



## ANNUAL PERFORMANCE PLAN 2026/27

Approved by the TAG Board on 30 September 2025

## FOREWORD BY THE EXECUTIVE AUTHORITY

Economic Development remains one of the most important objectives for the revitalisation of the Gauteng Province and transport is key to this objective. The Gauteng Transport Authority (TAG) was therefore established with the mandate to assist the Gauteng Provincial Government with the realisation of its vision of modern, integrated, efficient, and sustainable mobility for Gauteng.

The TAG's primary mandate is to enable integrated transport planning for the province. Since its inception, the entity has among its achievements, undertaken and completed several initiatives that are intended to enable the realisation of its primary mandate. These initiatives include the update of the Provincial Land Transport Framework (PLTF), in accordance with the National Land Transport Act (Act No. 5 of 2009), as well as the review and update of the 25-Year Integrated Transport Master Plan for Gauteng (ITMP25). The ITMP25 provides a blueprint for guiding future investment in transport infrastructure across all spheres of government in the province to further unlock the economic development potential of the Gauteng City Region as well as the transformation of key nodes towards long-term sustainable economic growth.

As part of enabling the implementation of the outcomes of the ITMP25, the TAG has, as part of implementing its mandate, also commissioned the undertaking of the Strategic Transport Plan (STP) for the Province. This STP seeks to consolidate the various transport-related initiatives that are being undertaken in the respective planning authorities in the Province as part of enabling of modern, integrated, efficient, and sustainable mobility for Gauteng.

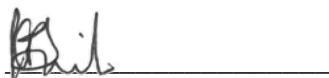
The purpose of the TAG's Annual Performance Plan for the period of 2026/27 to 2028/29 is to align with the TAG Strategic Plan in demonstrating how the entity intends to meet its objectives as articulated in the Gauteng Transport Authority Act, while giving effect to the objectives developed by its Board and Advisors, as well as Management for this period. This plan has been developed in accordance with the National Treasury prescripts in a manner consistent with other organs of state, while maintaining the integrity of the information that is specific to the TAG.

Strategic objectives for the TAG for this period include finalisation of the full operation of the Authority, thus the implementation of its mandate, and the establishment of robust stakeholder management as well as communication frameworks and plans to ensure that TAG can achieve

its objectives through building strong partnerships with all spheres of Government and other stakeholders.

The TAG will continue to work with the Gauteng Department of Roads and Transport (GDRT) to realise the mandate and vision of transport in our province as well as contributing to the aims of economic development in Gauteng. It is essential that this Annual Performance Plan be based on unquestionable corporate governance and accountable financial management that are underpinned by the TAG's commitment to the King Codes of good governance.

This Annual Performance Plan will allow for the planning, execution, and executive oversight of the TAG's strategic outcomes. I look forward to the Authority's achievement of these outcomes.



**MS KEDIBONE DIALE-TLABELA**

EXECUTIVE AUTHORITY

GAUTENG MEC: ROADS, TRANSPORT, AND LOGISTICS

## ACCOUNTING AUTHORITY STATEMENT

The Gauteng Transport Authority's vision is to create an integrated, sustainable, and inclusive transport network that connects commuters and supports economic growth. The entity's responsibilities therefore include among others:

- Enhancing public transport integration and network planning;
- Driving corporatisation of the Gauteng Transport Authority (TAG);
- Promoting strategic partnerships across all its stakeholders;
- Ensuring financial resilience and sustainability;
- Promoting sustainable mobility;
- Creating of an enabling regulatory environment; and
- Enabling mobility.

The TAG's contribution to Gauteng's vision of promoting long-term sustainable economic growth as envisioned in the GPG's Growing Gauteng Together 2030 strategic plan is rooted in its functions to undertake strategic transport and integrated planning for transport in Gauteng. These include, among others; the promotion of the development of an integrated and accessible transport network in Gauteng, regulation of public transport fares in Gauteng, provision of safe and secure passenger transport services, as well as conducting transport research and fostering good relations and cooperation within the transport sector in Gauteng.

This Annual Performance Plan has been developed under the theme "*Creating seamless mobility for sustainable economic growth for all in Gauteng*". The TAG mandate presents an opportunity for integrated planning not only within the Transport sector but within all spheres of government.

Furthermore, the TAG can contribute to the realisation of the GPG's vision of the Gauteng Global City Region by enabling seamless mobility through among others, benchmarking amongst the best Transport Authorities in the world thus creating value within the transport ecosystem that is best suited for Gauteng.

Developing and growing relations within, and beyond, the transport sector remains key to the TAG. Accordingly, the TAG will provide ongoing contributions to the province by continuing to use its expertise and experience in supporting transport and planning entities in Gauteng.

This Annual Performance Plan is built on the TAG's corporate governance and accountable financial management systems and will allow for the planning, execution, as well as executive oversight of the TAG's outcomes. The development and achievement of the transport and economic development objectives of the TAG will be underpinned by the commitment of the Board and Management to the King Codes of good practice.

I look forward to the achievement of these outcomes.



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**PROF MFANELO NTSOBI**

BOARD CHAIRPERSON: ACCOUNTING AUTHORITY

GAUTENG TRANSPORT AUTHORITY

## OFFICIAL SIGN OFF

It is hereby certified that this Annual Performance Plan for the Gauteng Transport Authority (TAG):

- Was developed by the Management of the TAG under the guidance of the Board,
- Considers all the relevant policies, legislation, and other mandates for which the TAG is responsible for; and
- Accurately reflects the impact and outcomes which the TAG will endeavour to achieve over the period of 2026/2027 to 2028/2029.

### RECOMMENDED FOR APPROVAL BY:

**MR ANDILE MTEKI**

Signature: 

TAG: ACTING INTERIM CHIEF FINANCIAL OFFICER

**MR VICTOR SHANGE**

Signature: 

TAG: INTERIM CHIEF OPERATING OFFICER

**MR TSHEPO KGOBE**

Signature: 

TAG: INTERIM CHIEF EXECUTIVE OFFICER

**PROF MFANELO NTSOBI**

Signature: 

INTERIM TAG: BOARD CHAIRPERSON: ACCOUNTING AUTHORITY

### APPROVED BY:

**MS KEDIBONE DIALE-TLABELA**

Signature: 

MEC: ROADS, TRANSPORT, AND LOGISTICS



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## ACRONYMS AND ABBREVIATIONS

ABBREVIATIONS	DEFINITIONS
ACSA	The Airports Company of South Africa Limited established by or under section 2 of the Airports Company Act, 1993 (Act No. 44 of 1993).
The Act	The Gauteng Transport Authority Act, Act 2 of 2019. (GTA Act).
Authority	the Transport Authority for Gauteng established by or under section 3 of the Act.
APP	Annual Performance Plan.
B-BBEE	Broad-Based Black Economic Empowerment.
BE's	Black Entities.
BRT	Bus Rapid Transit.
By-Laws	By-laws are laws managed by municipalities. These by-laws hold the same power and force as other national and provincial legislation.
Chief Executive Officer	A person appointed under Section 31 of the Act.
Company	Has the meaning ascribed to that term by or under the Companies Act, 2008 (Act No. 71 of 2008).
CGE	Corporate Governance and Ethics.
Constitution	The Constitution of the Republic of South Africa, 1996.
CPA	Consumer Protection Act.
CSIR	Council for Scientific and Industrial Research.
Department	The Department responsible for roads and transport in the Province.
DoRA	Division of Revenue Act.
Executive Council	The Executive Council of the Province of Gauteng contemplated in section 132 of the Constitution.
EE	Employment Equity.
EMR	Enterprise Risk Management.
GDP	Gross Domestic Product.
GGCR	Gauteng Global City Region.
Gauteng District Municipalities	Refers to the District Municipalities of Sedibeng and West Rand.
GPHTS	Gauteng Provincial Household Travel Survey.

ABBREVIATIONS	DEFINITIONS
Gauteng Metropolitan Municipalities	Refers to the Metropolitan Municipalities of the City of Ekurhuleni; the City of Johannesburg and the City of Tshwane.
Gautrain Management Agency (GMA)	The Gautrain Management Agency established by or under section 2 of the Gautrain Management Agency Act, 2006 (Act No. 5 of 2006).
HC	Human Capital.
ICT	Information and Communication Technology.
IDP	Integrated Development Plan.
ITP	Integrated Transport Plan.
KPI	Key Performance Indicator.
King IV	The King Report on Corporate Governance South Africa, 2016.
MEC	Member of the Executive Council of a Province. MEC in this document refers to the MEC responsible for Public Transport in Gauteng.
Minister	The Cabinet Member responsible for transport in the Republic.
MFMA	Municipal Finance Management Act.
MMC	Member of the Mayoral Committee.
MTEF	Medium Term Expenditure Framework.
NHTS	National Household Travel Survey.
National Land Transport Act (NLTA)	The National Land Transport Act, 2009 (Act No. 5 of 2009).
NDP	National development Plan.
OH&S	Occupational Health and Safety.
Parliament	The Parliament of the Republic of South Africa.
PFMA	Public Finance Management Act No. 1 of 1999 as amended.
PoPI	Protection of Personal Information Act.
PPPFA	Preferential Procurement Policy Framework Act.
PPP	Public Private Partnership.
PRASA	The Passenger Rail Agency of South Africa established by or under Section 22 of the Legal Succession to the South African Transport Services Act, 1989 (Act No. 9 of 1989).
Prescribe	Means prescribe by regulation.
	The Province of Gauteng referred to in section 103(1)(c) of the Constitution.

ABBREVIATIONS	DEFINITIONS
Provincial Legislature	Has the meaning ascribed to that term by or under section 105 read with sections 108 and 109 of the Constitution.
Relevant municipalities	All the Municipalities falling within the Province; established under Section 12 of Local Government: Municipal Structures Act, 1998 (Act No. 117 of 1998).
Regulation	A regulation made by or under section 49 of The Act.
RSR	Railway Safety Regulator.
SALGA	The organised local government association in the Province Contemplated in section 163 of the Constitution and established in terms of the Organised Local Government Act, 1997 (Act No. 52 of 1997).
SANRAL	The South African National Roads Agency Limited established by or under section 2 of the South African National Roads Agency Limited and National Roads Act, 1998 (Act No. 7 of 1998).
SIP	Social Investment Programme.
SLA	Service Level Agreement.
SMME	Small, Medium and Micro Enterprises.
Spatial Planning and Land Use Management Act	The Spatial Planning and Land Use Management Act, 2013 (Act No. 16 of 2013).
SHEQ	Safety, Health, Environmental and Quality.
SONA	State of the Nation Address (by the President).
SOPA	State of the Province Address (by the Premier).
SPV	Special Purpose Vehicle.
TAG	The Transport Authority of Gauteng, established under the Gauteng Transport Authority Act, Act 2 of 2019.

TERMINOLOGIES	DEFINITIONS
Accounting Authority	TAG Board.
Board Charter	Outlines the role and responsibilities of the Board.
Board Members	Members of the Board as contemplated in Sections 11 – 15 of the Act.
Board Committee Members	Members of Committees established by the Board.
Corporate Governance and Ethics	TAG's Business Unit that provides corporate governance services and coordinates the ethics management processes.
Delegation of Authority	Decision making authority and power that apply within the TAG.
Deputy Chairperson	Deputy Chairperson of the Board.
Executive Authority	Gauteng MEC responsible for Public Transport.
Executive Member	A member of the Board who also has Management Responsibilities.
Independent Non-Executive Member	A Non-Executive Member who is free of any interest, position, association, or relationship that could be seen to unduly influence or interfere with his/her responsibility in making decisions in the best interest of the TAG.
Information	Includes all data, records, and knowledge in electronic or any format, which form part of the intellectual capital use, transformed, or produced by the TAG.
Non-Executive Member	A Member of the Board who is not an employee, contractor, or consultant of the TAG.
Province	Gauteng Provincial Government.
Regular Meetings	Board Meetings scheduled in line with the Board Plan.
Regulations	Treasury Regulations to the PFMA.
Round robin resolution	A written resolution not adopted at the Board meeting.
Senior Executive Management.	General Managers and above.
Special Meetings	Board Meetings held between Regular Meetings to consider matters that are not in the Board Plan.
Technology	Technology comprises the infrastructure, devices, systems, and software that generates, use, or carry information and enable transactions.
Urgent Meetings	Board Meetings convened at short notice to deal with urgent matters that cannot wait until the next Regular Meeting.



## PART A: OUR MANDATE

## PART A: OUR MANDATE

### 1. CONSTITUTIONAL MANDATE

Schedules 4 and 5 of the Constitution of the Republic of South Africa (1996) provide for provincial legislative competence on issues related to public transport. In terms of these Schedules, the Province has the authority to regulate public transport through the formulation of policies and drafting of legislation. The Province is further bestowed with the responsibility of delivering public transport services.

In addition to the above, the Constitution further grants legislative competence on Provinces regarding urban and rural development, with particular emphasis on transport infrastructure. It is within this context that the Province develops or improves urban and rural areas through the construction of transport infrastructure.

### 2. LEGISLATIVE MANDATES OF TAG

TAG is a Gauteng Provincial Government (GPG) provincial public entity that derives its mandate primarily from the Gauteng Transport Authority Act (TAG Act No. 2 of 2019) which establishes TAG as an Authority tasked with creating an integrated sustainable transport system in the Province.

Legislative mandates of TAG arise primarily from legislation and frameworks:

*Table 1: TAG Relevant Legislation and Frameworks*

Gauteng Transport Authority Act, Act No. 2 of 2019 (TAG Act)
National Land Transport Act No. 5 of 2009
Public Finance Management Act, Act 1 of 1999 (PFMA), as amended
The Gautrain Transport Infrastructure Act, Act 8 of 2001 (GTIA)
Preferential Procurement Policy Framework, Act 5 of 2000 (PPPFA)
Local Government: Municipal Structures Act No. 117 of 1998, as amended
Local Government: Municipal Systems Act No. 32 of 2000, as amended
Gauteng Planning and Development Act No. 3 of 2003
Local Government: Municipal Financial Management Act No. 56 of 2003

Intergovernmental Relations Framework Act No. 13 of 2005
Spatial Planning and Land Use Management Act No. 16 of 2013
Protection of Personal Information Act No. 4 of 2013 (PoPI)
The Treasury Regulations, promulgated in terms of Section 76 of the PFMA

### 3. POLICY AND STRATEGY FRAMEWORKS IMPACTING ON TAG OVER THE NEXT THREE YEARS

In addition to the foregoing legislation above, the following key policy and strategic frameworks impacting the functions of TAG are included below.

It is important to note that the current policy environment experiences challenges due to the lack of integration at national, provincial and local levels.

Thus, there is a need to **create greater policy alignment** from a **strategic and transport perspective**.

A well-developed Transport Authority will enable **cooperation across all spheres of government**.

	Strategic Policies	Transport Policies
National	<ul style="list-style-type: none"> <li>National Development Policy (NDP)</li> <li>Medium Term Strategic Framework (MTSF)</li> </ul>	<ul style="list-style-type: none"> <li>National Land Transport Act (NLTA)</li> <li>National Transport Master Plan (NATMAP) 2050</li> <li>Green Transport Strategy (GTS), 2018-2050</li> </ul>
Provincial	<ul style="list-style-type: none"> <li>Growing Gauteng Together 2030 (GGT2030)</li> <li>Gauteng City-Region Integrated Development Plan</li> <li>Gauteng Township Economy Revitalisation Plan</li> </ul>	<ul style="list-style-type: none"> <li>Gauteng 25-Year Integrated Transport Master Plan (ITMP25)</li> <li>Provincial Land Transport Framework (PLTF)</li> <li>Strategic Transport Plan (STP)</li> </ul>
Local	<ul style="list-style-type: none"> <li>Integrated Development Plan (IDPs) – COJ, COT, COE, Sedibeng &amp; West Rand</li> <li>Growth and Development Strategy - COJ, COT, COE, Sedibeng &amp; West Rand</li> </ul>	<ul style="list-style-type: none"> <li>Integration Public Transport Network (ITPN) - COJ, COT, COE, Sedibeng &amp; West Rand</li> </ul>

Figure 1: TAG Strategic and Transport Policies

Other legislation impacting TAG:

- The New Growth Path (NGP);
- Gauteng Transport Implementation Plan – 5-Year (GTIP5);
- Presidential Infrastructure Co-ordinating Commission (PICC);
- The Public Service Corporate Governance of the Information and Communication Technology Policy Framework;
- The Public Sector Integrity Management Framework;
- National Rail Policy – March 2022;
- Protocol on Corporate Governance in the Public Sector; and
- King IV Report 2016.

These policies and frameworks are described in further detail in the TAG's Strategic Plan 2026/2027 – 2028/2029.

#### 4. RELEVANT COURT RULINGS

There are no court rulings that directly impact on the mandate of TAG. However, a number of court rulings will materially affect the way the TAG conducts its operations, in particular supply chain management, human capital and information management. These court cases and the impact of their rulings are summarised below.

*Table 2: Relevant Court Rulings*

ITEM NO.	CASE CITATION	IMPACT OF RULING
1	<b>RDP's Business Enterprise CC and City of Tshwane Metropolitan Municipality and Another (2023) ZAGPPHC 626</b>	The Gauteng Division of the High Court, Pretoria ruled that the City of Tshwane Metropolitan Municipality was in contempt of court by failing to provide records, that it had been ordered to give RDP's Business Enterprise CC access to, and a warrant for the arrest of the Municipal Manager for contempt of court was suspended for a year. This case highlights the potential dire consequences of ignoring Promotion of Access to Information requests and inefficient record-keeping.
2	<b>Bakenrug Meat (Pty) Ltd v Corisa</b>	The Labour Appeal Court ruled that Ms Hough's failure to declare her side business to the employer, when she joined

ITEM NO.	CASE CITATION	IMPACT OF RULING
	<b>Hough (Oosthuizen) and Others (2022) ZLAC 4</b>	<p>Bakenrug Meat, resulted in a conflict of interests thus was a dismissible misconduct.</p> <p>This ruling highlights the fact that information that fellow colleagues casually share amongst themselves, outside of the employer's formal processes, cannot be deemed as declaration of a particular fact to the employer; one would rather err on the side of caution by declaring the existence of particular facts, and allowing the employer to decide whether those facts are an issue or not; and that the distractive nature of running a side business can trigger a conflict of interests even though the side business has no direct impact on the activities of the employer. This case highlights the duty upon each employee to keep the employer apprised of their side businesses.</p>
3	<b>Ncukana v AF Brands (Pty)Ltd (2022) 7 BALR 737 (CCMA)</b>	<p>The Commission for Conciliation, Mediation and Arbitration found that an employee's failure to inform the employer of another employee's misconduct which ultimately undermined the business interests, and employment relationship with the employer, amounted to a derivative misconduct, which is a dismissible offence.</p>
4	<b>Mashilo v SARS (2022) JS108-18</b>	<p>SARS acknowledged the harm caused to Ms Mashilo and Ms Seremane when, in 2015, their positions in SARS were downgraded, and they were dismissed when they refused to take up those new positions, allegedly "due to operational requirements" in terms of s 189 of the Labour Relations Act 66 of 1995. The dismissal of Mashilo and Seremane was declared automatically unfair; the court commended Mashilo for blowing the whistle and indicated that she performed one of the most underrated and thankless constitutional duties. Both employees were reinstated effective from 1 September 2022.</p>
5	<b>Merifon v Greater Letaba</b>	<p>The Constitutional Court emphasised the importance of the concept of legality and refused to condone deviation from</p>

ITEM NO.	CASE CITATION	IMPACT OF RULING
	<b>Municipality (CCT 159/21) (2022) ZACC 25</b>	prescribed municipal processes. It found that "It is therefore undoubtedly evident that no organ of state or public official may act contrary to or beyond the scope of their powers as laid down in the law." The Constitutional Court reiterated that no person is above the law and maintained that a public power must be exercised within the ambit of the law.
6	<b>Buffalo City Metropolitan Municipality vs Asia Construction (Pty) Ltd 2019 (4) SA 331 (CC)</b>	The Constitutional Court refused to endorse the settlement agreement, noting that for a settlement agreement to be made an order of court, it must not be objectionable from a legal and practical point of view. In this case, the Municipality had requested a construction service provider that had been duly appointed for a different project, to complete construction works at a different location, without following due Supply Chain Management processes. The parties had, after the Municipality's initial refusal to settle the invoice for the expanded scope, reached settlement and asked the Constitutional Court to make the settlement agreement an order of court.
7	<b>Menzies Aviation South Africa (Pty) Limited vs South African Airways and Others [2009] ZAGPJHC 65</b>	Providing bidders with incomplete information, in the RFP, and giving them a tight deadline within which to prepare and submit their bids was found to have been a grave shortcoming that justified the court's intervention.
8	<b>South African Revenue Services vs Commission for Conciliation, Mediation and Arbitration and Others 2017 (1) SA 549 (CC)</b>	The right of the SARS Commissioner to substitute a lighter sanction, recommended by the Chairperson of the Disciplinary Inquiry, for dismissal, without first according to the employee a right to be heard found to have been justified, given the gravity of the misconduct. Since the dismissed employee used the k-word against his superior, the Constitutional Court ruled that, contrary to the norm, the onus is on the employee to prove that his continued employment relationship remains tolerable.

