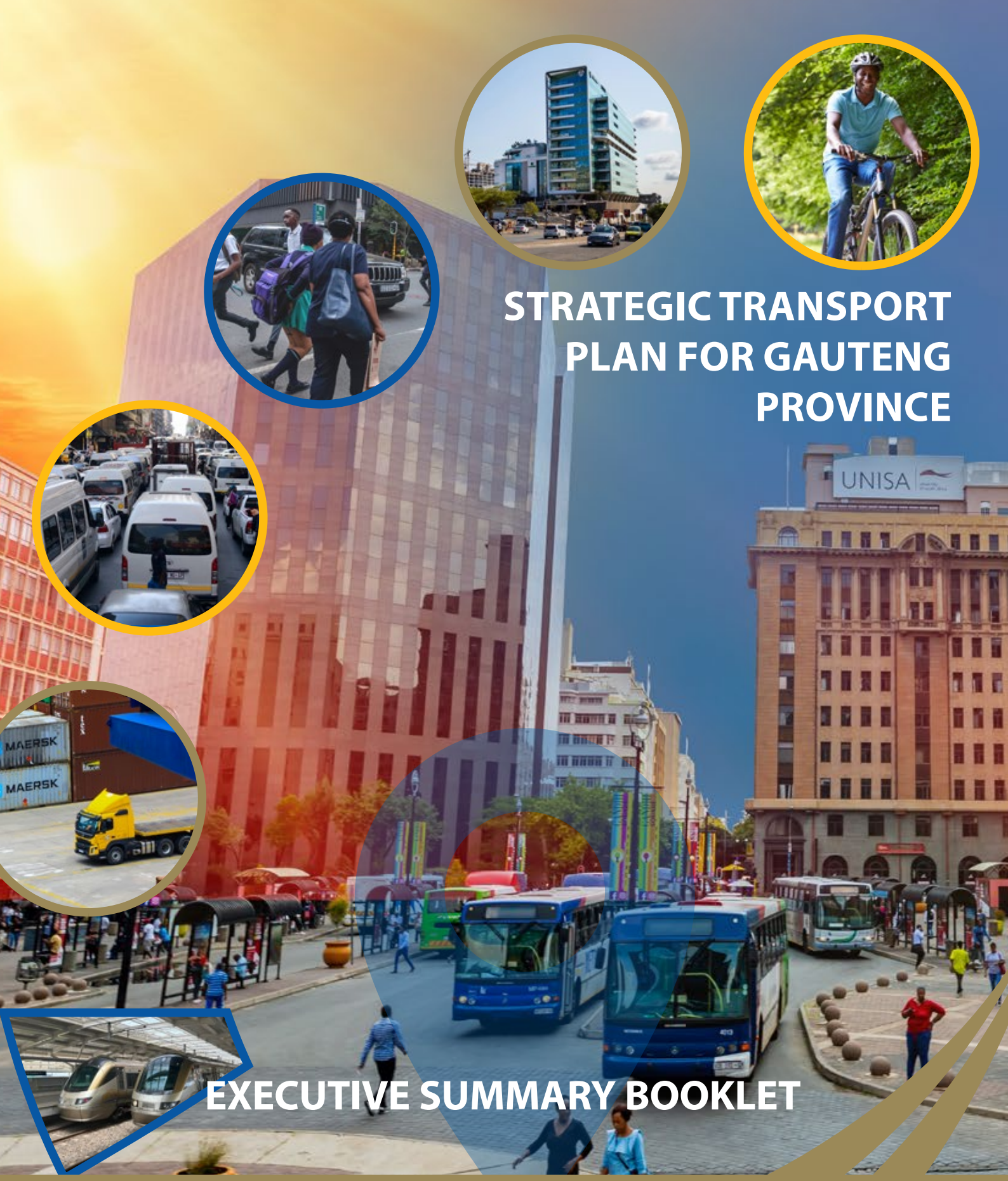


# STRATEGIC TRANSPORT PLAN FOR GAUTENG PROVINCE

## EXECUTIVE SUMMARY BOOKLET

GAUTENG
PROVINCIAL GOVERNMENT
REPUBLIC OF SOUTH AFRICA

GAUTENG TRANSPORT AUTHORITY
ACCESS GAUTENG 2950
Connecting People, Places and Opportunities Sustainably

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TO LET
Nando's
TAKE A STAND FOR LUNCH!

# 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 (GTA 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 Access Gauteng 2050 Vision**

"Connecting People, Places and Opportunities Sustainably"

**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;
- Regulating fares, although this function may now rest with the Transpoort Economic Regulator after the coming into operation of the Economic Regulation of Transport Act 2024
- 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 visionary 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.

## 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 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 Framework 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 refining the "Pictures of Success".

