



## REVISED ANNUAL PERFORMANCE PLAN **2025/26**

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 Transport Authority for Gauteng (TAG) was therefore established with the mandate to assist the Gauteng Government with the realisation of its transport vision of a modern, integrated, efficient, and sustainable mobility transport for and road infrastructure in Gauteng.

The TAG's primary mandate is to also responsible for enable overseeing, integrated transport planning for transport in the province and promoting the development of an integrated an accessible public transport network.

Since its inception, the entity has successfully delivered on its mandate. Among its achievements, TAG has completed finalised the update development of the Provincial Land Transport Framework (PLTF), in accordance with as specified in the National Land Transport Act (Act No. 5 of 2009). The entity ; and has also initiated the review and update of the 25Twenty Five-Year Integrated Transport Master Plan (ITMP25) for Gauteng (ITMP25)the province. Once this review is completed, the ITMP25 will provide the blueprint for guiding future in investment in transport infrastructure across all spheres in government in the province it will enable the Gauteng Department of Roads and Transport to further unlock the economic development potential of the Gauteng City Region and transform the urban area towards long-term sustainable economic growth.

The purpose of the TAG Strategic Plan for the period of 2025/26 to 2027/28 is to demonstrate how the entity TAG intends to meet its objectives as articulated in the Transport Authority Act, while also 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 to present sensible information in a manner consistent with other organs of state, while still maintaining the integrity of the information that is specific to the TAG.

Strategic objectives for the TAG for the next few years include finalisation of the TAG organisational structure to ensure a full operation of the Authority, and the establishment of a robust stakeholder management framework and plan to ensure that TAG can build strong partnerships with all spheres of Government and other stakeholders that will assist its mandate. This Framework and plan will include a detailed stakeholder landscape for the TAG as well a communication strategy to address information gaps, stakeholder issues and opportunities for collaboration with relevant 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 Strategic Plan be based on unquestionable corporate governance and accountable financial management that are underpinned by the TAG's . Achievement of the transport and economic development objectives is enabled by the commitment of the Board and Management to the King Codes of good governance.

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

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**MS KEDIBONE DIALE-TLABELA**

EXECUTIVE AUTHORITY

GAUTENG MEC: ROADS, TRANSPORT, AND LOGISTICS

## ACCOUNTING AUTHORITY STATEMENT

The Transport Authority for Gauteng'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 Transport Authority for Gauteng;
- Promoting strategic partnerships across all stakeholders;
- Ensuring financial resilience and sustainability;
- Promoting sustainability and Green mobility;
- Creating of enabling regulatory environment; and
- Enabling mobility.

The Authority'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.

Gauteng is a global city region, and the TAG provides an opportunity to Gauteng to benchmark amongst the best Transport Authorities in the world. The Authority has an opportunity to create value within the transport ecosystem and for the GPG to create a long-term sustainable.

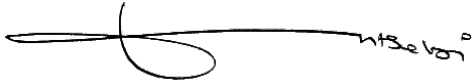
The theme for this Strategic Plan is creating seamless mobility for sustainable economic growth for all in Gauteng. The TAG mandate presents an opportunity for integrated planning not only within the Transport sector but within all spheres of government.

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 Strategic 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.

A handwritten signature in black ink, appearing to read 'ntsohi', with a long horizontal line extending to the left.

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**PROF MFANELO NTSOBI**

BOARD CHAIRPERSON: ACCOUNTING AUTHORITY

TRANSPORT AUTHORITY OF GAUTENG

## OFFICIAL SIGN OFF

It is hereby certified, that the Transport Authority of Gauteng's 2025/26 Revised Annual Performance Plan:

- Was developed by the management of Transport Authority of Gauteng (TAG) under the guidance of the TAG Board;
- Considers all the relevant policies, legislation and other mandates for which the Transport Authority of Gauteng is responsible;
- Was prepared in line with the current Strategic Plan of the TAG; and
- Accurately reflects the performance targets which the TAG will endeavour to achieve, given the resources made available in the Budget for the 2025/26 Financial Year.


### **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: 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.
Province	The Province of Gauteng referred to in section 103(1)(c) of the Constitution.
Provincial Legislature	Has the meaning ascribed to that term by or under section 105 read with sections 108 and 109 of the Constitution.

ABBREVIATIONS	DEFINITIONS
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 coordinate 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

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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

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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 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
<b>National</b>	<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>
<b>Provincial</b>	<ul style="list-style-type: none"> <li>Growing Gauteng Together 2030 (GGT2023)</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>
<b>Local</b>	<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 2025/2026 – 2027/2028.

#### 4. RELEVANT COURT RULINGS

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There are no court rulings that directly impact on the mandate of TAG. However, a number of court rulings will materially affect the manner in which 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)</b> <b>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 ambits of the law.
6	<b>Buffalo City Metropolitan Municipality vs Asla 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>	<p>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:</p> <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>	<p>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> <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
		<p>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.</p>
22	<p><b>Van Wyk and Others v Minister of Employment and Labour [2023] ZAGPJHC 1213</b></p>	<p>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.</p>



## 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.

#### 5.2. TAG Vision

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The vision of the TAG is seamless mobility for sustainable economic growth for all in Gauteng.

#### 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

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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:

- TAG has officially enlisted the GMA to provide support on the implementation of TAG initiatives;

- TAG has obtained Treasury approval and has been successfully scheduled scheduling 3C public entity (PFMA);
- The review, development and update of the Provincial Land Transport Framework (PLTF) for Gauteng Province;
- The review, preparation and update of the Twenty Five-Year Integrated Transport Master Plan (ITMP25) for Gauteng Province; and
- Development and preparation of the Strategic Transport Plan for Gauteng Province as well as the Integrated Implementation Plan.

## 7. UPDATED SITUATIONAL ANALYSIS

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### Introduction

The TAG APP 2025/26 is a formal statement of a set of Outputs Indicators (OIs) with associated targets that supports the TAG Strategic Plan 2025/26–2027/28. 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 2025.

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.

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

### 7.1. A National View

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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 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.

## 7.2. The Gauteng Premier's Perspective

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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.

## Gauteng as a Region

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 15,5 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.

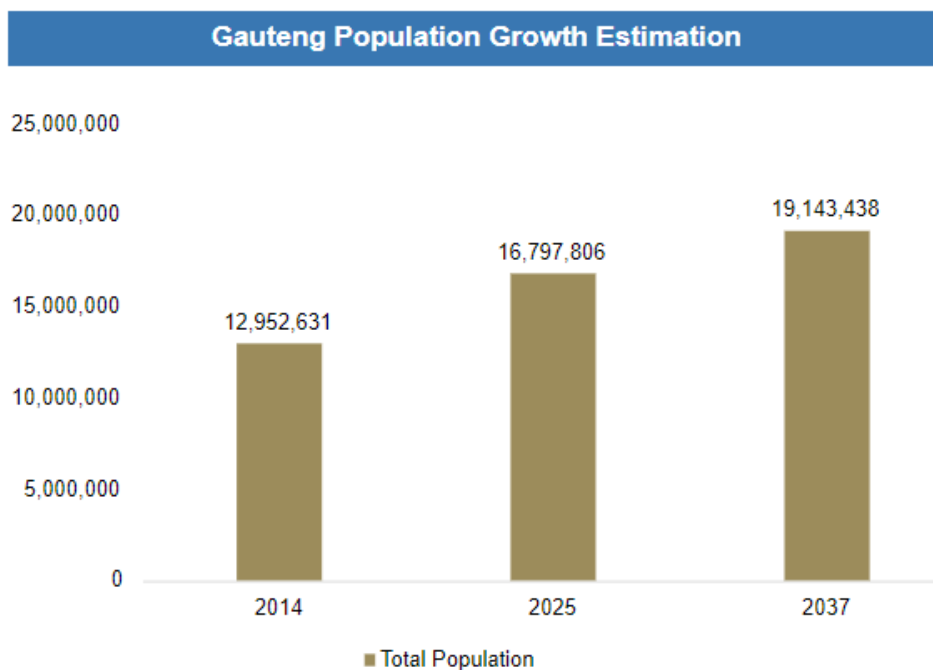


Figure 2: Gauteng's Population Growth Estimation

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.

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. 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.

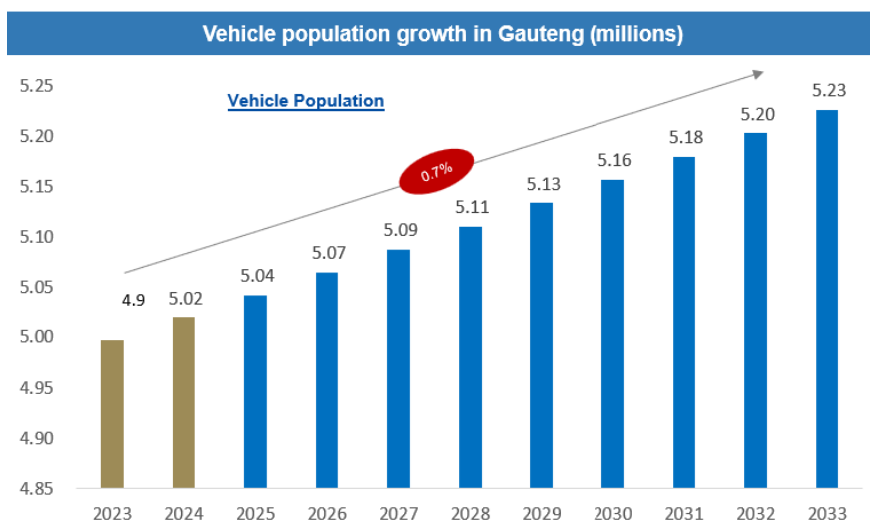


Figure 3: Vehicle population growth In Gauteng



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.

### **7.3. Local Public Transport Trends in Gauteng**

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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.

Some of the public transport trends in Gauteng include:

- Vehicle congestion;
- Predicted travel speeds;
- Increasing demand for public transport;
- Integration and planning;
- Green technology;
- Devolution of rail; and
- Underdeveloped regulatory framework.

### **7.4. Global Transport Trends**

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Formation of Public Transport Authorities has become a global best practice and a rising trend. The Helsinki Regional Transport Authority in Finland is amongst the best and successful transport Authorities in the world. It operates in 4 major cities (Helsinki, Espoo, Vantaa and Kaunianien) across Helsinki with 400 employees and is responsible for rail, trams, rapid rail, ride hail, buses and ferry. Similar to TAG, it is responsible for preparation of the Regional Transport plan. For the assurance of public transport integration, it provides amongst others passenger information and market public transport as well as organising ticket sales and inspection.



One of the TAG's objectives is to provide a well-functioning, effective, modern, integrated and safe public transport system for all users in the province. It is further expected to promote increased use of the public transport system and to conduct research on transport. In order to achieve these objectives, the TAG needs to develop strong relationships with stakeholders and commuter forums across Gauteng. The TAG's integrated fare management project is an example of the start and implementation of integrated transportation.

The project objectives include:

- Implementation of electronic fare collection systems on all modes of public transport in Gauteng;
- Enable payment interoperability between different public transport modes in Gauteng;
- Implementation of a total trip planning tool for public transport users;
- Ensure Gauteng public transport system is compliant with both local international standards; and
- Grow the Gauteng Economy through the implementation of this project.

The TAG has the potential to align with international best practices, with the success of its integrated public transport efforts largely dependent on the centralisation of customer information and ticketing systems. Locally, the TAG's approach can be benchmarked against other transport authorities such as the Cape Town Transport Authority and the eThekweni Transport Authority, which have similar mandates and functions.

A key function of the TAG is the alignment of various entities and transport functions to create a seamless public sector mobility network, underpinned by clear governance, standards, and regulations. Currently, the transport modes in Gauteng operate in silos, limiting integration. The TAG's role will be to drive the integration of these modes in the planning, development, and management of public transport across the Province.

Furthermore, the direct benefits of the TAG to the transport industry in Gauteng will include:

- Opportunities for investment in the green economy;
- Increased ridership by seamlessly connecting customers to an integrated and efficient transport service;
- Data driven planning and access to infrastructure planning; and
- Accessible travel options.

## **TAG and TAG Overview**

The TAG strategy promotes alignment to the outcomes-based approach of the Gauteng Medium Term Strategic Framework (MTSF) as well as at 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" 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 Deliverables	Description	
1 ITMP25	<ul style="list-style-type: none"> <li>• <b>Successfully developed</b> and <b>obtained approval</b> for the ITMP25 framework</li> </ul>	✓
2 PLTF	<ul style="list-style-type: none"> <li>• <b>Completed the development of the draft PLTF Report</b>, and subsequently <b>released the publication for public review</b></li> </ul>	✓
3 STP	<ul style="list-style-type: none"> <li>• <b>Completed the development of the revised STP</b> for the fiscal years 2020/21-2024/25</li> </ul>	✓
4 IFMS	<ul style="list-style-type: none"> <li>• <b>Completed the development</b> of the <b>IFMS framework</b> culminating in implementation of <b>TMC &amp; ABT projects</b></li> <li>• The <b>IFMS draft policy</b> has been <b>completed and is in finalisation stages</b></li> </ul>	✓
5 Scheduling of TAG	<ul style="list-style-type: none"> <li>• <b>TAG has obtained Treasury approval</b> and has been successfully scheduled <b>scheduling 3C public entity (PFMA)</b></li> </ul>	✓
6 Capacitation of TAG	<ul style="list-style-type: none"> <li>• TAG has official <b>enlisted the GMA</b> to <b>provide support</b> on the <b>implementation of TAG initiatives</b></li> </ul>	✓

*Figure 4: TAG key deliverables and achievements***Historical Performance**

Further to the above wins and achievements, outlined in Figure 4 TAG, has received an unqualified audit report for the 2022/23 and 2023/24 financial years.

