

**STRATEGIC PLAN 2025/26 TO 2027/28
APPROVED BY BOARD ON
12 DECEMBER 2024**



TRANSPORT AUTHORITY FOR GAUTENG
GAUTENG
ON THE MOVE
Growing Gauteng Together Through Smart Mobility

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 vision of a modern, integrated, efficient, and sustainable mobility for Gauteng.

The TAG's primary mandate is to enable integrated transport planning for the province. Since its inception, the entity has among its achievements, completed the update of the Provincial Land Transport Framework (PLTF), in accordance with the National Land Transport Act (Act No. 5 of 2009). The entity has also initiated the review and update of the 25-Year Integrated Transport Master Plan for Gauteng (ITMP25). Once completed, the ITMP25 will provide a blueprint for guiding future investment in transport infrastructure across all spheres in government in the province 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 intends to meet its objectives as articulated in the Transport Authority Act, while giving effect to the objectives developed by its Board and Advisors, as well as Management for this period. This plan has been developed in accordance with the National Treasury prescripts in a manner consistent with other organs of state, while maintaining the integrity of the information that is specific to the TAG.

Strategic objectives for the TAG for the upcoming 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. 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 commitment 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.



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.



PROF MFANELO NTSOBI

BOARD CHAIRPERSON: ACCOUNTING AUTHORITY
TRANSPORT AUTHORITY FOR GAUTENG

OFFICIAL SIGN OFF

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

- Was developed by the Management of the TAG under the guidance of the Board.
- Considers all the relevant policies, legislation, and other mandates for which the TAG is responsible for; and
- Accurately reflects the impact and outcomes which the TAG will endeavour to achieve over the period of 2025/2026 to 2027/2028.

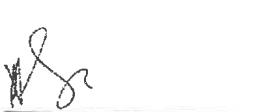
RECOMMENDED FOR APPROVAL BY:

MR PRESTON MABENA

Signature: 

TAG: INTERIM CHIEF FINANCIAL OFFICER

MR VICTOR SHANGE

Signature: 

TAG: INTERIM CHIEF OPERATING OFFICER

MR TSHEPO KGOBE

Signature: 

TAG: INTERIM CHIEF EXECUTIVE OFFICER

PROF MFANELO NTSOBI

Signature: 

INTERIM TAG: BOARD CHAIRPERSON: ACCOUNTING AUTHORITY

APPROVED BY:

MS KEDIBONE DIALE-TLABELA

Signature: 

MEC: ROADS, TRANSPORT, AND LOGISTICS

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ACRONYMS AND ABBREVIATIONS

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

ABBREVIATIONS	DEFINITIONS
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.
MTDP	Medium-Term Development Plan
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.
Relevant municipalities	All the Municipalities falling within the Province; established under Section 12 of Local Government: Municipal Structures Act, 1998

ABBREVIATIONS	DEFINITIONS
Regulation	(Act No. 117 of 1998).
RSR	A regulation made by or under section 49 of The Act.
SALGA	Railway Safety Regulator.
SANRAL	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).
SIP	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).
SLA	Social Investment Programme.
SMME	Service Level Agreement.
Spatial Planning and Land Use Management Act	Small, Medium and Micro Enterprises.
SHEQ	The Spatial Planning and Land Use Management Act, 2013 (Act No. 16 of 2013).
SONA	Safety, Health, Environmental and Quality.
SOPA	State of the Nation Address (By the President).
SPV	State of the Province Address (By the Premier).
TAG	Special Purpose Vehicle.
	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.

EXECUTIVE SUMMARY

The Transport Authority for Gauteng (TAG) is an entity of the Gauteng Department of Roads and Transport (GDRT) and responsible for consolidating all public transport planning functions within the province to enable the planning, implementation, and operation of an integrated public transport system across all spheres of Government.

