

STRATEGIC TRANSPORT PLAN FOR GAUTENG PROVINCE

EXECUTIVE SUMMARY

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Executive Summary

Role and purpose of this Strategic Plan

Transport is simply a way in which people in Gauteng access opportunities and is an enabler of sustainable economic growth and development. Every day, transport connects people to their work, to education, healthcare and to one another. This important 'job to be done' of transport or access must be understood within the province's broader socio-economic and environmental landscape, with awareness of how current affairs influence these dynamics in the context of the Strategic Transport Plan (STP).

The role and purpose of the STP is to establish a long-term planning framework for the integrated development of transport infrastructure and services across Gauteng. Designed to guide transport system development over the next fifteen years, the STP responds to both current and future needs in context of relevant legislation, the integrated transport plans of provincial local authorities, inter- and intra-provincial travel demands, as well as demographic, economic and social trends.

A clear vision and strong leadership are essential to creating a sustainable province where public transport becomes a way of life for all, rather than a mode of force for some. This is critical and essential to ensure a better quality of life for all communities and inhabitants of Gauteng. In this envisioned future, walking, cycling and public transport will not only foster social cohesion and cultivate a vibrant sense of community, but will overcome the barriers imposed by traditional transport systems. Residents will enjoy a seamless, digitally connected public transport system that offers greater safety, accessibility, cost and time savings, convenience and positive environmental outcomes.

Following the STP's approval, an Integrated Implementation Plan (IIP) will be developed to focus on the next five years. The IIP will outline actionable, measurable targets to operationalise the strategic objectives of the STP, detailing objectives and outputs, integration of public transport infrastructure and procurement of passenger transport services. This plan will also include an infrastructure investment programme and provide essential input for the Transport Authority's medium-term budget planning through the Medium Term Expenditure Framework (MTEF).

About the Transport Authority for Gauteng (TAG)

The establishment of the Transport Authority for Gauteng (TAG) was initiated in 2016 by Gauteng MEC for Roads and Transport, Dr Ismail Vadi, with the goal of creating a formal entity to oversee integrated public transport systems in the province. This process culminated in the promulgation of the Gauteng Transport Authority Act 2 of 2019 (TAG Act).

TAG's role is to address the need for an integrated public transport system in Gauteng, ensuring the coordination and consolidation of transport functions across and between governmental organs. This aligns with the Constitution of South Africa, which mandates cooperative governance between the three tiers of government to foster mutual trust, good faith and collaborative efforts in areas of common interest.

TAG's overarching objectives are to:

- Develop an integrated transport system that contributes to environmental sustainability, social cohesion and promotes economic progress in the province;
- Provide a well-functioning, effective, modern, integrated and safe public transport system for all users in the province;
- Integrate the development of transport infrastructure and services in Gauteng;
- Improve access to the transport system, including public passenger transport services, for all persons, particularly those with disabilities;
- Promote increased use of the public transport system;
- Promote increased use of cycling and walking as means of transport; and
- Ensure value for money in public transport initiatives.

To achieve these objectives, TAG is responsible for **strategic transport and integrated planning** which encompasses:

- Promoting an accessible public transport network and regulating fares;
- Securing the provision of integrated, public transport services and necessary modern and safe infrastructure;
- Developing an integrated ticketing system and comprehensive information system, thus embracing digital mobility and opportunities offered by 4IR;
- Effectively managing traffic and transport demand;
- Developing and implementing a single public transport insignia;
- Collecting statistical data and information and conducting research on transport; and
- Fostering cooperation between public transport authorities, operators and various governmental entities.

The main function of TAG is to harmonise all strategic planning related to public transport and transport infrastructure within the province. It is also responsible for the planning, coordination, optimisation, rationalisation, harmonisation and facilitation of public transport functions, authorities, systems and resources within Gauteng. By combining long-term strategic planning with actionable, focused and measurable initiatives, TAG aims to foster a well-functioning, inclusive, effective and efficient transport system for Gauteng.

About the Strategic Transport Plan

This report constitutes an Executive Summary of the **Strategic Transport Plan (STP)**, which will be followed by the **Integrated Implementation Plan (IIP)**. The IIP, mandated by section 8 of the TAG Act, is a five-year roadmap that will translate the strategic objectives of the STP into actionable steps.