ITEM NO.	CASE CITATION	IMPACT OF RULING
9	<b>Pikitup (SOC) Limited vs SAMWU obo Members [2013] ZALAC 38</b>	Although they were found to be the primary responsibility of the employer, Occupational Health and Safety issues were held to be matters of mutual interest in the terms and conditions of employment. Breathalyser tests (and similar intrusive tests) at work are subject to an employee's consent, given their negative effect on the constitutional rights of employees.
10	<b>Hilary Truter vs Carecross (Pty) Ltd C956/2013 (2015, unreportable judgement)</b>	As there is no statutory retirement age, the parties should agree in advance on the applicable retirement age. This could be done through an employment contract, or the parties can agree that it would be subject to the policy of the entity concerned or to the rules of the applicable retirement fund.  The court ruled that an employee, whose services were terminated on the basis that he has reached retirement age when he turned 65, be reinstated after it was established that the other employee formally retired when he turned 70.
11	<b>Avnet South Africa (Pty) Limited vs Lesira Manufacturing (Pty) Limited and Another 2019 (4) SA 541 (GJ)</b>	The court refused to make a settlement agreement, relating to a matter that is not the subject of litigation, an order of a court.
12	<b>Pietersen v S [2019] ZAWCHC 93</b>	Municipal Manager was sentenced to a two-year term of imprisonment for failing to take reasonable steps to prevent irregular expenditure, despite having been instructed by the mayor to appoint an independent investigator to investigate, without a political motive, allegations levelled against several municipal officers.
13	<b>Sun International Limited vs SACCAWU obo</b>	The Court held that the white male colleague's salary of 49% more than a black female's was justified given the white male's more years of experience and higher PSIRA grading.

ITEM NO.	CASE CITATION	IMPACT OF RULING
	<b>Ramarafe and Others (2019) 40 ILJ 1873 (LC)</b>	The court based its decision on the fact that the Code of Good Practice on Equal Pay/Remuneration for Work of Equal Value justifies remuneration discrimination that is based on the individuals' performance, quantity/quality of work, competence or potential, ability, qualifications, length of service and seniority.
14	<b>Mkhize vs Dube Transport (2019) 40 ILJ 929 (CCMA)</b>	The CCMA confirmed that a particular treatment at the workplace is now recognised as a form of harassment for which a referral could be made to the: <ul style="list-style-type: none"> <li>CCMA, for harassment/ unfair discrimination by an employee that is still in the employer's employ; or</li> <li>Labour Court, for an automatically unfair dismissal, if the employee is no longer in the employ of the employer.</li> </ul>
15	<b>Amabhungane Centre for Investigative Journalism NPC and Another vs Minister of Justice and Correctional Services and Others [2019] ZAGPPHC 384</b>	The court held that the provision of RICA that criminalises the disclosure of the existence of an interception direction, post-surveillance, is unconstitutional, and ordered that, going forward, persons who have been subjected to interception should be informed about the interception direction within ninety days of the expiry of the interception direction. <p>The court had an issue with the lack of controls, in RICA, to prevent possible abuse of data gathered by surveillance. In this respect, RICA was found lacking on mechanisms relating to the destruction of irrelevant data (collected during surveillance) and relevant data that authorities no longer need.</p> <p>The court found, further, that the provisions of RICA dealing with grounds for granting of an interception order, decryption order, and search and seizure fail to provide mechanisms to prevent the breach of the attorney-client privilege (in terms of which conversations between an attorney and a client must remain confidential), and journalists' professional ethics (in terms of which a journalist's sources must remain confidential).</p>

ITEM NO.	CASE CITATION	IMPACT OF RULING
16	<b>Exxaro Coal (Pty) Ltd vs Mushi [2018] ZALCJHB 443</b>	The court held that disciplinary codes provide an element of certainty for employees, and facilitate the consistent application of discipline, and thus may only be departed from in appropriate circumstances.
17	<b>Legal Aid SA vs Mayisela and others (2019) 40 ILJ 1526 (LAC)</b>	The court found an employee who had falsely accused his supervisor of being racist, for giving him a poor performance score, guilty of a dismissible offence.
18	<b>EOH Abantu (Pty) Ltd vs CCMA and Others [2019] ZALAC 57</b>	The court decided that competent verdicts are permissible in disciplinary matters, where the employee will not suffer any significant prejudice therefrom.
19	<b>Pharmaco Distributors Pty (Ltd) vs Weideman LAC (2017) ZALCJHB 258</b>	The employment contract had a provision to the effect that the employee had to undergo medical testing whenever the employer deemed it necessary. When an employee, who suffered from bipolar disorder, refused to undergo medical testing, she was dismissed. The court ruled that her dismissal was automatically unfair on the basis that the clause in the employment contract was patently offensive and invasive, in addition to it being contrary to the provisions of section 7(1) of the Employment Equity Act, which prohibits medical testing unless certain conditions are met. The court also held that there was a clear manifestation of discrimination against the employee because of her bipolar disorder.
20	<b>Modise vs Steve's Spar Blackheath 2000 ILJ 519 (LAC)</b>	In line with the <i>audi alteram partem</i> principle, the court ruled that, even during an unprotected or unlawful strike, employees must be given an opportunity to be heard before any adverse action (dismissal) is taken against them.
21	<b>K.A.B vs NUMSA &amp; others [2023] 10 BLLR 1098 (FB)</b>	One of the employees divulged, without the requisite consent, the HIV status of his colleague ("aggrieved colleague") during a meeting which was attended by a

ITEM NO.	CASE CITATION	IMPACT OF RULING
		number of the aggrieved colleague's fellow employees and some colleagues from management. The aggrieved colleague claimed damages, on the basis of defamation, against the employer ("second defendant") and the two employees ("first and third defendants"), collectively called the defendants. The first defendant mentioned in the said meeting that the third defendant informed him that the aggrieved colleague is HIV positive. After analysing the evidence that was adduced regarding the HIV status of his colleague, the Free State High Court ruled in favour of the aggrieved colleague and granted an order in the amount of R1 00 000.00 (one hundred thousand), jointly and severally, against the Defendants.
22	<b>Van Wyk and Others v Minister of Employment and Labour [2023]</b> ZAGPJHC 1213	The court ruled on the alleged unconstitutionality of sections 25, 25A, 25B and 25C of the Basic Conditions of Employment Act 75 of 1997. The nub of those provisions relates to maternity and parental leave, where the Court declared the said provisions and the corresponding provisions, i.e. sections 24, 26A, 27 and 29A, of the Unemployment Insurance Fund Act 63 of 2001, invalid for reason of inconsistency with sections 9 and 10 of the Constitution.



## PART B: OUR STRATEGIC FOCUS

## PART B: OUR STRATEGIC FOCUS

### 5. THE PURPOSE, VISION, MISSION, AND CORE VALUES OF THE TAG

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#### 5.1. TAG PURPOSE

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The purpose of the TAG is overseeing integrated planning for transport in the province and promote the development of an integrated and accessible public transport network. Additionally, the TAG's purpose is aligned with the purpose of Access Gauteng 2050 which aims to connect people, places, and opportunities sustainably.

#### 5.2. TAG VISION

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The vision of the TAG is to be Africa's leading Transport Authority for integrated, and accessible mobility.

#### 5.3. TAG MISSION

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The TAG's mission is to enable the planning implementation and operation of an integrated transport system that promotes sustainable, long-term socio-economic growth for all in Gauteng

#### 5.4. TAG VALUES

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The TAG's values are:

- Consultative;
- Customer Centric;
- Ethical;
- Scientific and data-driven;
- Innovative;
- Transformative; and
- Sustainability.

## 6. LONG-TERM INFRASTRUCTURE AND OTHER PLANS

The planning and framework, within which the TAG operates, is set out in section 3, 4 and 5 above. Since its inception the TAG has successfully implemented the following projects:

- Officially enlisted the GMA to provide support on the implementation of the TAG's initiatives;
- Scheduling as a Schedule 3C public entity (PFMA) by Treasury;
- Reviewing, developing, and updating the Provincial Land Transport Framework (PLTF) for the Gauteng Province;
- Reviewing, preparation, and updating the Twenty Five-Year Integrated Transport Master Plan for Gauteng (ITMP25); and
- Mapped out the policy directive framework for transport interrelationship planning for the Province.

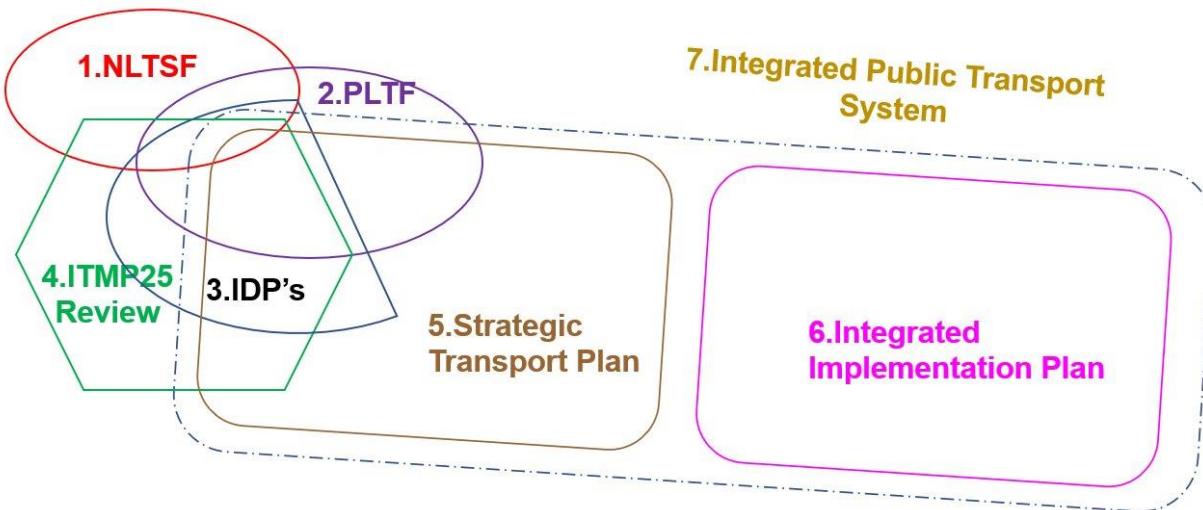


Figure 2: Draft Policy Directive Framework for Transport Interrelationship Planning

- Figure 2 above indicates the regulated process for integrated transport planning in Gauteng. One of the TAG's objectives is to enable the planning, implementation and operation of an integrated transport system that promotes sustainable, long-term socio-economic growth for all in Gauteng. For this to be possible, holistic and centralised planning is important. The TAG will therefore develop and utilise existing stakeholder engagement platforms for transport to ensure collaboration and relevant stakeholders, especially local municipalities to ensure support and alignment.

- The GTA Act provides an opportunity for Authority to advocate collaboration between itself and the different transport entities in Gauteng. Integrated planning has benefits and on a national level it will enable inclusive economic growth and job creation, development of a capable and ethical state and reduction of poverty and the high cost of living. On a provincial level integrated planning will assist with promotion of special economic zones (SEZs), revitalisation of central business districts, addressing taxi violence, link to key nodes within and outside the province, as well as training and capacitation within the province and its municipalities.

## 7. UPDATED SITUATIONAL ANALYSIS

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### 7.1. INTRODUCTION

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The TAG APP 2026/27 is a formal statement of a set of Outputs Indicators (OIs) with associated targets that supports the TAG Strategic Plan 2026/27–2028/29. Annual Performance Planning is a process of thinking through and planning the inputs, activities, outputs and anticipated outcomes for the business and its operations over a period. Annual Performance Planning is also the process through which the TAG identifies how it will respond to strategic goals contained in the TAG Strategic Plan – translating those into a clear and measurable 12-month plan to be implemented with effect from 01 April 2026.

The current situation includes aspects that constitute an enabling environment and several constraints impacting on the TAG's Strategic Plan. The situational analysis includes elements of a National, Provincial and Global trends nature, as well as challenges and opportunities.

The TAG APP 2026/27 aligns with the Strategic Plan which provides a strategic direction for the TAG for the period of 2026/27 to 2028/29 and is described as follows:

- The Strategic Plan serves as a cornerstone of TAG's long-term strategic planning mandate, providing a vision for an integrated, sustainable and accessible transport system in Gauteng. The development of the plan is not in isolation but deeply rooted and builds upon two foundational instruments namely, the Provincial Land Transport Framework (PLTF) and the 25 year Integrated Transport Master Plan (ITMP25).
- The Strategic Plan aims to build upon the Provincial Land Transport Framework (PLTF) through enabling the implementation of strategic planning elements of the PLTF. TAG played a key role in the developing the PLTF, the fundamental strategic planning document developed under the mandate of the National Land Transport Act 5 of 2009

(NLTA). It serves as the guiding framework for integrated, sustainable and efficient transport planning across the province. The strategic plan builds on the PLTF by:

- Translating the medium-term priorities into annual deliverables
- Aligning budget allocation and project timelines with PLTF objectives
- Responding to emerging challenges identified in the PLTF

This ensures that the TAG's activities remain consistent with provincial transport priorities and continue to contribute to the realisation of long-term goals.

- The Strategic Plan is focused on ensuring alignment to the ITMP25. The ITMP25 was developed to guide infrastructure development, modal shifts and sustainability. It sets out objectives for transforming mobility in Gauteng, reducing congestion and promoting economic growth through transport. This strategic plan reaffirms the TAG's commitment to operationalising the ITMP25 through:
  - Providing a clear roadmap for the implementation of priority initiatives set out in the ITMP25
  - Integrating the ITMP25's strategic pillars into annual targets
  - Ensuring that short-term actions contribute to long-term measurable outcomes

The annual Strategic Plan and Annual Performance Plan provides a platform for the delivery of short-term actions that contribute to the long and medium-term priorities of the ITMP25 and the PLTF. This approach ensures that TAG's annual planning is responsive, practical and strategically aligned to Gauteng's transportation agenda. Through its role as the strategic planning authority for transportation in Gauteng, the TAG, through its annual Strategic Plan and Annual Performance Plan, will ensure that it oversees the implementation of the PLTF and ITMP25 to facilitate intermodal integration, promote public transport and serve as a Centre of Excellence for transport innovation.

A review of the external environment is included in Point 8.3.

## 7.2. A NATIONAL VIEW

The transport sector is a significant contributor to the South African economy and was the 5th largest contributor to South Africa's GDP at 9.3% in the previous financial year. It is a significant contributor to the labour force, employing more than 1 million people. The South African national government

has prioritised transportation spending in recent years, as it views transportation key to economic growth and social development.

More than 75% of South Africa's population relies on Public Transportation to commute and the majority rely on minibus taxis. Public transport is at the forefront of the fight against climate change, as it is three to four times more energy efficiency per passenger than private cars. It plays a major part in providing greener mobility solutions to reduce CO<sup>2</sup> emissions; therefore it must offer new technologies, business models and opportunities to help decision makers achieve their objectives of drastically reducing environmental pollution and continues economic growth.

Various national initiatives include:

- The 2007 Public Transport Policy, which paved the way for integrated public transport systems;
- The 2022 National Rail Policy;
- The MTSF priorities:
  - A capable, ethical, and developmental state.
  - Economic transformation and job creation.
  - Education, skills, and health.
  - Consolidating the social wage through reliable and quality basic services.
  - Spatial integration, human settlements, and local government.
  - Social cohesion and safe communities; and
  - A better Africa and world.
- The National Development Plan (NDP), which proposes an integrated approach to achieve national development objectives of fighting poverty and unemployment, with due recognition to the importance of transport;
- The Green Transport Strategy, which promotes transport systems that are environmentally friendly and helps boost economic growth and create jobs. It has a distinct objective to a shift of passenger transport from private cars to public and eco-mobility transport;
- The South African Economic Reconstruction and Recovery Plan; and
- Public Transport affordability, safety and security in transport and improvement passenger rail service.

### 7.3. THE GAUTENG PREMIER'S PERSPECTIVE

In his State of the Province Address for 2024 (SOPA 2024), the Gauteng Premier, Mr Panyaza Lesufi, emphasised the need to grow the economy, create jobs, declare war on crime improve

Central Business Districts within the Province and improve the quality of life for residents living in Townships, Informal Settlement and Hostels. He emphasised transport as a focus for high-growth priority sectors and infrastructure investment projects that will unlock the transformation, modernisation and re-industrialisation of the different corridors and districts of the City Region.

The Province aims to invest in rail public transport infrastructure and position rail as the backbone for integrated public transport service as well as a key driver for economic and spatial transformation, modernisation and reindustrialisation whilst not losing focus on the empowerment of Gauteng's women, youth, and persons with disabilities and the environment.

#### 7.4. GAUTENG AS A REGION

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Gauteng is the economic powerhouse of South Africa and contributes 34% of the country's GDP and the 7<sup>th</sup> largest economy in Africa. It is the smallest Province with only 1.42% of total land area but has the largest number of residents in South Africa currently 16 million people. The Gauteng population is expected to increase to 32% by 2037. There is a yearly migration of 200 000 people from other provinces in South Africa and other neighbouring countries to Gauteng. The Province provides more than 4 million jobs approximately 33.6% of National Employment. This can be attributed to Gauteng's position as a powerhouse of the Southern African economy and people from various background move to Gauteng for better economic opportunities. Gauteng's Economy is a pull factor and results in daily movement of people, goods and services from adjacent Provinces. This high population density in Gauteng necessitates the need to develop an integrated public transport system for the Province.

### Gauteng Population Growth Estimation

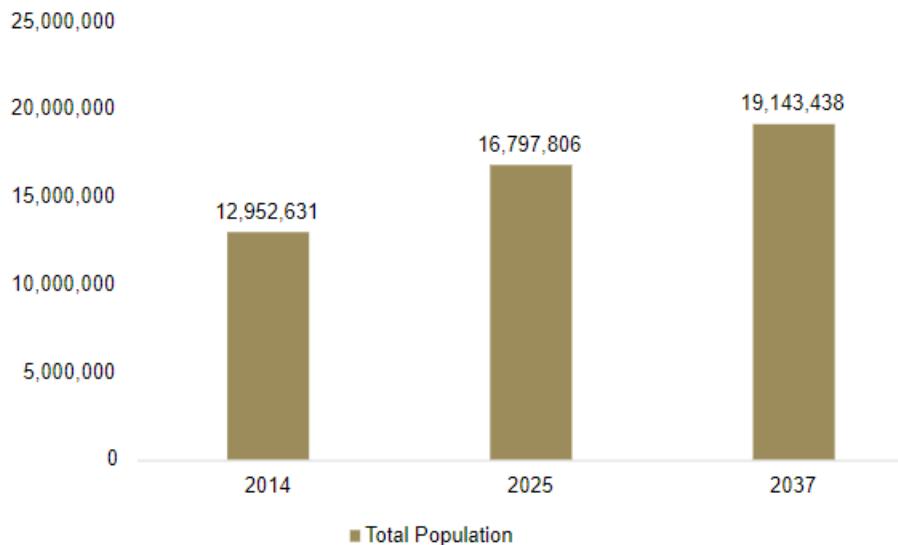


Figure 3: Gauteng's Population Growth Estimation

With economic growth, the demand for the movement of people, goods and services is consciously increasing resulting in an ever-increasing level and duration of congestion, loss of productivity, increase in environmental pollution and a decrease in the quality of life of all the people in Gauteng.

Due to its size and economic activity, the Province has a transport network that is plagued by ever increasing levels of high-cost supply chains and congestion. The current key focus on of a modern, integrated, efficient, and sustainable transport system as a key part of the overall Growing Gauteng Together 2030 (GGT2030) strategic plan is sustainable smart mobility transport.

Sustainable smart mobility aims to achieve the following:

- To ensure transport system is accessible to all and improves safety and security of its users;
- To reduce pollution, improves, greenhouse gas emissions and energy use;
- To improve efficiency and cost-effectiveness of the transportation of people and goods;
- To enhance the appearance and quality of the urban environment; and
- To support and enable economic growth and make transport Infrastructure a ‘means to an end’- not ‘main thing’.

The transport sector is a significant contributor to the South African economy and contributes to the country's GDP.

Consequently, factors of a provincial nature that may affect the TAG are the following:

- Unsustainable Financial Model: Limited funding available to fully execute mandate and fund new entities to deliver projects; and
- GPG funding under pressure due to a decrease in equitable share transfer from National Government.

## 7.5. LOCAL PUBLIC TRANSPORT TRENDS IN GAUTENG

The TAG's strategy is aligned with the Gauteng Medium-Term Strategic Framework (GMTF) as well as the GGT2030 plan, while also being a key component of the smart mobility objectives of the Gauteng Department of Transport and Road Infrastructure (GDRT) as captured in the GGT2030 strategy. To contribute to the smart mobility objective, the TAG is focused on integration, planning and regulation of public transport to address key challenges facing the sector.

