions**
Definition	Parliamentary questions are an important means used by members of Parliament to ensure the government is accountable to the Parliament for its policies and action and, through the Parliament, to the people. Questions are used by members of both houses to ask a minister about matters of concern relating to government policy and activities in a minister's portfolio.
Source of data	Department of Transport Programmes, Transport Sector State-Owned Entities, Provincial Departments of Transport
Method of Calculation	Simple Count
Assumptions	N/A
Disaggregation of Beneficiaries	N/A
Spatial Transformation	N/A
Reporting Cycle	Annually
Desired performance	Ensure 100% responses to Parliamentary questions
Indicator Responsibility	Chief Director: Office of the Director-General – Ms. K. Matjane (Acting)

Indicator Title	Updated shareholder compacts
Definition	The shareholder's compact represents an agreement between the Executive Authority and the Accounting Authority. It is a reflection of the expectations of each party, expressed in terms of outcomes and outputs that need to be achieved. The Shareholder's Compact needs to be reviewed and adjusted on an annual basis, in line with the performance of the Public Entity over the previous financial year.
Source of data	Sector state-owned entities
Method of Calculation	Simple Count
Assumptions	Shareholder compacts signed by the Executive Authority and Accounting Authorities
Disaggregation of Beneficiaries	N/A
Spatial Transformation	N/A
Reporting Cycle	Annually
Desired performance	Shareholder compacts updated annually and signed by relevant parties before start of financial year
Indicator Responsibility	Deputy Director General: Public Entity Oversight – Mr. Z. Thwala

Indicator Title	Gender-responsive strategic plans and annual performance plans developed
Definition	Strategic Plan reflect the intended institutional outcomes that will help to achieve government's priorities and realise the institution's mandate. SPs institutionalise the priorities set out in the NDP; the MTSF; Spatial Development Plans (SDPs); provincial, sector and local government priorities; and any other government medium and long term plans. The five-year SP, which is aligned with the planning cycle, gives the institution's impact statement, intended outcomes, related outcome indicators and five-year targets for the outcomes. The Annual Performance Plan describes the institution's intended outputs (annual and quarterly) that will enable achievement of outcomes and impact statements in the Strategic Plan.
Source of data	Department of Transport Programmes, Transport Sector State-Owned Entities, Provincial Departments of Transport
Method of Calculation	Simple Count
Assumptions	N/A
Disaggregation of Beneficiaries	N/A
Spatial Transformation	N/A
Reporting Cycle	Annually
Desired performance	Achieve on predetermined outputs and within allocated resources.
Indicator Responsibility	Deputy Director General: Public Entity Oversight – Mr. Z. Thwala

Indicator Title	Gender-responsive quarterly and annual performance information reports developed
Definition	Performance information indicates how well an institution is meeting its aims and objectives, and which policies and

	processes are working. Making the best use of available data and knowledge is crucial for improving the execution of government's mandate. Performance information is key to effective management, including planning, budgeting, implementation, monitoring and reporting. Performance information also facilitates effective accountability, enabling legislators, members of the public and other interested parties to track progress, identify the scope for improvement and better understand the issues involved.
Source of data	Department of Transport Programmes, Transport Sector State-Owned Entities, Provincial Departments of Transport
Method of Calculation	Simple Count
Assumptions	N/A
Disaggregation of Beneficiaries	N/A
Spatial Transformation	N/A
Reporting Cycle	Annually
Desired performance	Achieve on predetermined outputs and within allocated resources.
Indicator Responsibility	Deputy Director General: Public Entity Oversight – Mr. Z. Thwala

Technical Indicator Descriptions (TIDs) for the Revised Strategic Plan 2020 – 2025 are available on the website of the Department of Transport (www.transport.gov.za).