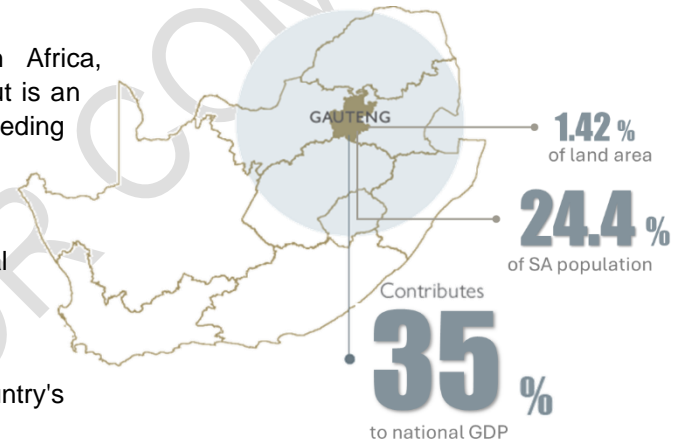
The **STP** is a fundamental pillar of TAG's mandate, guiding the integrated and sustainable development of Gauteng's transport infrastructure and services. To adequately address Gauteng's transport needs for the next 15 years, the STP aligns with the vision and priorities outlined in the PLTF, the key outputs from the Gauteng 25-Year Integrated Transport Master Plan (ITMP25) and associated modelling that

informed the Integrated Public Transport Network in the ITMP25. The ITMP25 guides transport investment in Gauteng and directs the development of infrastructure and services, as well as GDRT’s allocation of budgets and resources. The STP builds on this foundation and **provides the overarching vision and strategic planning direction for the integrated development of transport infrastructure and services to all planning authorities**, i.e. municipalities, SANRAL, PRASA, GMA, ACSA and GDRT. Municipal ITPs align with the ITMP25, to respond to local transport priorities, guiding municipal investments and ensuring the integration of various transport modes within each municipality.

In collaboration with the **Gauteng Department of Roads and Transport (GDRT)** and other stakeholders, TAG will promote the successful implementation of both the STP and IIP to realise a modern, inclusive, sustainable, effective and efficient transport system for the province.

The Gauteng Province in context

Gauteng is the smallest province in South Africa, comprising only 1.42% of the total land area, but is an economic powerhouse. With a GDP exceeding R1.47 trillion and over 4 million employment opportunities, Gauteng surpasses other provinces by a significant margin, accounting for approximately 35% of South Africa's total economic output.¹



Gauteng's 2022 population was approximately 15.1 million, representing about 24.4% of the country's total population of around 62 million people.²

The Gauteng population is expected to further increase to 19.8 million by 2037, with an estimated net migration of 200,000 people per year from neighbouring countries and provinces being a significant contributor to this growth.

Gauteng’s total estimated annual GHG CO₂eq emissions increased by 4.6% between 2021 and 2022 from 41,332Mt to 43,347Mt. Transport is the highest contributor to GHG emissions (39.7% in 2021 to 42.1% in 2022)).³

Emerging Challenges

A “business as usual” planning and implementation approach will no longer suffice to meet the demands of a volatile, uncertain, complex and often ambiguous world. The role players responsible for implementing the STP, will need to continuously interpret the changing landscape, adapting and shifting direction in a responsive and flexible manner. This ongoing navigation of the overall implementation

¹ <https://www.gauteng.gov.za/News/NewsDetails/%7B99d3f058-b884-4eb5-a5c1-72f34ba282f1%7D>, 2024; <https://www.statssa.gov.za/?p=16650>, 2022

² <https://www.statssa.gov.za/?p=16716>, October 2023

³ Gauteng Greenhouse Gas Inventory and Measurement, Reporting and Verification System: Draft Inventory Report, 12 July 2024

process requires an experiential, iterative, engaged approach to effectively respond to emerging challenges.

External demands include environmental impacts, especially climate change and the requirement to urgently reduce GHG emissions, energy shortages and slow economic growth. Rapid urbanisation is further straining existing infrastructure, while spatial inequalities and economic marginalisation undermine the viability of public transport and contribute to the growth of informal businesses and the minibus taxi industry. Although significant net migration exacerbates the urbanisation challenge, there has been an increase in people leaving Gauteng, primarily from higher-income groups, while immigrants predominantly fall in lower-income groups, often relying on informal employment. Crime, poverty and high living costs further complicate efforts to provide sustainable, equitable and effective transport solutions. Additionally, governance inefficiencies, corruption and lack of engagement and collaboration across government spheres hamper effective planning and implementation.