There are several trends shifting the transport landscape in Gauteng:

- **Rail modernisation:** Modernisation of PRASA with upgrades to rolling stock and signalling systems
- **Taxi formalisation:** The informal taxi industry is undergoing a process to organise and standardise its operations
- **Integrated Fare Systems:** The implementation of a unified single ticketing fare collection is being piloted enabling payment across transport modes with one card
- **Infrastructure expansion:** Major investments are being made in urban transit hubs and high-speed rail projects
- **Addressing inequality:** There is a push for inclusive design and equitable access in future transport planning
- **Market growth:** The public transport market is expected to reach \$978 million in revenue by the end of 2025.

## 7.6. GLOBAL TRANSPORT TRENDS

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The formation of Public Transport Authorities has become an important global practice in ensuring the coordination, regulation and management of public transport. According to the World Bank, effective transport authorities help mitigate the economic costs of congestion and enhance the overall quality of public transportation systems.

There are several megatrends influencing public transport at a global level:

- **Sustainability and electrification:** There is a shift toward electrification driven by the global carbon neutral goals
- **AI and Predictive Analytics:** AI is used for tracking, route optimisation and fleet management
- **Hyper-personalisation:** Mobility applications offer tailored transport experiences
- **Integration across modes:** Seamless integration of buses, trains, micromobility and ridesharing is a major focus
- **Public-Private Partnerships:** Increased collaboration between governments and private operators
- **Equity and accessibility:** Emphasis on inclusive transport, ensuring access for low-income and marginalised groups

Although there are major shifts in the public transport landscape, private transport within the South African context remains relatively high. In relation to its international peers, Gauteng has a fairly balanced public transport usage. Figure 4 below shows the public-private transport split of Gauteng relative to its international peers.

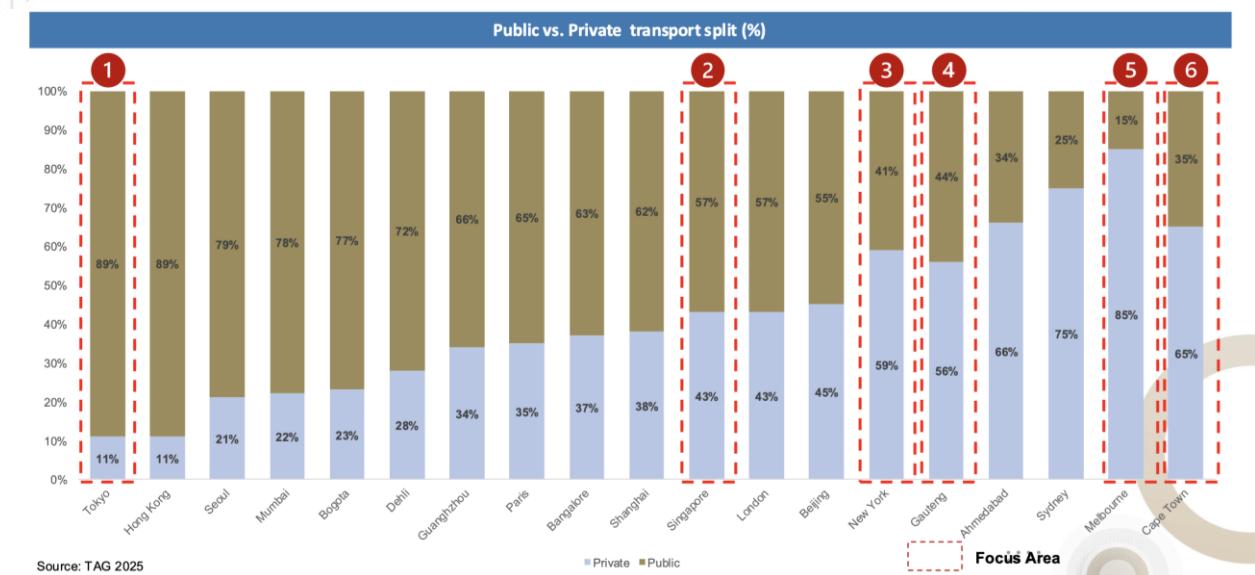


Figure 4: Public vs Private Transport split (%)

To analyse the TAG in comparison with its peers, a benchmarking study was conducted with the several transport operators globally. The peer analysis consisted of the peers listed below and indicated in Figure 5:

- Tokyo Metropolitan Government (TPG) – Japan
- Land Transport Authority (LTA) – Singapore
- New York Metropolitan Transportation Authority (MTA) – United States of America
- Melbourne/ Transport for Victoria – Australia
- Cape Town Transport Directorate (CDA) – South Africa

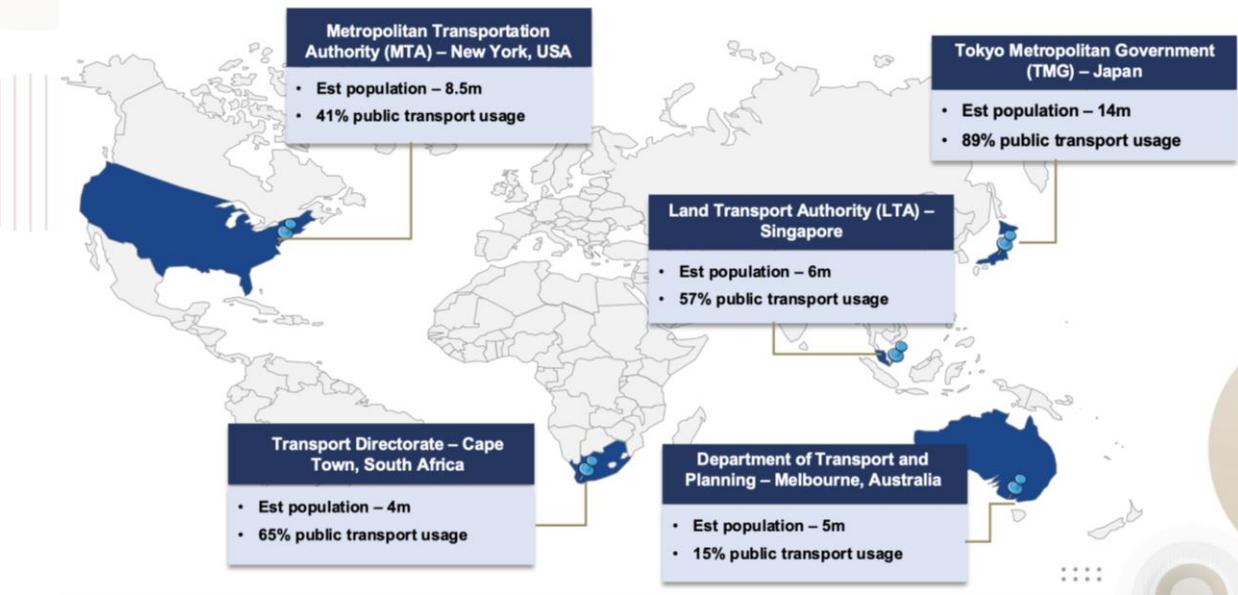


Figure 5: Selected Transport Authority Peers

A comparative benchmark focused on understanding the key functions, funding model, number of transport modes, unified fare media and major pipeline projects of each entity was conducted to gauge the TAG's progress in comparison to its peers. Table 3 below indicates the benchmarking study of global peers and local peers.

Table 3: Benchmarking of selected Transport Authority Peers

Region	Authority	Key Functions	Transport Usage Split %	Funding Model	Number of Modes	Unified Fare Media	Major Pipeline Projects
Global	Tokyo Metropolitan Government (TMG)	Planner & Regulator	11% 	• Government Funding • Private Investment	3	Yes – Suica/Pasmo used across operators	• Road expansions • TOD zones • Expressway upgrades
Global	Singapore Land Transport Authority (LTA)	Planner, Regulator & Operator	43% 	• Government Budget, • Fare Revenue, • Green Bonds	4	Yes – EZ-Link/NETS FlashPay across modes	• Cross Island Line • Bus upgrades • Hands-free AFC trials • Fleet management system
Global	New York Metropolitan Transportation Authority (MTA)	Operator & Planner	59% 	• Government Funding, • Fare Revenue • Bonds • Congestion Charges	4	Yes – OMNY system across MTA modes	• Accessibility upgrades • Modern fare gates • Zero-emission buses • Flood resiliency infrastructure
Global	Melbourne / Transport for Victoria	Planner & Contract Manager	85% 	• Government Funding • Fare Revenue	3	Yes – Myki across all public modes	• Myki system upgrade • Tram franchise renewal • Real-time tracking
Local	Cape Town Transport Directorate (CTD)	Operator & Planner	65% 	• Municipal Budget, • National Grants, • Fare Revenue	3	Partial – MyCiTi card for BRT only	• Electric bus fleet rollout • Expansion of MyCiTi BRT
Local	Transport Authority for Gauteng (TAG)	Planner & Coordinator	56% 	• Provincial Budget, • National Grants	4	Planned – Integrated system in development	• STP & ITMP rollout • Digital platforms • Modal integration

Source: TAG 2025

■ Private ■ Public

The benchmarking study conducted has revealed several key learning that can be implemented by TAG and represent opportunities for the growth of the entity. The learnings are in the five major areas, particularly:

- I. **Integrated Planning and Governance:** Transport Authorities align planning with land use and urban development. To enable this the TAG should strengthen coordination across provincial departments and municipalities.
- II. **Seamless Multimodal Integration:** Effective multimodal integration is supported by unified fare systems. Within the context of TAG, the authority should accelerate efforts toward an integrated ticketing and scheduling system.
- III. **Sustainable and innovative Funding Models:** Internationally, Transport Authorities utilise diverse funding models that include green bonds, public-private partnerships, and congestion pricing among others to finance infrastructure. TAG should explore alternative funding mechanisms to reduce reliance on grant funding.
- IV. **Technology and Fare media modernisation:** Cities are transitioning to contactless, mobile-based fare systems. TAG should invest in the implementation of digital fare media and mobility platforms to support improved services.
- V. **Inclusive and Sustainable Transport Vision:** Transport Authorities emphasise access, affordability and environmental targets into planning. To materialise its objective to provide greater access to public transport in the province TAG should ensure affordability and access across income groups and geographies.

## 7.7. TAG AND TAG OVERVIEW

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The TAG strategy promotes alignment to the outcomes-based approach of the Gauteng Medium Term Strategic Framework (MTSF) as well as to National development frameworks, plans and specific rail policies. The strategy also promotes the Gauteng Premier's initiative to bring about transformation, modernisation and re-industrialisation of Gauteng and thereby growing Gauteng Together through Smart Mobility - 2030.

The Sixth Administration of the GPG set out an ambitious programme known as "Growing Gauteng Together: Our Roadmap to 2030" (GGT2023). This programme is very relevant to public transport and to TAG as it focuses on the economy, jobs and infrastructure, integrated human settlements and building a capable, ethical and developmental state.

The TAG is part of this strategy in terms of growing the economy through smart investments in transport, as well as restructuring the urban form around transport nodes and using technology as an enabler of better and more efficient transport systems.

To give effect to these strategic Provincial initiatives, the strategy of the TAG is to create an integrated and sustainable transport system in the Province.

The TAG Board continued to provide governance oversight to the Authority. The TAG also continued to move towards an outcome-based approach in terms of the application of the King IV principles. The TAG Board is committed to ensuring that the TAG operates in a sustainable manner, with a clear commitment to good governance and in support of the Provincial Government's economic and social imperatives.

The TAG had the following key wins and achievements:

Key achievements		
	TAG Listing	 • Drive the scheduling and listing of TAG as a 3C Provincial Entity
	Transport Planning Documents	 • Finalisation of the ITMP25, PLTF and STP
	Key Policies	 • Development and implementation of key organisational policies
	Clean Audit	 • Achieved an unqualified audit
	Recruitment of key positions	 • Finalised the recruitment of COSEC and CEO

Figure 6: TAG key deliverables and achievements

### 7.7.1 Historical Performance

Further to the above wins and achievements, outlined in Figure 6, it must be noted that TAG has received an unqualified audit report for 2022/23, 2023/24 and 2024/25 financial years.

## 7.7.2 Opportunities

Some of the high level and strategic opportunities that the TAG exist within the TAG are:

- The TAG is the first Transport Authority in Gauteng and has the responsibility of ensuring that transport planning is integrated and contributes towards Gauteng vision of a modern integrated, efficient and sustainable transport and road system in Gauteng. This also forms part of the TAG's purpose and presents many opportunities including:

- Collaboration and Partnerships:

As the first Transport Authority representing the three Metropolitan and two District Municipalities in the province, it has opened the door to an integrated transport plan for the Gauteng Global City Region. This also includes ongoing planning by the provincial government for mega projects on the peripheries, often beyond municipal development boundaries (urban edge), which further contributes to urban sprawl.

- Technological Advancement:

The advent of the Fourth Industrial Revolution (4IR), with its disruptive technologies, will be utilised by the TAG. As such, as part of undertaking the review of the ITMP25; the Authority replaced the historical EMME4, statistically based, Transport Demand Model (TDM) with the 4IR 'Big Data' TDM.

- Capacity Building:

The TAG is positioning itself as a Centre of Transport Excellence. It is the Training Centre for Africa for the International Association for Public Transport (UITP). Through this partnership, the Authority presents four training modules per year on current transport issues (the Municipalities have access to these modules).

- Possible Revenue Generation:

The TAG's review of the ITMP25 on behalf of the Province requires that a TDM be developed to model the movement of people, goods, and services on the transport network in the Province (the so-called origin and destination pair for each trip). A decision has been taken to replace the old statistically based TDM model with a 4IR "Big Data" type TDM model. This will allow the Authority to become the custodian of an up-to-date TDM model for the whole Province.

- The TAG is exploring the possibility of monetising its Big Data Model by offering access to consultants who conduct traffic impact studies for land-use change applications submitted to the planning authorities in the Province. Additionally, the three Metropolitan Municipalities and the two District Municipalities could leverage this TDM in the development of their Integrated Transport Plans (ITPs) and Integrated Public Transport Plans (IPTPs).

While the exact revenue potential is still uncertain, this initiative could help reduce the Authority's reliance on the Medium-Term Expenditure Framework (MTEF) allocation from the Province. By providing municipalities and consultants with access to a powerful data-driven tool, the model could improve planning processes and generate a sustainable revenue stream for the TAG.

#### 7.7.3 Challenges

Some of the high level and strategic challenges that the TAG will face during the 2026/27 to 2028/29 Financial Years and MTEF periods are:

##### I. Urbanisation and Congestion

- Rapid population growth in Gauteng is leading to traffic gridlocks
- Rapid urbanisation is increasing the demand for the movement of people, goods and services. The UITP estimates that by 2025, 60% of the world's population will be living in urban areas.
- There is a global trend towards private transport as the preferred mode of transport.
- There is limited road capacity in the Gauteng Province causing delays and longer commute times.

##### II. Public Transport inefficiencies

- Transport modes in the Province lack sufficient integration, with many inefficiencies, and at times prone to destructive competition.
- There is an over-reliance on private vehicles.
- Public Transport is a mode of force, rather than a mode of choice.
- The quality of Public Transport offerings is generally poor.
- Public Transport services are largely concentrated around peak period as the systems are largely focused on workers mobility.
- Affordability and access remain a challenge for many Public Transport users.
- The financial sustainability of many operators is under pressure leading to funding constraints for maintenance and operations.

- Availability of facilities poses a challenge.

### III. Infrastructure Limitations

- Gauteng's road network is aging and deteriorating requiring significant maintenance and refurbishment.
- Gauteng's traffic control infrastructure is failing due to vandalism, aging systems and lack of funding for maintenance and repairs.
- Gauteng's rail network infrastructure is subject to vandalism, stripping and is aging.
- Upgrades, refurbishment and maintenance of transport infrastructure is often delayed due to funding constraints and administrative bottlenecks.

### IV. Apartheid Spatial Planning

- There are large distances between marginalised communities and economic opportunity.
- The transport system can be characterised as largely fragmented with significant urban sprawl.
- Spatial planning inefficiencies lead to longer commute times for the majority of the population.
- There is an overreliance on inadequate and expensive public transport options.

### V. Climate change and Carbon Emissions

- Road transport is responsible for 97% of Gauteng's emissions, contributing significantly to South Africa's overall transport emissions. This poses a major challenge in aligning with climate goals.
- With 72% of emissions coming from road transport, Gauteng faces pressure to support the National Green Transport Strategy's goal of reducing emissions by 5% by 2050, and to contribute to global efforts under COP21 to keep warming below 2°C, requiring substantial economic and infrastructural transformation.

### VI. Rapid Technological Advances

- Mobility as a Service (MaaS) application, that integrate different forms of transport on a single platform, are emerging as key solution to improve transport integration, reduce reliance on private cars and enable dynamic pricing and data driven planning. The TAG will need to align its transport planning efforts to the development of a MaaS platform for the Gauteng Province.
- Generative AI is shifting the urban transport landscape, enhancing operational efficiencies, improving customer experience and enabling new capabilities. The

capabilities of generative AI will be integral in providing efficient transport planning and management.

To contextualise the challenges presented in the above section, a “cause-and-effect” analysis was conducted. The “cause-and-effect” aims to unpack the multifaceted causes behind these challenges and map them to their respective effects. Through the analysis, two overarching core problems that encapsulate the systemic challenges at play were revealed, specifically:

- A fragmented transport environment; and
- An under resourced organisation.

Through the structure “cause-and-effect” analysis, each transport challenge is not viewed in isolation but seen as an interconnected ecosystem of urban mobility. The thorough analysis of provided a set of key challenges, that inform the strategic direction of the TAG, were derived, specifically:

- Disjointed service delivery;
- Lack of integration;
- Lack of integrated planning; and
- Limited coordination in the sector.

#### **7.7.1. Core problem 1: Fragmented transport system**

The analysis revealed the following causes for the fragmented transport system:

- Multiple independent operators;
- Limited presence by a single authority;
- Historical underinvestment;
- Spatial inequality;
- Overreliance on Taxi Associations;
- “One-man, one car”; and
- Vandalised infrastructure.

These causes have led to the following effects:

- Weaker economic productivity;
- Unreliable and unsafe services;
- Eroding commuter confidence;
- Environmental pressures; and
- Congestion and inefficiency.

### 7.7.2. Core problem 2: Under-resourced organisation

The analysis revealed the following causes for the under-resourced organisation:

- Limited budget;
- Limited advocacy and awareness;
- Limited human resource capacity;
- Limited alignment with key stakeholders;
- Limited ownership and accountability; and
- Planning is affected with a silo mentality.

These causes have led to the following effects:

- Workforce constraints;
- Limited impact from programmes with key partner;
- Talent acquisition challenges;
- Limited awareness of the TAG by external stakeholders;
- Delayed delivery of key projects; and
- Poor perception by external stakeholders.

As a new organisation, the TAG has faced challenges in delivering on its mandate effectively, owing to under capacitation, resource constraints, and funding model challenges. However, the entity has been able to deliver in key areas including:

- **TAG Listing:** drove the scheduling and listing of the TAG as a 3C Provincial Public Entity;
- **Transport Planning documents:** the finalisation of the ITMP25, and PLTF;
- **Key Policies:** the development and implementation of key organisational policies;
- **Clean Audit:** the TAG achieved an unqualified audit; and
- **Recruitment of key positions:** finalised the recruitment of the Company Secretary position and the CEO position is pending.

Although the TAG has achieved significant milestones from its inception to date, there is still substantial progress to be made in corporatising and operationalising the entity. The previous financial year was, however, instrumental in revealing the areas that the entity has progressed in that need to be reinforced, these areas include:

## **I. Smart and sustainable mobility**

- Digital transformation through AI and integrated fare solutions; and
- Sustainable vehicle and transport technologies.

## **II. Public Transport Policy and Planning**

- Cohesive mobility and integrated public transport planning; and
- Evidence-based public transport policy development and refinement.

## **III. Legislative environment**

- Enabling and supportive legislative and policy framework; and
- Opportunity to broaden the mandate with scope for expanded responsibilities.

## **IV. Political support and partnerships**

- Strong backing from the Executive Authority; and
- Sustained commitment from sister entities/ organs of state.

## **V. Public Transport Oversight**

- Structured monitoring of mobility system performance and service delivery; and
- Centralised coordination of fare policies and fare frameworks.

Additionally, through the review of the organisation, areas to address and develop were identified and include:

## **I. Financial Sustainability**

- Funding constraints impacting execution capacity; and
- Unsustainable funding model/ over-reliance on the fiscus.

## **II. Stakeholder Management**

- Suboptimal stakeholder alignment; and
- Limited focus on advocacy initiatives with key stakeholders.

## **III. Human Resources**

- Human capital constraints/ workforce capacity challenges; and
- Challenges in attracting top talent due to non-competitive remuneration structures (PSA rates).

#### IV. Transport Integration

- Insufficient integration within the mobility network (over reliance on the minibus taxi industry); and
- Gaps in regulatory enforcement within the transport sector.

#### V. Transport Infrastructure availability and reliability

- Deteriorating and vandalised transport infrastructure; and
- Unsafe transport infrastructure and systems.