**Opportunities**

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 such as:

- **Collaboration and Partnerships –**  
As the first Transport Authority has representation of the three Metropolitan and two District Municipalities in the province and has opened up the possibility of a truly integrated transport plan for the Gauteng Global City Region. This also include continual planning by provincial government of Mega projects peripheries which is usually outside municipal development boundaries (Urban edge). This further supports urban sprawl.

- Technological advancement –

The advent of the Fourth Industrial Revolution (4IR), with its disruptive technologies will be exploited by TAG. TAG undertaking the review of the 25-year Integrated Transport Master Plan (ITMP25). TAG has replaced the historical EMME4, statistically based, Transport Demand Model (TDM) with the 4IR ‘Big Data’ TDM.

- Capacity building –

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

- Possible revenue –

TAG is currently reviewing the ITMP25 on behalf of the Province. This study 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 TAG to become the custodian of an up-to-date TDM model for the whole Province.

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 TAG'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 TAG.

## Challenges

Some of the high level and strategic challenges that the TAG will face during the 2025/26 to 2027/28 Financial Years and MTEF periods are:

- Slow economic growth in Gauteng and high unemployment;

- Poor linkages between transport planning, land-use planning and economic planning which limits integrated spatial and transport planning;
- For many, transport is a matter of force and not a choice e.g. walking is the only mode for many;
- Increased low-capacity public transport services;
- Tensions amongst transport operators;
- Public Transport planning remains car-centric;
- Lack of right skills especially amongst young people to carry out strategic projects;
- Lack of coordinated partnerships between all spheres of government for efficient transport planning;
- Densification challenges;
- Rapid population growth in Gauteng;
- Lack of Policy alignment to promote sustainable urban growth;
- Data challenges within the Transport Sector – inconsistent and outdated data;
- Devolution of rail and lack state of readiness;
- Lack Time and competencies for municipalities to manage railway lines;
- Difficulty in capacitating all municipalities;
- Budget and finances as a result of transport projects being perceived to be expensive;
- Challenges with license operations applications, as a result of unverified data;
- Concurrency issues with Municipalities;
- Taxi operation licensing and regulatory framework; and
- Fragmented planning that does not address.

A survey was conducted with the aim of **assessing the state of TAG** with the view of providing the entity with the requisite capacity development interventions to support TAG's development. Throughout the survey key challenges that the entity faces were identified and organised into the six themes. The challenges presented correspond with the challenges identified at the various TAG Strategic sessions held.

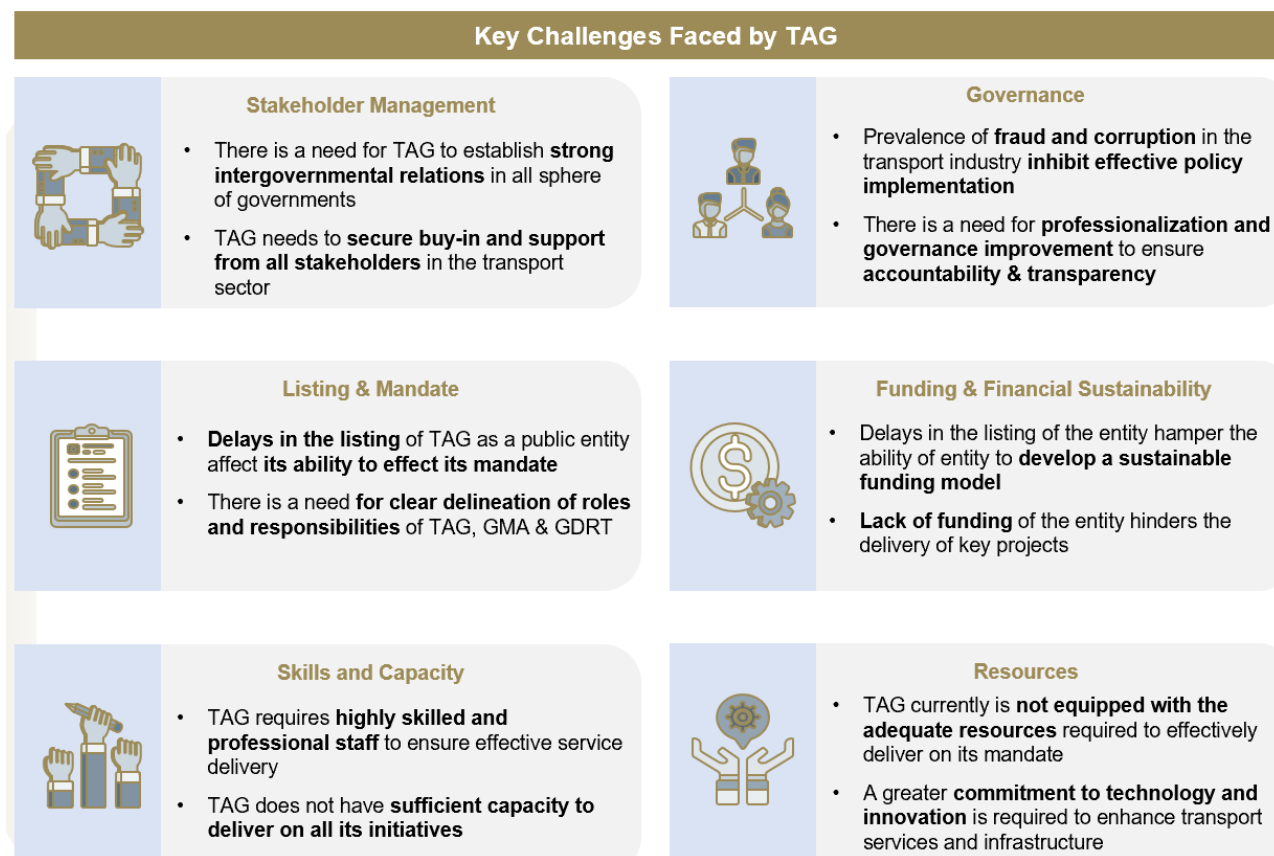


Figure 5: Key challenges faced by TAG

In addressing the opportunities and challenges, the Board identified the following actions to be undertaken during 2025/26 – 2027/28 financial years:

- Ensure that there is holistic planning within the TAG and that all planning documents are integrated.
- Operationalisation of the TAG;
- A move towards a permanent board and executive;
- Develop stakeholder framework;
- Drafting and implementation of communication strategies;
- Finalise STP and ITMP25;
- Develop budget and funding plan;
- Digitise public transport environment; and
- Specialised security and monitoring function for public transport.

## 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: 10 outcomes, 23 outputs (strategic objectives) and 23 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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Table 3: Strategic Risks of the TAG

Risk	Mitigation
1. Lack of buy-in from key stakeholders	<ul style="list-style-type: none"> <li>• Holistic stakeholder management approach including situational communication and dynamic stakeholder prioritisation</li> </ul>
2. Unreliable energy supply	<ul style="list-style-type: none"> <li>• Leveraging rail real estate for alternative energy generation</li> </ul>
3. Insufficient funding availability	<ul style="list-style-type: none"> <li>• Explore innovative funding solutions. Budget to be tabled in March 2025 - R54m</li> </ul>
4. Lack of appropriate skills base	<ul style="list-style-type: none"> <li>• Procure relevant skills with tangible skills transfer (Short-term);</li> <li>• Skills development training (Medium-Term); and</li> <li>• Sustain through expansions, Extensions, and Industrialisation (Long-term).</li> </ul>



Risk	Mitigation
5. Limited intermodal connectivity	<ul style="list-style-type: none"> <li>Establish intermodal connectivity modes and integrated fare management to enable seamless intermodal transfers.</li> </ul>
6. Risks related to Devolution viz operations, assurance function and the requisite skills required to manage this	<ul style="list-style-type: none"> <li>Position paper on Devolution;</li> <li>TAG to liaise with the Department of Transport, Transnet and SALGA;</li> <li>Devolution of rail functions should be based on the competence and institutional capacity of the entity concerned;</li> <li>The National Rail Bill, which comprehensively outlines the framework to be used and process to be followed for devolution to be effective, should be fast-tracked; and</li> <li>The entity to whom rail functions are to be devolved should consider conducting a preliminary investigation (analysis) of the prevailing environment and status of the relevant rail system.</li> </ul>
7. Gauteng's transport regulatory policy is underdeveloped	<ul style="list-style-type: none"> <li>Clear, enforceable regulations that incorporate e-hailing into the formal transport framework is required;</li> <li>A streamlined licensing process with digital solutions and additional resources to clear the backlog efficiently will need to be implemented; and</li> <li>Policies to prevent future delays will need to be developed and implemented.</li> </ul>
8. Prevalence of fraud and corruption in the transport industry inhibit effective policy implementation	<ul style="list-style-type: none"> <li>There is a need for professionalisation and governance improvement to ensure accountability and transparency.</li> </ul>

<b>Risk</b>	<b>Mitigation</b>
9. Delays in key projects for TAG (ITMP25 and Strategic Transport Plan)	<ul style="list-style-type: none"> <li>• Close management of the TAG key projects to ensure compliance to the key dates and milestones.</li> </ul>
10. Lack of filling of critical vacancies to operationalise TAG	<ul style="list-style-type: none"> <li>• TAG is currently a fully functional entity utilising GMA resources;</li> <li>• Board meeting was held on 6 November 2024 to approve TAG resourcing requirements; and</li> <li>• The process of grading and advertising of approved positions will commence.</li> </ul>

## 8.2. Strategic Opportunities of the TAG

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The strategic risk opportunities for TAG are the available legislation for the establishment of the TAG, integrated planning for public transport and educating the public about public transport mobile applications.

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

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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.

- 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

In line with the above, the main 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; and
- 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.

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



Figure 6: 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.

The figures below are a summary of TAG implementation plan and Strategic enablers for the next financial years.