Stakeholders were notified by various communication methods of the availability of the Draft STP for public review and comment between 20 February and 24 March 2025. Hard copies of the Draft STP and its Executive Summary (in multiple languages spoken in Gauteng) were placed at various government offices and municipal buildings, accompanied by posters to encourage public input. Electronic files of the Draft STP and its Executive Summary (in multiple languages spoken in Gauteng), as well as the audio versions of the Executive Summary in the multiple languages, were posted on the project website.

Face-to-face workshops were held to gather feedback on the Draft STP and proposed strategic interventions:

**Hybrid Strategic Role-Player Workshop (4 February 2025):** presenting an advanced overview of the Draft STP and gathering initial input ahead of public release.

**Hybrid Strategic Role-Player Workshop (4 March 2025):** discussing the Draft STP and proposed strategic interventions following its release for public comment between 20 February and 24 March 2025.

**Virtual I&AP Workshop (11 March 2025):** engaging Interested and Affected Parties on the Draft STP and gathering feedback.

**GDRT Workshop (25 March 2025):** providing the Gauteng Department of Roads and Transport with a detailed briefing on the Draft STP to ensure internal alignment and meaningful collaboration.

Written comments received from stakeholders during the comment period were via the dedicated project mailbox and verbal comments received during the workshops were noted to ensure transparency and compliance with public participation requirements.

The stakeholder process aimed at ensuring that the Gauteng STP and IIP are grounded in reality, relevant to the needs and interests of stakeholders, fit for purpose for today and tomorrow's world and will deliver the desired impact.