This Strategic Plan articulates the TAG's strategic planning for the period of 2025/26 to 2027/28 as it was developed by the TAG Board at a Lekgotla held on 05 and 06 November 2024. The plan was subsequently submitted to the three Metropolitan municipalities, and two district municipalities for further review and comment, and was further workshopped with the Municipalities on 25 November 2024. The structure of this Strategic Plan follows the guidelines from the National Department of Planning, Monitoring and Evaluation Framework for Strategic Planning and comprises four parts addressing eighteen items as follows:

Part A provides a strategic overview, inclusive of:

1. An introduction to the TAG;
2. Background of the TAG;
3. Constitutional mandate of the TAG;
4. The legislative mandates of the TAG;
5. Policy and strategic frameworks impacting the TAG;
6. Relevant court rulings; and
7. The Materiality Framework for the TAG.

PART B outlines the strategic focus of the TAG, inclusive of:

8. The purpose vision, mission and core values of the TAG;
9. Situational analysis of the context in which the TAG operates; and
10. Organisational environment.

PART C outlines the metrics and measures of the TAG's performance inclusive of:

11. Strategic Planning in general;
12. Institutional Performance Information;
13. Key Strategic Interventions to achieve the TAG's outcomes;
14. Key risks and opportunities of the TAG; and
15. Finance and resource considerations.

Part D sets out Technical Indicator Descriptors for each Outcome.

PART A: STRATEGIC OVERVIEW

1. Introduction

To ensure seamless mobility in Gauteng, the Transport Authority for Gauteng (TAG) was established with the mandate to enable the Gauteng Provincial Government (GPG) to realise its vision for mobility in the province. The TAG is responsible for overseeing integrated transport planning within the province and driving the development of a cohesive, accessible, and efficient public transport network.

The key requirements for an integrated Transport Systems are:

- Transport planning and Land use planning and Development (Economic) planning must be coordinated. This can only be achieved if all three functions are coordinated within one single Transport Authority. International experience has shown that Transport Authorities play a key role in towards improving public transport service delivery by grouping and integrating all transport functions in one single institutional structure.
- The planning that is done by the Transport Authority will be for a functional transport area. A functional transport area is defined as an area within which there is daily commuter trips.

In order to realise its objectives and mandate the TAG will also be at the forefront of capacity building of other transport entities in Gauteng and within itself by implementing this strategy as well as to support the vision of the Gauteng Department of Roads and Transport (GDRT) by enabling the provision of a modern, integrated, efficient, and sustainable transport system in Gauteng. The successes of integrated transport in Gauteng also requires for centralised planning and collaboration within all spheres of government.

2. Background of the Transport Authority for Gauteng (TAG)

The TAG is an entity of the GDRT established in terms of the Gauteng Transport Authority Act No. 2 of 2019.

The overall objectives of the TAG are to:

- develop an integrated transport system which contributes to environmental sustainability and social cohesion and promotes economic progress in the province;

- provide a well-functioning, effective and modern, integrated, and safe public transport system for all users in the province;
- integrate the development of transport infrastructure and services in the province;
- improve access to the transport system, including public passenger transport services, by all persons and, in particular, persons with disabilities;
- promote increased use of the public transport system;
- promote increased use of cycling and walking as a means of transport; and
- promote value for money.

The Gauteng MEC for Roads, Transport, and Logistics is the Executive Authority of the TAG, and the TAG Board is the Accounting Authority, as outlined in the PFMA. The TAG Board ensures that the responsibilities of the TAG are performed, and the objectives are met. The Board is accountable for ensuring that the organisation's responsibilities are carried out effectively and that its objectives are met. The Board upholds its fiduciary duties and operates with full transparency, taking all necessary actions to fulfil its responsibilities and achieve TAG's goals.

To successfully achieve its mandate, the TAG must carry out the following key functions:

- Undertaking strategic transport and integrated planning for transport in the Gauteng Province;
- Promoting the development of an integrated and accessible public transport network in the Gauteng Province;
- Regulating public transport fares in the Gauteng Province;
- Securing the:
 - i. provision of public passenger transport services;
 - ii. provision of public transport infrastructure;
 - iii. provision of an integrated ticketing and information system for public transport;
 - iv. effective management of traffic;
 - v. effective management of transport demand;
 - vi. development and implementation of a single public transport insignia;
 - vii. collection of statistical data and information on transport;
 - viii. conduct of research on transport; and
 - ix. fostering of good relations and co-operation with and between various organs of state;
- Undertaking all actions that may arise from, are consequential to, or are necessary or expedient for the performance of its functions or are ancillary thereto; and

- With the Board's approval, undertake additional functions as determined and assigned by the Executive Authority.