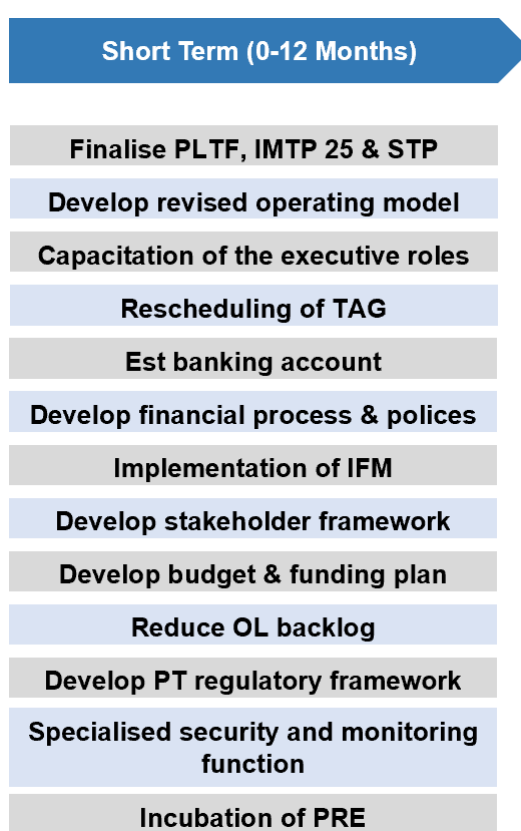


Figure 7: TAG Short Term Implementation Plan

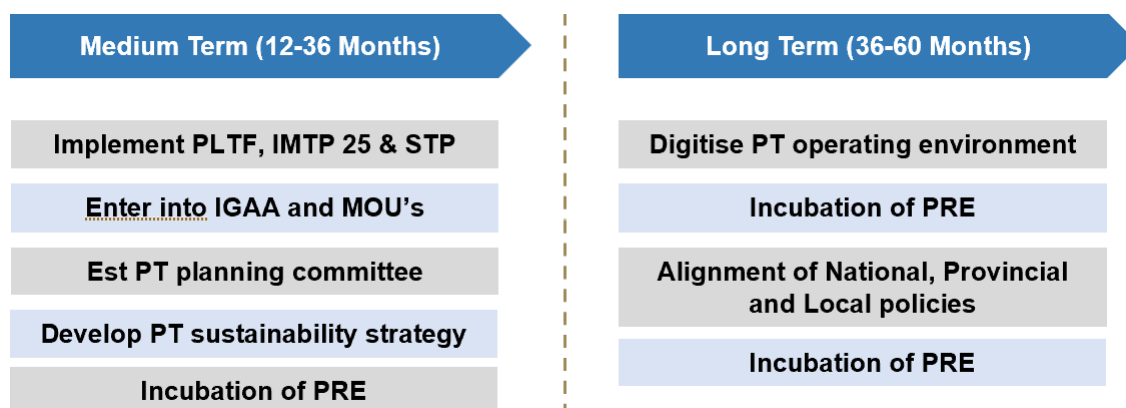


Figure 8: TAG Medium- and Long-Term Implementation Plans

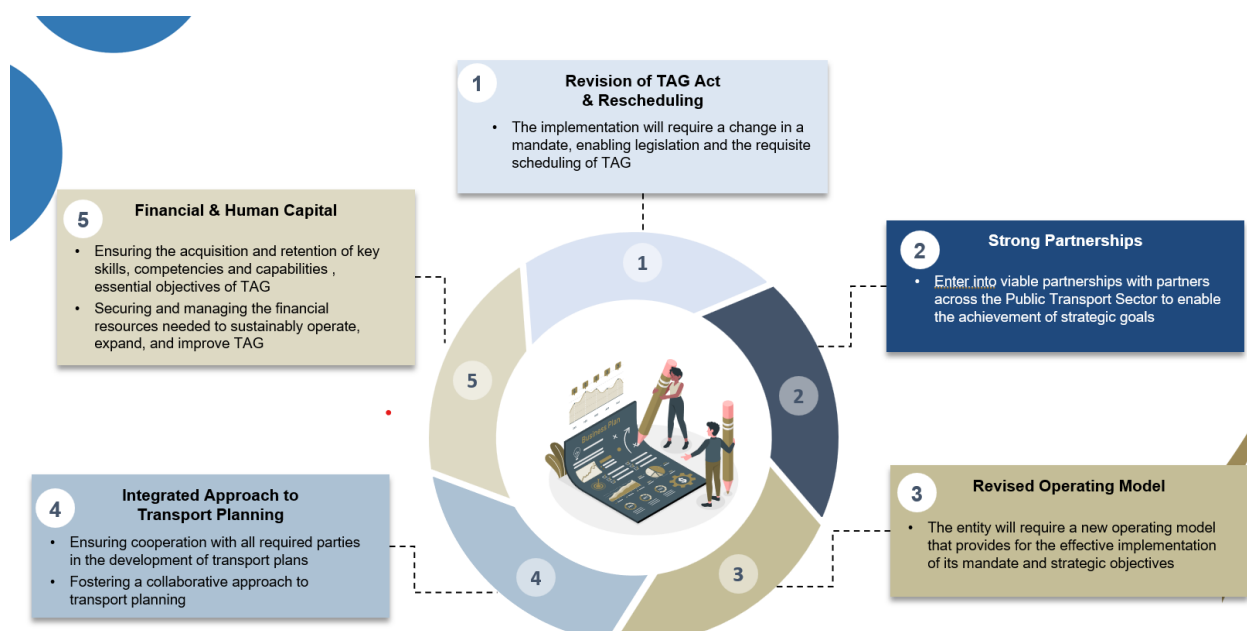


Figure 9: TAG Strategic Enablers

#### 8.4. EXTERNAL ENVIRONMENT ANALYSIS

The TAG external environment has been analysed as follows:

- Global Public Transport Trends;
- Local Public Transport Trends;
- Devolution of Rail;
- Underdeveloped Regulatory Framework;

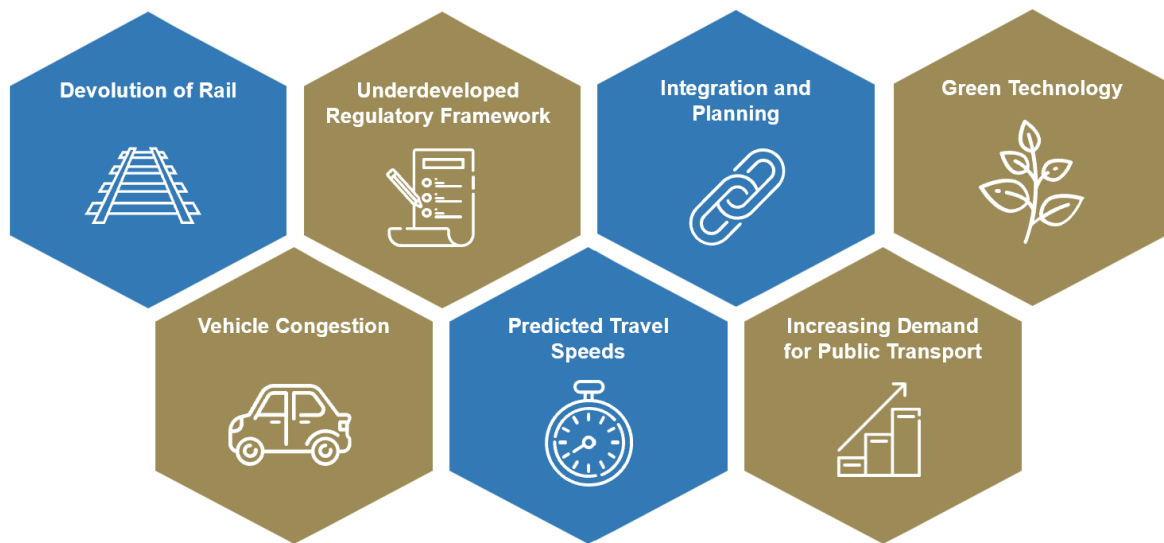
- Integration and Planning Challenges;
- Attack on public transport infrastructure; and
- Vehicle Congestion and Predicted Travel Speeds.

## GLOBAL PUBLIC TRANSPORT TRENDS

Trend	Description	What this means for Gauteng...
1 Mobility as a Service (MaaS)	<ul style="list-style-type: none"> <li>• The idea of moving away from privately owned modes of transport and moving towards consuming transport as a service</li> </ul>	<ul style="list-style-type: none"> <li>• Reduced road traffic congestion as a result of decreased vehicle ownership</li> <li>• Increased use of public transport as travellers combine and use diverse modes of transport</li> </ul>
2 Reorganisation of the Public Transport Market	<ul style="list-style-type: none"> <li>• The implementation of a public transport authority which enhances and streamlines public transport</li> </ul>	<ul style="list-style-type: none"> <li>• Improved oversight of Public Transport from an administrative and operational perspective</li> <li>• Improved efficiencies for operators and customers leveraging big data</li> </ul>
3 Green Transportation	<ul style="list-style-type: none"> <li>• Public transport shift away from fossil fuel dependence and moves towards creating a green transport network</li> </ul>	<ul style="list-style-type: none"> <li>• Lower greenhouse gas contributions by adopting alternate energy transport technologies</li> </ul>
4 Light private transportation	<ul style="list-style-type: none"> <li>• Shift from private car ownership to motorcycle ownership to avoid congestion in urban and metropolitan areas</li> </ul>	<ul style="list-style-type: none"> <li>• Migration to electric motorcycles and shared services will reduce traffic congestion, especially in urbanised/ population intensive areas</li> </ul>
Technology driven trends		

Figure 10: Global Transport Trends

## LOCAL PUBLIC TRANSPORT TRENDS



**Integration, Planning and Regulation of public transport will play a pivotal role in addressing key challenges facing the sector**

Figure 11: Local Public Transport Trends

## DEVOLUTION OF RAIL



- The transfer of rail transport responsibilities and operations from national to regional or local authorities.
- In South Africa, this process means that Gauteng, the country's most economically active province, will gain greater control over its rail services.

### What it means for Gauteng

- I. Improved management and maintenance of rail infrastructure,
- II. More tailored services to meet local needs, and potentially better integration with other forms of transport.
- III. However, it also involves challenges, such as ensuring sufficient funding and capacity to manage these services effectively

Figure 12: Devolution of Rail and what it means for Gauteng



Key considerations for the devolution of rail	
Risks	Critical Resources
<ul style="list-style-type: none"> <li>Risks associated with operations</li> <li>Risks associated with an assurance function</li> <li>The risks associated with operations are different than the risks associated with an assurance function.</li> <li>Sufficient experience is required, and the requisite skills are required to mitigate this risk</li> </ul>	<ul style="list-style-type: none"> <li><b>Human resources:</b> with the required skills</li> <li><b>Budget:</b> Appropriate budget for capital investments, midlife upgrades and maintenance (Asset in its entirety needs to be evolved)</li> <li><b>Political will:</b> Buy in from the political stakeholders</li> </ul>
Organisational Competencies	Legislative Environment
<ul style="list-style-type: none"> <li>Assurance</li> <li>Infrastructure management</li> <li>Asset ownership and management</li> <li>Operational management</li> <li>Financial management</li> </ul>	<ul style="list-style-type: none"> <li>Section 11 (1) a (iv) of the National Land Transport Act 5 of 2009 provides for the assigning of functions to the most appropriate sphere of government</li> </ul>

Figure 13: Key considerations for the Devolution of Rail

## UNDER-DEVELOPED REGULATORY FRAMEWORK

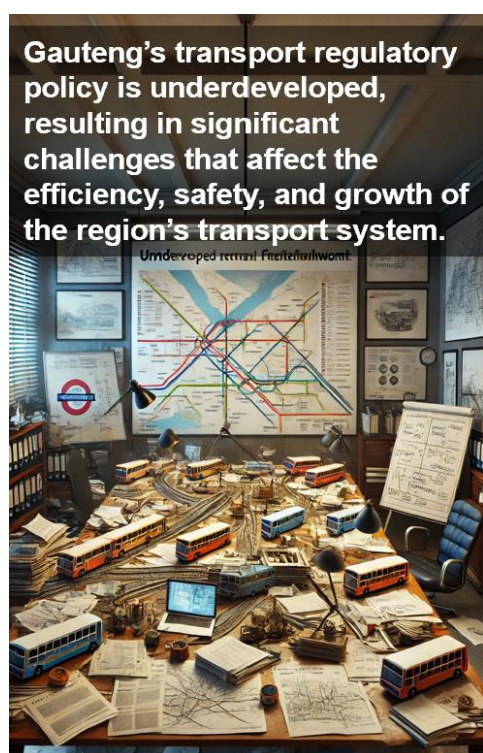


Figure 14: Under-developed Regulatory Framework

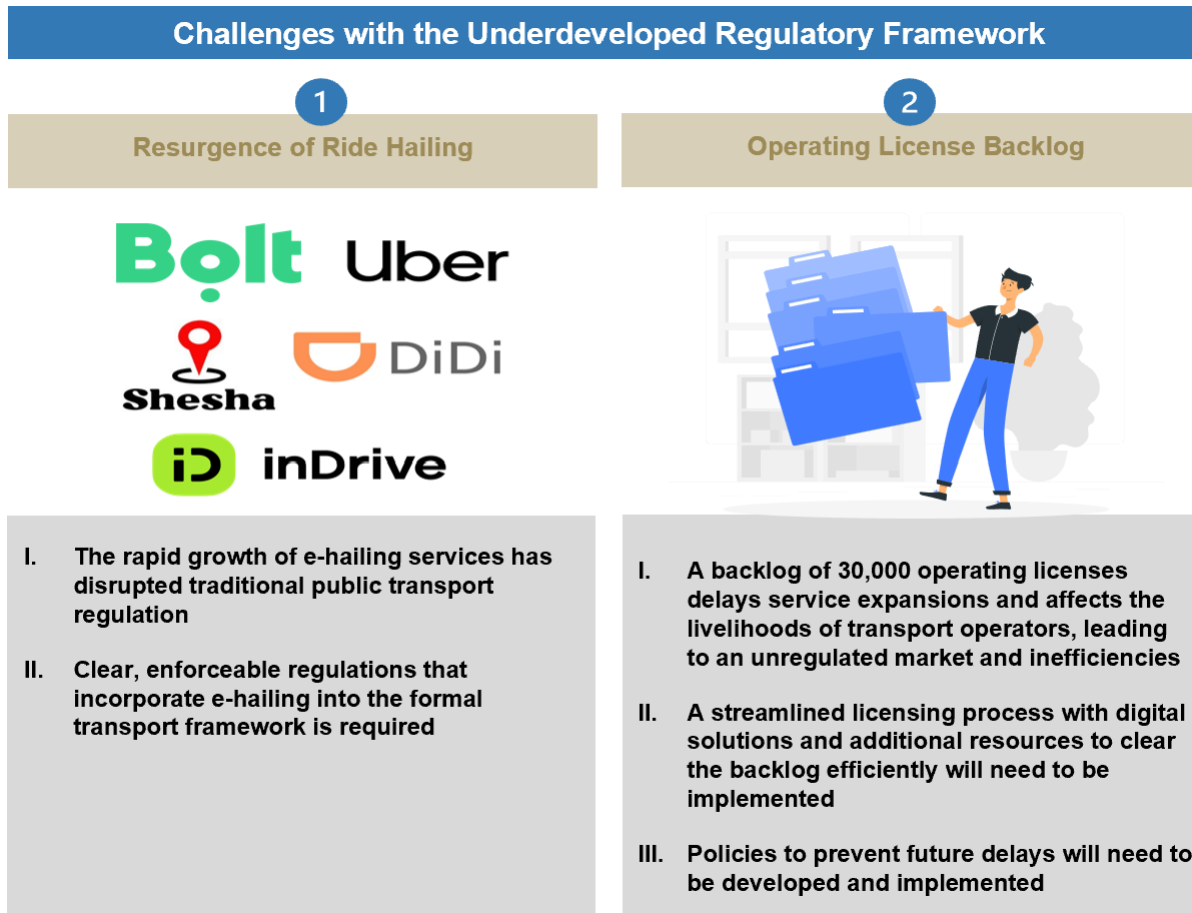


Figure 15: Challenges with under-developed Regulatory Framework

## INTEGRATION AND PLANNING CHALLENGES

As previously stated, 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**.

Refer to Part A Section 3 for a list of applicable policies and frameworks.