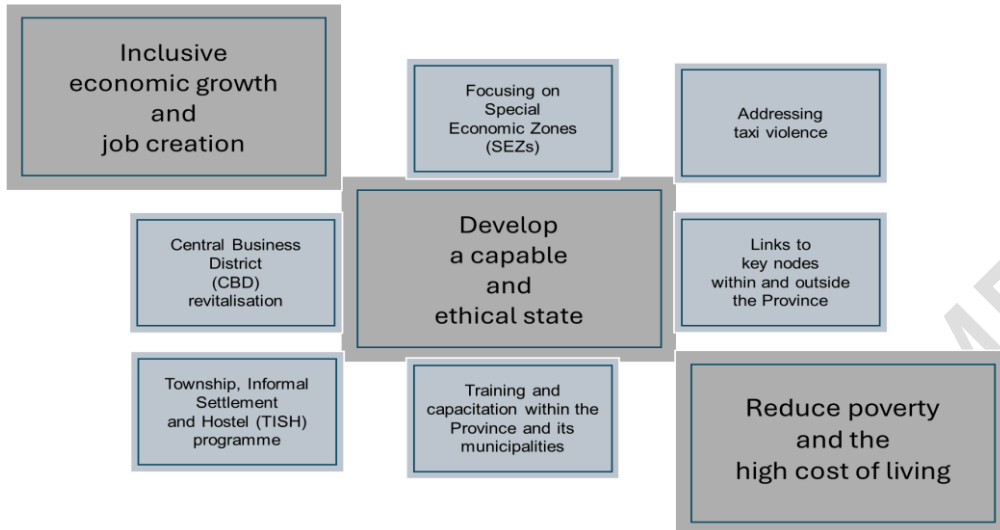
Technological advancements such as micromobility, shared mobility, computational power, digital connectivity and automation present opportunities but also require system adaptation to remain relevant. To effectively reduce greenhouse gas emissions, there is an urgent need to reduce in need to travel, embracing of digitisation and greater adoption of new energy vehicles as well as a shift to renewable energy. Global economic shocks and increasing natural disasters add uncertainty, underscoring the necessity for an adaptive, resilient transport system that ensures continuity in the face of adversity.

Departure Points from the PLTF 2023-2027:

- Leverage integration of land-use, bulk infrastructure development, economics, transport, safety and security strategies.
- Support sustainable transport and NMT with a focus on universal access (UA).
- Promote a behaviour change (TDM) and sustainable energy for transport.
- Promote public transport as a catalyst for nodal and corridor development, focus on a provincial Strategic Public Transport Network (SPTN), cross-border corridors, revitalised key station precincts and Transit-Oriented Development (TODs) aligned with the SPTN.
- Ensure sustainable financial support for both rail and road-based public transport, including minibus taxis.
- Roadways to adopt for sustainable modal hierarchies and technology utilities.
- Establish multi-year road infrastructure upgrade and maintenance programmes.
- Optimise freight network of hubs, corridors and last-mile solutions and support a shift from road to rail of rail-friendly freight for economic benefit.
- Transform transport to a digital environment (data ecosystem, Transport Management Centre, Intelligent Transport Systems) and apply smart technology across transport system.
- Investigate alternative funding sources, including green funding and re-establish the user-pay principle.
- Implement a monitoring framework for all strategies.

National and Provincial Themes

The themes previously identified and to be addressed from a National and Provincial perspective are:



The STP further aligns with the vision for Gauteng Provincial Government, namely “**A liveable, equitable, inclusive and united Gauteng City-Region.**”

An increasingly critical theme is the **Climate Crisis**, which is impacting all aspects of society and the economy. This issue must be incorporated into all planning efforts going forward.

How consultations were undertaken

Engaging stakeholders and key role players during the development and preparation of the STP in a collaborative approach helps to align the plan with the interests and needs of all relevant participants. The development of the Strategic Plan involved a structured stakeholder engagement process.

- Purpose and Outcomes Workshop on 26 February 2024 with project and client teams.
- **Strategic Role-Player Workshop (10 April 2024):** bringing together government officials, transport industry representatives and the project team.
- **Virtual Feedback Meeting (25 April 2024):** reviewing the outcomes of the previous workshop and refined the "Pictures of Success".

These engagements informed the Strategic Framework, ensuring that the Gauteng STP and IIP will be grounded in reality, relevant to the needs and interests of stakeholders, fit for purpose for today and tomorrow's world and deliver the desired impact.

Key Messages from Stakeholders

The stakeholder engagement process is essential in guiding the development of the STP and IIP to deliver innovative and aligned transport solutions for the people of Gauteng. Key factors highlighted in the vision of success were:

- Strong focus on integrating land use planning, engineering infrastructure and public transport;

- Reducing the need for travel and promoting non-motorised transport (NMT);
- Driving behaviour change through communication and incentives;
- Shifting freight back to rail transport;
- Leveraging data and technology to drive innovation in all areas;
- Emphasising the role of renewable energy and the adoption of electric vehicles (EVs); and
- Prioritising safety through the creation of safe zones and ensuring visible policing.