### 8. KEY RISKS AND OPPORTUNITIES OF THE TAG

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The TAG has an established Risk Management Framework to manage the risks and provide some assurance regarding achieving the strategic outcomes of the entity. Achieving the strategic outcomes leads to the achievement of the TAG's purpose and in turn the outcomes of the TAG Act. The framework further outlines the authority and responsibilities of all stakeholders responsible for the management of risk and:

- Provide an over-arching strategic directive to all TAG Stakeholders on how TAG manages the known, emerging and unknown risks that may face the organisation;
- Improve and sustain the TAG's performance by enhancing its systems of risk management;
- Protect against or minimise the probability of failure and uncertainty of achieving the TAG's objectives – currently: 5 outcomes, 26 outputs (strategic objectives) and 26 output indicators (KPIs); and
- To optimise opportunities for success in delivering against the TAG mandate.

#### 8.1. STRATEGIC RISKS OF THE TAG

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The TAG's strategic risks are indicated on Table 4 below.

*Table 4: Strategic Risks of the TAG*

Risk	Mitigation
1. Insufficient funding availability for TAG	<ul style="list-style-type: none"> <li>• Explore innovative funding solutions.</li> </ul>

	<ul style="list-style-type: none"> <li>• *Budget was tabled in March 2025 - R54m requested &amp; R35m approved</li> </ul>
2. Overreliance on the on fiscal funding	<ul style="list-style-type: none"> <li>• Development of an alternative funding strategy for TAG</li> <li>• Explore alternative funding models incl. green bonds and crowding in municipal financing</li> </ul>
3. Lack of appropriate skills base	<ul style="list-style-type: none"> <li>• Acquisition and retention of key skills, competencies and capabilities.</li> <li>• Macro-organisational structure approved by Board and micro-org structure is in progress</li> <li>• Appointment of CEO in progress</li> <li>• TAG is currently a fully functional entity utilising GMA resources.</li> <li>• The process of grading and advertising of approved positions has commenced.</li> </ul>
4. Inadequate mitigation strategies for stakeholder engagement and inter-governmental alignment	<ul style="list-style-type: none"> <li>• Holistic stakeholder management approach including situational communication and dynamic stakeholder prioritisation.</li> <li>• *Securing support from all stakeholders in the transport sector ensuring co-operation with all required parties in the development of transport plans.</li> <li>• Political will – Buy-in from political stakeholders is critical</li> <li>• Fostering a collaborative approach to transport planning</li> <li>• Stakeholder Engagement Plan</li> </ul>
5. Taxi Violence	<ul style="list-style-type: none"> <li>• Stakeholder Engagement &amp; Mediation: Establish structured forums with taxi associations, e-hailing platforms, and government regulators to proactively manage disputes.</li> <li>• Regulatory Clarity: Develop and enforce clear licensing, operating zones, and compliance standards to reduce competition flashpoints.</li> </ul>

	<ul style="list-style-type: none"> <li>• Safety &amp; Security Measures: Enhance police or transit security presence at interchanges, hotspots, and routes with high risk.</li> </ul>
6. Vandalism of critical Transport Infrastructure	<ul style="list-style-type: none"> <li>• Surveillance &amp; Monitoring: Install CCTV, drones, and smart sensors at vulnerable sites (stations, substations, depots).</li> <li>• Physical Hardening: Use vandal-resistant materials, tamper-proof cabling, protective casings, and anti-graffiti coatings.</li> <li>• Community Involvement: Create “adopt-a-station” or community stewardship programmes where locals have a vested interest in protecting assets</li> </ul>
7. Climate Change Impact on Transport Infrastructure	<ul style="list-style-type: none"> <li>• Risk Assessment &amp; Mapping: Conduct climate vulnerability assessments of all transport assets (stations, tracks, roads, depots).</li> <li>• Resilient Design Standards: Upgrade building codes, materials, and engineering designs to withstand extreme weather (e.g., heat-resistant rails, elevated platforms).</li> <li>• Green Infrastructure: Implement flood management systems (drainage upgrades, permeable surfaces, green corridors).</li> </ul>

## 8.2. STRATEGIC OPPORTUNITIES OF THE TAG

The strategic risk opportunities for TAG include :

- Amended TAG Act;
- Various projects related to integrated planning for public transport;
- Educating the public about public transport applications;
- Opportunities that could materialise with devolution of rail;
- Strong partnerships;
- Revised operating model; and
- Rebranding of TAG through marketing initiatives.



### 8.3. EXTERNAL ENVIRONMENT ANALYSIS - The Strategic Direction of the TAG

The TAG is mandated to effectively implement the collaboration and capacity building, adequate resourcing and governance of the transport sector in Gauteng. It also has the responsibility for raising funding for public transport services in province by leveraging on Public-Private Partnerships (PPPs) Models, innovative pricing and taxation and inter-provincial infrastructure projects financing.

In line with the above, the focus areas of the TAG over the next three years, with the direction and oversight of the Board, are:

- **Policy Implementation and Regulatory Enforcement**
- **Develop Strengthen National Urban Mobility Policy Framework**
  - Opportunities for Private Sector Investment
  - Sustainable Transport Financing and Innovation
  - Policy Alignment with Global Climate Commitments

Other focus areas include:

- Establishing Clear, Measurable Key Performance Indicators (KPIs);
- Adopting Digital Tools for Real-Time Monitoring;
- Regular Impact Assessments and Reporting;
- Engaging Stakeholders in Continuous Feedback Loops;
- Utilising Data-Driven Decision Making;
- Building Agile Policy Frameworks;
- Funding and Resource Allocation for Monitoring;
- Incorporating Climate Adaptation into Monitoring;
- Long-Term Trend Analysis and Scenario Planning; and
- Addressing Equity and Inclusivity.

To set a clear strategic direction, it is important to take note of the constraints under which the TAG operates:



Figure 7: TAG Operational Constraints

### Short, Medium and Long-Term Horizons

The immediate actions for the TAG as outlined by the Board are:

- Maintain and plan for Institutional and financial stability;
- Establishment of the interim structure for TAG;
- Launch of the TAG to the Gauteng public; and
- Investigation of other revenue streams for TAG projects.

Table 5 below provides a summary of the TAG's implementation plan.

Table 5: TAG High-Level Score Card Example

Short Term (0-12 Months)	Medium Term (12-36 Months)	Long Term (36-60 Months)
Finalise PLTF, IMTP 25 & STP	Implement PLTF, IMTP 25 & STP	Digitise PT operating environment
Develop revised operating model	Enter into IGAA and MOU's	Incubation of PRE
Capacitation of the executive roles	Est PT planning committee	Alignment of National, Provincial and Local policies
Est banking account	Develop PT sustainability strategy	Implementation of the IFM
Develop financial process & policies	Development of the IFM	
Implementation of IP		
Develop stakeholder framework		
Develop budget & funding plan		
Reduce OL backlog		
Develop PT regulatory framework		
Specialised security and monitoring function		
Development of TAG integrated planning		



The TAG's Strategic enablers are indicated in Figure 8 below.

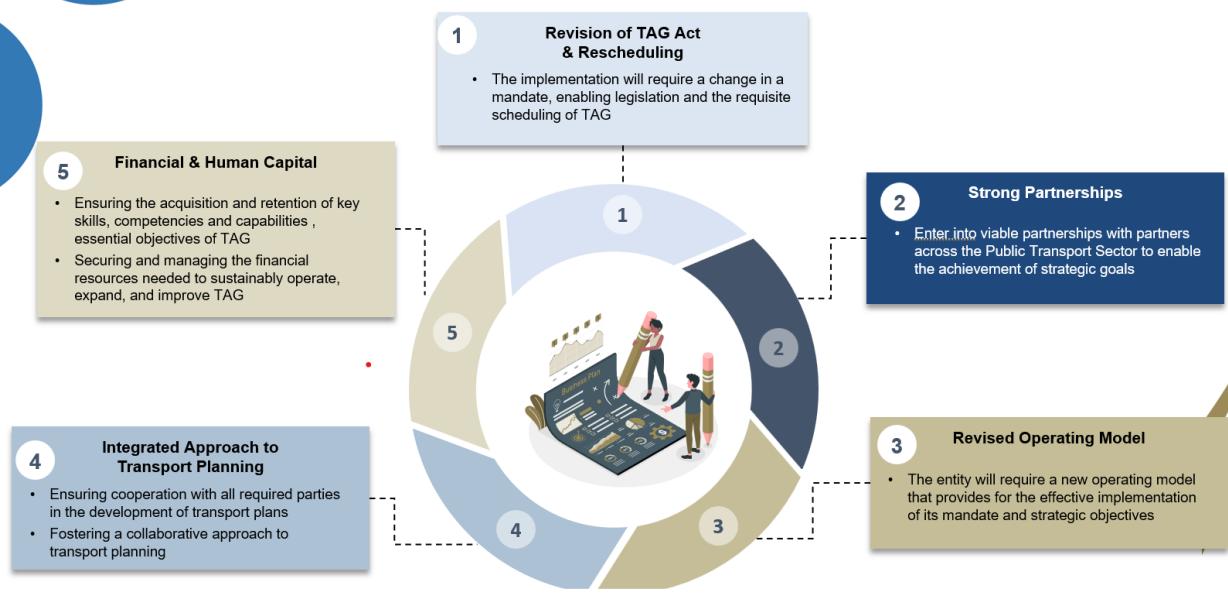


Figure 8: TAG Strategic Enablers

#### 8.4. EXTERNAL ENVIRONMENT ANALYSIS

The TAG external environment has been analysed as follows:

- Overview of Gauteng Province;
- Global Public Transport Trends;
- Local Public Transport Trends;
- Urbanisation and Congestion;
- Public Transport Inefficiencies;
- Infrastructure Limitations;
- Apartheid Spatial Planning and its Challenges;
- Climate Change & Carbon Emissions;
- MaaS & AI;
- Urban rail as the most efficient and effective mass transport solution;
- Growth in vehicle market in Gauteng; and
- Large reliance on the taxi association for public transport in Gauteng.

## OVERVIEW OF GAUTENG PROVINCE

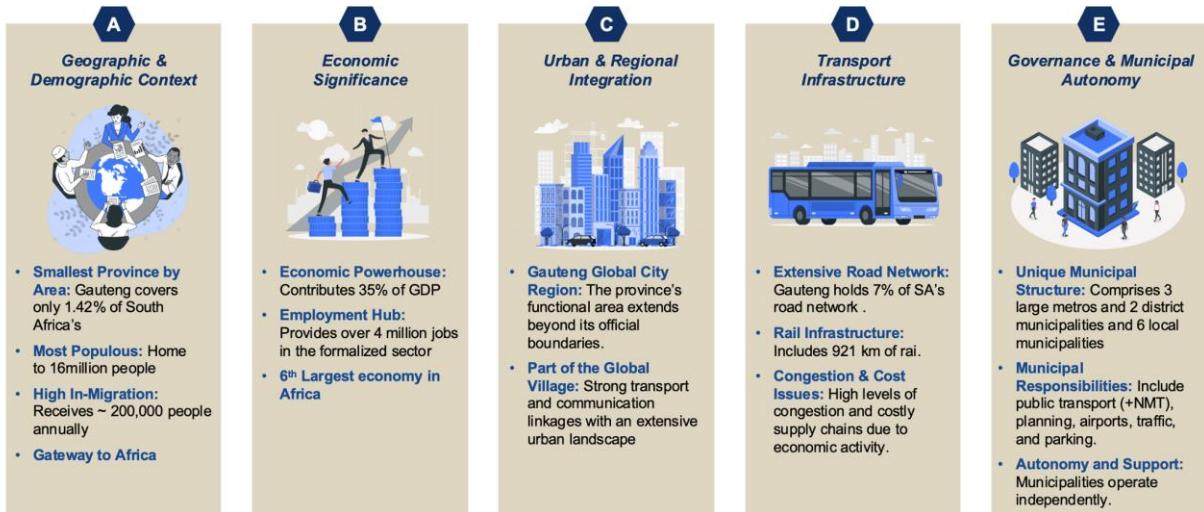
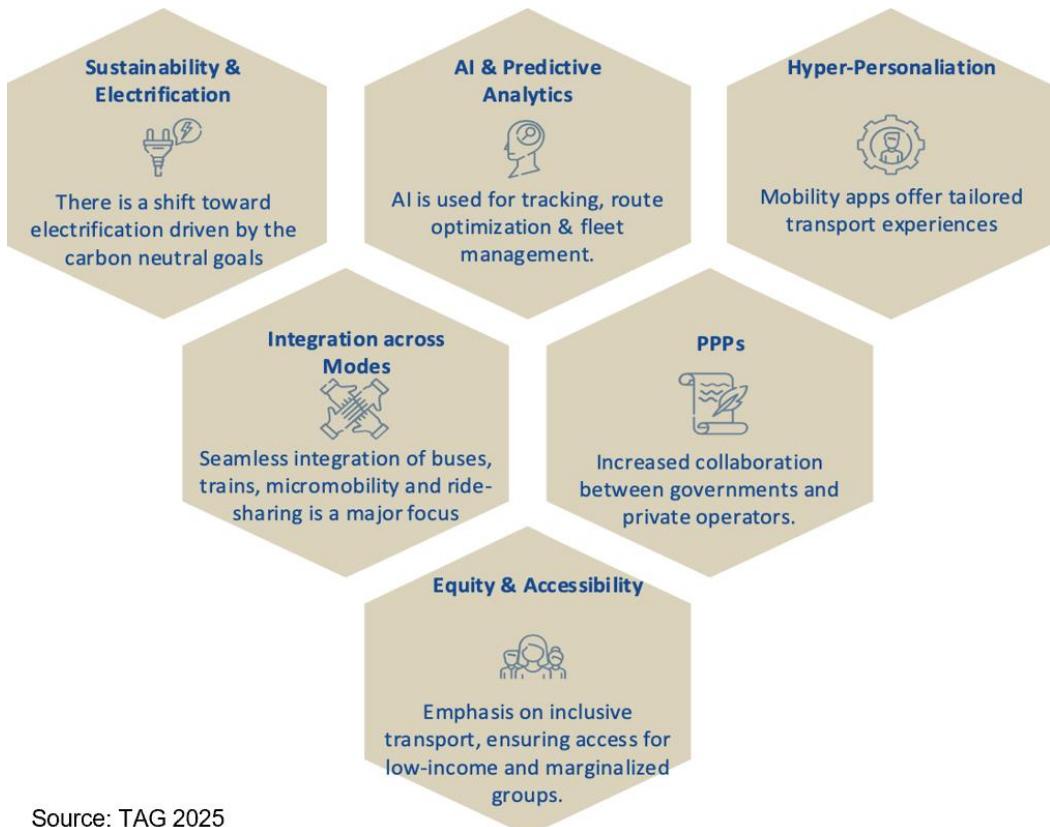


Figure 9: Overview of Gauteng Province

## GLOBAL PUBLIC TRANSPORT TRENDS



Source: TAG 2025

Figure 10: Global Transport Trends

## LOCAL PUBLIC TRANSPORT TRENDS

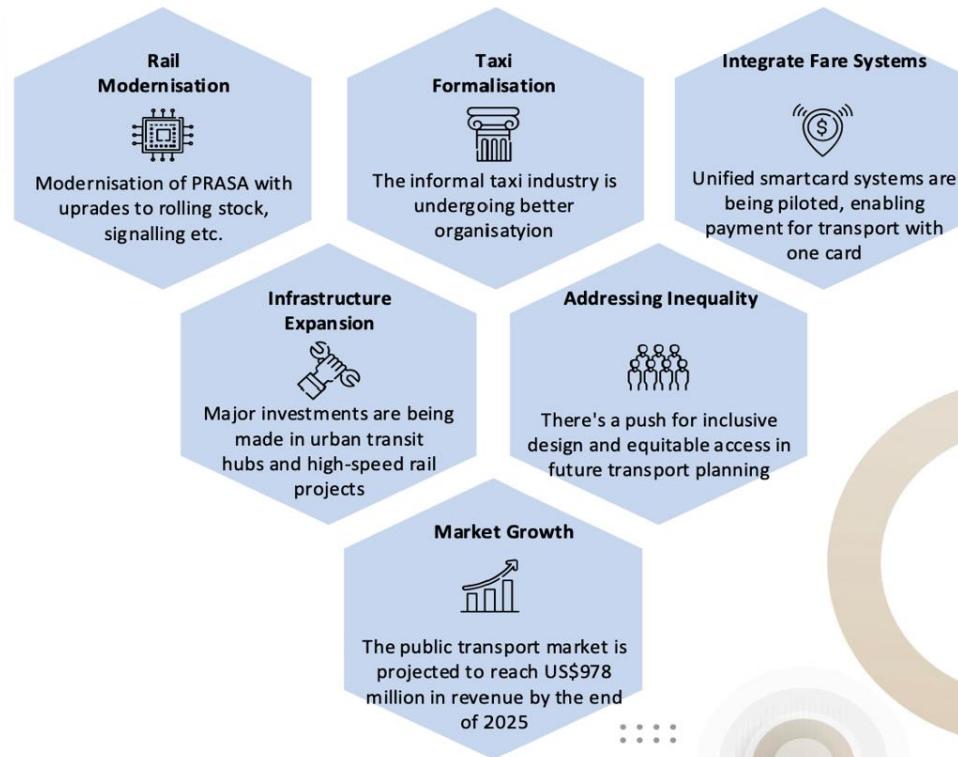


Figure 11: Local Public Transport Trends

## URBANISATION AND CONGESTION

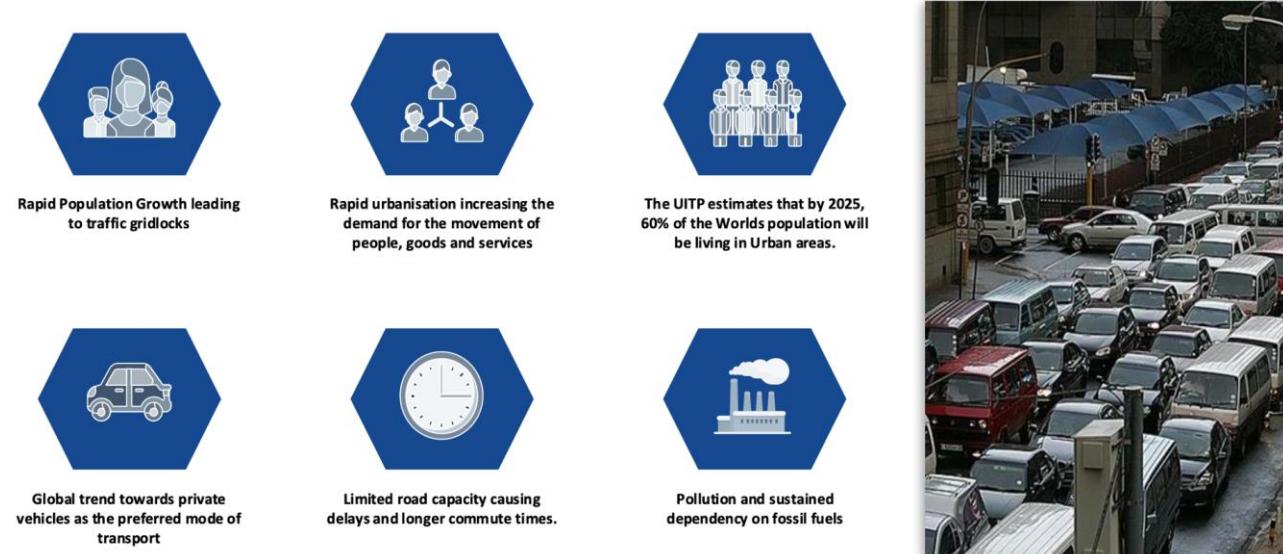


Figure 12: Urbanisation and Congestion

## PUBLIC TRANSPORT INEFFICIENCIES

- 1** Fragmented Systems (taxis, buses, rail) lacking integration
- 2** Over-reliance on private vehicles
- 3** Public Transport is a mode of force , not of choice.
- 4** Quality of service offerings is generally poor.
- 5** Services are largely peak period and worker focused.
- 6** Public Transport networks and services are not well integrated , with many inefficiencies at best and often destructive competition
- 7** Affordability and access for many users is a challenge.
- 8** Financial sustainability of many operators are under pressure.
- 9** Funding constraints for maintenance and operations
- 10** Availability of facilities is a challenge

Figure 13: Public Transport Inefficiencies

## INFRASTRUCTURE LIMITATIONS

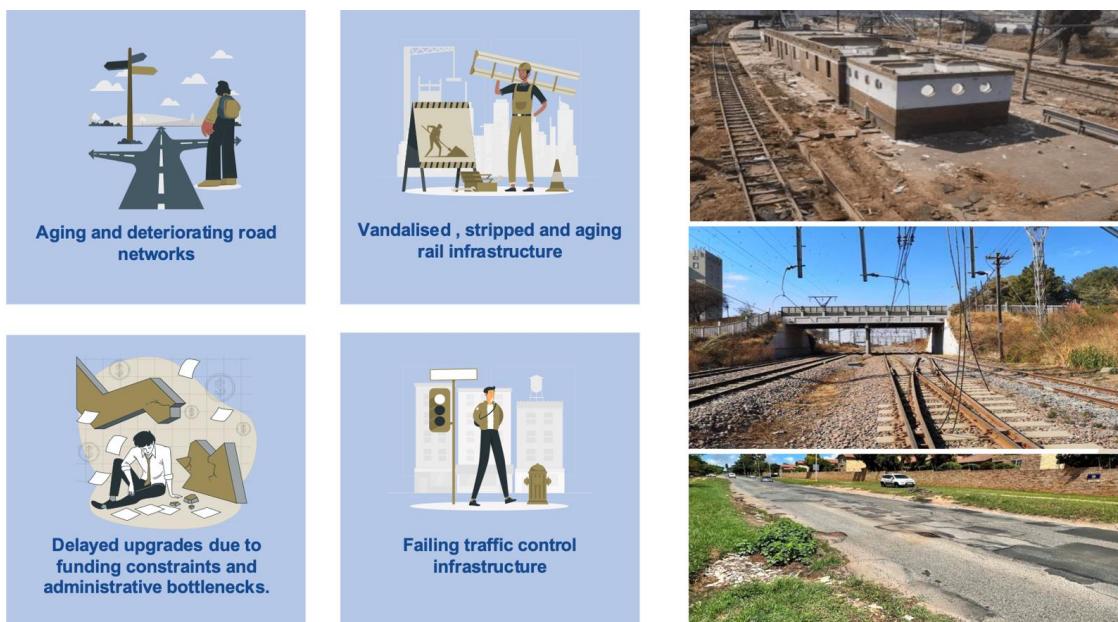


Figure 14: Infrastructure Limitations

## APARTHEID SPATIAL PLANNING & ITS CHALLENGES

1

Vast distances between marginalised communities and economic opportunity

2

Longer Commute times for the majority of the population



3

Over-reliance on inadequate and expensive public transport options

4

Fragmentation and urban sprawl

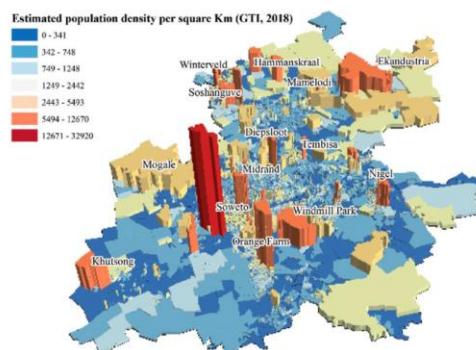


Figure 15: Apartheid Spatial Planning & its challenges

## CLIMATE CHANGE AND CARBON EMISSIONS

a



Climate Change is triggering significant economic transformation

d



Road Transport accounts for 97% of Gauteng's transport emissions

b



72% of Emissions come from road transport

e



National Green Transport Strategy aims to reduce transport emissions by 5% by 2050.

c



In South Africa, the third largest emissions sector is transport (11%)

f



In COP 21 countries agreed to keep global warming below 2°C

Figure 16: Climate Change and Carbon Emissions

## MaaS AND AI



- Mobility as a Service (MaaS) will integrate different forms of transport on a single application



- Generative AI will enhance operational efficiency, improve customer experience, and enable new capabilities.