## ATTACK ON PUBLIC TRANSPORT INFRASTRUCTURE



Figure 16: Attack on Public Transport Infrastructure

## VEHICLE CONGESTION AND PREDICTED TRAVEL SPEEDS

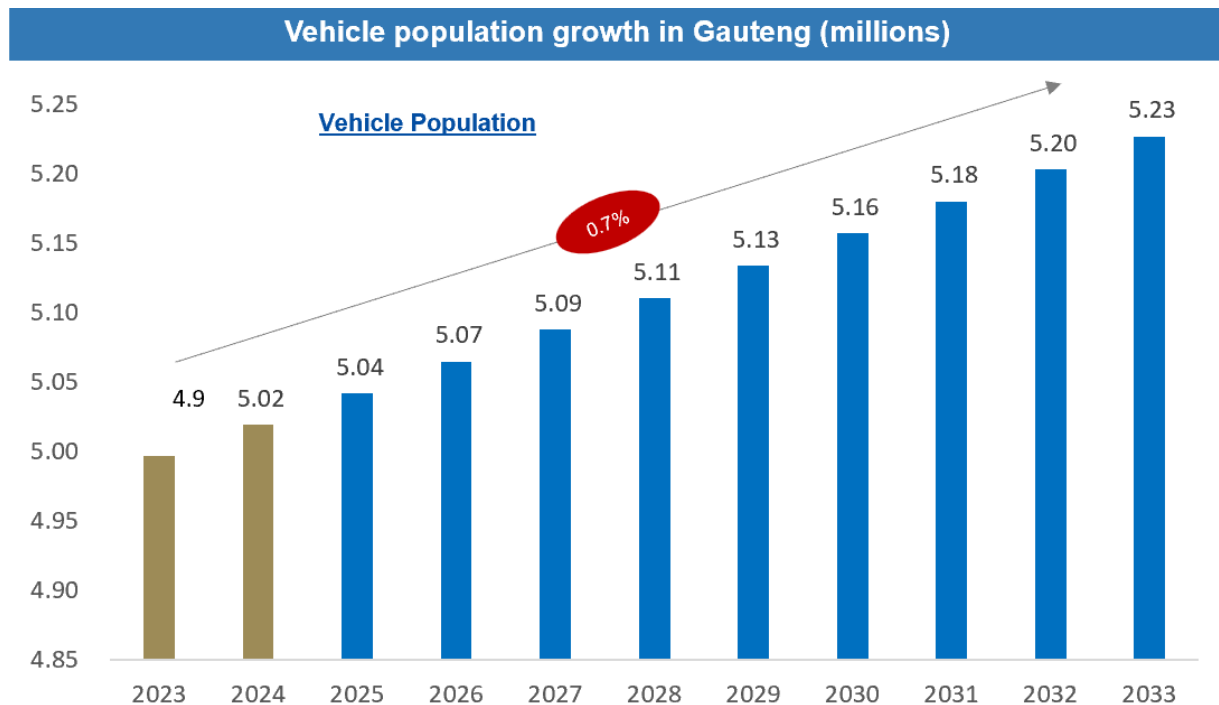


Figure 17: Vehicle congestion and predicted travel speeds

- Vehicle population has continued to expand placing current infrastructure under increased pressure;
- The Gauteng Province is the largest vehicle market in South Africa ~38% (5m) Vehicle population is anticipated to grow to 5.23m vehicles over the next 10 years;
- There is significant strain on existing road infrastructure;
- The high level of vehicle congestion will continue to grow if no remedial action is taken; and
- Travel speeds are predicted to deteriorate due to a lack of viable public transport alternatives.

## 8.5. INTERNAL ENVIRONMENT ANALYSIS

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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.

## Corporate Governance

The TAG, supported by the Board's ethical and effective leadership, understands that good corporate governance is critical for its success. The TAG is committed to good corporate governance and constantly strives to improve its governance framework to align it with leading practice i.e., King IV.

King IV aims to address fundamental governance concerns which include nurturing an ethical culture in an organisation, good performance, effective control and legitimacy. The outcome of the governance of ethics should be an ethical culture in the TAG. The TAG views the application of King IV as a process, and this will therefore be applied in a phased approach. For the 2025/26 to 2027/28 Financial Years, TAG will continue to enhance its corporate governance processes to ensure that it is aligned with the changing environment.

## TAG GOVERNANCE STRUCTURE

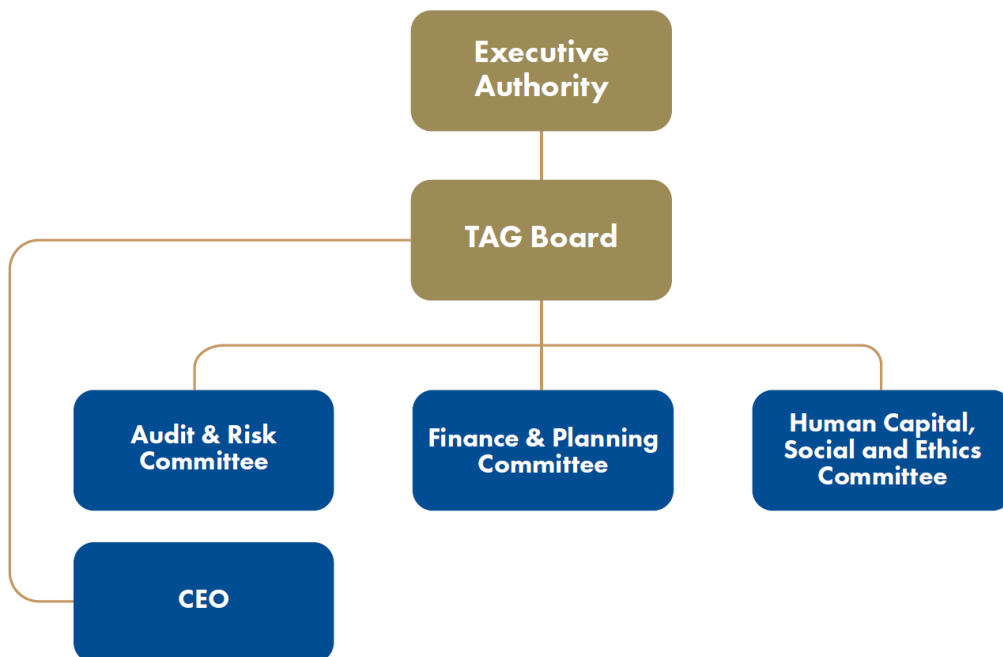


Figure 18: TAG Governance Structure

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

The Gauteng Member of the Executive Council (MEC) for Transport and Logistics is the Executive Authority of the TAG. The Oversight by the Executive Authority rests by and large on the prescripts of the PFMA. The Executive Authority's corporate governance responsibility involves ensuring that all the necessary and appropriate corporate governance structures, practices and controls are established, properly implemented and operate effectively.

The PFMA and the Gauteng Transport Authority Act No. 2 of 2019, give authority to the Executive Authority for oversight powers in respect of the TAG's Strategic Plan, Annual Performance Plan, Business Plan, Budget, and Annual and Quarterly Reports.

## **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.
- Increasing brand visibility and securing buy-in on TAG's vision through continuous engagement with key stakeholders.

## **Board Committees**

The Chairperson and members of the Board are appointed by the Gauteng Executive Council, following recommendations made by the Executive Authority and consultation with the relevant

municipalities. Establishing committees promotes independent judgement, assists with the balance of power and the effective discharge of the Board's governance role and responsibilities.

The following committees have been established to assist the Board in fulfilling its governance role and responsibilities:

- Audit and Risk;
- Finance and Planning; and
- Human Capital, Social and Ethics.

The Board also delegates authority to the Chief Executive Officer (CEO) to lead the implementation and execution of the approved strategy and policies as well as managing the day-to-day operations of the TAG, as defined in the Delegation of Authority (DoA).

### 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.

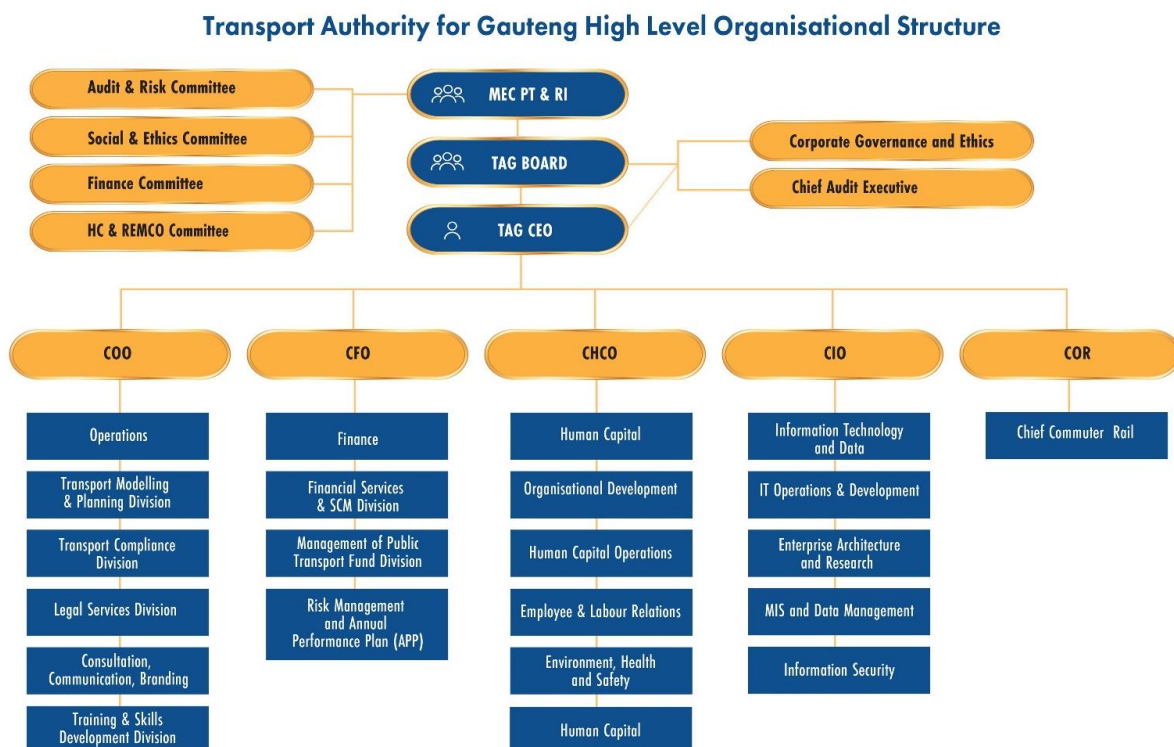


Figure 19: Organisational Structure of the TAG



### 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.

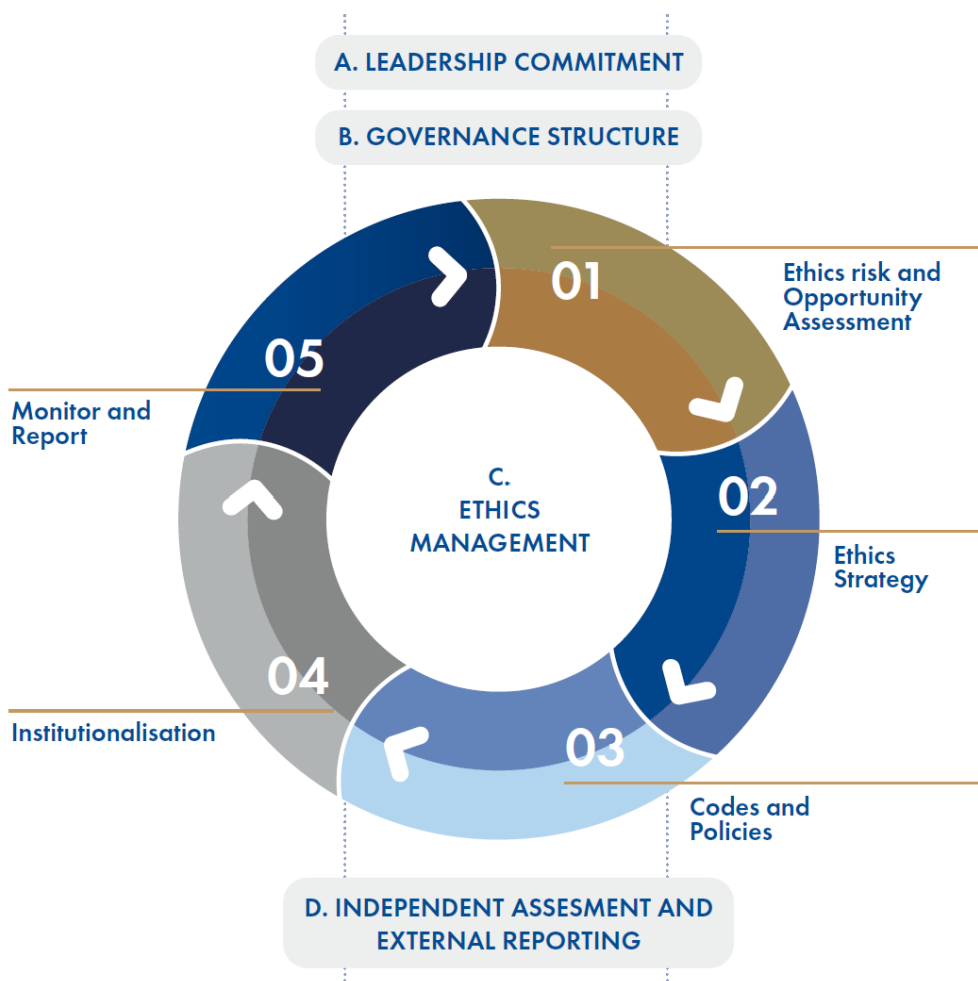


Figure 20: Ethics Management Framework

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 21 below.