Challenges and gaps

Transport in Gauteng is faced with several challenges and opportunities. The following key challenges should be addressed:

- **Spatial disparities and fragmentation** driven by urban sprawl, low-density developments, engineering infrastructure challenges, limited affordable housing and land in economically active areas and ongoing socio-economic segregation.
- The **environmental crisis** including climate change with its associated extreme weather events such as floods, droughts and heatwaves.
- **Planning and funding silos**, with a lack of integration between land use, engineering infrastructure (bulk services) and transport across modes, municipalities and key stakeholders.
- **A negative modal share trend**, with public transport mode share declining, an increase in car use and reliance on mini-bus taxis contributing to higher GHG emissions. A shift to public transport would reduce GHG emissions per passenger-km travelled.
- **Lack of behaviour change efforts** and insufficient coordination to manage travel demand and promote a sustainable transport approach.
- **De-industrialisation** of certain regions such as the West Rand and Sedibeng affecting economic opportunities and transport patterns.
- **Political disruptions and interference** impacting continuity of planning and implementation.
- **Decline in passenger rail patronage**, with PRASA requiring unsustainable patronage subsidies; lack of funding and high infrastructure costs, while Gautrain faces a decline in passenger numbers post COVID-19. The capital investment required to restore PRASA infrastructure and extend the Gauteng Rapid Rail Integrated Network competes with pressing socio-economic demands, where fiscal constraints limit investment in both essential services and infrastructure development.
- **Public transport is characterised by fragmentation** in services, facilities, routes, ticketing, passenger information and fares, together with persistent regulatory and safety issues in the mini-bus taxi sector. A lack of established norms in service quality and passenger satisfaction for road-based public transport, impacts the convenience for users and attractiveness of public transport.
- Lack of provincial-wide **coordination and integration in technology applications**, hindering synergies and economies of scale. Mobility data is generally not accessible or standardised, restricting data-driven planning and operations.
- **Skills gaps** in technology, ITS, freight logistics and lifecycle planning delay effective transport system implementation.
- **Poor road conditions** impact service reliability and operational costs for transport providers.

- Inadequate provision for non-motorised transport, emerging modes and universal access in road rights of way.
- Many people still lack access to transport, in particular **first and last mile access**, to their destinations and to their homes, compounded by **safety and security concerns** during most parts of their trips.
- A focus on **new infrastructure** projects, often at the **expense of maintaining** existing assets. For example, decades of neglect in the Metrorail system have resulted in PRASA's restoration and recovery programme requiring significant capital investments that could have been allocated elsewhere if ongoing maintenance and gradual expansion had been prioritised.
- **A lack of full life cycle budgeting** for infrastructure, with the focus on upfront capital investment, without considering maintenance and operations or management of the investment over its full life cycle.

Opportunities

The following opportunities exist to address the gaps and challenges:

- Create a **transformative vision for public transport in Gauteng**, to address barriers posed by the current transport system, making public transport a preferred choice for all. This vision aims to foster social cohesion, community engagement and improved environmental health outcomes by improving the image, safety, cost and time efficiency, convenience and overall attractiveness of public transport.
- Improved provincial **co-ordination structures** for integrated transport planning and an enhanced co-ordination role for TAG.
- Focus on **sustainable, resilient, climate-responsive transport initiatives** and unlocking of funding streams to support these initiatives.
- Implement **Transit-Oriented Development (TOD)** initiatives as an opportunity for better alignment of land use, engineering infrastructure and transport planning initiatives.
- Leverage the **Recover and Rebuild strategy of PRASA** to restore commuter rail infrastructure and services, which has already led to an increase in rail patronage, offering affordable access options to nodes served by PRASA Metrorail.
- Engage communities to promote **active citizenry**, create "mobility hubs" for integrated transport options and improve modal interchanges while ensuring universal access.
- Enhance **sustainability in freight logistics** by adopting performance-based standards and last-mile solutions that foster economic opportunities. Empower the private sector to be involved in the regulation of freight transport, enforce working hours legislation and implement overload control strategies.
- Diversify provincial transport **funding**, including creation of a sustainable transport fund.
- Expand the **digital footprint of transport services** across Gauteng through the development of a unified data platform. This platform would serve as a central access point for mobility data, enabling improved management of public transport, ensuring data consistency and enhancing passenger information systems, thereby creating seamless mobility options for users throughout the province.