- Improves transport integration and accessibility
- Reduces reliance on private cars
- Enable dynamic pricing & data driven planning

- Enables predictive infrastructure and transport planning
- Enhances customer experience through personalization & real time updates
- Enables predictive maintenance

Figure 17: MaaS and AI

## URBAN RAIL AS THE MOST EFFICIENT AND EFFECTIVE MASS TRANSPORT SOLUTION

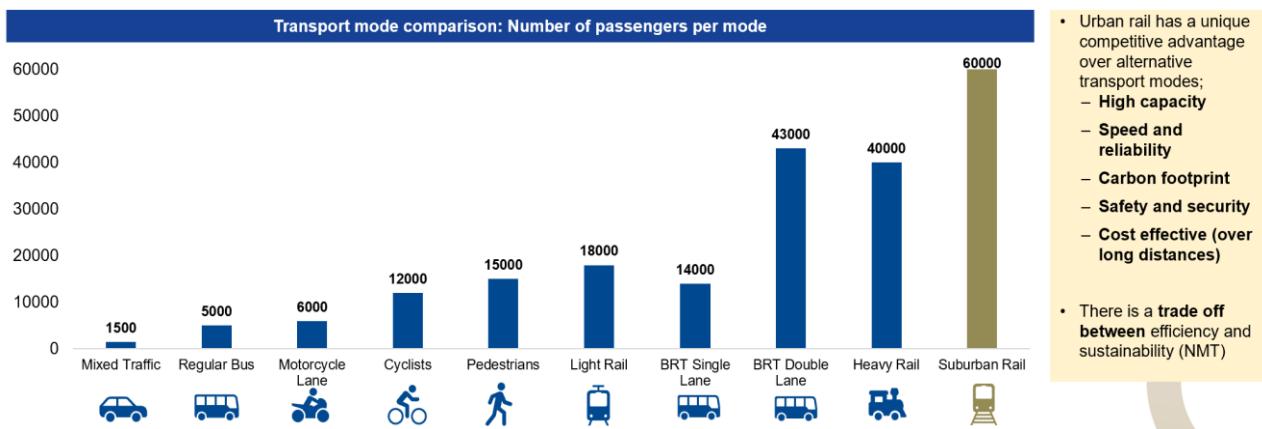


Figure 18: Urban rail as the most efficient and effective mass transport solution

## VEHICLE MARKET IN GAUTENG

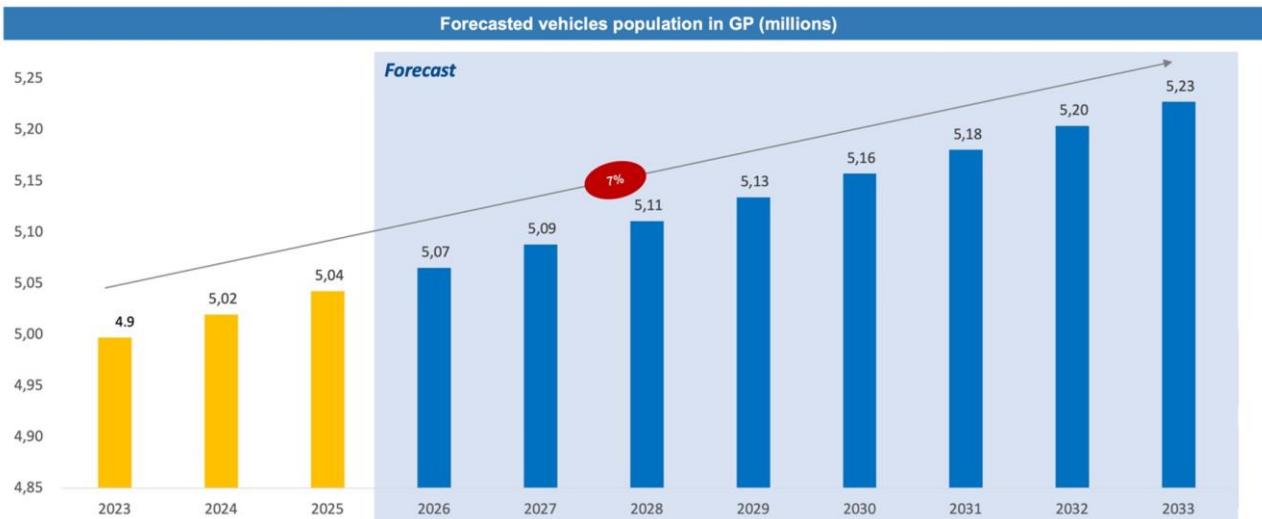


Figure 19: Growth of vehicle market in Gauteng

## ATTACK ON PUBLIC TRANSPORT INFRASTRUCTURE



Figure 20: Attack on Public Transport Infrastructure

## VEHICLE CONGESTION AND PREDICTED TRAVEL SPEEDS

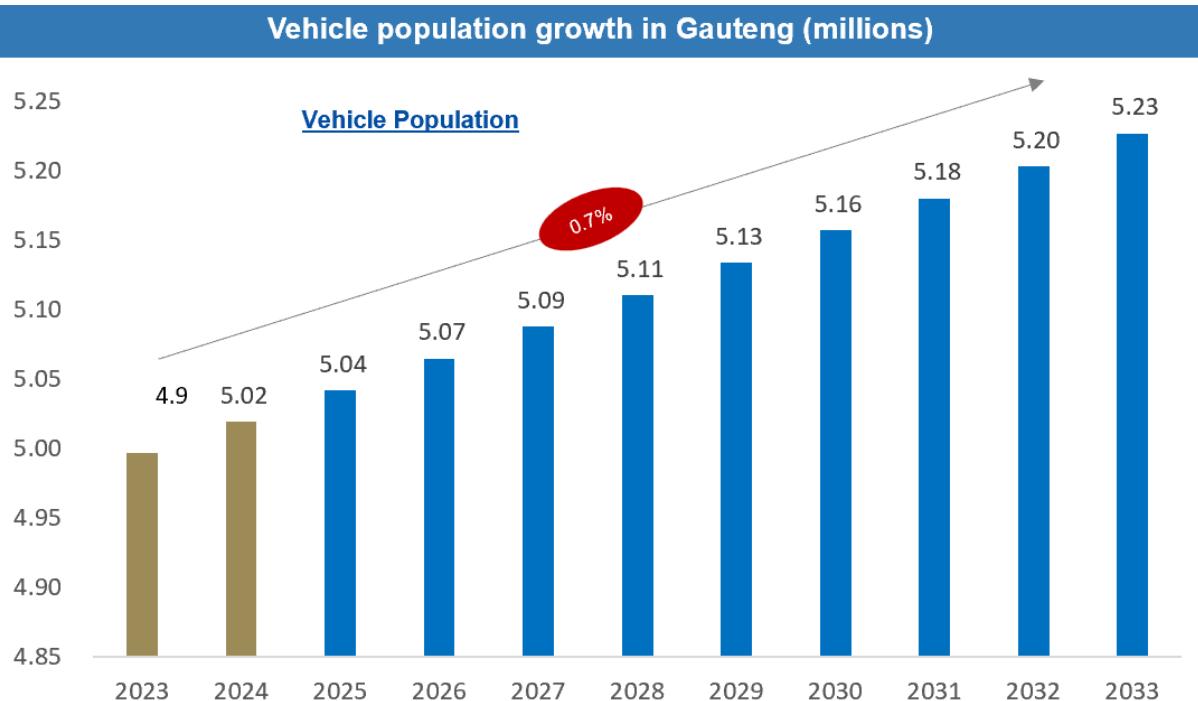


Figure 21: Vehicle congestion and predicted travel speeds

The most popular transport mode of travel in Gauteng is road transport, in a form of private transport usage. There is a significant car growth which contributes to high volumes of road congestions. Vehicle ownership is estimated to grow from 300 cars per 1 000 people in 2014 to 450 cars per 1 000 people in 2037 as seen in the figure above.

As a result of the increasing vehicle population, and decreasing usage of public transport, the current existing road network is operating close to capacity with a current average network speed of 41km/h during peak times and contra-peak directions. The predicted travel speeds are estimated to reduce to 26 km/h in 2025 with a key road journey time of one to three hours. Should no measure be put in place to decrease vehicle growth and limited infrastructure investment, average speeds will continue to decrease.

## LARGE RELIANCE ON TAXI ASSOCIATION FOR GAUTENG PUBLIC TRANSPORT

### Gauteng's transport public is largely reliant on the taxi association

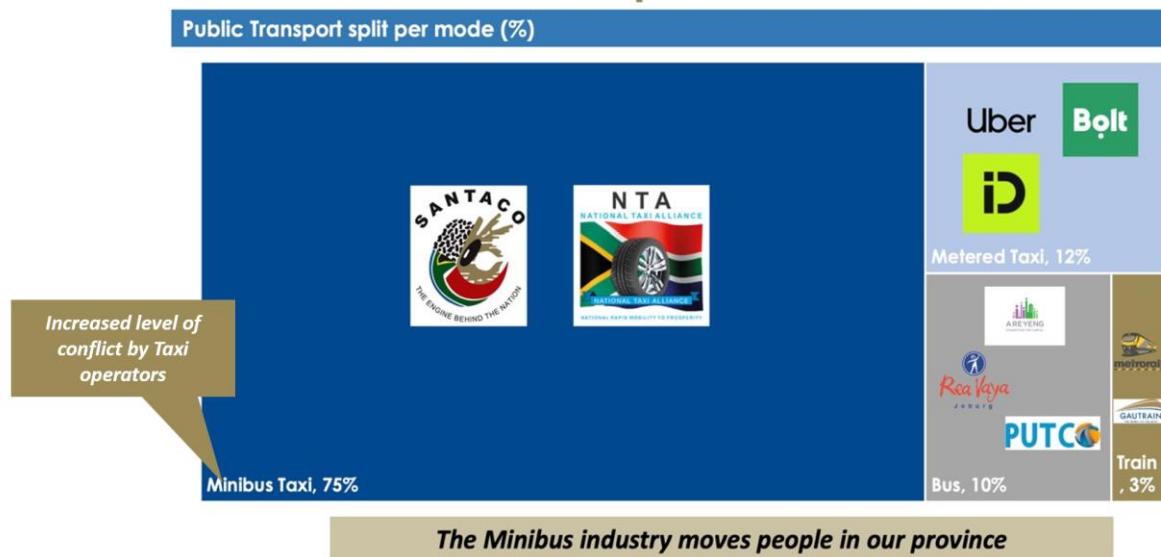


Figure 22: Taxi reliance

## 8.5. INTERNAL ENVIRONMENT ANALYSIS

The TAG needs to be an organisation that can carry out the **functions** of the Authority as follows:

- Undertake strategic transport and integrated planning for transport in the Province;
- Promote the development of an integrated and accessible public transport network in the Province;
- Regulate public transport fares in the Province; and
- Secure the:
  - Provision of public passenger transport services;
  - Provision of public transport infrastructure;
  - Provision of an integrated ticketing and information system for public transport;
  - Effective management of traffic;
  - Effective management of transport demand;
  - Development and implementation of a single public transport insignia;
  - Collection of statistical data and information on transport;
  - Conduct of research on transport; and
  - Fostering of good relations and cooperation with and between various organs of state.

- The Authority may undertake all actions that may arise from, are consequential to, or are necessary or expedient for the performance of its functions or are ancillary thereto.
- With the consent of the Board, the responsible member may, by notice in the Provincial Gazette, confer additional functions on the Authority related to transport as may be appropriate to achieve the objects of this Act and the objectives of the Authority.

This requires a disciplined and agile organisation that is not afraid to transform, whilst always remaining resolute on the pillars of sustainability and good governance.

#### 8.5.1 Corporate Governance

Effective governance oversight of a public entity in the Province is vested in the Provincial Legislature, the Executive Authority, and the Board of the public entity. The TAG Board fully endorses the corporate governance principles outlined in the King IV Report on Corporate Governance. The Board provides ethical leadership and is committed to a governance framework built on integrity, accountability, fairness, and transparency. By setting the tone at the top, the Board fosters a strong governance culture and ensures that high ethical standards and best practices are embedded throughout the organisation.

Corporate governance encompasses the systems and processes by which public entities are directed, controlled, and held accountable. In addition to the legislative requirements defined by an entity's enabling legislation, governance within public entities is further guided by the Public Finance Management Act (PFMA) and aligned with the principles of King IV. Figure 23 below indicates the TAG's Governance Structure.

## TAG GOVERNANCE STRUCTURE

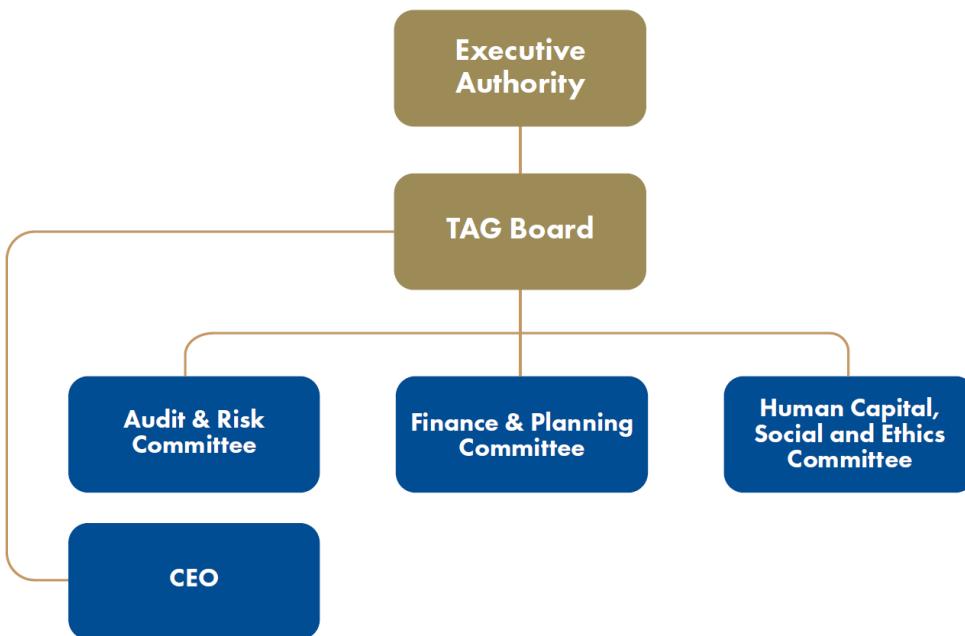


Figure 23: TAG Governance Structure

### 8.5.2 Executive Authority (MEC for Transport and Logistics)

The Gauteng MEC for Transport and Logistics is the Executive Authority of the TAG. The Executive Authority has oversight powers over the Strategic Plan, Annual Performance Plan (APP), Business Plan, Budget, and Annual- and Quarterly Reports of the organisation, as required by the PFMA and the Gauteng Transport Authority Act No. 2 of 2019 (the Act).

The relationship between the MEC and the Board is managed through regular engagements between the MEC and the Chairperson of the Board, Chairpersons of the Board Committees and the TAG CEO. The engagements aim to establish transparency and accountability on matters related to the implementation of the provisions of the PFMA, the Act and the objectives of the Gauteng Department of Roads and Transport (GDRT), the Gauteng Provincial Government (GPG) and the National Government.

### 8.5.3 Accounting Authority (Board)

The Board is the Accounting Authority of the TAG, acting as the custodian of good corporate governance. It strives to achieve governance outcomes of ethical culture, good performance, effective control and legitimacy through ethical and effective leadership.

TAG's Governance Framework provides clarity by clearly defining roles and areas of accountability necessary for effective governance. The good governance practices and processes enable the Board to create value through:

- Adhering to legal, compliance, and accounting requirements, thereby contributing to a climate of discipline;
- Promoting ethical leadership and organisational culture by establishing an ethics management function;
- Improving TAG's resilience and performance through strategic partnerships with the GMA and service providers appointed to assist in achieving some of TAG's main objectives; and
- Increasing brand visibility and securing buy-in on TAG's vision through continuous engagement with key stakeholders.

The role, responsibilities, membership requirements, and procedural conduct for Board members are documented in detail in the TAG's Board Charter.

### 8.5.4 Board Committees

Members of Board Committees are appointed by the Board in accordance with the Act and the Framework for the Recruitment and Selection of Board, Board Committee Members, and the CEO. The term of office of the Board Committee members aligns with that of the Board. All Board Committees are chaired by non-executive members of the Board and each Board Committee is represented in the Social and Ethics Committee (SEC) to promote effective collaboration and co-ordination among them.

The Board Charter and Terms of Reference of the Board Committees were reviewed and approved by the Board of Directors during the financial year under review. The implementation of the Board Committees' Terms of Reference was monitored through the Board Committees' Annual Work Plans on a quarterly basis. The following committees have been established to assist the Board in fulfilling its governance role and responsibilities:

- Audit and Risk (ARC);
- Finance and Planning (FAP); and

- Human Capital, Social and Ethics Committee.

The Board also delegates authority to the CEO of the TAG. The CEO is assisted by the Management Committee (MANCO) in discharging his duties.

#### 8.5.5 Board Advisors

The Board is supported by the following Advisors who are nominated by their respective organisations and appointed by the MEC:

- Representative from the GDRT;
- Representative from the Gauteng Provincial Treasury;
- Representative from the National Department of Transport;
- Representative from the National Treasury; and
- Representative from Metropolitan as well as District Municipalities within the Province appointed by South African Local Government Association (SALGA).

The functions of the Advisors are to advise the Board on the interests, views, and policies of their respective organisations.

#### 8.5.6 Organisational Structure and Activities

The current TAG structure is designed to support the organisational long-term to short term strategy as well as build institutional stability and financial stability for the efficient operationalisation of TAG. Figure 24 below indicates the TAG's current organisational structure.