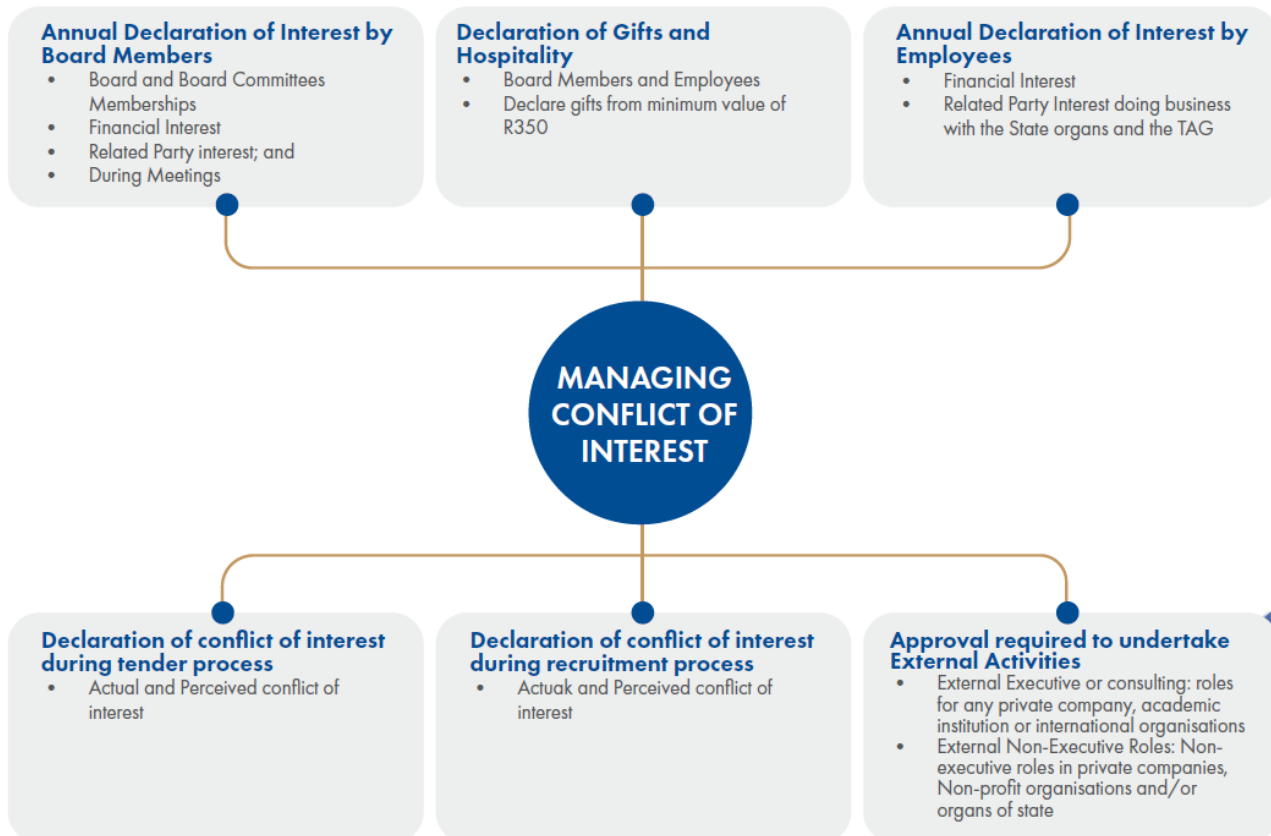


Figure 21: Managing Conflict of Interest

### 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 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.

- 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 for the TAG and Gauteng Department of Roads and Transport (GDRT).

## Stakeholder Analysis



Figure 22: 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 2025/26 is a formal statement of a set of Outputs Indicators (OIs) with associated targets that supports the TAG Strategic Plan 2025/26 – 2027/28. 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 2025.

#### 9.1. Outcome, Output, Performance Indicator and Targets

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Table 4: TAG APP for the 2025/26 Financial Year

ANNUAL PERFORMANCE PLAN FOR THE 2025_26 FINANCIAL YEAR													
Outcome 1: Ensure the Establishment of the TAG as a Fully Representative Transport Authority that has the Support and Buy-in of all the Transport Stakeholders and Role Players in Gauteng													
Outputs	No.	Output Indicator	Annual Target 2024/25	Annual Target 2025/26	Annual Target 2026/27	Annual Target 2027/28	Evidence to be Provided as Proof of Delivery	Plan for 2025/2026					Frequency of Report
								Q1	Q2	Q3	Q4	Total	
Assessment of planning capacity within Metros and Districts	1	Draft Needs assessment report for the three Metro and two Districts	1	1	1	1	Draft Needs assessment report for the three Metro and two Districts	0	0	0	1	1	Annually
Knowledge transferred to Local Authorities	2	Number of knowledge transfer forums convened with local authorities	2	2	2	2	Records of Forum meetings with attendance registers and/or agendas	0	0	0	1	1	Quarterly
Enabling Regulatory environment in place	3	Draft Amended TAG Act	New indicator	Draft Amended TAG Act	Socio-Economic Impact Assessment System (SEIAS)	Gazetting of Amended TAG Act	Draft amended TAG Act	0	0	0	Draft Amended TAG Act	Draft Amended TAG Act	Annually
Stakeholder Management Strategy for TAG developed	4	Stakeholder Management Strategy which includes strategic interest groups	New indicator	Approved Stakeholder Management Strategy	Implementation of Stakeholder Management Strategy	Implementation of Stakeholder Management Strategy	Approved Stakeholder Management Strategy	0	0	0	Approved Stakeholder Management Strategy	Approved Stakeholder Management Strategy	Annually

Outcome 2: To Promote a Robust Co-operative and Productive Environment with all the Relevant Structures of Government and Stakeholders

Outputs	No.	Output Indicator	Annual Target 2024/25	Annual Target 2025/26	Annual Target 2026/27	Annual Target 2027/28	Evidence to be Provided as Proof of Delivery	Plan for 2025/2026					Frequency of Report
								Q1	Q2	Q3	Q4	Total	
Engagements with stakeholders and other role-player forums	5	Number of stakeholder and other role-player forums	4	4	4	4	Records of stakeholder meetings with attendance registers and/or agendas	1	1	1	1	4	Quarterly
Political level engagements	6	Number of MEC (Member of Executive Council) meetings	2	1	1	1	Records of political meetings with attendance registers and/or agendas	0	0	0	1	1	Bi-Annual
Technical level engagements	7	Number of Technical meetings with personnel of local authorities	2	4	4	4	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	8	Number of meetings with senior officials of State-Owned Enterprises in the Transport Sector	1	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	9	Number of meetings with transport operators in Gauteng	2	2	2	2	Records of Gauteng Operator forums with attendance registers and/or agendas	0	1	0	1	2	Bi-Annual
Engagements with commuters in Gauteng	10	Number of meetings with commuter forums in Gauteng	2	2	2	2	Records of commuter forums with attendance registers and/or agendas	0	1	0	1	2	Bi-Annual

Outcome 3: Set up consultations with National and Provincial Treasury													
Outputs	No.	Output Indicator	Annual Target 2024/25	Annual Target 2025/26	Annual Target 2026/27	Annual Target 2027/28	Evidence to be Provided as Proof of Delivery	Plan for 2025/2026					Frequency of Report
								Q1	Q2	Q3	Q4	Total	
Established forum with the National and Provincial Treasuries	11	Number of dialogues with National and Provincial Treasury	1	2	2	2	Records of meetings with National/Provincial Treasury with attendance registers and/or agendas	0	1	0	1	2	Quarterly
Outcome 4: Develop, consult, and approve the Strategic Transport Plan as prescribed in the GTA Act													
Outputs	No.	Output Indicator	Annual Target 2024/25	Annual Target 2025/26	Annual Target 2026/27	Annual Target 2027/28	Evidence to be Provided as Proof of Delivery	Plan for 2025/2026					Frequency of Report
								Q1	Q2	Q3	Q4	Total	
Strategic Transport Plan (STP)	12	Published Executive Summary for the Strategic Transport Plan	Approved Strategic Transport Plan	Published Executive Summary for the Strategic Transport Plan	Monitoring of adherence to Strategic Transport Plan	Monitoring of adherence to Strategic Transport Plan	Gazetting of Executive Summary of Strategic Transport Plan	0	0	0	Published Executive Summary for the Strategic Transport Plan	Published Executive Summary for the Strategic Transport Plan	Annually
Outcome 5: Develop, consult, and approve the Integrated Implementation Plan as prescribed in the GTA ACT													
Outputs	No.	Output Indicator	Annual Target 2024/25	Annual Target 2025/26	Annual Target 2026/27	Annual Target 2027/28	Evidence to be Provided as Proof of Delivery	Plan for 2025/2026					Frequency of Report
								Q1	Q2	Q3	Q4	Total	
Integrated Implementation Plan	13	Draft Integrated Implementation Plan	New indicator	Draft Integrated Implementation Plan	Approved Integrated Implementation Plan	Published Executive Summary for the Integrated Implementation Plan	Draft Integrated Implementation Plan	0	0	0	Draft Integrated Implementation Plan	Draft Integrated Implementation Plan	Annually

Outcome 6: Develop an Integrated Transport System which contributes to Environmental Sustainability													
Outputs	No.	Output Indicator	Annual Target 2024/25	Annual Target 2025/26	Annual Target 2026/27	Annual Target 2027/28	Evidence to be Provided as Proof of Delivery	Plan for 2025/2026					Frequency of Report
								Q1	Q2	Q3	Q4	Total	
Sustainable Mobility Strategy for the Province in place	14	Development of a Terms of Reference (ToR) for the Procurement of a Service Provider to Develop a 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	Sustainable Mobility POC	Approved Terms of Reference	0	0	0	Development of a Terms of Reference (ToR) for the Procurement of a Service Provider to Develop a Sustainable Mobility Strategy	Development of a Terms of Reference (ToR) for the Procurement of a Service Provider to Develop a Sustainable Mobility Strategy	Annually
Outcome 7: Establish a forum with Interested and Affected Parties to ensure the transport system addresses their needs and to promote the use of the system by persons with special needs													
Outputs	No.		Annual Target 2024/25	Annual Target 2025/26	Annual Target 2026/27	Annual Target 2027/28	Evidence to be Provided as Proof of Delivery	Plan for 2025/2026					Frequency of Report
								Q1	Q2	Q3	Q4	Total	
Forum with organisations representing the interests of people living with disabilities established	15	MOU developed between TAG, NDOT and OOP	New indicator	MOU developed between TAG, NDOT and OOP	Inaugural meeting with the forum	2	Draft MOU between TAG, NDOT and OOP	0	0	0	MOU developed between TAG, NDOT and OOP	MOU developed between TAG, NDOT and OOP	Annually
Outcome 8: Advocacy role of informing the public of the economic, environmental, and social benefits of an integrated public transport system													
Outputs	No.	Output Indicator	Annual Target 2024/25	Annual Target 2025/26	Annual Target 2026/27	Annual Target 2027/28	Evidence to be Provided as Proof of Delivery	Plan for 2025/2026					Frequency of Report
								Q1	Q2	Q3	Q4	Total	
Developed regime for public transport ticket interoperability	16	Final Draft 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	Final Draft Integrated Fare Management (IFM)Policy	0	0	0	Final Draft Integrated Fare Management (IFM)Policy	Final Draft Integrated Fare Management (IFM)Policy	Annually
Developed Communication Strategy in place to promote the use of public transport	17	Number of implementation initiatives for approved Communication Strategy	Approved Communication Strategy	2	2	2	Evidence of implementation initiatives for approved Communication Strategy	0	1	0	1	2	Quarterly
TAG as a Gauteng Centre of Excellence in Transport established	18	Number of partnerships established for knowledge sharing	New indicator	1	1	1	Partnership MOUs /SLAs	0	1	0	1	2	Quarterly
Defined insignia for public transport in Gauteng	19	Approved insignia for public transport in Gauteng	New indicator	Approved insignia for public transport in Gauteng	Implementation plan for rolling out insignia for public transport in Gauteng	Roll-out of the plan for insignia for public transport in Gauteng	Record of approved insignia	0	0	0	Approved insignia for public transport in Gauteng	Approved insignia for public transport in Gauteng	Annually

Outcome 9: Advocacy role of informing the public of the health and environmental benefits of non-motorised transport													
Outputs	No.	Output Indicator	Annual Target 2024/25	Annual Target 2025/26	Annual Target 2026/27	Annual Target 2027/28	Evidence to be Provided as Proof of Delivery	Plan for 2025/2026					Frequency of Report
								Q1	Q2	Q3	Q4	Total	
Partnership strategy with stakeholders contributing towards the attainment of an increased use in non-motorised transport (NMT)	20	Draft Partnership strategy	New indicator	Draft Partnership strategy	Approved Partnership strategy	1 signed MOU	Draft Partnership strategy	0	0	0	Draft Partnership strategy	Draft Partnership strategy	Annually
Outcome 10: To Ensure Sound Project Management and Financial Planning to the Optimal Benefit of all Spheres of Government in Gauteng													
Outputs	No.	Output Indicator	Annual Target 2024/25	Annual Target 2025/26	Annual Target 2026/27	Annual Target 2027/28	Evidence to be Provided as Proof of Delivery	Plan for 2025/2026					Frequency of Report
								Q1	Q2	Q3	Q4	Total	
Approved financial policies for quality of overall financial management	21	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
Risk Governance established	22	Approved Risk Policy & Risk Framework	New indicator	Approved Risk Policy & Risk Framework	Risk Management Plan	Risk Appetite & Tolerance Dashboard	Approved Risk Policy & Risk Framework	0	0	0	Approved Risk Policy & Risk Framework	Approved Risk Policy & Risk Framework	Annually

## 9.2. PLANNED PERFORMANCE OVER THE MEDIUM-TERM

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

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

**To create an integrated, sustainable and inclusive transport network that connects commuters and supports economic growth**

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

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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**

<b>Provide well-functioning, effective and modern, integrated and safe public transport system for all users in the Province</b>	
<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;</li> <li>• Spatial integration, human settlements and local government; 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 the establishment of the TAG as a fully representative Transport Authority that has the support and buy-in of all the transport stakeholders and role players in Gauteng.</li> </ul>
<b>Outcome Indicator:</b>	<ul style="list-style-type: none"> <li>• Planning capacity within Metros and Districts assessed</li> </ul>
<b>Three-year baseline:</b>	<ul style="list-style-type: none"> <li>• 1 Needs assessment report for the three Metro and two Districts</li> </ul>
<b>Three-year target:</b>	<ul style="list-style-type: none"> <li>• 1 Needs assessments in total conducted at the Metros and Districts per annum</li> </ul>

The National and Provincial perspective requires a public transport system that is well managed and utilised and that addresses the needs of the population. It requires a system that is easily accessible, integrated, runs on time and provides capacity based on demand by commuters, inclusive of information needs.