3. Constitutional Mandate

Schedules 4 and 5 of the Constitution of the Republic of South Africa (1996) provide for provincial legislative competence on issues related to public transport. In terms of these Schedules, the Province has the authority to regulate public transport through the formulation and adoption of appropriate policies and promulgation 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 to 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.

4. Legislative Mandates of the TAG

There are several legislative mandates and regulatory requirements that are relevant to the day-to-day activities of the TAG. The Key legislation and or regulatory requirements that are relevant to the TAG strategic plan are:

4.1. The Gauteng Transport Authority Act, No 2 of 2019

The Gauteng Transport Authority Act (GTA Act) is the overarching and primary legislation in terms of which the TAG is established and given a mandate. Amongst others the Act:

- Provides for the establishment of the TAG as a provincial public entity;
- Empowers the TAG to:
 - Give effect to the Constitution and national transport policy and legislation within the Province;
 - Consolidate certain transport functions of organs of State in the Province;
 - Integrate transport systems in the province;
 - Foster cooperation and coordination between public transport authorities and operations in the province;

- v. Facilitate and rationalise the funding of public transport activities and initiatives in the province;
- vi. Develop an integrated Transport System which:
 - a) contributes to environmental sustainability;
 - b) Social Cohesion; and
 - c) promotes Economic Progress in Gauteng.
- vii. Provide a public transport system for all users in Gauteng that is:
 - a) well-functioning;
 - b) efficient and modern; and
 - c) integrated and safe.
- viii. Integrate the Development of Transport Infrastructure in Gauteng and Services in Gauteng;
- ix. Improve access to the transport system, including public passenger transport services, by all persons and, in particular, persons with disabilities;
- x. Promote:
 - a) increased use of the public transport system;
 - b) increased use of cycling and walking as means of transport; and
 - c) value for money.
- xi. 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;
- xii. Regulate public transport fares in the Province;
- xiii. Promote the development of an integrated and accessible public transport network in the province; and
- xiv. Secure the:
 - a) provision of public passenger transport services;
 - b) provision of public transport infrastructure;
 - c) provision of an integrated ticketing and information system for public transport;
 - d) effective management of traffic;
 - e) effective management of transport demand;
 - f) development and implementation of a single public transport insignia;
 - g) collection of statistical data and information on transport;
 - h) conduct of research on transport; and
 - i) fostering of good relations and cooperation with and between various organs of state.

- Provides for the process of developing a Strategic Transport Plan for Gauteng, the consultation thereof considers the comments and recommendations from local authorities in the Province and final approval and publication thereof;
- Provides for the role and delegation and directives by the MEC in relations to the TAG;
- Provides for the role of the Board of the TAG in relation to the governance and control over the TAG;
- Provides for the role of the CEO in the management of the TAG; and
- Provides matters of accountability and reporting by the CEO and by the Board of the TAG.

4.2. Public Finance Management Act, Act 1 of 1999 as amended

The Public Finance Management Act (PFMA) is primarily earmarked for, amongst others:

- Regulating the financial management of Provincial Government and its public entities to ensure that all revenue, expenditure, assets and liabilities of those entities are managed efficiently and effectively;
- Providing certain responsibilities on persons entrusted with the financial management of the provincial entities, which in this case is the Board, as the Accounting Authority, and the CEO and officials of the TAG; and
- Enabling regulations to be passed by the Minister of Finance on matters relating to the management of the public entities and the administration of public funds.

As a public entity, all financial management and governance of the TAG must comply with the provisions of the PFMA.

4.3. The National Land Transport Act, 2009 (Act 5 of 2009)

The National Land Transport Act (NLTA) facilitates the transformation and restructuring of South Africa's national transport system. Its objectives focus on providing affordable public transport, integrating various transport modes, enhancing cost-efficiency and service quality, and ensuring the optimal allocation and utilisation of available resources. Additionally, the NLTA aims to foster market development, deliver value to customers, and minimise the environmental impact of transport operations. These goals align closely with the functions and objectives of the TAG, reinforcing a shared vision for sustainable and efficient transport in the Province.