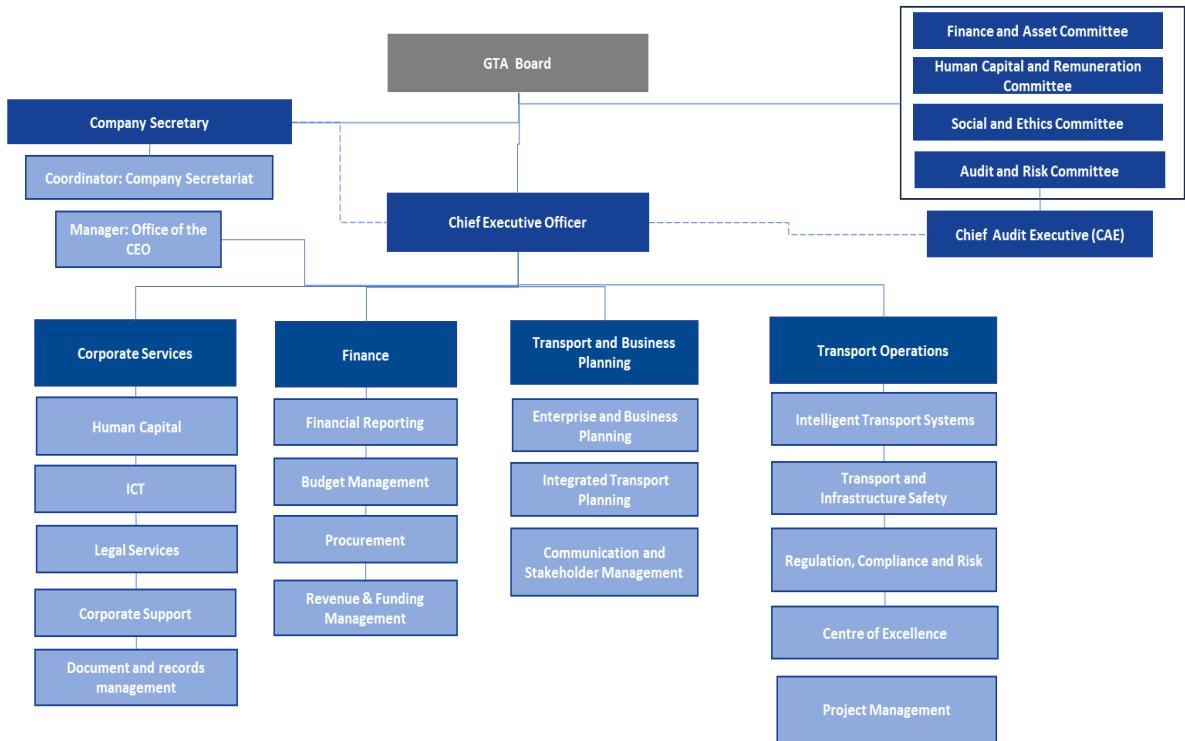


Figure 24: Organisational Structure of the TAG

#### *Corporate Governance and Ethics Management*

The GMA's Corporate Governance and Ethics Business Unit (Ethics Management Office) is responsible for implementing the framework for the governance of ethics and operationalising the ethics management processes. TAG has adopted the Ethics Management Framework developed by The Ethics Institute to guide the management ethics in TAG.

TAG's suite of ethics provides guidance to members of the Board, employees and service providers on principles of acceptable behaviour. The codes address key matters and ethical principles to be applied by these individuals in the execution of their duties.

As a measure to address fraud and corruption, TAG has an established Fraud Hotline managed by an external service provider.



Figure 25: Ethics Management Framework

TAG's Gift and Hospitality Policy guides the management of gifts received from third parties.

TAG has further implemented the following processes and procedures to manage conflict and/or potential conflict of interest matters. Refer to Figure 26 below.

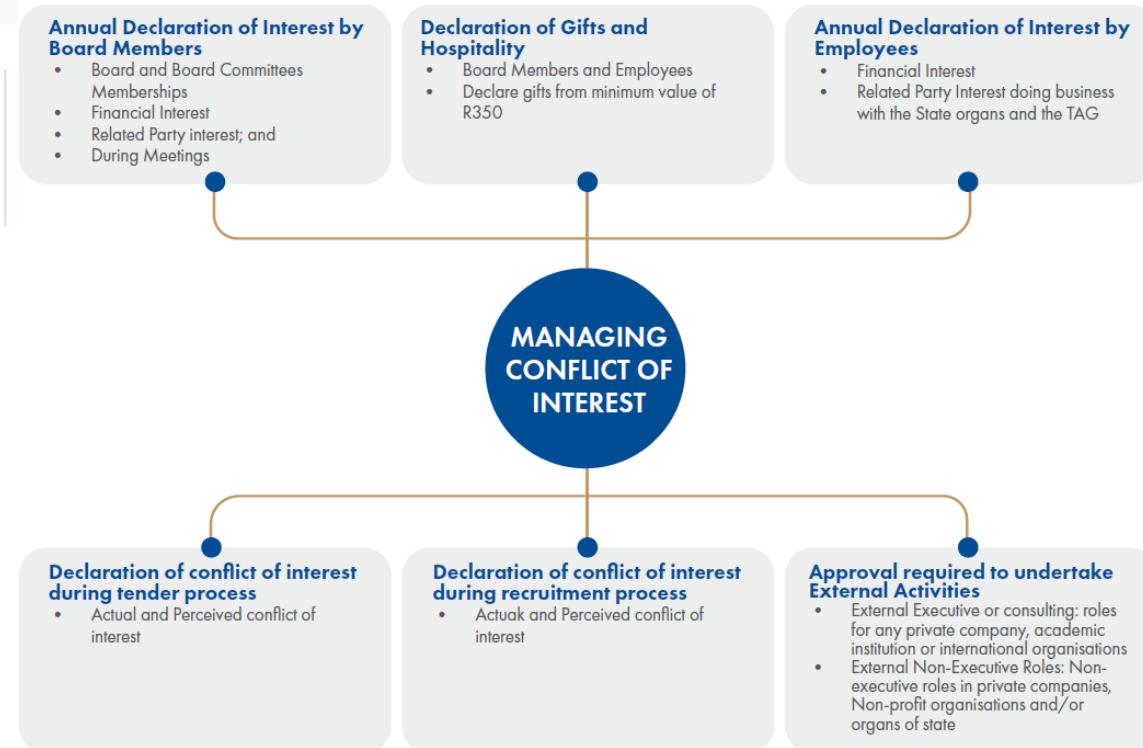


Figure 26: Managing Conflict of Interest

### Internal Control

The TAG Board has responsibility overall for the GMA's system of internal control and for reviewing its effectiveness, while the implementation of the internal control system is the responsibility of management.

Internal control includes the processes and procedures implemented by management to achieve the objective of safeguarding the assets, the efficient and effective employment of resources, prevention and detection of errors and fraud, ensuring the accuracy of accounting records and timely production of reliable financial and operational information. Internal control provides direction, establishes accountability and ensures adequate segregation of duties.

### *Internal Audit*

The GMA's Internal Audit provides objective and independent assurance and advisory services related to TAG's controls, governance and risk management processes. In adherence to the PFMA and internal auditing standards, the Internal Audit Unit maintains its independence from the areas it reviews. This independence is upheld through established reporting protocols, requiring it to report administratively to the CEO and functionally to the Audit and Risk Committee.

The GMA Internal Audit's mandate is outlined in a Service Level Agreement mutually agreed upon by the GMA and TAG.

### *Legal and Compliance*

The legal and compliance functions ensure that the GMA complies with all the relevant legal and regulatory requirements and policies. The Corporate Compliance and Legal Services Unit manages litigation, with the assistance of internal and external experts. The GMA continues to strive to resolve claims and disputes quickly and cost-effectively, with minimum disruption to the productive working of the concession relationship and the delivery of services. The settlement of the development period and operation period disputes has, to a greater extent, eased the pressure on the GMA, thereby enabling it to concentrate on other pressing matters related to the Gautrain System.

- Case Management and Dispute Mitigation Plan

The Case Management and Dispute Mitigation Plan provides a broad framework within which cases/disputes, involving the GMA, are handled. It further spells out the process to be followed in handling such cases/disputes, as well as the key role players in that process. The Case Management and Dispute Mitigation Plan is aligned to the GMA's Delegation of Authority Framework, which is underpinned by the PFMA.

- Legal Compliance Framework/Universe

The Legal Compliance Framework is earmarked for the provision of a system and structure within which GMA has to operate to ensure compliance. In addition, it facilitates and enhances a compliance culture, whilst it also maps out a process by which GMA achieves compliance. Various legislation and legal instruments, having an impact on, and applicable to, the GMA, are specified in the Legal Compliance Framework.

- o Legal Compliance Policy and Plan

The Legal Compliance Policy and Plan outline GMA's philosophy on, and approach to, legal compliance, including a high-level mechanism for GMA to discharge its compliance responsibilities. To this end, the Compliance sub-unit has been mandated to assist the Board in overseeing compliance and embedding a compliance culture within the GMA. Proactive measures are implemented in addressing any compliance gaps that are identified through a comprehensive review process.

#### *Human Capital*

Human Capital is a critical driver of success and growth for any organisation. As a newly established entity, the TAG is committed to ensuring that its organisational structure and workforce align with and support the objectives of the GDRT, as well as the broader goals of the Gauteng Province.

Section 31 (1) of the TAG Act outlines the criteria and process for appointing the CEO of the Authority. The Executive Council is tasked with making this appointment.

The TAG Remuneration and Benefits Policy is reviewed annually to ensure that salary adjustments are in line with market trends and organisational affordability, thereby maintaining internal equity and motivating employees through fair remuneration.

#### *Commercial Unit*

GMA's Commercial Unit was established in the 2021/22 Financial Year to leverage the Gautrain System's assets for revenue generation for the GMA.

The GMA Commercial Unit will continue to support the TAG and Gauteng Department of Roads and Transport (GDRT).

## Stakeholder Analysis



Figure 27: Stakeholder Analysis of the TAG

The TAG subscribes to good corporate governance, which is underpinned by its commitment to zero tolerance on fraud, corruption, theft and maladministration. Given the nature of the TAG's mandate, it must exercise its responsibilities with integrity in its interaction with stakeholders. This means that all TAG Units and external stakeholders must be guided by, *inter alia*:

- Business Code of Conduct and Ethics for the Board
- Business Code and Conduct of Ethics for employees
- GMA's Supplier Code of Conduct and Ethics (as adopted during the 2023/24 financial year)

These documents are based on the main principles of creating a culture that is ethical and intolerant to fraud and corruption, and includes deterrence, prevention, detection and investigation of fraud and corruption and taking appropriate action in the event of irregularities.

The TAG is an overarching component of a public transport system for Gauteng. For such a system to be effective, it needs to be integrated with the plans of various public and private stakeholders responsible for the provision of transport infrastructure and services. It is therefore necessary to

strengthen the relationships with the various stakeholders and ensure that a detailed stakeholder plan is in place.

## PART C: MEASURING OUR PERFORMANCE



## PART C: MEASURING OUR PERFORMANCE

### 9. INSTITUTIONAL PERFORMANCE INFORMATION

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The TAG APP 2026/27 is a formal statement of a set of Outputs Indicators (OIs) with associated targets that supports the TAG Strategic Plan 2026/27 – 2028/29. Annual Performance Planning is a process of thinking through and planning the inputs, activities, outputs and anticipated outcomes for the business and its operations over a period of time. Annual Performance Planning is also the process through which the TAG identifies how it will respond to strategic goals contained in the TAG Strategic Plan – translating those into a clear and measurable 12-month plan to be implemented with effect from 01 April 2026.

#### 9.1. OUTCOME, OUTPUT, PERFORMANCE INDICATOR AND TARGETS

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Table 6: TAG APP for the 2026/27 Financial Year

ANNUAL PERFORMANCE PLAN FOR THE 2026_27 FINANCIAL YEAR														
Outputs	No.	Output Indicator	Annual Target 2024/25	Annual Target 2025/26	Annual Target 2026/27	Annual Target 2027/28	Annual Target 2028/29	Evidence to be Provided as Proof of Delivery	Plan for 2026/2027					Frequency of Report
									Q1	Q2	Q3	Q4	Total	
Funding strategy	1	Funding strategy	New indicator	New indicator	Approved funding strategy	-	-	Board resolution or Minutes of meeing approving funding strategy	0	0	Draft funding strategy	Approved funding strategy	Approved funding strategy	Quarterly
Secured funding	2	Percentage of funding secured	New indicator	New indicator	30%	70%	100%	Signed funding agreement between TAG & DRT	30%	0	0	0	30%	Annually
Approved financial policies for quality of overall financial management	3	Unqualified audit report	Unqualified audit report	Unqualified audit report	Unqualified audit report	Unqualified audit report	Unqualified audit report	Audit report from Auditor General.	0	0	0	Unqualified audit report	Unqualified audit report	Annually
Established forum with the National and Provincial Treasuries	4	Number of dialogues with National and Provincial Treasury	1	2	2	2	2	Records of meetings with National/Provincial Treasury with attendance registers and/or agendas	0	1	0	1	2	Quarterly

## Outcome 2: Establish TAG as a high-performance organisation

Outputs	No.	Output Indicator	Annual Target 2024/25	Annual Target 2025/26	Annual Target 2026/27	Annual Target 2027/28	Annual Target 2028/29	Evidence to be Provided as Proof of Delivery	Plan for 2026/2027					Frequency of Report
									Q1	Q2	Q3	Q4	Total	
Risk Governance established	5	Approved Risk Plan & Risk Procedure	New indicator	Approved Risk Policy & Risk Framework	Approved Risk Plan & Risk Procedure	Risk Appetite & Tolerance Dashboard	Risk Process Maps (ISO 31000)	Approved Risk Plan & Risk Procedure	0	0	0	Approved Risk Plan & Risk Procedure	Approved Risk Plan & Risk Procedure	Annually
TAG as a Gauteng Centre of Excellence in Transport established	6	Number of partnerships established for knowledge sharing	New indicator	1	2	3	4	Signed MOUs/SLAs	0	1	0	1	2	Quarterly
Competency Framework	7	Approved Competency Framework	New indicator	New indicator	Approved Competency Framework	Implemented Competency Framework	-	Approved Competency Framework	0	0	0	Approved Competency Framework	Approved Competency Framework	Annually
Total reward strategy	8	Approved Total reward Strategy	New indicator	New indicator	Approved Total reward Strategy			Approved Total reward Strategy				Approved Total reward Strategy	Approved Total reward Strategy	Annually
Capacitated organisation structure	9	Percentage of funded positions implemented in the organisational structure	New indicator	New indicator	95%	95%	95%	Human Capital Quarterly Report	70%	75%	85%	95%	95%	Quarterly
Approved Amended TAG Act	10	Socio-economic Impact Assessment System (SEIAS) Report	New indicator	New indicator	Final SEIAS Report	Gazetting of Amended TAG Act	Approved Amended TAG Act	Final SEIAS Report				Draft SEIAS Report	Final SEIAS Report	Quarterly

Outputs	No.	Output Indicator	Annual Target 2024/25	Annual Target 2025/26	Annual Target 2026/27	Annual Target 2027/28	Annual Target 2028/29	Evidence to be Provided as Proof of Delivery	Plan for 2026/2027					Frequency of Report
									Q1	Q2	Q3	Q4	Total	
Promotion of public transport	10	Number of communication initiatives	New indicator	New indicator	2	2	2	Records of stakeholder meetings or records of campaigns held	1	0	1	0	2	Quarterly
Engagements with stakeholders and other role-player forums	11	Number of stakeholder and other role-player forums	4	4	4	4	4	Records of stakeholder meetings with attendance registers and/or agendas	1	1	1	1	4	Quarterly
Political level engagements	12	Number of MEC (Member of Executive Council) meetings	2	1	1	1	1	Records of political meetings with attendance registers and/or agendas	0	0	0	1	1	Quarterly
Technical level engagements	13	Number of Technical meetings with personnel of local authorities	2	4	4	2	2	Records of technical meetings with attendance registers and/or agendas	1	1	1	1	4	Quarterly
Engagements with State-Owned Enterprises in the Transport Sector	14	Number of meetings with senior officials of State-Owned Enterprises in the Transport Sector	1	2	2	2	2	Records of State-Owned Enterprise meetings with attendance registers and/or agendas	0	1	0	1	2	Quarterly
Engagements with transport operators in Gauteng	15	Number of meetings with transport operators in Gauteng	2	2	2	2	2	Records of Gauteng Operator forums with attendance registers and/or agendas	0	1	0	1	2	Quarterly
Defined insignia for public transport in Gauteng	16	Implementation Plan for the approved insignia for public transport in Gauteng	New indicator	Approved insignia for public transport in Gauteng	Implementation Plan for the approved insignia for public transport in Gauteng	Roll-out for the approved insignia for public transport in Gauteng	Roll-out for the approved insignia for public transport in Gauteng	Implementation Plan for the approved insignia for public transport in Gauteng	0	0	0	Implementation Plan for the approved insignia for public transport in Gauteng	Implementation Plan for the approved insignia for public transport in Gauteng	Annually
Engagements with commuters in Gauteng	17	Number of meetings with commuter forums in Gauteng	2	2	2	4	4	Records of commuter forums with attendance registers and/or agendas	0	1	0	1	2	Quarterly

Outputs	No.	Output Indicator	Annual Target 2024/25	Annual Target 2025/26	Annual Target 2026/27	Annual Target 2027/28	Annual Target 2028/29	Evidence to be Provided as Proof of Delivery	Plan for 2026/2027					Frequency of Report
									Q1	Q2	Q3	Q4	Total	
Transport integration policy	19	Procurement of service provider for Draft Transport integration policy	New indicator	New indicator	Procurement of service provider for Draft Transport integration policy	Draft Transport integration policy	Approved Transport integration policy	SLA for procurement of service provider for Transport Integration Policy	0	0	0	Procurement of service provider for Draft Transport integration policy	Procurement of service provider for Draft Transport integration policy	Annually
Developed regime for public transport ticket interoperability	20	Approved Integrated Fare Management (IFM)Policy	Completed stakeholder engagement process & Final Draft of the Gauteng IFM Policy (Integrated Fare Management Policy)	Final Draft Integrated Fare Management (IFM)Policy	Approved Integrated Fare Management (IFM)Policy	Implementation of IFM (Integrated Fare Management) Policy	Implementation of IFM (Integrated Fare Management) Policy	Approved Integrated Fare Management (IFM)Policy	0	0	0	Approved Integrated Fare Management (IFM)Policy	Approved Integrated Fare Management (IFM)Policy	Annually
Integrated ticketing system	21	Procurement of a ticketing system for POC (Proof of Concept)	New indicator	New indicator	Procurement of a ticketing system for POC	Implementation of the POC	Ticketing system Proof of Concept (POC) with three operators	SLA for procurement of ticketing system POC	0	0	0	Procurement of a ticketing system for POC	Procurement of a ticketing system for POC	Annually
Integrated transport management platform	22	Development of MaaS (Mobility as a service) platform	New indicator	New indicator	Development of MaaS platform	Integration of operators into MaaS platform	Implement transport management platform integration	Records of meetings related to Maas Platform development	0	0	0	Development of MaaS platform	Development of MaaS platform	Annually
Integrated public transport network plan	23	Draft Integrated public transport network plan	New indicator	New indicator	Draft Integrated public transport network plan	Approved Integrated public transport network plan	-	Draft Integrated public transport network plan	0	0	0	Draft Integrated public transport network plan	Draft Integrated public transport network plan	Annually
Integrated Implementation Plan	24	Approved Integrated Implementation Plan	New indicator	Draft Integrated Implementation Plan	Approved Integrated Implementation Plan	Monitoring of Integrated Implementation Plan	Monitoring of Integrated Implementation Plan	Approved Integrated Implementation Plan	0	0	0	Approved Integrated Implementation Plan	Approved Integrated Implementation Plan	Annually

Outcome 5: Establish Sustainable mobility solutions														
Outputs	No.	Output Indicator	Annual Target 2024/25	Annual Target 2025/26	Annual Target 2026/27	Annual Target 2027/28	Annual Target 2028/29	Evidence to be Provided as Proof of Delivery	Plan for 2026/2027					Frequency of Report
									Q1	Q2	Q3	Q4	Total	
Sustainable Mobility	25	Approved Sustainable Mobility Strategy	New indicator	Development of a Terms of Reference (ToR) for the Procurement of a Service Provider to Develop a Sustainable Mobility Strategy	Approved Sustainable Mobility Strategy	1	1	Approved Sustainable Mobility Strategy	0	0	0	Approved Sustainable Mobility Strategy	Approved Sustainable Mobility Strategy	Annually
Increased used in non-motorised transport (NMT)	26	Approved NMT (Non-motorised transport) partnership strategy	New indicator	New indicator	Approved NMT partnership strategy	-	-	Approved NMT partnership strategy	0	0	0	Approved NMT partnership strategy	Approved NMT partnership strategy	Annually

## 9.2. PLANNED PERFORMANCE OVER THE MEDIUM-TERM

### **TAGS's Impact Statement**

In line with the NDP's priorities, the TAG impact is:

**Deliver an integrated, efficient, sustainable and inclusive transport system**

The envisaged impact of the TAG is directly linked to its Purpose, Vision, Mission and Values and Outcomes detailed below. The link between the Outcomes and identified Outputs is clearly defined in Annexure B.

## 9.3. TAG OUTCOMES

Towards the attainment of the TAG's mission outlined above in section 8, and the Impact Statement that was reaffirmed by the TAG Board, the Outcomes are aligned to the Outcome Indicators, the problems addressed and the intended performance with respect to the Outcomes, as set out in the next section.