Enablers to the achievement of the Outcome Targets are:

- Schedules 4 and 5 of the Constitution;
- Sufficient budget allocation; and
- Relevant and capable Human Capital.

This Outcome will contribute to the achievement of the impact by improving mobility between human settlements and economic nodes in the Province of Gauteng.

**Outcome 2**

Integrate the development of transport infrastructure and services in the Province	
<b>Relevant MTSF Priorities:</b>	<ul style="list-style-type: none"> <li>• Education, Skills, and Health;</li> <li>• Spatial integration, human settlements and local government;</li> <li>• Consolidating the social wage through reliable and quality basic services; and</li> <li>• Social cohesion and safe communities.</li> </ul>
<b>Outcome:</b>	<ul style="list-style-type: none"> <li>• To promote a robust cooperative and productive environment with all the relevant structures of government and stakeholders.</li> </ul>
<b>Outcome Indicator:</b>	<ul style="list-style-type: none"> <li>• Stakeholder engagements at various levels</li> </ul>
<b>Three-year baseline:</b>	<ul style="list-style-type: none"> <li>• 13 Stakeholder forums in total with commuters, operators, state-owned enterprises, and local authorities per annum</li> </ul>
<b>Three-year target:</b>	<ul style="list-style-type: none"> <li>• 13 Stakeholder engagements in total with commuters, operators, state-owned enterprises, and local authorities.</li> </ul>

The stakeholder management goals consider the need to manage the TAG as a the authority responsible, in the broader sense, for integrated transport planning that enables the mobility of people, goods, and services in Gauteng.

Enablers to the achievement of the Outcome Targets are:

- Sufficient budget allocation; and
- Relevant and capable Human Capital.

This Outcome will contribute to the achievement of the impact by promoting the TAG and public transport planning that will enable the ease of mobility, growing the economy of Gauteng, impacting positively on transformation, creating jobs, and managing spatial integration.

**Outcome 3**

<b>Promote value for money</b>	
<b>Relevant MTSF Priorities:</b>	<ul style="list-style-type: none"> <li>• A capable, ethical and developmental state.</li> </ul>
<b>Outcome:</b>	<ul style="list-style-type: none"> <li>• Set up consultations with National and Provincial Treasury.</li> </ul>
<b>Outcome Indicator:</b>	<ul style="list-style-type: none"> <li>• Established forum with National and Provincial Treasuries</li> </ul>
<b>Three-year baseline:</b>	<ul style="list-style-type: none"> <li>• 1 Forum held in total with National and Provincial Treasuries</li> </ul>
<b>Three-year target:</b>	<ul style="list-style-type: none"> <li>• 1 Forum held in total with National and Provincial Treasuries per annum</li> </ul>

The alignment with the Provincial and National Treasuries is necessary to enable adequate resourcing of transport projects and initiatives while also ensuring value for money invested in these projects.

Enablers to the achievement of the Outcome Targets are:

- Sufficient budget allocation; and
- Relevant and capable Human Capital.

This Outcome will contribute to the achievement of the impact by enabling the funding and thus implementation of the strategic transport plans developed by the TAG.

**Outcome 4**

<b>Develop an integrated transport system which contributes to environmental sustainability and social cohesion and promotes economic progress in the Province</b>	
<b>Relevant MTSF Priorities:</b>	<ul style="list-style-type: none"> <li>• A capable, ethical, and developmental state.</li> </ul>
<b>Outcome:</b>	<ul style="list-style-type: none"> <li>• Develop an integrated transport system which contributes to environmental sustainability</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>• Approved Sustainable Mobility Strategy &amp; Implementation and Monitoring thereof per annum</li> </ul>

Sustainable transport planning provides a structured approach to addressing the mobility needs of the population in a sustainable way.

Enablers to the achievement of the Outcome Targets are:

- Sufficient budget allocation; and
- Relevant and capable Human Capital.

This Outcome will contribute to the achievement of the impact by enabling sustainable mobility between human settlements and economic nodes in the Province of Gauteng.

**Outcome 5**

<b>Improve access to the transport system, including public passenger transport services, by all persons and in particular, persons with disabilities</b>	
<b>Relevant MTSF Priorities:</b>	<ul style="list-style-type: none"> <li>• A capable, ethical, and developmental state.</li> </ul>
<b>Outcome:</b>	<ul style="list-style-type: none"> <li>• Establish a forum with Interested and Affected Parties to ensure the transport system addresses their needs and to promote the use of the system by persons with special needs.</li> </ul>
<b>Outcome Indicator:</b>	<ul style="list-style-type: none"> <li>• Forum established with organisations representing the interests of people living with disabilities.</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>• 2 Stakeholder engagements with organisations representing the interests of people living with disabilities per annum</li> </ul>

The stakeholder management goals consider the need to manage the TAG as a the authority responsible, in the broader sense, for integrated planning for universally accessible transport systems in Gauteng.

Enablers to the achievement of the Outcome Targets are:

- Sufficient budget allocation; and
- Relevant and capable Human Capital.

This Outcome will contribute to the achievement of the Impact by enabling universally accessible public transport that will enable the ease of mobility for all citizens.

**Outcome 6**

<b>Promote increased use of the public transport system</b>	
<b>Relevant MTSF Priorities:</b>	<ul style="list-style-type: none"> <li>• Economic transformation and job creation; and</li> <li>• Education, skills and health.</li> </ul>
<b>Outcome:</b>	<ul style="list-style-type: none"> <li>• Advocacy role of informing the public of the economic, environmental, and social benefits of an integrated public transport system.</li> </ul>
<b>Outcome Indicator:</b>	<ul style="list-style-type: none"> <li>• TAG established as a Gauteng Centre of Excellence in Transport</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>• 2 Partnership MOUs/SLAs per annum</li> </ul>

The advocacy goals consider the need to promote the benefits of public transport to enables the increased mobility of people, goods, and services in Gauteng.

Enablers to the achievement of the Outcome Targets are:

- Sufficient budget allocation; and
- Relevant and capable Human Capital.

This Outcome will contribute to the achievement of the impact by promoting the public transport as the means of increasing mobility that can enable the growth of the economy of Gauteng, impacting positively on transformation, creating jobs, and managing spatial integration.

**Outcome 7**

Promote increased use of cycling and walking as means of transport	
<b>Relevant MTSF Priorities:</b>	<ul style="list-style-type: none"> <li>Economic transformation and job creation; and</li> <li>Education, skills and health.</li> </ul>
<b>Outcome:</b>	<ul style="list-style-type: none"> <li>Advocacy role of informing the public of the health and environmental benefits of non-motorised transport</li> </ul>
<b>Outcome Indicator:</b>	<ul style="list-style-type: none"> <li>Partnership strategy developed with stakeholders contributing towards the attainment of an increased use in non-motorised transport (NMT)</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>1 signed MOU per annum</li> </ul>

Sustainable transport planning provides a structured approach to addressing the mobility needs of the population in a sustainable way.

Enablers to the achievement of the Outcome Targets are:

- Sufficient budget allocation; and
- Relevant and capable Human Capital.

This Outcome will contribute to the achievement of the impact by enabling sustainable mobility between human settlements and economic nodes in the Province of Gauteng



**Outcome 8**

<b>To Ensure Sound Project Management and Financial Planning to the Optimal Benefit of all Spheres of Government in Gauteng</b>	
<b>Relevant MTSF Priorities:</b>	<ul style="list-style-type: none"> <li>• A capable, ethical, and developmental state.</li> </ul>
<b>Outcome:</b>	<ul style="list-style-type: none"> <li>• To ensure sound project management and financial planning to the optimal benefit of all spheres of government in Gauteng.</li> </ul>
<b>Outcome Indicator:</b>	<ul style="list-style-type: none"> <li>• Report from the Auditor-General of South Africa.</li> </ul>
<b>Three-year baseline:</b>	<ul style="list-style-type: none"> <li>• Two unqualified audit report</li> </ul>
<b>Three-year target:</b>	<ul style="list-style-type: none"> <li>• Three unqualified audit reports</li> </ul>

The finances and risk exposure of the TAG must be managed as a top priority. In addition to ensuring that the finances and risk are accurately managed and reported, the Internal Auditors of the GMA monitor the TAG's performance on a regular basis.

Enablers to the achievement of the Outcome Targets are:

- The Auditor-General of South Africa;
- Sufficient budget allocation; and
- Relevant and capable human capital.

This Outcome will contribute to the achievement of the impact by undertaking sound project and financial planning as well as risk management.

**Outcome 9**

<b>Manage the financial exposure of the TAG in terms of the CA.</b>	
<b>Outcome:</b>	To ensure sound project and financial planning to the optimal benefit of the TAG and the Gauteng Province.
<b>Outcome Indicator:</b>	Report from the Auditor General of South Africa.
<b>Three-year baseline:</b>	Three unqualified audit reports.
<b>Three-year target:</b>	Three unqualified audit reports.

The finances and risk exposure of the TAG must be managed as a top priority. In addition to ensuring that the finances and risk are accurately managed and reported, the Internal Auditors of the GMA monitor the TAG's performance on a regular basis.

Enablers to the achievement of the Outcome Targets are:

- The Auditor-General of South Africa;
- Sufficient budget allocation;
- Relevant and capable Human Capital;

This Outcome will contribute to the achievement of the impact by undertaking sound project; and financial planning as well as risk management.

#### 9.4. RESOURCE CONSIDERATIONS - Overview of 2025/26 Budget and MTEF Estimates

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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 5 below sets out the three-year MTEF budget allocations applied for, and Figure 23 sets out the timeline to final budget:

Refer to the Strategic Plan 2025/26 – 2027/28 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.

Table 5: MTEF Budget

Description	2024/25 Actual	2025/26 MTEF	2026/27 MTEF	2027/28 MTEF
Capital Expenditure				
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
Sub Total	21,196	19,000	10,200	10,200
Operating Expenditure				
Sub Total	18.658	35,915	44,715	44,715
GRAND TOTAL	39,854	54,915	54,915	54,915

Timeline to Final Budget

DATE	ACTIVITY
October 2024	MTEC meetings
November 2024	PBC meetings
November 2024	Tabling of provincial adjustments budget
Early March 2025	Tabling of provincial MTEF budget

Figure 23: Timeline to Final Budget

9.5. KEY RISKS OF THE TAG

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Refer to Part B: Section 8.

**Strategic Opportunities of the TAG**

Refer to Part B: Section 8

9.6. PUBLIC ENTITIES

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Not applicable		
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9.7. INFRASTRUCTURE PROJECTS

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

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

## PART D: TECHNICAL INDICATOR DESCRIPTORS



Indicator Title	1. Draft Needs assessment report for the three Metros and two Districts
Definition	Assessment of planning capacity within Metros and Districts by conducting needs assessment and issuing a report on the results thereof
Source of data	Electronic pack - Teams.
Method of Calculation/Assessment	Simple count of needs assessments conducted.
Means of verification	Draft Needs assessment report on Metro/Districts.
Assumptions	Co-operation from Metros and Districts during the assessment
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative (year-end)
Reporting Cycle	Annually
Desired performance	One needs assessment report in draft form
Indicator Responsibility	Project Manager: TAG

Indicator Title	2. Number of knowledge transfer forums convened with local authorities
Definition	Knowledge transferred to Local Authorities by engaging on various forums.
Source of data	Electronic pack - Teams.
Method of Calculation/Assessment	Simple count of knowledge transfer forum engagements.
Means of verification	Records of Forum meetings with attendance registers and/or agendas.
Assumptions	Co-operation from local authorities
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative (year-end)



Indicator Title	2. Number of knowledge transfer forums convened with local authorities
Reporting Cycle	Quarterly
Desired performance	2 knowledge transfer forum engagements.
Indicator Responsibility	Project Manager: TAG

Indicator Title	3. Draft Amended TAG Act
Definition	Amending the TAG Act with a Draft available at the end of the financial year. Transport Authority for Gauteng (TAG) is established in terms of <b>Gauteng Transport Authority Act No. 2 of 2019</b> , to develop an integrated transport system which contributes to environmental sustainability and social cohesion and promotes economic progress in the Gauteng Province.
Source of data	Electronic pack - Teams.
Method of Calculation/Assessment	Manual verification of draft document.
Means of verification	Draft Amended TAG Act
Assumptions	Co-operation from stakeholders and approvals received timeously
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Non-Cumulative
Reporting Cycle	Annually
Desired performance	Amending the TAG Act with a draft available at the end of the financial year.
Indicator Responsibility	Project Manager: TAG

Indicator Title	4. Stakeholder Management Strategy which includes strategic interest groups
Definition	Developing a Stakeholder Management Strategy for TAG which includes strategic interest groups.
Source of data	Electronic pack - Teams.