A Futures-Led Strategy for Sustainable and Inclusive Transport

The STP is guided by the **Enable, Avoid, Shift and Improve (EASI) framework**, which emphasises solutions that enhance access to opportunities in a sustainable manner. This approach highlights the need for an institutional paradigm shift in transport planning, focussing first on avoiding unnecessary travel, through spatial and digital solutions. It then prioritises a shift to alternative modes of transport for both people and goods, enabled by data-driven decision-making and sound governance. Prioritising Avoid and Shift strategies is crucial, as they offer greater potential for reducing transport emissions, at a lower cost than improvement-focused strategies or green solutions.

To create a sustainable and resilient transport system in Gauteng, a shift from traditional technocratic planning to more innovative, systems-based approaches that embrace complexity and uncertainty is critical and essential, for instance:

- Prioritising **sustainable accessibility, climate resilience, Travel Demand Management (TDM)** and to underpin all strategies, governance frameworks, investment priorities and planning processes.
- Integrating transport with **development planning** through collaboration across departments and sectors, leveraging integrated thinking and shared agendas to realise the ambitions of the STP.
- Embedding a **Sustainable Access Hierarchy** by promoting walking, cycling, micro-mobility, public transport and shared transport options in preference to single occupancy private car use.
- Applying **Futures Thinking**: Triple Access (digital, spatial, mobility) principles, focusing on enabling access through various means beyond just mobility.
- Adopting a **Vision and Validate planning** approach, focussing on future needs and sustainable solutions, moving away from unsustainable Predict and Provide models.
- Developing approaches that position the **mini-bus taxi industry** within the broader transport system.
- Embedding comprehensive **whole lifecycle planning and operational concepts** that prioritise investments which sustainably benefit the environment, economy, communities and people, while ensuring cost-effectiveness, long-term project viability and maximising value for money.

The **impact** desired from the STP and IIP includes:

- A better **quality of life** for all communities and inhabitants of Gauteng.
- Enhanced and equitable **access to opportunities** for all communities and inhabitants of Gauteng.
- Improved spatial **equity** and inclusion.
- An **inclusive, integrated transport system** (including seamless connectivity and interoperability between parts of the system) that leverages the contributions of all relevant stakeholders to deliver real impact over time.
- **Modal shifts** that optimise transport effectiveness and efficiency.
- An access system that is **resilient and 'fit for purpose'** for today's and tomorrow's world.
- **Behavioural shifts** that alter current patterns of demand and contribute to a more sustainable environment for all.
- An **integrated STP and IIP** around which all transport planning and implementation will be **aligned**.
- **Catalytic solutions** which are **sustainable, viable, feasible** and balance competing interests.

- **Accountable, capable, well-capacitated officials** to plan transversely, craft well-aligned strategies and **navigate** implementation efficiently, effectively and competently over time.
- A clear, long-term and sustained vision to **frame the choices and investment decisions** across future political cycles is crucial to achieve the desired impact of the STP and IIP.

Vision and Strategic Ambitions






The vision is supported by six Strategic Ambitions:

- Effective implementation through collaboration, capacity building, adequate resourcing and sound governance.
- Integrated land-use, transport and services for a safe, sustainable, inclusive and equitable society.
- Minimise transport's impact on the environment and improve climate resilience.
- Efficient and productive transport for people and goods enabling sustainable economic growth.
- Enhanced, safe, reliable and affordable transport that ensures equitable access to opportunities for all.
- Leverage technology for a seamless, digitally enhanced transport experience.

Our Vision
 'Sustainable, affordable, safe & reliable mobility that delivers equitable access to opportunities.'



The **interventions** that support each **Strategic Ambition** are summarised as follows:

Transport Authority for Gauteng (TAG)		Gauteng Strategic Transport Plan (STP)	
Vision	Topic	Strategic Ambitions	Interventions
Sustainable, affordable, safe & reliable mobility that delivers equitable access to opportunities.	 Institutional	1. Effective implementation through collaboration, capacity building, adequate resourcing, and sound governance	<ul style="list-style-type: none"> Leverage partnerships to develop sustainable, innovative funding models. A Provincial Transport and Land-use Integration Committee (PTLUIC) that streamlines coordination structures. Institutional capacity building, sound governance and through collaboration between the three spheres of government to ensure effective implementation.
	 Social	2. Integrated land-use, transport and services for a safe, sustainable, inclusive and equitable society.	<ul style="list-style-type: none"> Integrated and sustainable urban growth, ensuring essential services align with transport and land-use planning priorities. Refocus transport provision to prioritise non-motorised modes (NMT) and universal access (UA). Ensure the safety and security of drivers, passengers and vulnerable road users.
	 Environment	3. Minimise transport's impact on the environment and improve climate resilience.	<ul style="list-style-type: none"> A sustainable, decarbonised, resilient and sustainable transport system delivered through behaviour change, a transition to renewable energy and consideration of the full impacts true costs of transport through whole life project appraisals.
	 Economic	4. Efficient and productive transport enabling sustainable economic growth.	<ul style="list-style-type: none"> Optimised freight logistics infrastructure/facilities to boost economic productivity. Transport that enables economic growth and creates opportunities.
	 Access	5. Enhanced, safe, reliable and affordable transport ensures equitable access to opportunities for all.	<ul style="list-style-type: none"> Reinforce rail as the backbone of Gauteng's transport system. Collaborative planning ensures user-centric public transport and modal integration. Effective governance and institutional support for enhanced public transport operations. Safe and attractive public transport infrastructure and vehicles. Sustainable and resilient designs, construction, maintenance and management of the provincial mobility network.
	 Technology	6. Leverage technology for a seamless, digitally enhanced transport experience.	<ul style="list-style-type: none"> A unified mobility data platform to facilitate integrated data and mobility services which provides real-time information and adopts emerging technologies and automation.

Enabling Framework to Deliver the STP

TAG's role is crucial in co-ordinating and supporting transport planning, focusing on optimising access to opportunities even beyond its immediate transport mandate.

Entrenched obstacles

Several challenges could impede the implementation of the STP. One major hurdle is overcoming public scepticism about a future based public transport. Many individuals equate car ownership with independence, making it essential to shift perceptions towards a vision of sustainability and a more integrated transport system. Additionally, effective coordination across various sectors is necessary to achieve cohesive transport planning and delivery.

A significant concern lies in the funding imbalance, as resources are often disproportionately allocated to new infrastructure rather than maintaining existing systems. This neglect makes it challenging to demonstrate the benefits of retrofitting or implementing non-infrastructure interventions. The financial sustainability of public transport operations, particularly rail and Bus Rapid Transit (BRT) systems, is another critical issue, as high operational costs and inadequate fare revenues continue to pose challenges.

Institutional barriers to data sharing further complicate the implementation of a smart mobility system. Data is often collected in different formats and not shared efficiently among entities, which undermines efforts such as the "One Province, One Ticket" initiative. Additionally, the rapid pace of external changes necessitates flexible plans capable of adapting to evolving conditions. Fragmented planning across national, provincial, municipal and transport sectors remains a persistent challenge.

Other obstacles include the need for project prioritisation that aligns with the STP's strategic ambitions and climate goals, significant behavioural shifts to support sustainable travel and political disruptions that hinder policy continuity.

Improving Delivery

To successfully deliver the STP, TAG will lead the organisational change necessary for achieving its objectives. This will involve establishing strong leadership to create a clear vision that promotes public transport as a way of life. Managing change effectively will require a defined division of responsibilities among stakeholders, co-ordinated communication and TAG's active participation in relevant committees.

Innovative funding sources, such as international climate change funds as well as fuel and carbon taxes, will be explored to support transport initiatives. Continuous collaboration will be essential, streamlining co-ordination structures and leveraging technology to enhance planning and service delivery.

Continuous engagement with citizens in transport initiatives will foster awareness and ensure diverse perspectives are included in the planning process. Establishing a Provincial Transport and Land-use Integration Committee will further improve co-ordination across municipalities, enhancing the integration of land use, engineering infrastructure and transport across the Gauteng City Region. This collaborative approach aims to create a sustainable transport system that drives economic growth and social cohesion while addressing the pressing access needs of the community.

Capabilities

The **Capabilities** that Gauteng as a province will need in order to deliver success, are:

- Necessary credibility and expertise to co-ordinate all planning authorities and functions - able to integrate and influence the thinking and decision making of stakeholders (wider than transport).
- Assured funding - ring-fenced funding for solutions contained within the STP inclusive of clear provision for both CAPEX and OPEX over time.
- Capable institutions and professionals - able to see the 'big picture' and make objective planning decisions in the best interests of Gauteng and its people, free from undue influence.
- Technology and data platform - with automated workflows which contains a comprehensive database of common information and intelligence, optimised through AI, to deliver best possible planning choices and outcomes.
- Enabling policy environment - enables difficult, complex decisions to be made quickly, effectively and responsively in order to accelerate and sustain the evolution of an optimal transport system for Gauteng.