4.4. The Gauteng Planning and Development Act, 2003 (Act 3 of 2003)

The main objectives of the Gauteng Planning and Development Act (GPDA) include:

- To provide for a single system of development, planning and land management in the province, set out principles for planning and development in the province;
- To establish planning bodies and to provide for appeals to the Appeal Tribunal;
- To create a framework for the preparation of development plans and frameworks;
- To provide for the creation of Social Economic Zoning (SEZ) schemes;
- To create unified procedures for the development applications; and
- To provide for the repeal of legislation and transitional measures.

4.5. Other Legislative and Regulatory Requirements

4.5.1. Intergovernmental Relations Framework Act, 2005 (Act 13 of 2005)

The main objectives of the Intergovernmental Relations Framework Act (IGRFA) include:

- To establish a framework for the national government, provincial governments, and local governments;
- To promote and facilitate intergovernmental relations;
- to provide for mechanisms and procedures to facilitate the settlement of intergovernmental disputes; and
- to provide for matters connected therewith.

4.5.2. Local Government: Municipal Financial Management Act, 2003 (Act 56 of 2003)

The Municipal Financial Management Act (MFMA) provides a conducive environment that empowers the TAG to achieve its mandate by:

- Securing sound and sustainable management of the financial affairs of municipalities and other institutions in the local sphere of government;
- Establishing treasury norms for the local sphere of government; and
- Providing for matters connected therewith.

4.5.3. Local Government: Municipal Structures Act, 1998 (Act 117 of 1998)

The main objectives of the Municipal Structures Act are:

- to provide for the establishment of municipalities in accordance with the requirements relating to categories and types of municipalities;
- to establish criteria for determining the category of municipality to be established in an area;
- to define the types of municipalities that may be established within each category;
- to provide for an appropriate division of functions and powers between categories of municipality;
- to regulate the internal systems, structures, and office-bearers of municipalities;
- to provide for appropriate electoral systems; and
- to provide for matters in connection therewith.

4.5.4. Local Government Municipal Structures Amendment Act, 1999 (Act 58 of 1999).

The main objectives of the Municipal Structures Amendment Act are:

- To amend the Local Government: Municipal Structures Act, 1998, to vest the power to determine whether an area must have a single category A municipality or whether it must have municipalities of both Category C and Category B in the Municipal Demarcation Board;
- To vest the power to declare a part of the area of a Category C municipality as a district management area in the Municipal Demarcation Board;
- To remove the power of the Minister to determine guidelines for types of municipalities and to determine the term of municipal councils; and
- To provide for matters connected therewith.

4.5.5. Local Government: Municipal Systems Act, 2000 (Act 32 of 2000)

The main objectives of the Municipal Systems Act are:

- to provide for the core principles, mechanisms and processes that are necessary to enable municipalities to move progressively towards the social and economic upliftment of local communities, and ensure universal access to essential services that are affordable to all;
- to define the legal nature of a municipality as including the local community within the municipal area, working in partnership with the municipality's political and administrative structures;

- to provide for the manner in which municipal powers and functions are exercised and performed;
- to provide for community participation;
- to establish a simple and enabling framework for the core processes of planning, performance management, resource mobilisation and organisational change which underpin the notion of developmental local government;
- to provide a framework for local public administration and human resource development;
- to empower the poor and ensure that municipalities put in place service tariffs and credit control policies that take their needs into account by providing a framework for the provision of services, service delivery agreements and municipal service districts;
- to provide for credit control and debt collection;
- to establish a framework for support, monitoring, and standard setting by other spheres of government in order to progressively build local government into an efficient, frontline development agency capable of integrating the activities of all spheres of government for the overall social and economic upliftment of communities in harmony with their local natural environment;
- to provide for legal matters pertaining to local government; and
- to provide for matters incidental thereto.

4.5.6. Local Government: Municipal Systems Amendment Act, 2003, (Act 44 of 2003).

The main objectives of the Municipal Systems Amendment Act are:

- to amend the Local Government: Municipal Systems Act, 2000, so as to delete certain definitions and insert others;
- to make new provision regarding the assignment of functions or powers to municipalities;
- to provide for the submission of annual performance reports by municipalities;
- to provide for the establishment of municipal entities; and
- to provide for matters connected therewith.