Method of Calculation/Assessment	Manual verification of Stakeholder Management Strategy.
Means of verification	Approved Stakeholder Management Strategy.
Assumptions	Co-operation from stakeholders and approvals received timeously
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Non-Cumulative
Reporting Cycle	Annually
Desired performance	Developing a Stakeholder Management Strategy for TAG which includes strategic interest groups.
Indicator Responsibility	Project Manager: TAG

Indicator Title	5. Number of stakeholder and other role-player forums
Definition	Stakeholder engagement through stakeholder and other role-player forums.
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
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	6. Number of MEC (Member of Executive Council) meetings
Definition	Political level engagements with the MEC.
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
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative (year-end)
Reporting Cycle	Bi-Annually
Desired performance	1 MEC meeting held.
Indicator Responsibility	Project Manager: TAG

Indicator Title	7. Number of Technical meetings with personnel of local authorities
Definition	Technical level engagements with personnel of local authorities.
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
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative (year-end)
Reporting Cycle	Quarterly
Desired performance	2 technical level meetings held.

Indicator Responsibility	Project Manager: TAG
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Indicator Title	8. Number of meetings with senior officials of State-Owned Enterprises in the Transport Sector
Definition	Engagements with State-Owned Enterprises in the Transport Sector.
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
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative (year-end)
Reporting Cycle	Bi-Annually
Desired performance	2 meetings held with State-Owned Enterprises.
Indicator Responsibility	Project Manager: TAG

Indicator Title	9. Number of meetings with transport operators in Gauteng
Definition	Engagements with transport operators in Gauteng.
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
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative (year-end)

Indicator Title	9. Number of meetings with transport operators in Gauteng
Reporting Cycle	Bi-Annually
Desired performance	2 Gauteng Operator meetings held
Indicator Responsibility	Project Manager: TAG

Indicator Title	10. Number of meetings with commuter forums in Gauteng
Definition	Engagements with commuter forums in Gauteng.
Source of data	Electronic pack - Teams.
Method of Calculation/Assessment	Simple count of the number of meetings held with commuters in Gauteng.
Means of verification	Records of commuter forums 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	Bi-Annual
Desired performance	2 meetings held with commuters in Gauteng.
Indicator Responsibility	Project Manager: TAG

Indicator Title	11. 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

Indicator Title	11. Number of dialogues with National and Provincial Treasury
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative (year-end)
Reporting Cycle	Quarterly
Desired performance	1 dialogue held with National and Provincial Treasury.
Indicator Responsibility	Project Manager: TAG

Indicator Title	12. Published Executive Summary for the Strategic Transport Plan
Definition	Published Executive Summary for the Strategic Transport Plan. The Strategic Transport Plan (STP) for Gauteng in place is a strategy document which TAG is mandated to compile in terms of the Gauteng Transport Authority Act. The document considers the priorities of Gauteng planning authorities and thereafter indicates areas of importance which all the planning authorities must focus their efforts on.
Source of data	Electronic pack - Teams.
Method of Calculation/Assessment	Manual inspection of gazette re: Executive Summary of Strategic Transport Plan.
Means of verification	Gazetting of Executive Summary of Strategic Transport Plan.
Assumptions	Co-operation from stakeholders and approvals received timeously
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Non-cumulative
Reporting Cycle	Annually

Indicator Title	12. Published Executive Summary for the Strategic Transport Plan
Desired performance	Gazetting of Executive Summary of Strategic Transport Plan.
Indicator Responsibility	Project Manager: TAG

Indicator Title	13. Draft 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 Draft Integrated Implementation Plan
Means of verification	Draft Integrated Implementation Plan.
Assumptions	Co-operation from stakeholders and reviews and approvals received timeously
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Non-cumulative
Reporting Cycle	Annually
Desired performance	Draft Integrated Implementation Plan.
Indicator Responsibility	Project Manager: TAG



Indicator Title	14. Development of a Terms of Reference (ToR) for the Procurement of a Service Provider to Develop a Sustainable Mobility Strategy
Definition	Measures the completion and approval of a Terms of Reference document aligned with TAG's strategic goals, TAG's and Treasury's Supply Chain Management (SCM) requirements, and applicable procurement regulations.
Source of data	Electronic pack - Teams.
Method of Calculation/Assessment	Manual inspection of Terms of with approval process complete.
Means of verification	Approved Terms of Reference
Assumptions	TAG has allocated budget for the Sustainable Mobility Strategy, Internal stakeholders provide timely inputs for ToR development, SCM review and approval timelines are adhered to
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Non-cumulative
Reporting Cycle	Annually
Desired performance	A clear, compliant, and approved ToR that forms the foundation for procuring a qualified service provider to deliver the Sustainable Mobility Strategy
Indicator Responsibility	Project Manager: TAG

Indicator Title	15. MOU developed between TAG, NDOT and OOP
Definition	MOU developed between TAG, NDOT and OOP which will enable a forum representing persons living with disabilities to be established at a later stage.
Source of data	Electronic pack - Teams.
Method of Calculation/Assessment	Manual inspection of draft MOU in place between TAG, NDOT and OOP.

Indicator Title	15. MOU developed between TAG, NDOT and OOP
Means of verification	MOU that has been developed between TAG, NDOT and OOP.
Assumptions	Co-operation from stakeholders
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Non-cumulative
Reporting Cycle	Annually
Desired performance	Draft MOU between TAG, NDOT and OOP.
Indicator Responsibility	Project Manager: TAG

Indicator Title	Final Draft Integrated Fare Management (IFM) Policy
Definition	<p>Final Draft 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</p>
Source of data	Electronic pack - Teams.
Method of Calculation/Assessment	Manual verification of Final Draft IFM Policy.
Means of verification	Final Draft Integrated Fare Management (IFM) Policy.
Assumptions	Co-operation from stakeholders and approvals received timeously

Indicator Title	Final Draft Integrated Fare Management (IFM) Policy
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Non-Cumulative
Reporting Cycle	Annually
Desired performance	Final Draft IFM Policy.
Indicator Responsibility	Project Manager: TAG

Indicator Title	17. Number of implementation initiatives for approved Communication Strategy
Definition	Implementation initiatives for approved Communication Strategy have been conducted.
Source of data	Electronic pack - Teams.
Method of Calculation/Assessment	Manual inspection of evidence related to implementation initiatives.
Means of verification	Evidence of implementation initiatives for approved Communication Strategy.
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	Implementation initiatives for approved Communication Strategy have been conducted.
Indicator Responsibility	Project Manager: TAG

Indicator Title	18. Number of partnerships established for knowledge sharing
Definition	Partnerships established for knowledge sharing.
Source of data	Electronic pack - Teams.

Indicator Title	18. Number of partnerships established for knowledge sharing
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 1
Indicator Responsibility	Project Manager: TAG

Indicator Title	19. Approved insignia for public transport in Gauteng
Definition	Approved insignia for public transport in Gauteng The insignia is aligned with Access Gauteng Project.
Source of data	Electronic pack - Teams.
Method of Calculation/Assessment	Manual verification of the insignia
Means of verification	Record of approved Insignia
Assumptions	Co-operation from stakeholders and approvals received timeously
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Non-Cumulative
Reporting Cycle	Annually
Desired performance	Record of approved insignia.
Indicator Responsibility	Project Manager: TAG

Indicator Title	20. Draft Partnership Strategy
Definition	Draft Partnership Strategy related to NMT (Non-motorised transport).
Source of data	Electronic pack - Teams.
Method of Calculation/Assessment	Manual verification of Draft Partnership Strategy.
Means of verification	Draft Partnership Strategy
Assumptions	Co-operation from stakeholders and approvals received timeously
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Non-Cumulative
Reporting Cycle	Annually
Desired performance	Draft Partnership Strategy.
Indicator Responsibility	Project Manager: TAG

Indicator Title	21. Unqualified audit report
Definition	Unqualified audit report
Source of data	Electronic pack - Teams.
Method of Calculation/Assessment	Verification of audit opinion per the report issued by the Auditor General.
Means of verification	Audit report from Auditor General.
Assumptions	Co-operation from stakeholders and governance processes completed timeously
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Non-cumulative
Reporting Cycle	Annually
Desired performance	Unqualified audit opinion.
Indicator Responsibility	Project Manager: TAG

Indicator Title	22. Approved Risk Policy and Risk Framework
Definition	Approved Risk Policy and Risk Framework.
Source of data	Electronic pack - Teams.
Method of Calculation/Assessment	Manual verification of Approved Risk Policy and Risk Framework.
Means of verification	Approved Risk Policy and Risk Framework.
Assumptions	Co-operation from stakeholders and approvals received timeously
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Non-cumulative
Reporting Cycle	Annually
Desired performance	Approved Risk Policy and Risk Framework.
Indicator Responsibility	Project Manager: TAG

## **ANNEXURE A**

### **Changes from the 2024/25 APP to the 2025/26 APP**

#### **Analysis of Changes and Continuity from Planning Concepts in the 2024/25 APP and the 2025/26 APP**

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##### **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 2025/26 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.

A large proportion of the 2025/26 Output Indicators remain unchanged from the previous year.

##### **Tracking Consistency and Alignment**

It is important to note that the 10 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 detailed cross reference between the 2024/25 and 2025/26 APPs.



**Annexure I: Annual Performance Plan Changes – 2025/26 APP**

The table below works through the 19 Output Indicators applicable for the 2024/25 Annual Performance Plan by linking them to the 22 Output Indicators applicable for the 2025/26 Annual Performance Plan.

**Legend:**

Changes to Output Indicators for the 2025/26 APP are highlighted in blue.

2024/25 Annual Performance Plan (APP)		2025/26 Annual Performance Plan (APP)	
<b>Outcome 1:</b> Ensure the Establishment of the TAG as a Fully Representative Transport Authority that has the Support and Buy-in of all the Transport Stakeholders and Role Players in Gauteng		<b>Outcome 1:</b> Ensure the Establishment of the TAG as a Fully Representative Transport Authority that has the Support and Buy-in of all the Transport Stakeholders and Role Players in Gauteng	
No.	Output Indicator	No.	Output Indicator
3	Number of needs assessments conducted at the three Metros and the two Districts	1	Draft Needs assessment report for the three Metro and two Districts
<b>One change has been made to the Output Indicators for this Outcome for the 2025/26 APP.</b>			

2024/25 Annual Performance Plan (APP)		2025/26 Annual Performance Plan (APP)	
<b>Outcome 2:</b> To Promote a Robust Co-operative and Productive Environment with all the Relevant Structures of Government and Stakeholders		<b>Outcome 2:</b> To Promote a Robust Co-operative and Productive Environment with all the Relevant Structures of Government and Stakeholders	
No.	Output Indicator	No.	Output Indicator
9	Number of meetings with operators in Gauteng	9	Number of meetings with transport operators in Gauteng
<b>One change has been made to the Output Indicators for this Outcome in the 2025/26 APP.</b>			

2024/25 Annual Performance Plan (APP)		2025/26 Annual Performance Plan (APP)	
<b>Outcome 3:</b> Set up consultations with National and Provincial Treasury		<b>Outcome 3:</b> Set up consultations with National and Provincial Treasury	
No.	Output Indicator	No.	Output Indicator
<b>No changes have been made to the Output Indicators for this Outcome in the 2025/26 APP.</b>			

2024/25 Annual Performance Plan (APP)		2025/26 Annual Performance Plan (APP)	
<b>Outcome 4:</b> Develop, consult, and approve the Strategic Transport Plan as prescribed in the GTA Act.		<b>Outcome 4:</b> Develop, consult, and approve the Strategic Transport Plan as prescribed in the GTA Act	
No.	Output Indicator	No.	Output Indicator
15	Approved Gauteng Strategic Transport Plan	12	<a href="#">Published Executive Summary for the Strategic Transport Plan</a>
<b>One change has been made to the Output Indicators for this Outcome in the 2025/26 APP.</b>			

2024/25 Annual Performance Plan (APP)		2025/26 Annual Performance Plan (APP)	
<b>Outcome 5:</b> Develop, consult, and approve the Integrated Implementation Plan as prescribed in the GTA Act		<b>Outcome 5:</b> Develop, consult, and approve the Integrated Implementation Plan as prescribed in the GTA Act	
No.	Output Indicator	No.	Output Indicator
14	New Indicator	13	<a href="#">Draft Integrated Implementation Plan</a>
<b>One change has been made to the Output Indicators for this Outcome in the 2025/26 APP.</b>			

2024/25 Annual Performance Plan (APP)		2025/26 Annual Performance Plan (APP)	
<b>Outcome 6:</b> Develop an Integrated Transport System which contributes to Environmental Sustainability		<b>Outcome 6:</b> Develop an Integrated Transport System which contributes to Environmental Sustainability	
No.	Output Indicator	No.	Output Indicator
15	New Indicator	14	<a href="#">Development of a Terms of Reference (ToR) for the Procurement of a Service Provider to Develop a Sustainable Mobility Strategy</a>
<b>One change has been made to the Output Indicators for this Outcome in the 2025/26 APP.</b>			

2024/25 Annual Performance Plan (APP)		2025/26 Annual Performance Plan (APP)	
<b>Outcome 7:</b> Establish a forum with Interested and Affected Parties to ensure the transport system addresses their needs and to promote the use of the system by persons with special needs		<b>Outcome 7:</b> Establish a forum with Interested and Affected Parties to ensure the transport system addresses their needs and to promote the use of the system by persons with special needs	
<b>16</b>	New indicator	<b>15</b>	MOU developed between TAG, NDOT and OOP
<b>One change has been made to the Output Indicators for this Outcome in the 2025/26 APP.</b>			