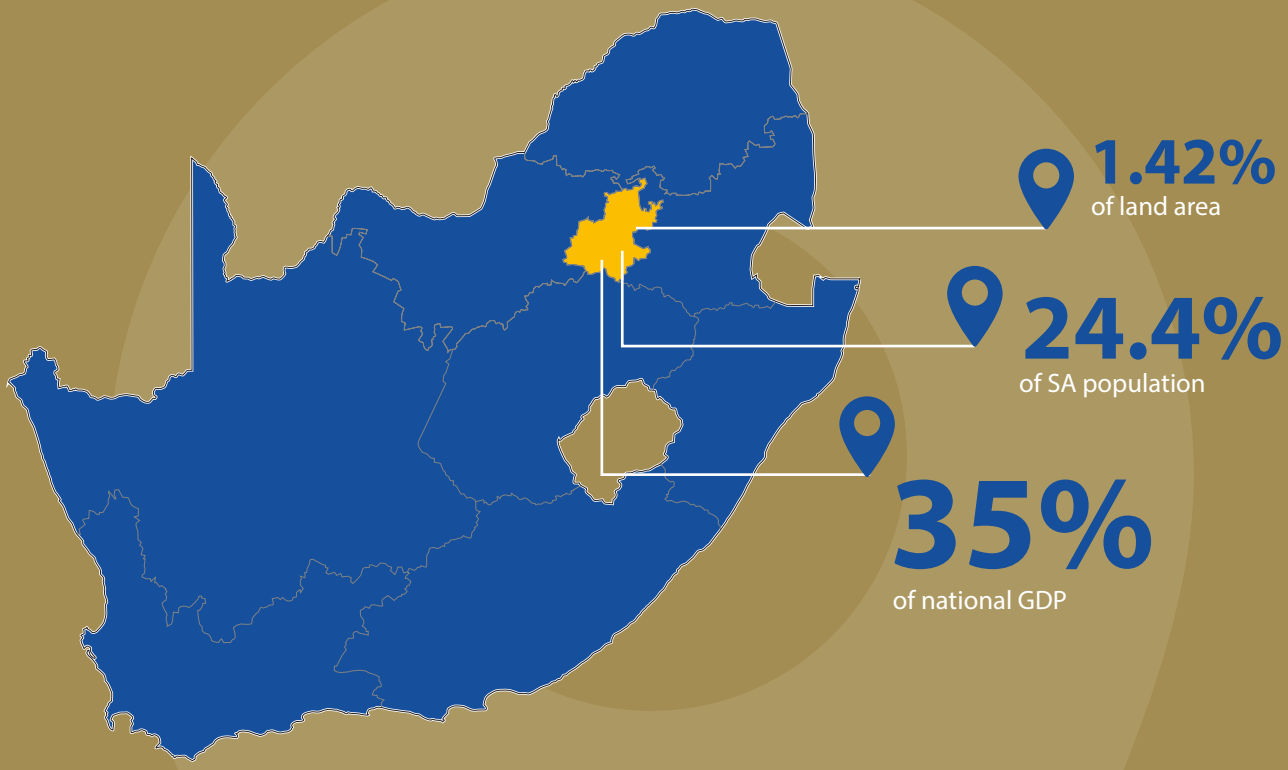
## Key Messages from Stakeholders

**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.

**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]

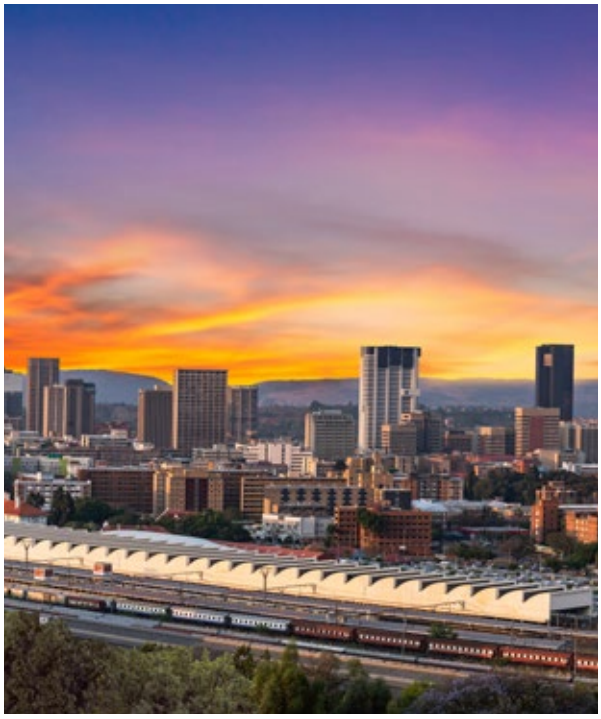
The Gauteng population is expected to further increase to 19.8 million by 2037, with an estimated net migration of 200,000 people per year from neighbouring countries and provinces being a significant contributor to this growth.

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

[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

# External Challenges and Trends Impacting Transport

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



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 reduction 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.

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.

# 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 Gautrain system 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.
- **Institutional challenges with planning and licensing systems** contribute to operating licence backlogs, due to outdated municipal CITPs and system constraints within the PRE. A more agile and responsive approach and system are needed to align licensing with evolving transport demands.
- 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:**

- Realise 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 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.
- **Transforming the public transport system**, by developing uniform standards for public transport facilities and service quality, defining essential amenities to be incorporated at facilities and setting clear maintenance and operational standards.
- 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.

# THE STP MISSION AND STRATEGIC AMBITIONS

**TAG's vision is reinforced by the STP mission and its six Strategic Ambitions:**

- Efficient and productive transport for people and goods enabling sustainable economic growth.
- Enhanced, safe, reliable, integrated and affordable transport that ensures equitable access to opportunities for all.
- Leverage technology for a seamless, digitally enhanced transport experience.
- 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.

## Our Mission

"Enabling sustainable, affordable, safe & reliable mobility that provides equitable access to opportunities for all"

### ECONOMIC

Efficient and productive transport for people and goods enabling sustainable economic growth.

### ACCESS

Enhanced, safe, reliable, integrated and affordable transport that ensures equitable access to opportunities for all.

### TECHNOLOGY

Leverage technology for a seamless, digitally enhanced transport experience.

### INSTITUTION

Effective implementation through collaboration, capacity building, adequate resourcing and sound governance.

### SOCIAL

Integrated land-use, transport and services for a safe, sustainable inclusive and equitable society.