4.5.7. Spatial Planning and Land Use Management Act, 2013 (Act 16 of 2013).

The main objectives of the Spatial Planning and Land Use Management Act (SPLUMA) are:

- to provide a framework for spatial planning and land use management in the Republic;
- to specify the relationship between the spatial planning and the land use management system and other kinds of planning;
- to provide for the inclusive, developmental, equitable and efficient spatial planning at the different spheres of government;

- to provide a framework for the monitoring, coordination and review of the spatial planning and land use management system;
- to provide a framework for policies, principles, norms and standards for spatial development planning and land use management;
- to address past spatial and regulatory imbalances;
- to promote greater consistency and uniformity in the application procedures and decision-making by authorities responsible for land use decisions and development applications;
- to provide for the establishment, functions, and operations of Municipal Planning Tribunals;
- to provide for the facilitation and enforcement of land use and development measures; and
- to provide for matters connected therewith.

4.5.8. Consumer Protection Act, Act 68 of 2008

The purpose of Consumer Protection Act (CPA) is, amongst others, to:

- promote a fair, accessible and sustainable marketplace for consumer products and services;
- establish national norms and standards relating to consumer protection;
- provide for improved standards of consumer information;
- prohibit certain unfair marketing and business practices; and
- promote responsible consumer behaviour.

4.5.9. Preferential Procurement Policy Framework, Act 5 of 2000

The purpose of the Preferential Procurement Policy Framework Act (PPPFA) is to give effect to Section 217(3) of the Constitution by providing a framework for the implementation of the procurement system envisaged in Section 217(1) and the procurement policy contemplated in Section 217(2) of the Constitution.

4.5.10. Protection of Personal Information Act, Act 4 of 2013

The TAG is required to comply with the provisions of the Protection of Personal Information Act (PoPI Act). The purpose of the PoPI Act is to give effect to the constitutional right to privacy, by regulating the collection, receipt, recording, collation, storage, updating or modification, retrieval, alteration, use, dissemination, degradation, erasure, and destruction of personal information.

4.5.11. Employment Equity Act, Act 55 of 1998

The purpose of the Employment Equity Act (EEA) is mainly to:

- Promote the constitutional right to equality;
- Eliminate unfair discrimination in employment;
- Ensure the implementation of employment equity;
- Redress the effects of past discrimination;
- Diversify the workforce, in line with the demographics of the country; and
- Promote economic development and efficiency in the workplace.

4.5.12. King IV Report on Corporate Governance in South Africa, 2016

The TAG has adopted King IV Report on Corporate Governance in South Africa, 2016. King IV principles promote good governance and provide a basis for good leadership, which is important for the success of the TAG in achieving its strategic objectives and meeting its stakeholder expectations.

4.5.13. Minimum Information Security Standards

The enabler for the Minimum Information Security Standards (MISS) is the Regulations of the Public Service Act, 1994 (Chapter 5: Electronic Government Regulations, Part II: Information Security, B. Minimum information security standards). The Cabinet approved MISS on 4 December 1996 and made it a national information security policy. MISS is an official government policy that documents the minimum information security measures that any public institution must put in place for sensitive or classified information to protect national security. To the extent that the TAG handles or deals with sensitive or classified information that impacts on or has the potential to impact on national security, the TAG must implement the measures contained in MISS in order to protect national security.

4.5.14. Electronic Communications and Transactions Act, Act 25 of 2002

The Electronic Communications and Transactions Act (ECT Act) provides for the facilitation and regulation of electronic communications and transactions. The TAG must note the provisions of the ECT Act, as far as they relate to electronic communications and transactions and their binding nature on the TAG. This is particularly relevant as we are in the era of the fourth industrial revolution and a virtually paperless environment.