Policy areas

The following policy areas need to be addressed:

- Integrated and Sustainable Transport Development
- Integrated Transport, Digital and Spatial Accessibility
- Collaboration in Integrating Technologies and Data Sharing Standards
- Prioritising Safety and Security
- Non-Motorised Transport (NMT) and Universal Access (UA)
- Facilitating Demand Management and Behavioural Change
- Parking and Development Planning policy reform
- Sustainable and Innovative Funding Models
- Public Transport Integration
- Empowering Stakeholders and Communities
- Transport System Maintenance and Efficiency
- Public Transport regulation and the deployment of tools to pro-actively balance demand and supply

Funding & Financing

TAG's role is to co-ordinate and support transport planning aimed at enhancing access to opportunities through sustainable solutions. To address funding shortfalls and secure investment in infrastructure, a multi-faceted strategy is recommended to identify, source and facilitate assured funding and appropriate allocation.

Financial Resources

The proposed financial resources include:

- **Partnerships with Development Finance Institutions (DFIs):** Engage with the Development Bank of Southern Africa (DBSA) and other international climate funding sources to secure upfront agreements on funding suitable transport projects.
- **Leveraging international climate finance:** such as the Green Climate Fund (GCF), Climate Investment Funds (CIF) and bilateral funding programmes, can provide additional resources for projects focused on decarbonising transport, green infrastructure and low-emission public transport.
- **Public-Private Partnerships (PPPs):** Encourage private sector participation in financing large-scale infrastructure projects, leveraging their expertise and resources. A collaborative framework between provincial and municipal governments is needed to ensure that these initiatives are feasible and legally compliant.
- **Vehicle License Fee Increases:** Consider raising vehicle license fees to contribute to the transport fund, similar to practices in Sweden.
- **Congestion Charges and Low Emission Zones (LEZs):** Implement these measures to manage urban traffic while ensuring funds generated are reinvested in public transport enhancements.
- **Corporate Sponsorships:** Attract corporate investments in public infrastructure as part of their Corporate Social Responsibility (CSR) initiatives, improving community relations and infrastructure quality.

By implementing these opportunities, Gauteng can better meet its extensive transport infrastructure needs while promoting sustainability.

Develop assured funding

A sustainable funding programme should be established with the following recommendations:

Provincial Transport Fund (PTF)

The establishment of the Provincial Transport Fund (PTF) is crucial for sustainable funding of public transport and related initiatives in Gauteng. The Fund will consolidate revenues from various sources, such as government appropriations, user charges and public-private partnerships. A legal framework and institutional arrangements will be developed in consultation with stakeholders, aligned with the National Land Transport Act (NLTA). This initiative supports long-term infrastructure planning and resource allocation and provincial legislation will be pursued to create the Fund, reflecting recommendations from the Provincial Transport and Land-Use Integration Committee (PTLUIC).

A Sustainable Transport Fund Management Board should be considered to oversee the Fund, ensuring transparency and accountability in resource allocation. This board could include representatives from the TAG, GDRT, other transport entities, government departments and the private sector.

Issuance of Bonds

The province can issue bonds to raise capital for transport projects, with repayment sourced from government allocations and revenues. This strategy reduces reliance on a single revenue stream and helps manage financial risks.

Sustainable Transport Fund

Gauteng should establish a Sustainable Transport Fund (the Fund) to ensure funding for environmentally responsible transport initiatives. This Fund will pool resources from multiple revenue streams and align with national and provincial policies, such as the National Development Plan (NDP) 2030 and the Sustainable Development Goals (SDGs) 2023.

Green Bonds

Issuing green bonds will enable Gauteng to finance projects promoting environmental sustainability, such as electric vehicle fleets and green public transport corridors. This approach has proven successful in other countries, addressing urban environmental challenges.

Additional Financing Strategies

Other financing strategies, including project finance, sustainability-linked loans and local infrastructure bonds, can increase funding for urban transport projects.

Strategic Budget Allocation

Effective budget allocation is crucial for implementing Gauteng's STP. TAG will prioritise projects that align with strategic goals, ensuring sufficient budget allocation for sustainable transport initiatives and emergency infrastructure needs. TAG will also facilitate co-ordination between provincial and municipal transport projects, influencing budget allocations to ensure alignment with long-term development strategies.

Monitoring and Evaluation

To effectively implement the Gauteng STP, requires a collaborative approach that emphasises and embraces robust monitoring and evaluation.