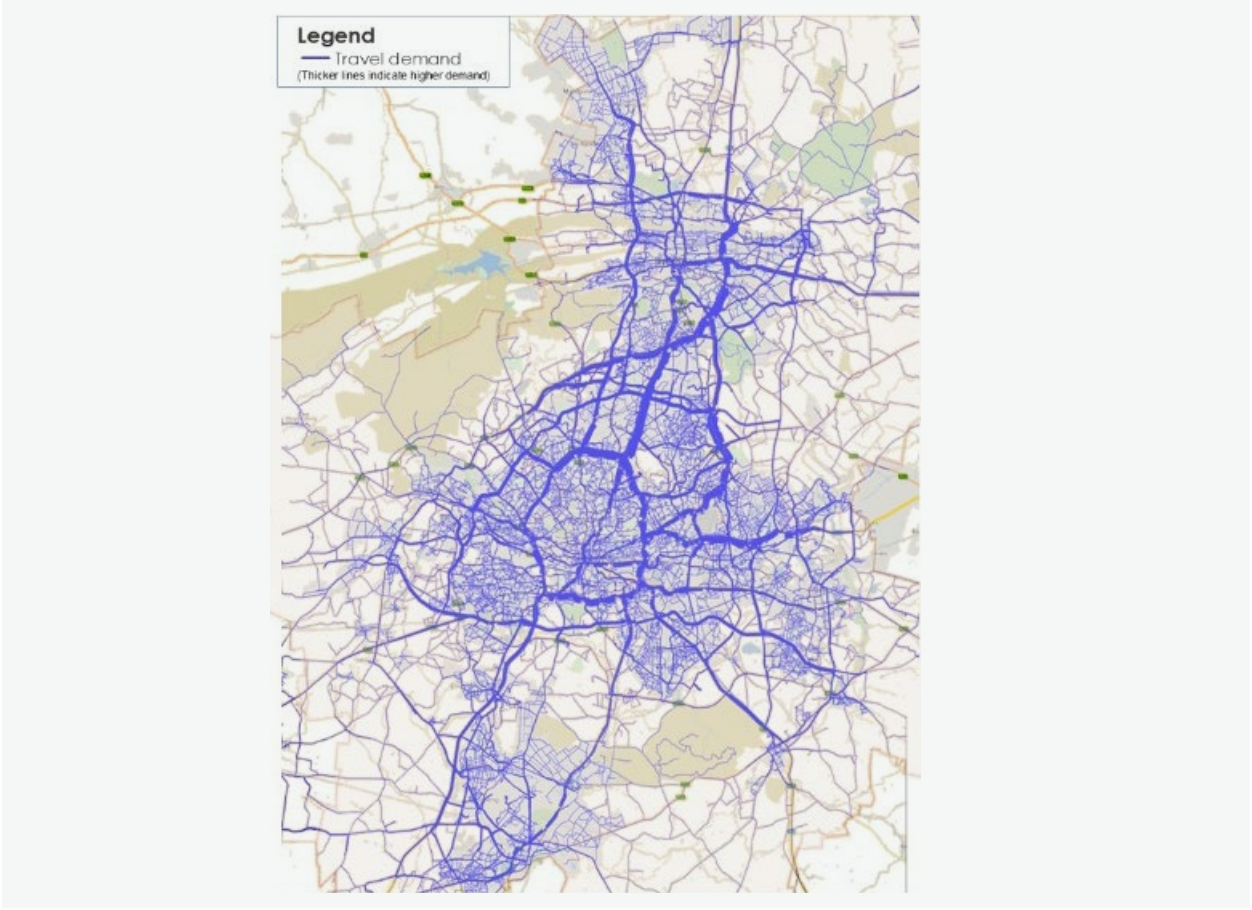
### ENVIRONMENTAL

Minimise transport's impact on the environment and improve climate resilience.

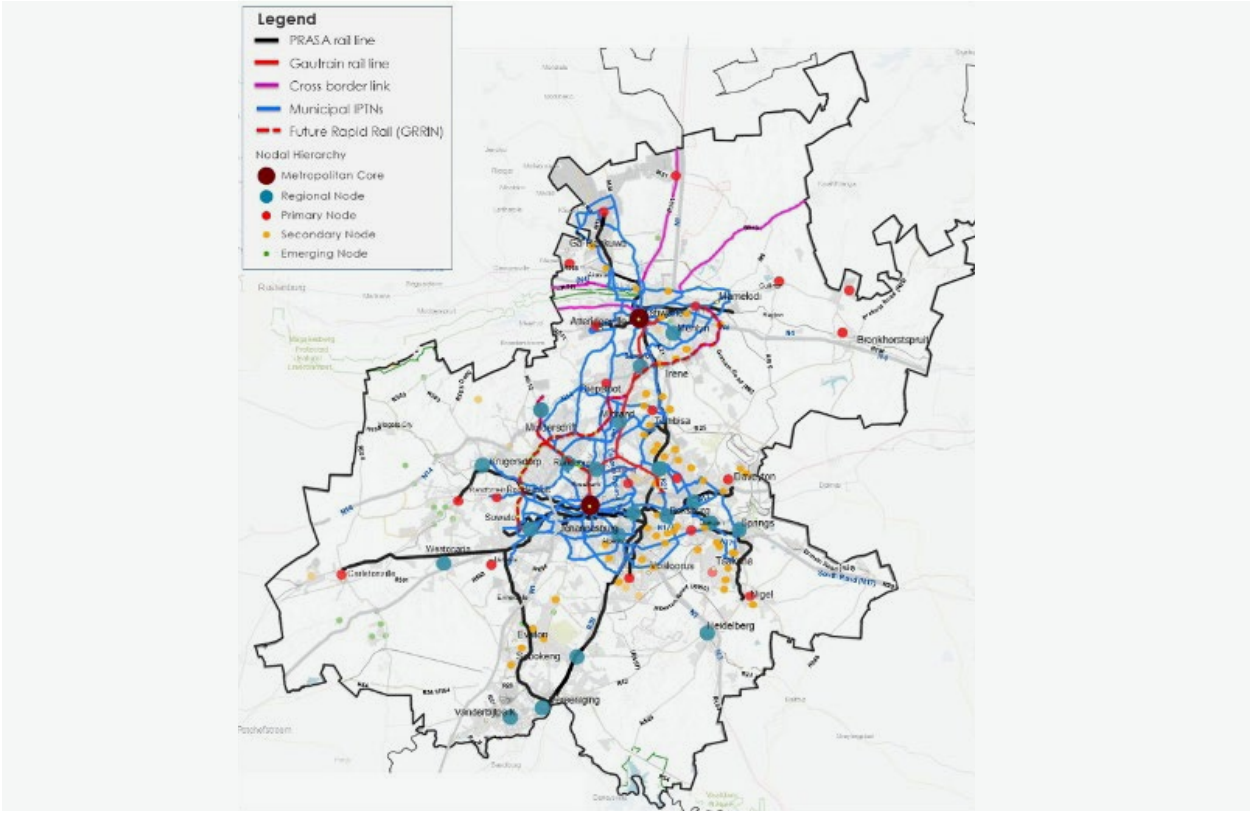
# The Interventions that support each Strategic Ambition are summarised as follows:

| Transport Authority for Gauteng (TAG) | | Connecting People, Places and Opportunities Sustainably | |
|---|---|---|---|
| **Mission** | **Topic** | **Strategic Ambitions** | **Interventions** |
| Enabling sustainable, affordable, safe & reliable mobility that delivers equitable access to opportunities for all. | Economic | 1. Efficient and productive transport for people and goods to enable an economic boom. | • Transport that enables economic growth and creates opportunities.<br>• Optimised freight logistics infrastructure and facilities to boost economic productivity. |
| | Access | 2. Enhanced, safe, reliable, integrated and affordable transport that ensures equitable access to opportunities for all. | • Reinforce rail as the backbone of Gauteng's transport system.<br>• Collaborative planning that ensures user-centric public transport and modal integration.<br>• Effective governance and institutional support enable sustainable, affordable and convenient public transport operations.<br>• Appropriate and safe public transport infrastructure and vehicles for all.<br>• Sustainable and resilient designs, construction, maintenance and management of the network to ensure provincial wide mobility. |
| | Technology | 3. Leverage technology for a seamless, digitally enhanced transport experience. | • A unified mobility data platform to facilitate integrated data and mobility services which provides real-time information and adopts emerging technologies and automation. |
| | Institutional | 4. Effective implementation through collaboration, capacity building, adequate resourcing, and sound governance | • Leverage partnerships to develop sustainable, innovative funding models.<br>• Sound governance through Institutional capacity building and collaboration with the three spheres of government to ensure effective implementation.<br>• A Provincial Transport and Land-use Integration Committee (PTLUIC) that streamlines coordination structures. |
| | Social | 5. Integrated land-use,and transport for a safe, sustainable, inclusive and equitable society. | • A cohesive urban form that supports sustainable and equitable transport and services.<br>• Refocus transport provision to prioritise non-motorised modes and universal access (UA).<br>• Ensure the safety and security of drivers, passengers and vulnerable road users. |
| | Environmental | 6. Reduce greenhouse gas emissions and improve climate resilience. | • A decarbonised, resilient and sustainable transport system delivered through behaviour change, a transition to renewable energy and consideration of the true costs and benefits of transport through whole life project appraisals. |

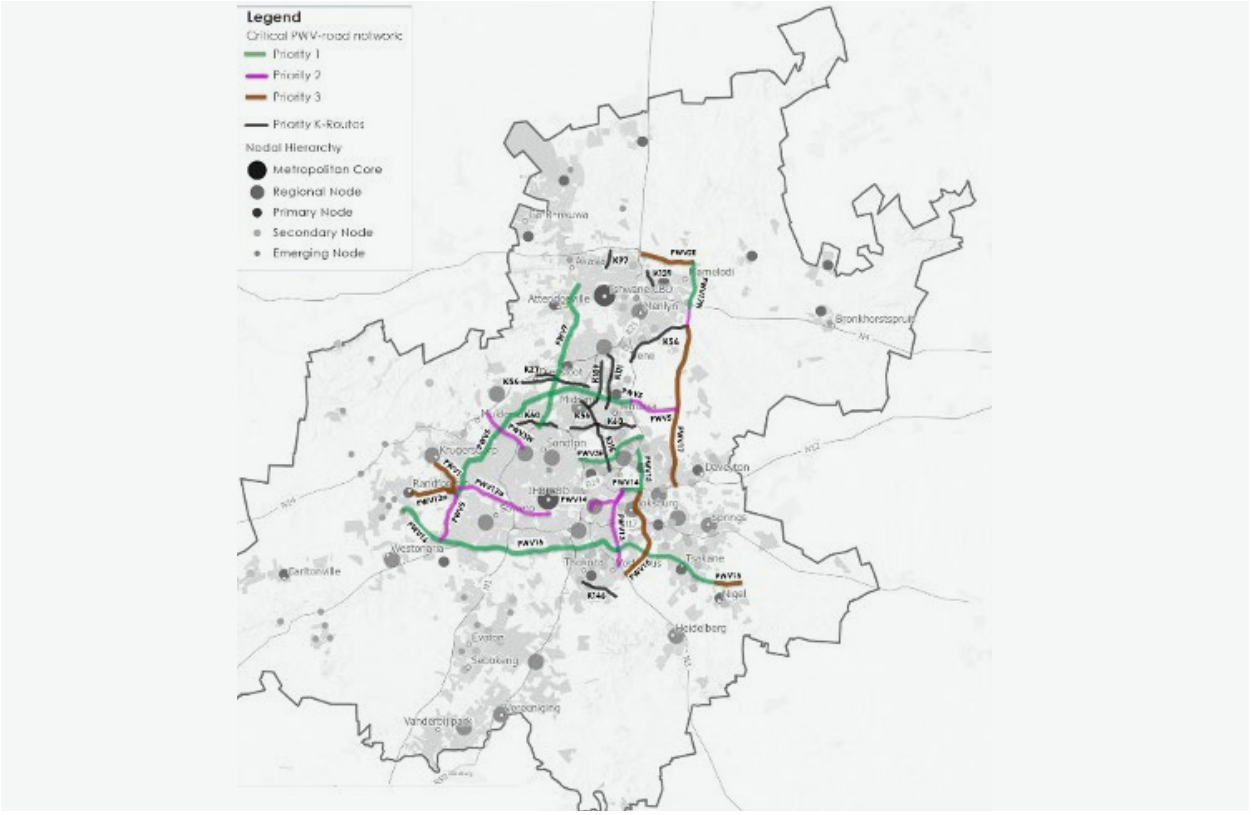
Key outputs from the ITMP25 and associated modelling for the ITMP25 informed the Strategic Public Transport Network (SPTN), strategic road network and strategic freight network and terminal plan. These are illustrated in the following maps, overlaid on the key nodes within the Province.