5. Policy and Strategy Frameworks Impacting on TAG over Next Three Years

In addition to the legislative frameworks, there are various policies and frameworks that impact on the TAG. The functions and operations of the TAG need to be aligned to ensure that the objectives and proposed outcomes of the following frameworks are achieved:

- The Gauteng Provincial Government's (GPG) Growth and Development Plan (GDP);
- The Medium-Term Strategic Framework (MTSF);
- The Medium-Term Development Plan (MTDP);
- The New Growth Path (NGP);
- The National Development Plan (NDP);
- The National Transport Master Plan 2050 (NATMAP);
- Gauteng Employment, Growth and Development Strategy (GEGDS);
- 25-Year Integrated Transport Master Plan for Gauteng (ITMP25);
- 5-Year Transport Implementation Plan for Gauteng (GTIP5);
- Presidential Infrastructure Co-ordinating Commission (PICC), including the 18 identified Strategic Integrated Projects (SIP projects);
- The Public Service Corporate Governance of Information and Communication Technology (ICT) Policy Framework;
- The Gauteng Province's Global City Region (GCR) Integrated Infrastructure Master Plan (GCR IIMP 2030);
- The Public-Sector Integrity Management Framework;
- Protocol on Corporate Governance in the Public Sector, Growing Gauteng Together 2030 (GGT2030); and
- Growing Gauteng Together 2030 through Smart Mobility.

5.1. The Gauteng Provincial Government's Growth and Development Plan

The Gauteng Provincial Government's Growth and Development Plan is supported by the Growing Gauteng Together 2030 plan (GGT2030), which is a strategic anchor for Gauteng's Growth and Development Plan until 2030. In his State of the Province Address (SOPA) 2023, the Gauteng Premier highlighted the GGT2030 as a trajectory for economic growth and job creation in Gauteng. GGT2030 builds on the pillars and projects undertaken during the fifth administration, under the programme for Transformation, Modernisation and Re-industrialisation. These remain the strategic anchors of the GPG's GDP for 2030. Relevant to the TAG, the GDP's objectives include, inter alia:

- Expanding affordable and reliable integrated public transport systems to better serve residential and industrial hubs, while improving the overall residential network;
- Enhancing public transport services by optimising and integrating all modes of transport in Gauteng, including taxis, buses, Metrorail, and the Gautrain, throughout this term of office;
- Leveraging the TAG to drive real improvements in the coordination, integration, and optimisation of transport nodes across the province;
- Reviewing the funding model for Gautrain and implementing the Gautrain extension project to further enhance connectivity; and
- Rolling out an integrated fare management system and a single e-ticketing solution ("one province, one ticket") across all transport modes, simplifying access for all commuters.

Following the 2020 SOPA, the GGT2030 strategy was extended to include the following Plan of Action: (policy directive as approved by the Gauteng Executive Council):

- GGT2030 Plan of Action is guided by 'The Indulamithi scenarios' which identified three scenarios for the future of South Africa. The three future scenarios were broadly replicated and adapted to provide a window into how these alternative scenarios might fare in Gauteng;
- Use economic modelling techniques and scenario planning to design and test a set of policy pillars that supports a roadmap to key growth and development targets by 2030;
- Indulamithi's Nayi le Walk scenario, if it is actively pursued by the Central government with the right policies, and the Gauteng government direct its GGT2030 towards realising the Nayi le Walk scenario in the province, what will be the likely provincial outcomes;
- Nayi Le Walk — A Province in step with itself and the nation wherein Economic growth significantly improves with pro-poor income distribution outcomes and builds meaningful social cohesion; and
- Considering the Nayi le Walk policy choices by the central government and augment it with additional and complementary reform measures proposed by the GGT2030. The dynamic impact of the two are likely to produce the following:
 - i. The size of the economy is expected to more than double over the next 11 years, from its current size of about R 1 trillion rand in 2010 prices to a little above R 2 trillion rand in 2010 prices;

- ii. The economy is expected to add 3.1 million jobs over the next 11 years. Considering the province's population growth (2.3% average annual), the unemployment rate will be halved from the current 31% to close to 15% by 2030;
- iii. Per Capita GDP is expected to increase by 70% in real terms (from about R 68 000.00 currently to about R 115 000.00 in 2030);
- iv. The Gauteng's Nayi-le-Walk growth path is also estimated to reduce the provincial poverty rate by 40% over the next decade (from 25.3% to about 16%); and
- v. The high-income inequality in the province, measured by the Gini index, is expected to decline by 8 percentage points over the course of the next 11 years. It is expected to decline from its current value of 70% to 62% by 2030.