## Outcome 1

Long-term financial resilience and sustainability	
<b>Relevant MTSF Priorities:</b>	<ul style="list-style-type: none"> <li>• A capable, ethical and developmental state;</li> <li>• Economic transformation and job creation; and</li> <li>• Consolidating the social wage through reliable and quality basic services.</li> </ul>
<b>Outcome:</b>	<ul style="list-style-type: none"> <li>• Ensure balanced, sustainable funding model</li> <li>• Ensure responsible financial stewardship</li> </ul>
<b>Outcome Indicator:</b>	<ul style="list-style-type: none"> <li>• Fully funded organisation</li> </ul>
<b>Three-year baseline:</b>	<ul style="list-style-type: none"> <li>• MTEF allocation</li> </ul>
<b>Three-year target:</b>	<ul style="list-style-type: none"> <li>• 100% Funded organisation</li> </ul>

A sustainable funding model is essential for TAG to deliver on its mandate. Achieving long-term financial resilience ensures TAG can plan, implement, and maintain integrated transport solutions for Gauteng. This outcome focuses on securing predictable funding, responsible financial management, and building the organisational capacity needed to support TAG's strategic objectives. Progress here will enable TAG to invest confidently in infrastructure, technology, and people, supporting improved mobility and economic growth across the province.

Enablers to the achievement of the Outcome Targets are:

- Sufficient budget allocation (MTEF)
- Adherence to financial management requirements
- Relevant and capable human capital

Progress towards this outcome will contribute to improved mobility between human settlements and economic nodes in Gauteng, supporting the broader impact of delivering an integrated, efficient, sustainable, and inclusive transport system for the province.

## Outcome 2

TAG as a high-performance organisation	
<b>Relevant MTSF Priorities:</b>	<ul style="list-style-type: none"> <li>• Develop a capable, ethical and developmental state</li> <li>• Inclusive economic growth and job creation</li> <li>• Reduce poverty and high cost of living</li> </ul>
<b>Outcome:</b>	<ul style="list-style-type: none"> <li>• Build a performance-led culture organisation</li> <li>• Invest in people, leadership, and technology to improve operational effectiveness</li> </ul>
<b>Outcome Indicator:</b>	<ul style="list-style-type: none"> <li>• Achievement of Annual Performance Plan Targets</li> </ul>
<b>Three-year baseline:</b>	<ul style="list-style-type: none"> <li>• 94.7% Achieved Annual Performance Plan Targets</li> </ul>
<b>Three-year target:</b>	<ul style="list-style-type: none"> <li>• 95% Achieved Annual Performance Plan Targets.</li> </ul>

A high-performance, results-driven culture is critical for TAG to achieve its strategic objectives and deliver value to Gauteng's residents. This outcome focuses on building organisational effectiveness by investing in people, leadership, and technology, and by fostering a culture of accountability and continuous improvement. Achieving high levels of operational performance ensures TAG can respond proactively to challenges and opportunities in the transport sector.

Enablers to the achievement of the Outcome Targets are:

- Sufficient budget allocation
- Relevant and capable human capital
- Effective leadership and technology adoption

Progress towards this outcome will strengthen TAG's capacity to deliver on its mandate, drive innovation, and support the broader goal of an integrated, efficient, and sustainable transport system for the province.

## Outcome 3

Strong, trust-based partnerships with stakeholders	
<b>Relevant MTSF Priorities:</b>	<ul style="list-style-type: none"> <li>• Develop a capable, ethical and developmental state</li> <li>• Inclusive economic growth and job creation</li> </ul>
<b>Outcome:</b>	<ul style="list-style-type: none"> <li>• Establish TAG as a credible, transparent, and collaborative authority with all stakeholders</li> <li>• Ensure passenger-centric decision-making through continuous engagement with commuters, communities, and industry stakeholders.</li> </ul>
<b>Outcome Indicator:</b>	<ul style="list-style-type: none"> <li>• Strategic Partnerships Plan</li> </ul>
<b>Three-year baseline:</b>	<ul style="list-style-type: none"> <li>• Approved Partnership Strategy</li> </ul>
<b>Three-year target:</b>	<ul style="list-style-type: none"> <li>• Fully implemented partnership plan</li> </ul>

Building strong, trust-based partnerships is essential for TAG to function as a credible, transparent, and collaborative authority. This outcome focuses on establishing effective engagement with commuters, communities, government, and industry stakeholders to ensure passenger-centric decision-making and shared ownership of transport solutions. By fostering open communication and collaboration, TAG can better align its initiatives with stakeholder needs and expectations.

Enablers to the achievement of the Outcome Targets are:

- Approved and implemented partnership strategy
- Ongoing stakeholder engagement
- Capable human capital

Progress towards this outcome will enhance TAG's reputation, increase stakeholder buy-in, and support the successful implementation of integrated transport initiatives across Gauteng.

## Outcome 4

Integrated efficient, and inclusive transport system	
<b>Relevant MTSF Priorities:</b>	<ul style="list-style-type: none"> <li>• Develop a capable, ethical and developmental state</li> <li>• Inclusive economic growth and job creation</li> <li>• Reduce poverty and high cost of living</li> </ul>
<b>Outcome:</b>	<ul style="list-style-type: none"> <li>• Position TAG as the coordinator and enabler of an integrated, equitable transport network for Gauteng</li> <li>• Prioritise convenience, affordability, and accessibility to improve mobility and unlock economic participation</li> </ul>
<b>Outcome Indicator:</b>	<ul style="list-style-type: none"> <li>• Number of transports operators integrated</li> </ul>
<b>Three-year baseline:</b>	<ul style="list-style-type: none"> <li>• Not applicable</li> </ul>
<b>Three-year target:</b>	<ul style="list-style-type: none"> <li>• 3 x transport operators integrated</li> </ul>

Developing an integrated, efficient, and inclusive transport system is central to TAG's mandate. This outcome focuses on coordinating and enabling a seamless, equitable transport network across Gauteng, prioritising convenience, affordability, and accessibility for all users. By integrating multiple transport operators and modes, TAG aims to unlock greater economic participation and improve mobility for residents.

Enablers to the achievement of the Outcome Targets are:

- Sufficient budget allocation
- Relevant and capable human capital
- Effective coordination with transport operators

Progress towards this outcome will drive the realisation of a modern, accessible, and sustainable transport system, supporting economic growth and improved quality of life throughout the province.

## Outcome 5

Sustainable mobility solutions	
<b>Relevant MTSF Priorities:</b>	<ul style="list-style-type: none"> <li>• Develop a capable, ethical and developmental state</li> <li>• Inclusive economic growth and job creation</li> <li>• Reduce poverty &amp; high cost of living</li> </ul>
<b>Outcome:</b>	<ul style="list-style-type: none"> <li>• Position TAG as the coordinator and enabler of an integrated, equitable transport network for Gauteng</li> <li>• Prioritise convenience, affordability, and accessibility to improve mobility and unlock economic participation</li> </ul>
<b>Outcome Indicator:</b>	<ul style="list-style-type: none"> <li>• Sustainable Mobility Strategy for the Province</li> </ul>
<b>Three-year baseline:</b>	<ul style="list-style-type: none"> <li>• Not applicable</li> </ul>
<b>Three-year target:</b>	<ul style="list-style-type: none"> <li>• Sustainable mobility Proof of Concept</li> </ul>

Delivering sustainable mobility solutions is key to ensuring that Gauteng's transport system remains accessible, environmentally responsible, and future focused. This outcome emphasises the development and implementation of strategies that promote green mobility, universal access, and innovative approaches to transport. By prioritising sustainability, TAG aims to improve affordability, reduce environmental impact, and unlock broader economic participation.

Enablers to the achievement of the Outcome Targets are:

- Sufficient budget allocation
- Relevant and capable human capital
- Approved Sustainable Mobility Strategy

Progress towards this outcome will position TAG as a leader in sustainable transport, enabling universally accessible mobility and supporting the long-term social, economic, and environmental goals of the province.

#### 9.4. RESOURCE CONSIDERATIONS: Overview of 2026/27 Budget and MTEF estimates

The TAG is a government entity and is reliant on government funding through transfers from the Provincial Revenue Fund (MTEF) to fulfil its obligations. Table 7 below sets out the three-year MTEF budget allocations applied for, and Figure 28 sets out the timeline to final budget:

Refer to the Strategic Plan 2026/27 – 2028/29 for more information on the TAG: MTEF Budget allocations.

Elements of financial sustainability for TAG are organisational sustainability for TAG to deliver on its mandate and vision of seamless mobility for sustainable economic growth for all in Gauteng. The TAG should also have an ability to use demonstrate adequate usage of its funds to achieve its Outcomes.

The successful implementation of the TAG Strategic Plan and TAG Annual Performance Plan requires robust and sustainable funding mechanisms. Recognising the strategic risks associated with insufficient funding, TAG is committed to diversifying its funding sources and ensuring financial resilience.

#### **Existing Funding Sources**

TAG is primarily funded through transfers from the Gauteng Provincial Revenue Fund, as reflected in the Medium-Term Expenditure Framework (MTEF) allocations. These allocations cover both operational and capital expenditure, with annual budget estimates tabled and approved by Provincial Treasury.

Where applicable, TAG leverages national grants earmarked for public transport infrastructure and service improvements, in line with the National Land Transport Act and related frameworks.

#### **Potential Funding Sources**

TAG is exploring the establishment of a consolidated Public Transport Fund, which would pool resources from provincial, municipal, and national government, as well as earmarked levies and user fees. This fund would support integrated transport projects and long-term infrastructure investment.

TAG will actively pursue PPPs to unlock private sector investment in transport infrastructure, technology, and service delivery. PPPs offer opportunities for innovative financing, risk-sharing, and operational efficiencies, particularly for large-scale projects such as rapid rail extensions and integrated fare management systems.

TAG will seek to access international financing mechanisms, including development bank loans, climate finance, and donor grants. These sources can support sustainable mobility initiatives, green transport technologies, and capacity-building programmes.

All funding mechanisms will be managed in accordance with the Public Finance Management Act (PFMA), ensuring transparency, accountability, and value for money. TAG will establish forums with National and Provincial Treasuries to coordinate funding strategies and monitor financial performance.

By consolidating existing funding streams and actively pursuing new sources, TAG aims to secure the financial sustainability required to deliver on its mandate of integrated, efficient, and inclusive transport for Gauteng.

Table 7: MTEF Budget

Table 8: Three-Year MTEF Budget Allocations

Description	2024/25 Actual	2025/26 MTEF	2026/27 MTEF	2027/28 MTEF
<b>Capital Expenditure</b>				
Review ITMP25	11,756	3,519	0	0
Strategic Transport Plan and Integrated Implementation Plan	3,140	3,880	0	0
Technical Consultants	6,300	11,601	10,200	10,200
<b>Sub Total</b>	<b>21,196</b>	<b>19,000</b>	<b>10,200</b>	<b>10,200</b>
<b>Operating Expenditure</b>	<b>18,658</b>	<b>35,915</b>	<b>44,715</b>	<b>44,715</b>
<b>GRAND TOTAL</b>	<b>39,854</b>	<b>54,915</b>	<b>54,915</b>	<b>54,915</b>
Total excl Taxi Projects approved per budget letter from GDRT		35,441	37,558	37,558
<b>Additional Shortfall Request</b>		(17,357)	(17,357)	(17,357)

Additional funding request relates to the following projects:

1. Position Paper for the Devolution of Rail
2. TAG Centre of Excellence
3. TAG Branding
4. TAG ICT infrastructure
5. Amendment of the TAG Act
6. TAG Operational Plan

Date	Activity
October 2025	MTEC meetings
November 2025	PBC meetings
November 2025	Tabling of provincial adjustments budget
Early March 2026	Tabling of provincial MTEF budget

Figure 28: Timeline to Final Budget

## 9.5. KEY RISKS OF THE TAG

Refer to Part B: Section 8.

### Strategic Opportunities of the TAG

Refer to Part B: Section 8

## 9.6. PUBLIC ENTITIES

Not applicable		
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## 9.7. INFRASTRUCTURE PROJECTS

Not applicable. Will be completed as projects are developed		
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## 9.8. PUBLIC-PRIVATE PARTNERSHIP (PPP)

PPP name	Purpose	Outputs	Current Value of Agreement	End-date of agreement
Not applicable				



## PART D: TECHNICAL INDICATORS / DESCRIPTORS

## PART D: TECHNICAL INDICATOR DESCRIPTORS

Indicator Title	1. Funding Strategy
Definition	Assessment of planning capacity within Metros and Districts by conducting a needs assessment and issuing a report on the results thereof
Source of data	Electronic pack - Teams.
Method of Calculation/Assessment	Inspection of Approved Funding Strategy
Means of verification	Inspection of Approved Funding Strategy
Assumptions	Cooperation from stakeholders. Timous review and approvals. Adequate resources
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative (year-end)
Reporting Cycle	Quarterly
Desired performance	Approved funding strategy in place.
Indicator Responsibility	Project Manager: TAG

Indicator Title	2. Percentage of funding secured
Definition	Percentage of Organisational costs funded
Source of data	Electronic pack - Teams.
Method of Calculation/Assessment	Percentage of required funding secured versus total budgeted requirement for the financial year
Means of verification	Signed funding agreement between TAG & DRT
Assumptions	Provincial and national budget allocations remain stable; TAG's funding requirements are accurately forecasted
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A

Indicator Title	2. Percentage of funding secured
Calculation Type	Non-cumulative
Reporting Cycle	Quarterly
Desired performance	30% of required funding secured for the financial year in question
Indicator Responsibility	Project Manager: TAG

Indicator Title	3. Unqualified audit report
Definition	Audit opinion issued by the Auditor General.
Source of data	Annual Report
Method of Calculation/Assessment	Verification of audit opinion per the report issued by the Auditor General.
Means of verification	Annual report – audit opinion
Assumptions	Internal controls are in place and have been effective. APP assessed with no material findings. No material findings from AG.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Non-cumulative
Reporting Cycle	Annual
Desired performance	Unqualified audit report
Indicator Responsibility	Project Manager: TAG

Indicator Title	4. Number of dialogues with National and Provincial Treasury
Definition	Established forum with the National and Provincial Treasuries to engage in dialogues.
Source of data	Electronic pack - Teams.
Method of Calculation/Assessment	Simple count of number of dialogues held.

Means of verification	Records of meetings with National/Provincial Treasury with attendance registers and/or agendas.
Assumptions	Co-operation from stakeholders
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative (year-end)
Reporting Cycle	Quarterly
Desired performance	2 dialogues held with National and/or Provincial Treasury.
Indicator Responsibility	Project Manager: TAG

Indicator Title	5. Approved Risk Plan and Risk Procedure
Definition	Approved Risk Plan and Risk Procedure as part of strengthening governance and risk management.
Source of data	Electronic pack - Teams.
Method of Calculation/Assessment	Manual verification of Approved Risk Plan and Risk Procedure
Means of verification	Approved Risk Plan and Risk Procedure
Assumptions	Co-operation from stakeholders and approvals received timeously. Adequate resources.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Non-cumulative
Reporting Cycle	Annually
Desired performance	Approved Risk Plan and Risk Procedure
Indicator Responsibility	EM: Risk Management

Indicator Title	6. Number of partnerships established for knowledge sharing
Definition	Partnerships established for knowledge sharing
Source of data	Electronic pack - Teams.
Method of Calculation/Assessment	Simple count of Partnership MOUs (Memorandum of Understanding)/SLAs (Service Level Agreement).
Means of verification	Partnership MOUs/SLAs.
Assumptions	Co-operation from stakeholders and MOUs/SLAS received timeously
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative (year-end)
Reporting Cycle	Quarterly
Desired performance	Partnerships have been established for knowledge sharing – target of 2

Indicator Title	6. Number of partnerships established for knowledge sharing
Indicator Responsibility	Project Manager: TAG

Indicator Title	7. Approved Competency Framework
Definition	Approved Competency Framework - A competency framework is a blueprint of the essential skills, behaviours, and knowledge employees need to succeed in their roles and contribute to organisational goals.
Source of data	Electronic pack - Teams.
Method of Calculation/Assessment	Manual verification of Approved Competency Framework
Means of verification	Approved Competency Framework
Assumptions	Co-operation from stakeholders and approvals received timeously. Adequate resources
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Non-Cumulative
Reporting Cycle	Annually
Desired performance	Approved Competency Framework in place
Indicator Responsibility	Project Manager: TAG

Indicator Title	8. Approved Total Reward Strategy
Definition	Approved Total Reward Strategy - A Total Reward Strategy is the entire value proposition an organisation offers its employees—eg. salary, benefits, development, recognition, and culture—designed to create a motivated and committed workforce.
Source of data	Electronic pack - Teams.

Indicator Title	8. Approved Total Reward Strategy
Method of Calculation/Assessment	Manual verification of Total Reward Strategy.
Means of verification	Approved Total Reward Strategy
Assumptions	Co-operation from stakeholders and approvals received timeously. Adequate resources.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Non-Cumulative
Reporting Cycle	Annually
Desired performance	Approved Total Reward Strategy
Indicator Responsibility	Project Manager: TAG

Indicator Title	9. Percentage of funded positions implemented in the organisational structure
Definition	95% of funded positions have been implemented per the organisational structure – a measurement of how many of the posts that have been approved and budgeted for in the organisational structure are actually filled.
Source of data	Electronic pack - Teams.
Method of Calculation/Assessment	Number of positions filled/Total number of positions funded x 100
Means of verification	Recalculation of formula above using HC quarterly reports.
Assumptions	Adequate budget
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative (year-end)

Indicator Title	9. Percentage of funded positions implemented in the organisational structure
Reporting Cycle	Quarterly
Desired performance	95% of funded positions have been implemented per the organisational structure
Indicator Responsibility	Project Manager: TAG

Indicator Title	10. Socio-economic Impact Assessment System (SEIAS) Report
Definition	SEIAS report is the official impact assessment document that accompanies any new law, regulation, or policy in South Africa, showing Cabinet the expected social and economic effects and justifying why the proposal should proceed – in this case the document in question is the amended TAG Act.
Source of data	Electronic pack - Teams.
Method of Calculation/Assessment	Manual verification of SEIAS Report
Means of verification	Manual verification of SEIAS Report
Assumptions	Co-operation from stakeholders and approvals received timeously. Adequate resources.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative (year-end)
Reporting Cycle	Quarterly
Desired performance	Final SEIAS report in place
Indicator Responsibility	Project Manager: TAG

Indicator Title	11. Number of communication initiatives
Definition	Communication initiatives to establish, maintain, and monitor strategic partnerships with key stakeholders
Source of data	Electronic pack - Teams.

Indicator Title	11. Number of communication initiatives
Method of Calculation/Assessment	Manual inspection of evidence related to communication initiatives viz records of stakeholder meetings or records of campaigns held.
Means of verification	Records of stakeholder meetings or records of campaigns held.
Assumptions	Co-operation from stakeholders. Detailed records kept as evidence.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative (year-end)
Reporting Cycle	Quarterly
Desired performance	2 Communication initiatives have been achieved.
Indicator Responsibility	Project Manager: TAG

Indicator Title	12. Number of stakeholder and other role-player forums
Definition	Stakeholder engagement through stakeholder and other role-player forums to establish, maintain, and monitor strategic partnerships with key stakeholders
Electronic pack - Teams.	Electronic pack - Teams.
Method of Calculation/Assessment	Simple count of the number of stakeholder and other role-player forums.
Means of verification	Records of stakeholder meetings with attendance registers and/or agendas.
Assumptions	Co-operation from stakeholders. Detailed records kept as evidence.

Indicator Title	12. Number of stakeholder and other role-player forums
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative (year-end)
Reporting Cycle	Quarterly
Desired performance	4 stakeholder and other role-player forums in total.
Indicator Responsibility	Project Manager: TAG

Indicator Title	13. Number of MEC (Member of Executive Council) meetings
Definition	Political level engagements with the MEC to establish, maintain, and monitor strategic partnerships with key stakeholders
Source of data	Electronic pack - Teams.
Method of Calculation/Assessment	Simple count of the number of MEC meetings held.
Means of verification	Records of political meetings with attendance registers and/or agendas.
Assumptions	Co-operation from stakeholders. Detailed records kept as evidence.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative (year-end)
Reporting Cycle	Quarterly
Desired performance	1 MEC meeting held.
Indicator Responsibility	Project Manager: TAG

Indicator Title	14. Number of Technical meetings with personnel of local authorities
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Definition	Technical level engagements with personnel of local authorities to establish, maintain, and monitor strategic partnerships with key stakeholders
Source of data	Electronic pack - Teams.
Method of Calculation/Assessment	Simple count of the number of technical meetings held.
Means of verification	Records of technical meetings with attendance registers and/or agendas.
Assumptions	Co-operation from stakeholders. Detailed records kept as evidence.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative (year-end)
Reporting Cycle	Quarterly
Desired performance	4 technical level meetings held.
Indicator Responsibility	Project Manager: TAG

Indicator Title	15. Number of meetings with senior officials of State-Owned Enterprises in the Transport Sector
Definition	Engagements with State-Owned Enterprises in the Transport Sector to establish, maintain, and monitor strategic partnerships with key stakeholders
Source of data	Electronic pack - Teams.
Method of Calculation/Assessment	Simple count of number of meetings held.
Means of verification	Records of State-Owned Enterprise meetings with attendance registers and/or agendas.
Assumptions	Co-operation from stakeholders. Detailed records kept as evidence.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A

Indicator Title	15. Number of meetings with senior officials of State-Owned Enterprises in the Transport Sector
Calculation Type	Cumulative (year-end)
Reporting Cycle	Quarterly
Desired performance	2 meetings held with State-Owned Enterprises.
Indicator Responsibility	Project Manager: TAG

Indicator Title	16. Number of meetings with transport operators in Gauteng
Definition	Engagements with transport operators in Gauteng to establish, maintain, and monitor strategic partnerships with key stakeholders
Source of data	Electronic pack - Teams.
Method of Calculation/Assessment	Simple count of the number of meetings held with operators in Gauteng.
Means of verification	Records of Gauteng Operator forums with attendance registers and/or agendas.
Assumptions	Co-operation from stakeholders. Detailed records kept as evidence.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative (year-end)
Reporting Cycle	Quarterly
Desired performance	2 Gauteng Operator meetings held
Indicator Responsibility	Project Manager: TAG

Indicator Title	17. Implementation Plan for the approved insignia for public transport in Gauteng
Definition	Defined Plan developed for the roll-out of the approved insignia for public transport in Gauteng (the official logo used to identify public transport in Gauteng – Access Gauteng logo)
Source of data	Electronic pack - Teams.