Key processes include:

- **Key Performance Indicators (KPIs):** These measurable values will quantify progress, employing a tailored KPI dashboard that tracks physical projects and milestones automatically through the Transport Management Centre (TMC).
- **Delivery Milestones:** Establishing clear levels of achievement to ensure transparency and accountability.

KPIs

Two categories of KPIs will be utilised to assess progress:

- **Overall KPIs:** Measure high-level outcomes like progress on delivery milestones, mode share, economic growth, reduction in harmful emissions, travel time, congestion, affordability, safety, equity, maintenance, public transport service levels and the shift from road to rail.
- **Outcome-Based KPIs:** Focus on specific achievements within the plan, such as budget allocation, policy implementation, stakeholder participation, operationalisation of the Digitalisation plan, outreach activities and land-use and transport integration activities.

Delivery Milestones

The evaluation framework will outline short-term (1-2 years), medium-term (3-5 years) and long-term (6-10+ years) initiatives to ensure structured progress towards the STP objectives.

A comprehensive monitoring and evaluation approach is crucial for ensuring effective implementation of the STP and addressing Gauteng's transport challenges.

Catalytic Interventions

The following catalytic interventions have been identified for further development under the IIP:

- **Pilot projects focused on Transit-Oriented Development (TOD)** and provincial public transport **corridors** to address challenges such as spatial and institutional fragmentation and the infrastructure investments needed to unlock densification.
- **Reform the public transport planning and operating licensing process**, including the enhanced use of technology to tackle issues related to minibus taxi violence.
- **Digitise current transport data** to improve accessibility and usability.
- **Utilise data and smart technology** to support interventions and monitor progress.
- **Explore collaboration with neighbouring provinces** to promote connectivity to nodes outside Gauteng using appropriate transport modes.

Conclusion

The STP for Gauteng outlines a comprehensive framework for developing a sustainable transport system within the province. A clear vision and effective leadership are critical for ensuring that public transport becomes an integral part of daily life, thereby enhancing the quality of life for all residents. The STP provides a structured set of principles, strategic ambitions and critical interventions necessary for the transformative change which is necessary. It presents critical interventions to respond to future needs and address existing challenges in the transport system.

The STP considers real needs and interests of stakeholders and to ensure it is fit for both present and future conditions. The proposed initiatives promote equitable access to opportunities across communities, fostering environmental resilience and sustainability and provide a foundation for future transport planning, thereby achieving the STP vision of sustainable, affordable, safe and reliable mobility that delivers equitable access to opportunities.

Acronyms

4IR - Fourth Industrial Revolution	MTEF - Medium Term Expenditure Framework
AI - Artificial Intelligence	NDP - National Development Plan
BRT - Bus Rapid Transit	NDP2030 - National Development Plan 2030
CAPEX - Capital Expenditures	NLTA - National Land Transport Act
CIF - Climate Investment Funds	NMT - Non-motorised Transport
CO ₂ eq - Carbon Dioxide equivalent	NT - National Treasury
CSR - Corporate Social Responsibility	PLTF - Provincial Land Transport Framework (2023-2027)
DBSA - Development Bank of Southern Africa	PPP - Public-Private Partnership
DFIs - Development Finance Institutions	PRASA - Passenger Rail Agency of South Africa
EASI - Enable, Avoid, Shift & Improve framework	PTF - Provincial Transport Fund (proposed)
EVs - Electric Vehicles	PTIC - Public Transport Integration Committee
GCF - Green Climate Fund	PTLUIC - Provincial Transport and Land-Use Integration Committee (proposed)
GDRT - Gauteng Department of Roads and Transport	SADC - Southern African Development Community
GHG - Green House Gas	SANRAL - South African National Roads Agency
GHTS - Gauteng Household Travel Survey	SDGs - Sustainable Development Goals
GMA - Gautrain Management Agency	SKRP - Strategic Key Role-Player
GSDF - Gauteng Spatial Development Framework	SPTN - Strategic Public Transport Network
I&APs - Interested and Affected Parties	STP - Strategic Transport Plan
IIP - Integrated Implementation Plan	TAG - Transport Authority for Gauteng
IPC - Intermodal Planning Committee	TDM - Travel Demand Management
ITMP25 - Gauteng 25-Year Integrated Transport Master Plan	TETA - Transport Education Training Authority
ITS - Intelligent Transport Systems	TMC - Traffic Management Centre
KPI - Key Performance Indicator	TOD - Transit-Oriented Development
KRP - Key Role-Player	UA - Universal Access
LEZ - Low Emission Zone	
MaaS - Mobility as a Service	
MBT - Minibus Taxi	
Mt - Mega tons	



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