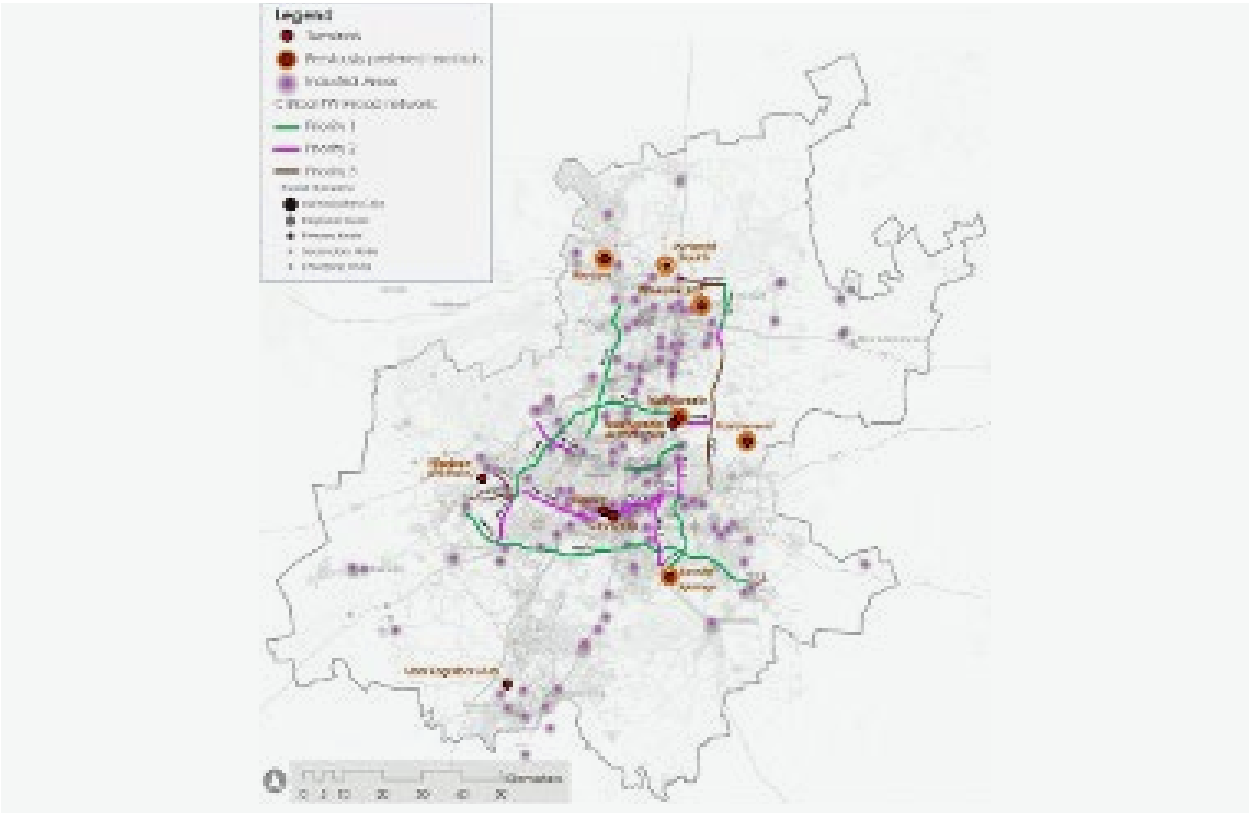

ITMP25 Modelled Transport Demand




Strategic Public Transport Network (SPTN)




Strategic Road Network




Strategic Freight Network and Terminal Plan

# 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

# 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 deliver on 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 Travel 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 Asset Management
- 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.
- **Land Value Capture (LVC):** A mechanism that enables the government to leverage the increase in land and property values resulting from public infrastructure investment. It is especially effective in high-demand urban areas and around transport nodes.