Indicator Title	17. Implementation Plan for the approved insignia for public transport in Gauteng
Method of Calculation/Assessment	Inspection of Implementation Plan
Means of verification	Inspection of Implementation Plan
Assumptions	Co-operation from stakeholders. Adequate records kept as evidence.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Non-Cumulative
Reporting Cycle	Annually
Desired performance	Implementation Plan in place for the roll-out of the approved insignia for public transport in Gauteng
Indicator Responsibility	Project Manager: TAG

Indicator Title	18. Number of meetings with commuter forums in Gauteng forums
Definition	Engagements with commuter forums to establish, maintain, and monitor strategic partnerships with key stakeholders
Electronic pack - Teams.	Electronic pack - Teams.
Method of Calculation/Assessment	Simple count of the number of commuter forums
Means of verification	Records of commuter forum meetings with attendance registers and/or agendas.
Assumptions	Co-operation from stakeholders. Detailed records kept as evidence.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative (year-end)
Reporting Cycle	Quarterly

Indicator Title	18. Number of meetings with commuter forums in Gauteng forums
Desired performance	2 commuter forums in total.
Indicator Responsibility	Project Manager: TAG

Indicator Title	19. Procurement of Service Provider for Draft Transport Integration Policy
Definition	Procurement of Service Provider for Draft Transport Integration Policy - A transport integration policy is a framework of principles and actions that guides how transport systems are planned, developed, and managed to ensure connectivity, accessibility, sustainability, and efficiency across all modes of transport.
Source of data	Electronic pack - Teams.
Method of Calculation/Assessment	Inspection of SLA for procurement of service provider for Transport Integration Policy
Means of verification	Inspection of SLA for procurement of service provider for Transport Integration Policy
Assumptions	TAG has allocated budget. Timelines adhered to..
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Non-cumulative
Reporting Cycle	Annually
Desired performance	Procurement process completed timeously so that an SLA is developed for the procurement of a service provider for the Draft Transport Integration Policy
Indicator Responsibility	Project Manager: TAG

Indicator Title	20. Approved Integrated Fare Management (IFM) Policy
Definition	<p>Approved Integrated Fare Management (IFM) Policy in place by the end of the financial year which has the following objectives:</p> <ul style="list-style-type: none"> <li>• Implementation of electronic fare collection systems on all modes of public transport in Gauteng;</li> <li>• Enable payment interoperability between different public transport modes in Gauteng;</li> <li>• Implementation of a total trip planning tool for public transport users;</li> <li>• Ensure Gauteng public transport system is compliant with both local international standards; and</li> </ul> <p>Grow the Gauteng Economy through the implementation of this policy</p>
Source of data	Electronic pack - Teams.
Method of Calculation/Assessment	Manual verification of Approved IFM Policy.
Means of verification	Approved Integrated Fare Management (IFM) Policy.
Assumptions	Operators are willing to participate; TAG has the capacity and authority to facilitate integration. TAG has allocated budget.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Non-Cumulative
Reporting Cycle	Annually
Desired performance	Approved IFM Policy.
Indicator Responsibility	Project Manager: TAG

Indicator Title	21. Procurement of a ticketing system for POC (Proof of Concept)
Definition	Procurement of a pilot version of a fare collection system designed to test whether a proposed method for issuing, validating, and managing tickets works in practice before being rolled out at full scale.
Source of data	Electronic pack - Teams.
Method of Calculation/Assessment	Inspection of SLA for procurement of ticketing system POC
Means of verification	Inspection of SLA for procurement of ticketing system POC
Assumptions	TAG has allocated budget. Timelines adhered to.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Non-cumulative
Reporting Cycle	Annually
Desired performance	Procurement process completed timeously so that an SLA is developed for the procurement of a ticketing system for POC.
Indicator Responsibility	Project Manager: TAG

Indicator Title	22. Development of MaaS (Mobility as a service) platform
Definition	MaaS (Mobility as a service) will integrate different forms of transport on a single application
Source of data	Electronic pack - Teams.
Method of Calculation/Assessment	Manual inspection of MaaS platform that has been developed

Indicator Title	22. Development of MaaS (Mobility as a service) platform
Means of verification	Manual inspection of MaaS platform that has been developed
Assumptions	Operators are willing to participate; TAG has the capacity and authority to facilitate integration. Adequate budget.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Non-cumulative
Reporting Cycle	Annually
Desired performance	MaaS platform has been developed
Indicator Responsibility	Project Manager: TAG

Indicator Title	23. Draft Integrated public transport network plan
Definition	A strategic plan that sets out how all modes of public transport in a region (eg road, rail etc) will be coordinated and developed to function as one connected system.
Source of data	Electronic pack - Teams.
Method of Calculation/Assessment	Manual inspection of Draft integrated public transport network plan
Means of verification	Manual inspection of Draft integrated public transport network plan
Assumptions	Operators are willing to participate; TAG has the capacity and authority to facilitate integration. Adequate budget.
Disaggregation of Beneficiaries (where applicable)	N/A

Indicator Title	23. Draft Integrated public transport network plan
Spatial Transformation (where applicable)	N/A
Calculation Type	Non-cumulative
Reporting Cycle	Annually
Desired performance	Integrated public transport network plan has been drafted to enable public transport integration in Gauteng.
Indicator Responsibility	Project Manager: TAG

Indicator Title	24. Approved Integrated Implementation Plan
Definition	Draft Integrated Implementation Plan (IIP). The IIP is a legislated requirement which TAG is mandated to compile in terms of the Gauteng Transport Authority Act as a follow-on item to the STP. The document considers the priorities of Gauteng planning authorities which were highlighted in the STP with the aim of considering at deeper detail, what can be implemented in the following five years after STP approval.
Source of data	Electronic pack - Teams.
Method of Calculation/Assessment	Manual inspection of Approved Integrated Implementation Plan
Means of verification	Approved Integrated Implementation Plan.
Assumptions	Operators are willing to participate; TAG has the capacity and authority to facilitate integration. Adequate budget
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Non-cumulative
Reporting Cycle	Annually
Desired performance	Approved Integrated Implementation Plan.
Indicator Responsibility	Project Manager: TAG

Indicator Title	25. Approved Sustainable Mobility Strategy
Definition	A Sustainable Mobility Strategy is a long-term framework of policies, investments, and actions designed to reduce the negative impacts of transport (such as congestion, air pollution, greenhouse gas emissions, and social exclusion) while improving accessibility, safety, affordability, and resilience.
Source of data	Electronic pack - Teams.
Method of Calculation/Assessment	Manual verification of Approved Sustainable Mobility Strategy
Means of verification	Manual verification of Approved Sustainable Mobility Strategy
Assumptions	Co-operation from stakeholders and approvals received timeously. Adequate resources.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Non-Cumulative
Reporting Cycle	Annually
Desired performance	Approved Sustainable Mobility Strategy in place to enable sustainable mobility
Indicator Responsibility	Project Manager: TAG

Indicator Title	26. Approved NMT (Non-motorised transport) partnership strategy
Definition	Approved NMT (Non-motorised transport) partnership strategy - It is a coordinated approach to develop, invest in, and promote safe and accessible infrastructure and policies for non-motorised transport, using partnerships to share resources, knowledge, and responsibilities.
Source of data	Electronic pack - Teams.
Method of Calculation/Assessment	Manual verification of Approved NMT partnership strategy
Means of verification	Manual verification of Approved NMT partnership strategy

Indicator Title	26. Approved NMT (Non-motorised transport) partnership strategy
Assumptions	Co-operation from stakeholders and approvals received timeously. Adequate resources
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Non-Cumulative
Reporting Cycle	Annually
Desired performance	Approved NMT partnership strategy
Indicator Responsibility	Project Manager: TAG

## ANNEXURE A: CHANGES FROM THE 2025/26 APP TO THE 2026/27 APP

Analysis of Changes and Continuity from Planning Concepts in the 2025/26 APP and the 2026/27 APP

### **The Logic for Changes**

Continuous planning should always attempt to meet the goals of consistency and improvement. An assurance of rational and well thought out planning is attained through a display of consistency in retaining relevant outputs over time. An assurance of progress and movement is attained through inclusion of new outputs that reflect a changing environment. Within this, it is important to ensure that changes in direction are tracked, in order to guarantee that important goals do not get left unimplemented.

The TAG Board, in providing direction to the development of the 2026/27 APP, requested the management team to focus the APP on short term continuity while enabling the long-term vision of the Board as set out in the Strategic Plan.

Majority of output Indicators have changed for 2026/27.

### **Tracking Consistency and Alignment**

It is important to note that the 5 Outcomes that emanate from the objects of TAG Act remain unchanged between the two APPs. In ensuring that clarity around changes and improvements are understood, Annexure I of the APP provides a note between the 2025/26 and 2026/27 APPs.

## **Annexure I: Annual Performance Plan Changes – 2026/27 APP**

The APP for 2026/27 has been re-worked with Outcome and Outputs and Output Indicators revised. As a result ,there are 5 Outcomes, 26 Outputs and 26 Ouput Indicators.

Part C of this document details the various elements.

## ANNEXURE B: FOCUS OF THE TAG - VISION, MISSION AND VALUES

### The Purpose, Vision, Mission and Core Values of the TAG

#### Our Purpose

Overseeing integrated planning for transport in the province and promote the development of an integrated and accessible public transport network

#### Our Vision

Seamless mobility for sustainable economic growth for all in Gauteng

#### Our Mission

The TAG's mission is to enable the planning implementation and operation of an integrated transport system that promotes sustainable, long-term socio-economic growth for all in Gauteng.

## Our Values

The TAG's values are:

- Consultative;
- Customer Centric;
- Ethical;
- Scientific and data-driven;
- Innovative;
- Transformative; and
- Sustainability.

Figure 29 below is a diagrammatic representation of the cascading of the hierarchy of planning concepts, with their application to the TAG APP.

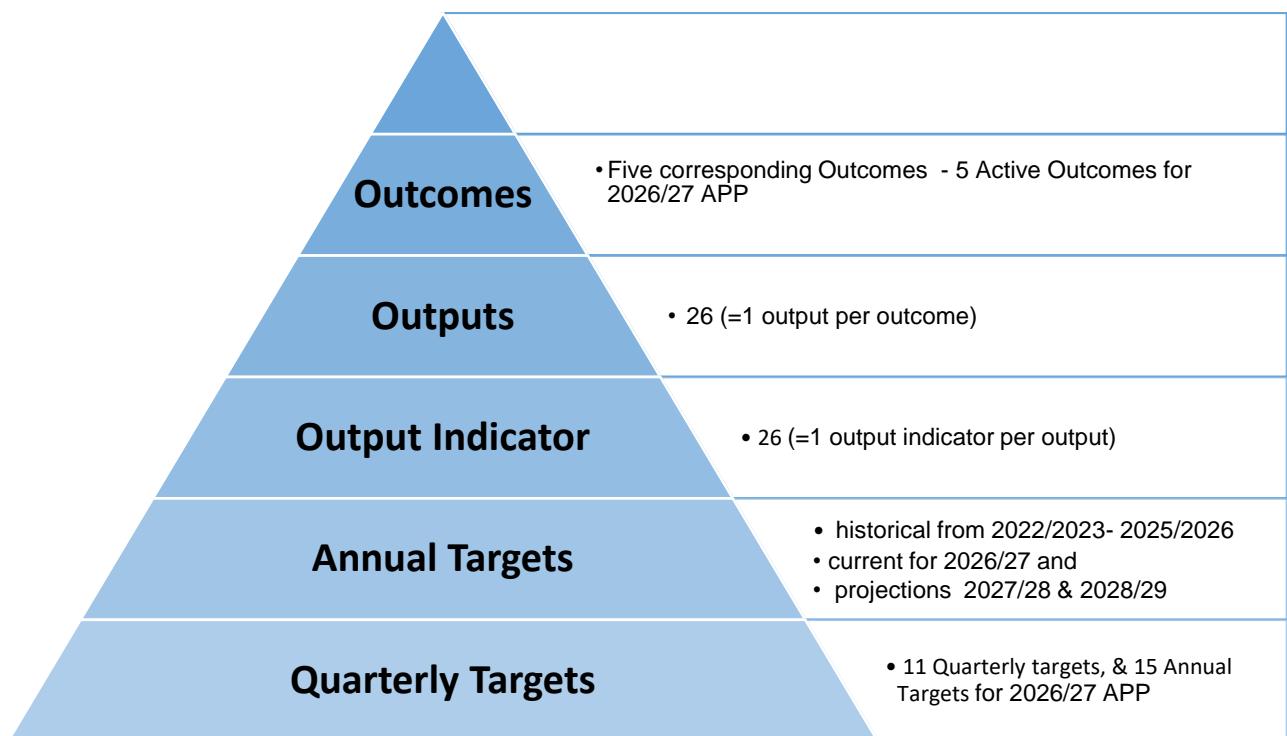


Figure 29: Diagrammatic Representation of TAG APP Planning Concepts

## Mapping of TAG Act Requirements, Outcomes and Outputs

Table 8: TAG Act Requirements, Outcomes, and Outputs

No.	Outcomes (5)	Aligned TAG Act Objectives	Outputs (26)	Output Indicators (26)
1.	Long-term financial resilience and sustainability	<ul style="list-style-type: none"> <li>Promote value for money</li> <li>To Ensure Sound Project Management and Financial Planning to the Optimal Benefit of all Spheres of Government in Gauteng</li> </ul>	<ul style="list-style-type: none"> <li>Funding strategy</li> <li>Secured funding</li> <li>Approved financial policies for quality of overall financial management</li> <li>Established forum with the National and Provincial Treasuries</li> </ul>	<ol style="list-style-type: none"> <li>1. Funding strategy</li> <li>2. Percentage of funding secured</li> <li>3. Unqualified audit report</li> <li>4. Number of dialogues with National and Provincial Treasury</li> </ol>

No.	Outcomes (5)	Aligned TAG Act Objectives	Outputs (26)	Output Indicators (26)
2.	TAG as a high-performance organisation	<ul style="list-style-type: none"> <li>• Promote value for money</li> <li>• To Ensure Sound Project Management and Financial Planning to the Optimal Benefit of all Spheres of Government in Gauteng</li> </ul>	<ul style="list-style-type: none"> <li>• Risk Governance established</li> <li>• TAG as a Centre of Excellence in Transport established</li> <li>• Competency framework</li> <li>• Total reward strategy</li> <li>• Capacitated organisational structure</li> <li>• Approved Amended TAG Act</li> </ul>	<ul style="list-style-type: none"> <li>5. Approved Risk Plan and Risk Procedure</li> <li>6. Number of partnerships established for knowledge sharing</li> <li>7. Approved Competency Framework</li> <li>8. Approved Total reward Strategy</li> <li>9. Percentage of funded positions Implemented in the organisational structure</li> <li>10. Socio-economic Impact Assessment System (SEIAS) Report</li> </ul>
3.	Strong, trust-based partnerships with stakeholders	<ul style="list-style-type: none"> <li>• Promote value for money</li> <li>• Promote increased use of the public transport system</li> <li>• To Ensure Sound Project Management and Financial Planning to the Optimal Benefit of all Spheres of Government in Gauteng</li> </ul>	<ul style="list-style-type: none"> <li>• Promotion of public transport</li> <li>• Engagements with stakeholders and other role-player forums</li> <li>• Political level engagements</li> <li>• Technical level engagements</li> <li>• Engagements with State-Owned Enterprises in the Transport Sector</li> <li>• Engagements with transport operators in Gauteng</li> </ul>	<ul style="list-style-type: none"> <li>11. Number of communication initiatives</li> <li>12. Number of stakeholder and other role-player forums</li> <li>13. Number of MEC (Member of Executive Council) meetings</li> <li>14. Number of Technical meetings with personnel of local authorities</li> </ul>

No.	Outcomes (5)	Aligned TAG Act Objectives	Outputs (26)	Output Indicators (26)
			<ul style="list-style-type: none"> <li>Defined insignia for public transport in Gauteng</li> <li>Engagements with commuters in Gauteng</li> </ul>	15. Number of meetings with senior officials of State-Owned Enterprises in the Transport Sector 16. Number of meetings with transport operators in Gauteng 17. Implementation Plan for the approved insignia for public transport in Gauteng 18. Number of meetings with commuter forums in Gauteng
4.	Integrated, efficient, and inclusive transport system	<ul style="list-style-type: none"> <li>Provide well-functioning, effective and modern, integrated and safe public transport system for all users in the Province</li> <li>Integrate the development of transport infrastructure and services in the Province</li> <li>Improve access to the transport system, including public passenger transport services, by all persons and in particular, persons with disabilities</li> </ul>	<ul style="list-style-type: none"> <li>Transport integration policy</li> <li>Developed regime for public transport ticket interoperability</li> <li>Integrated ticketing system</li> <li>Integrated transport management platform</li> <li>Integrated public transport network plan</li> <li>Integrated Implementation Plan</li> </ul>	19. Procurement of Service Provider for Draft Transport Integration policy 20. Approved Integrated Fare Management (IFM) Policy 21. Procurement of a ticketing system for POC 22. Development of MaaS platform 23. Draft Integrated public transport network plan

No.	Outcomes (5)	Aligned TAG Act Objectives	Outputs (26)	Output Indicators (26)
		<ul style="list-style-type: none"> <li>Promote increased use of the public transport system</li> </ul>		24. Approved Integrated Implementation Plan
5.	Sustainable mobility solutions	<ul style="list-style-type: none"> <li>Provide well-functioning, effective and modern, integrated and safe public transport system for all users in the Province</li> <li>Develop an integrated transport system which contributes to environmental sustainability and social cohesion and promotes economic progress in the Province</li> <li>Promote increased use of the public transport system</li> <li>Promote increased use of cycling and walking as means of transport</li> </ul>	<ul style="list-style-type: none"> <li>Sustainable Mobility</li> <li>Increased use in non-motorised transport (NMT)</li> </ul>	25. Approved Sustainable Mobility Strategy 26. Approved NMT partnership strategy

**Summary of Outcomes:**

*Table 9: Summary of Outcomes*

Outcome 1: Develop long-term financial resilience and sustainability
Outcome 2: Establish TAG as a high-performance organisation
Outcome 3: Establish strong trust-based partnerships
Outcome 4: Develop an Integrated, efficient and inclusive transport system
Outcome 5: Establish Sustainable mobility solutions

## ANNEXURE C: CONSOLIDATED INDICATORS

Table 10: Consolidated Indicators

Institution	Output Indicator (15)	Annual Target (15)	Data source
<b>TAG</b>			
	2. Percentage of funding secured	30%	Teams
	3. Unqualified audit report	Unqualified audit report	Annual Report
	5. Approved Risk Plan & Risk Procedure	Approved Risk Plan & Risk Procedure	Teams
	7. Approved Competency Framework	Approved Competency Framework	Teams
	8. Approved Total reward Strategy	Approved Total reward Strategy	Teams
	10. Socio-economic Impact Assessment System (SEIAS) Report	Final SEIAS Report	Teams
	17. Implementation Plan for the approved insignia for public transport in Gauteng	Implementation Plan for the approved insignia for public transport in Gauteng	Teams
	19. Draft Transport integration policy	Draft Transport Integration Policy	Teams
	20. Approved Integrated Fare Management (IFM) Policy	Approved Integrated Fare Management (IFM)Policy	Teams
	21. Procurement of a ticketing system for POC	Procurement of a ticketing system for POC	Teams
	22. Development of MaaS platform	Development of MaaS platform	Teams
	23. Draft Integrated public transport network plan	Draft Integrated public transport network plan	Teams
	24. Approved Integrated Implementation Plan	Approved Integrated Implementation Plan	Teams

	25. Approved Sustainable Mobility Strategy	Approved Sustainable Mobility Strategy	Teams
	26. Approved NMT partnership strategy	Approved NMT partnership strategy	Teams