5.2. Gauteng Provincial Land Transport Framework

Section 35(1) and (2) of the National Land Transport Act (NLTA) prescribes that all provinces must prepare a five-year Provincial Land Transport Framework (PLTF) in accordance with requirements prescribed by the Minister, being guided by the National Land Transport Strategic Framework (NLTSF), which guides land transport planning nationwide.

The purpose of the PLTF is to provide a high-level strategic framework that guides the planning and development of the transport system in the Gauteng Province over the next five years. This framework aims to align transport planning with all relevant national and provincial policies, goals, and strategies. It deals with the relationship between land use and all modes of land transport in an integrated manner. The framework also aims to coordinate transversal planning across all sectors, as well as across the three tiers of Government and State Entities in the Province.

The Gauteng PLTF 2023-2027 was developed in terms of the NLTA, the Regulations on the Minimum Requirements for the Preparation of PLTFs, 2011 and the NLTSF 2017-2022. In addition to meeting the minimum requirements, the PLTF aims to address the unique challenges faced by Gauteng, as well as external factors influencing transportation in the province. The TAG was mandated by the GDRT to review, update, and amend the PLTF. The current finalised PLTF framework, which incorporates feedback and input from relevant stakeholders, has been approved by the National Department of Transport.

5.3. The New Growth Path

The New Growth Path (NGP) places much emphasis on the role of infrastructure development and sustainable growth in job creation. The TAG is an important entity that contributes to large infrastructure programme management with ongoing development.

5.4. The National Development Plan

The TAG will be a key player in enabling the achievement of the National Development Plan's (NDP) vision by enabling the provision of high quality, and safe public transport.

5.5. Gauteng Employment, Growth and Development Strategy

The focus of the Gauteng Employment, Growth and Development Strategy (GEGDS) is the implementation of strategic economic infrastructure. The role of the TAG in the achievement of the GEGDS is thus clear.

5.6. 25-Year Integrated Transport Master Plan for Gauteng

As a long-term, sustainable, and integrated project, the goals of the TAG successfully incorporate the 25-Year Integrated Transport Master Plan for Gauteng's (ITMP25) principles of "green" and "smart" transport and spatial planning. The TAG to reviewed ITMP25 and to develop a new 5-year implementation plan (GTIP5) for the Department as requested by the GDRT. Lessons learned during the previous six years will be applied during the review and future planning process.

5.7. Gauteng City Regions Integrated Infrastructure Master Plan 2030

As a comprehensive inter-sectoral plan, the Gauteng City Regions Integrated Infrastructure Master Plan (GCR IIMP 2030) serves to provide clear policy direction to residents and investors, ensure collaboration across Government and with the private sector, and promote sustainability through the efficient use of resources and the adoption of transformative technologies.

Realising the GCR's programme of Transformation, Modernisation and Reindustrialisation requires infrastructure interventions to:

- Develop economic potential in individual corridors;
- Ensure that growth and opportunities are equitably distributed across the GCR;

- Deliver housing and economic opportunities where most needed to realise radical spatial and economic transformation;
- Ensure infrastructure efficiency through coordinated planning, prioritisation, and timing of delivery; and
- Unlock human capital in a dynamic, innovative, competitive, and connected city region.

5.8. The National Transport Master Plan 2050

In reinforcing the vision and supporting the objectives of transport, the National Transport Master Plan (NATMAP) identifies key National Strategic Priorities for transport. The priorities have been categorised as short-term (for immediate action) and medium to long-term priorities (up to 2050). In reinforcing and supporting the strategic priorities of the NATMAP 2050 strategy the TAG will, amongst others, enable the Gautrain Management Agency (GMA) to roll-out its Gauteng Rapid Rail Integrated Network (GRRIN) Extension project which is included in the NATMAP2050.

The TAG will also establish forums for state-owned entities and stakeholders in the transport sector to ensure efficient strategic transport planning and integration within the Province.

5.9. The National Rail Policy

To revitalise rail and actualise its role as the backbone of an integrated transport system, the TAG shall align its plans with the objectives and sequencing of interventions pursuant to National Rail Policy, as well as with other DoT strategies and plans. This applies, where PRASA's urban rail network operates seamlessly across metropolitan and other local government boundaries as a provincial system but, while the political process is underway, is not yet integrated with other modes and operators under the auspices of a transport authority.