Need to delete this item,

2024/25 Annual Performance Plan (APP)		2025/26 Annual Performance Plan (APP)	
<b>Outcome 8:</b> Advocacy role of informing the public of the economic, environmental, and social benefits of an integrated public transport system		<b>Outcome 8:</b> Advocacy role of informing the public of the economic, environmental, and social benefits of an integrated public transport system	
<b>No.</b>	<b>Output Indicator</b>	<b>No.</b>	<b>Output Indicator</b>
<b>17</b>	Completed stakeholder engagement process and Final Draft of the Gauteng IFM Policy (Integrated Fare Management Policy)	<b>16</b>	Final Draft Integrated Fare Management Policy (IFM Policy)
<b>18</b>	Approved Communication Strategy	<b>17</b>	Number of implementation initiatives for approved Communication Strategy
<b>19</b>	New Indicator	<b>18</b>	Number of partnerships established for knowledge sharing
<b>20</b>	New Indicator	<b>19</b>	Approved insignia for public transport in Gauteng
<b>Four changes have been made to the Output Indicators for this Outcome in the 2025/26 APP</b>			

2024/25 Annual Performance Plan (APP)		2025/26 Annual Performance Plan (APP)	
<b>Outcome 9:</b> Advocacy role of informing the public of the health and environmental benefits of non-motorised transport		<b>Outcome 9:</b> Advocacy role of informing the public of the health and environmental benefits of non-motorised transport	
No.	Output Indicator	No.	Output Indicator
21	New Indicator	20	<a href="#">Draft Partnership Strategy</a>
<b>One change has been made to the Output Indicators for this Outcome in the 2025/26 APP.</b>			

2024/25 Annual Performance Plan (APP)		2025/26 Annual Performance Plan (APP)	
<b>Outcome 10:</b> To Ensure Sound Project Management and Financial Planning to the Optimal Benefit of all Spheres of Government in Gauteng		<b>Outcome 10:</b> To Ensure Sound Project Management and Financial Planning to the Optimal Benefit of all Spheres of Government in Gauteng	
No.	Output Indicator	No.	Output Indicator
23	New Indicator	22	<a href="#">Approved Risk Policy and Risk Framework</a>
<b>One change has been made to the Output Indicator for this Outcome in the 2025/26 APP.</b>			

## **ANNEXURE B:**

Focus of the TAG: Vision, Mission and Values

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

#### **Our Purpose**

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

#### **Our Vision**

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**Seamless mobility for sustainable economic growth for all in Gauteng**

#### **Our 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.

## Our Values

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The TAG's values are:

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

Figure 24 below is a diagrammatic representation of the cascading of the hierarchy of planning concepts, with their application to the TAG APP.

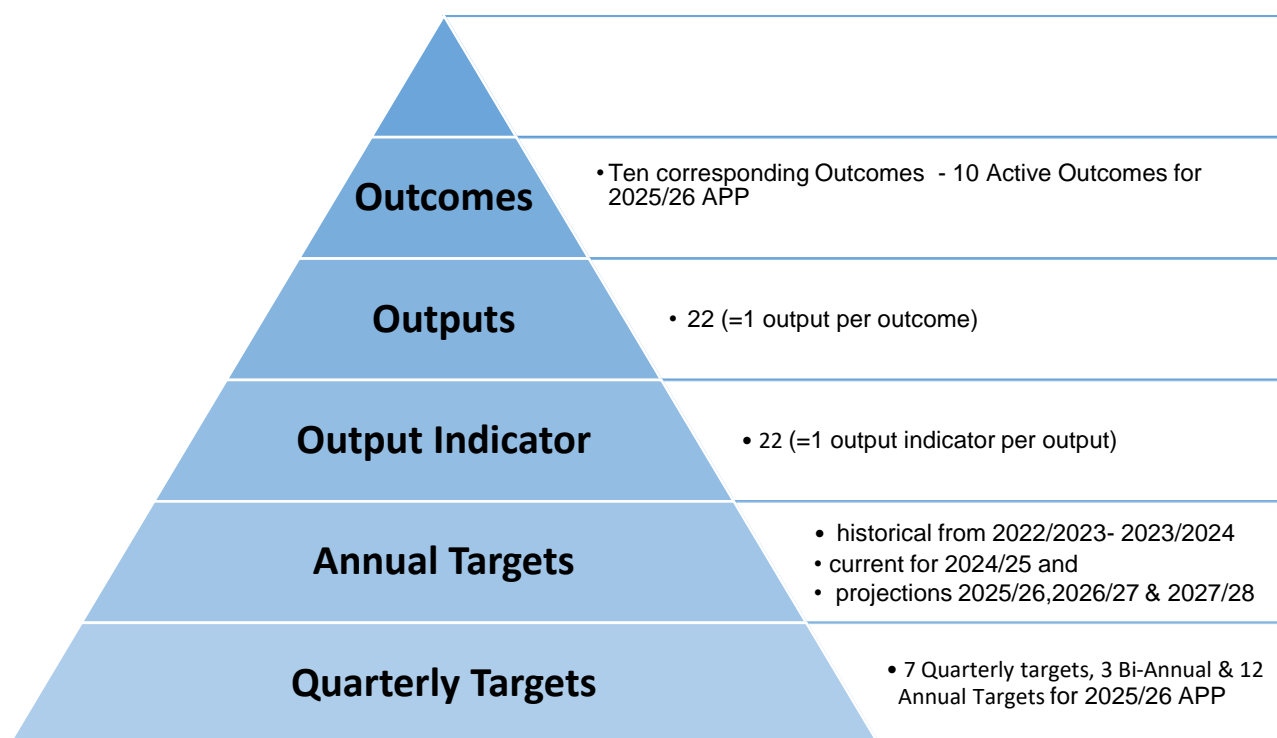


Figure 24: Diagrammatic Representation of TAG APP Planning Concepts

## Mapping of TAG Act Outcomes and Outputs

Table 6: TAG Act Outcomes and Outputs

No.	TAG Outcome (8) (TAG Act)	Outcomes (10)	Outputs (17)	Output Indicators (17)
1.	Provide a well-functioning, effective and modern, integrated and safe public transport system for all users in the Province	Ensure the Establishment of the TAG as a Fully Representative Transport Authority that has the Support and Buy-in of all the Transport Stakeholders and Role Players in Gauteng	<ul style="list-style-type: none"> <li>Assessment of planning capacity within Metros and Districts</li> <li>Knowledge transferred to Local Authorities</li> <li>Enabling Regulatory environment in place</li> <li>Stakeholder Management Strategy for TAG developed</li> </ul>	<ol style="list-style-type: none"> <li>Draft Needs assessment report for the three Metros and two Districts</li> <li>Number of knowledge transfer forums convened with local authorities</li> <li>Draft Amended TAG Act</li> <li>Stakeholder Management Strategy which includes strategic interest group</li> </ol>

No.	TAG Outcome (8) (TAG Act)	Outcomes (10)	Outputs (17)	Output Indicators (17)
2.	Integrate the development of transport infrastructure and services in the Province	To Promote a robust cooperative and productive environment with all the relevant structures of Government and Stakeholders	<ul style="list-style-type: none"> <li>• Adequate stakeholder engagement</li> <li>• Adequate political level engagements</li> <li>• Adequate technical level engagements</li> <li>• Adequate engagements with State-Owned Enterprises in the Transport Sector</li> <li>• Adequate engagements with operators in Gauteng</li> <li>• Adequate engagements with commuters in Gauteng</li> </ul>	<ul style="list-style-type: none"> <li>5. Number of stakeholder and other role-player forums</li> <li>6. Number of MEC (Member of Executive Council) meetings</li> <li>7. Number of Technical meetings with personnel of local authorities</li> <li>8. Number of meetings with senior officials of State-Owned Enterprises in the Transport Sector</li> <li>9. Number of meetings with operators in Gauteng</li> <li>10. Number of meetings with commuters in Gauteng</li> </ul>
3.	Promote value for money	Set up consultations with National and Provincial Treasury.	<ul style="list-style-type: none"> <li>• Established forum with the National and Provincial Treasuries</li> </ul>	11. Number of dialogues with National and Provincial Treasury
2.	Integrate the development of transport infrastructure and services in the Province	Develop, consult, and approve the Strategic Transport Plan as prescribed in the GTA Act	<ul style="list-style-type: none"> <li>• Strategic Transport Plan (STP)</li> </ul>	12. Published Executive Summary for the Strategic Transport Plan



No.	TAG Outcome (8) (TAG Act)	Outcomes (10)	Outputs (17)	Output Indicators (17)
2.	Integrate the development of transport infrastructure and services in the Province	Develop, consult, and approve the Integrated Implementation Plan as prescribed in the GTA ACT	<ul style="list-style-type: none"> <li>Integrated Implementation Plan</li> </ul>	13. Draft Integrated Implementation Plan
4.	Develop an integrated transport system which contributes to environmental sustainability and social cohesion and promotes economic progress in the Province	Develop an integrated transport system which contributes to environmental sustainability	<ul style="list-style-type: none"> <li>Sustainable Mobility Strategy for the Province in place</li> </ul>	14. Development of a Terms of Reference (ToR) for the Procurement of a Service Provider to Develop a Sustainable Mobility Strategy
5.	Improve access to the transport system, including public passenger transport services, by all persons, and in particular, persons with disabilities	Establish a forum with Interested and Affected Parties to ensure the transport system addresses their needs and to promote the use of the system by persons with special needs	<ul style="list-style-type: none"> <li>Forum with organisations representing the interests of people living with disabilities established</li> </ul>	15. MOU developed between TAG, NDOT and OOP
6.	Promote increased use of the public transport system	Advocacy role of informing the public of the economic, environmental, and social benefits of an integrated public transport system	<ul style="list-style-type: none"> <li>Developed regime for public transport ticket interoperability</li> <li>Developed Communication Strategy in place to promote the use of public transport</li> </ul>	16. Final Draft Integrated Fare Management (IFM) Policy 17. Number of implementation initiatives for approved Communication Strategy

No.	TAG Outcome (8) (TAG Act)	Outcomes (10)	Outputs (17)	Output Indicators (17)
			<ul style="list-style-type: none"> <li>• TAG as a Gauteng Centre of Excellence in Transport established</li> <li>• Defined insignia for public transport in Gauteng</li> </ul>	18. Number of partnerships established for knowledge sharing 19. Approved insignia for public transport in Gauteng
7.	Promote increased use of cycling and walking as means of transport	Advocacy role of informing the public of the health and environmental benefits of non-motorised transport	<ul style="list-style-type: none"> <li>• Partnership strategy with stakeholders contributing towards the attainment of an increased use in non-motorised transport (NMT)</li> </ul>	20. Draft Partnership strategy
8.	Manage the financial performance of the TAG (Not part of TAG Act)	To ensure sound project management and financial planning to the optimal benefit of all spheres of Government in Gauteng	<ul style="list-style-type: none"> <li>• Approved financial policies for quality of overall financial management</li> <li>• Risk Governance established</li> </ul>	21. Unqualified audit report 22. Approved Risk Policy and Risk Framework

**Summary of Outcomes:***Table 7: Summary of Outcomes*

Outcome 1: Ensure the Establishment of the TAG as a Fully Representative Transport Authority that has the Support and Buy-in of all the Transport Stakeholders and Role Players in Gauteng
Outcome 2: To Promote a Robust Co-operative and Productive Environment with all the Relevant Structures of Government and Stakeholders
Outcome 3: Set up consultations with National and Provincial Treasury
Outcome 4: Develop, consult, and approve the Strategic Transport Plan as prescribed in the GTA Act
Outcome 5: Develop, consult, and approve the Integrated Implementation Plan as prescribed in the GTA ACT
Outcome 6: Implement the approved Integrated Implementation Plan as prescribed in the GTA Act
Outcome 7: Establish a forum with Interested and Affected Parties to ensure the transport system addresses their needs and to promote the use of the system by persons with special needs
Outcome 8: Advocacy role of informing the public of the economic, environmental, and social benefits of an integrated public transport system
Outcome 9: Advocacy role of informing the public of the health and environmental benefits of non-motorised transport
Outcome 10: To Ensure Sound Project Management and Financial Planning to the Optimal Benefit of all Spheres of Government in Gauteng

**ANNEXURE C: CONSOLIDATED INDICATORS***Table 8: Consolidated Indicators*

<b>Institution</b>	<b>Output Indicator (11)</b>	<b>Annual Target (12)</b>	<b>Data source</b>
<b>TAG</b>			
	1.Draft Needs assessment report for the three Metros and two Districts	1	Teams
	3. Draft Amended TAG Act	Draft Amended TAG Act	Teams
	4. Stakeholder Management Strategy which includes strategic interest groups	Stakeholder Management Strategy which includes strategic interest groups	Teams
	12. Published Executive Summary for the Strategic Transport Plan	Published Executive Summary for the Strategic Transport Plan	Teams
	13.Draft Integrated Implementation Plan	Draft Integrated Implementation Plan	Teams
	14. Development of a Terms of Reference (ToR) for the Procurement of a Service Provider to Develop a Sustainable Mobility Strategy	Development of a Terms of Reference (ToR) for the Procurement of a Service Provider to Develop a Sustainable Mobility Strategy	Teams
	15. MOU developed between TAG, NDOT and OOP	MOU developed between TAG, NDOT and OOP	Teams
	16. Final Draft Integrated Fare Management Policy (IFM) Policy	Final Draft Integrated Fare Management Policy (IFM) Policy	Teams
	19 Approved insignia for public transport in Gauteng	Approved insignia for public transport in Gauteng	Teams
	20. Draft Partnership strategy	Draft Partnership strategy	Teams
	21. Unqualified audit report	Unqualified audit report	Annual Report
	22. Approved Risk Policy and Risk Framework	Approved Risk Policy and Risk Framework	Teams