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 (Green) 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.

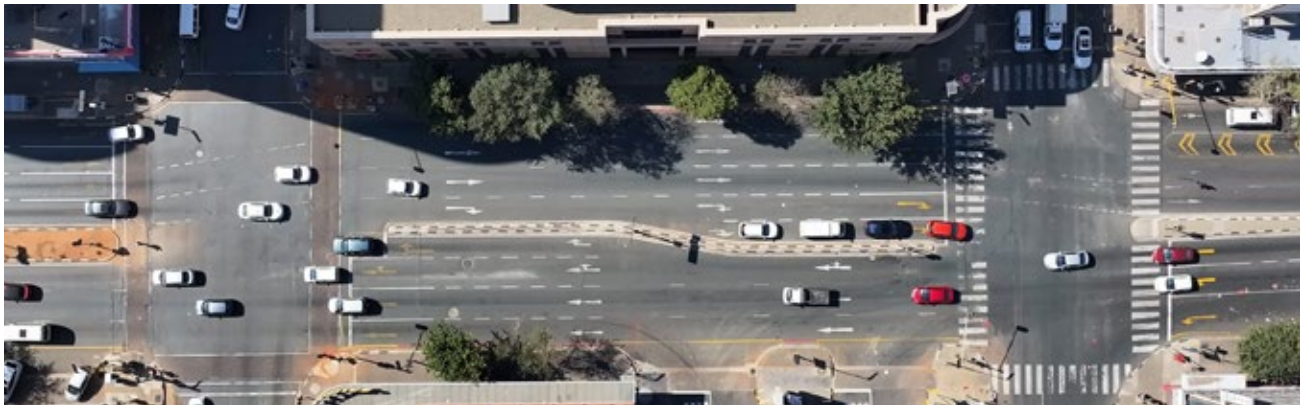
## KPIs

**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 and improve regulation and safety for operators and passengers.
- Digitise and digitalise transport data, utilising data and smart technology (including integrated ticketing systems such as One Ticket) to support interventions and monitor progress effectively.
- Facilitate safety and security interventions in first and last-mile connections, transport hubs and in vehicles to increase passenger confidence and reduce crime-related risks.
- Mainstream sustainable transport in Gauteng (EASI approach) to position the province as a leader in achieving zero emissions, while supporting TDM initiatives, improved first and last-mile connectivity and universal accessibility.
- Create an "Urban Transport Fund" to support planning, cross-cutting projects and operations, enabling sustained and coordinated investment across Gauteng.
- Prioritise transit-oriented developments (TODs), 15-minute cities and mobility hubs in 'TISH' areas (Townships, Informal Settlements and Hostels) to promote equitable access and reduce travel needs in underserved communities.
- Shift rail-friendly freight from road to rail, develop legible freight corridors with clear routing and establish truck stops and suitable intermodal freight terminals.
- Reprioritise and adequately fund the ongoing maintenance of transport infrastructure to prevent service degradation, minimise safety risks and ensure long-term reliability.

# 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 TAG's vision of sustainable, affordable, safe and reliable mobility that delivers equitable access to opportunities for all.

# Acronyms

| | |
|---|---|
| **4IR** | Fourth Industrial Revolution |
| **AI** | Artificial Intelligence |
| **BRT** | Bus Rapid Transit |
| **CAPEX** | Capital Expenditures |
| **CIF** | Climate Investment Funds |
| **CO2eq** | Carbon Dioxide equivalent |
| **CSR** | Corporate Social Responsibility |
| **DBSA** | Development Bank of Southern Africa |
| **DFIs** | Development Finance Institutions |
| **EASI** | Enable, Avoid, Shift & Improve framework |
| **EVs** | Electric Vehicles |
| **GCF** | Green Climate Fund |
| **GDRT** | Gauteng Department of Roads and Transport |
| **GHG** | Green House Gas |
| **GHTS** | Gauteng Household Travel Survey |
| **GMA** | Gautrain Management Agency |
| **GSDF** | Gauteng Spatial Development Framework |
| **I&APs** | Interested and Affected Parties |
| **IIP** | Integrated Implementation Plan |
| **IPC** | Intermodal Planning Committee |
| **ITMP25** | Gauteng 25-Year Integrated Transport Master Plan |
| **ITS** | Intelligent Transport Systems |
| **KPI** | Key Performance Indicator |
| **KRP** | Key Role-Player |
| **LEZ** | Low Emission Zone |
| **MaaS** | Mobility as a Service |
| **MBT** | Minibus Taxi |
| **Mt** | Mega tons |
| **MTEF** | Medium Term Expenditure Framework |
| **NDP** | National Development Plan |
| **NDP2030** | National Development Plan 2030 |
| **NLTA** | National Land Transport Act |
| **NMT** | Non-motorised Transport |
| **NT** | National Treasury |
| **PLTF** | Provincial Land Transport Framework (2023-2027) |
| **PPP** | Public-Private Partnership |
| **PRASA** | Passenger Rail Agency of South Africa |
| **PTF** | Provincial Transport Fund (proposed) |
| **PTIC** | Public Transport Integration Committee |
| **PTLUIC** | Provincial Transport and Land-Use Integration Committee (proposed) |
| **SADC** | Southern African Development Community |
| **SANRAL** | South African National Roads Agency |
| **SDGs** | Sustainable Development Goals |
| **SKRP** | Strategic Key Role-Player |
| **SPTN** | Strategic Public Transport Network |
| **STP** | Strategic Transport Plan |
| **TAG** | Transport Authority for Gauteng |
| **TDM** | Travel Demand Management |
| **TETA** | Transport Education Training Authority |
| **TMC** | Traffic Management Centre |
| **TOD** | Transit-Oriented Development |
| **UA** | Universal Access |

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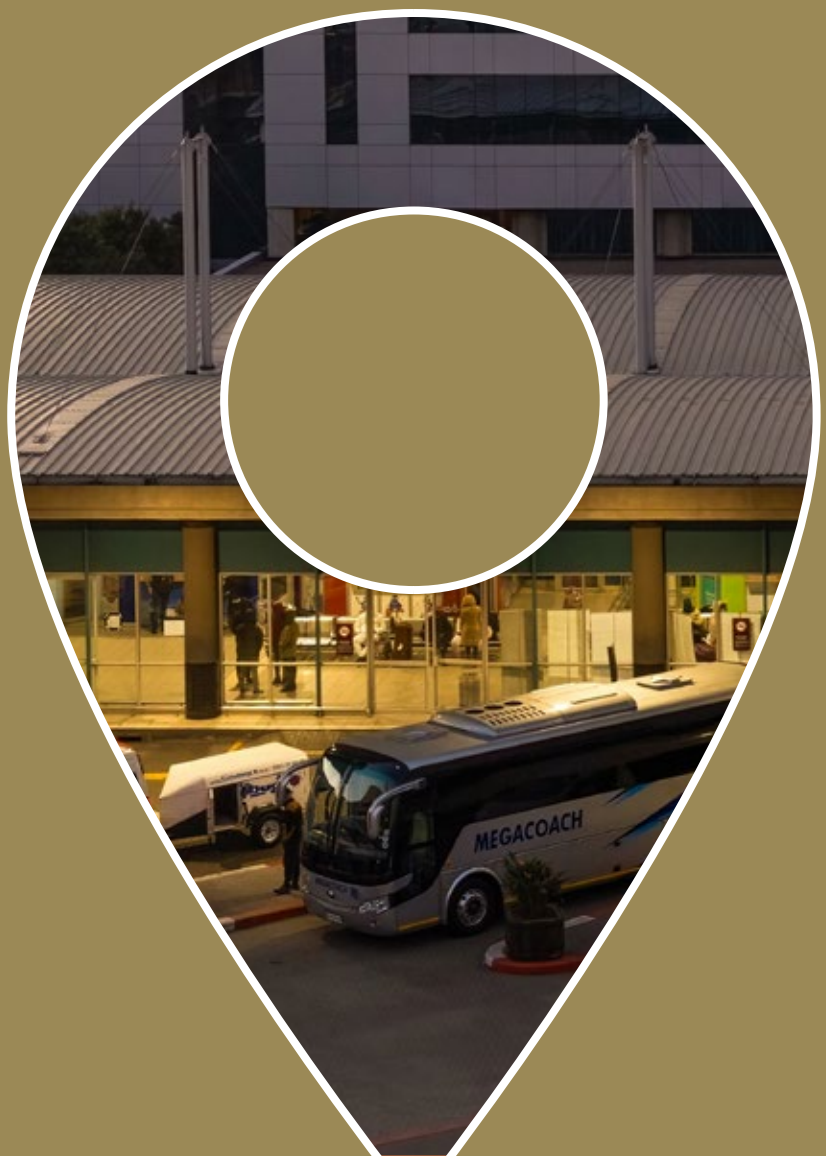

GAUTENG
PROVINCIAL GOVERNMENT
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GAUTENG TRANSPORT AUTHORITY

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