The TAG shall assist the GDRT to exercise its rail function in respect of regional rapid transit services. Looking towards 2050, provincial governments will consider opportunities to deploy regional rapid transit to increase the reach of agglomeration benefits.

6. Long-term Infrastructure and Other Plans

The TAG has completed the PLTF update which subsequently received the Minister's approval. The review of the ITMP25 is in execution phase. The planning and framework, within which the TAG operates, is set out in section 3, 4 and 5 above. The long-term infrastructure plans most applicable to the TAG are the NLTA which allows for development of an integrated transport plan,

systems and infrastructure and land transport planning and land development integration for transport.

The other policies and regulatory frameworks include the Urban Transport Act which provides for planning and provision of adequate urban transport facilities (mainly infrastructure) and facilitates the creation of urban transport boards to oversee designated metropolitan transport areas.

The Integrated transport plan provides for planning of integrated transport plans and requirements for underdeveloped areas in Gauteng inclusive of commuter rail components that are submitted to Minister of Transport for approval.

The TAG has embarked on initiatives to establish itself as a Centre of Excellence, providing knowledge and resources to the three spheres of government and the Agencies that provide Public Transport services. As such, the TAG has identified the International Association of Public Transport (UITP), a nonprofit advocacy organisation for public transport authorities and operators, policy decision-makers, scientific institutes and the public transport supply and service industry, as a partner in establishing the Centre of Excellence.

The TAG, together with some local municipalities, GMA and the GDRT are members of the UITP. The UITP is an internationally recognised organisation that has more than 1 900 members with a local presence in regional offices across the world. It has a footprint in 100 countries, globally and it is the only organisation with a worldwide network that brings together all public transport stakeholders and all sustainable transport modes. It supports the entire Public Transport sector with the objective of advancing the development of sustainable urban mobility.

7. Relevant Court Rulings

There are no court rulings that directly impact on the mandate of the TAG. However, a number of court rulings will materially affect the manner in which the TAG conducts its operations. These court cases and the impact of their rulings are summarised in Table 1 below

Table 1: Court Cases and Impact of the Rulings

ITEM NO	CASE CITATION	IMPACT OF RULING
1	RDP's Business Enterprise CC and City of Tshwane Metropolitan Municipality and Another (2023) ZAGPPHC 626	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.
3	Bakenrug Meat (Pty) Ltd v Corissa Hough (Oosthuizen) and Others (2022) ZLAC 4	The Labour Appeal Court ruled that Ms Hough's failure to declare her side business to the employer, when she joined Bakenrug Meat, resulted in a conflict of interests thus was a dismissible misconduct. 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.
4	Ncukana v AF Brands (Pty) Ltd (2022) 7 BALR 737 (CCMA)	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.
5	Mashilo v SARS (2022) JS108-18	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

		<p>duties. Both employees were reinstated effective from 1 September 2022.</p>
6	Merifon v Greater Letaba Municipality (CCT 159/21) (2022) ZACC 25	<p>The Constitutional Court emphasised the importance of the concept of legality and refused to condone deviation from prescribed municipal processes. It found that "It is therefore undoubtedly evident that no organ of state or public official may act contrary to or beyond the scope of their powers as laid down in the law." The Constitutional Court reiterated that no person is above the law and maintained that a public power must be exercised within the ambit of the law.</p>
7	Buffalo City Metropolitan Municipality vs Asia Construction (Pty) Ltd 2019 (4) SA 331 (CC)	<p>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.</p>
8	Menzies Aviation South Africa (Pty) Limited vs South African Airways and Others [2009] ZAGPJHC 65	<p>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.</p>
9	South African Revenue Services vs Commission for Conciliation, Mediation and Arbitration and Others 2017 (1) SA 549 (CC)	<p>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.</p>
10	Pikitup (SOC) Limited vs SAMWU obo	<p>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.</p>

	Members [2013] ZALAC 38	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.
11	Hillary Truter vs Carecross (Pty) Ltd C956/2013 (2015, unreportable judgement)	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.
12	Avnet South Africa (Pty) Limited vs Lesira Manufacturing (Pty) Limited and Another 2019 (4) SA 541 (GJ)	The court refused to make a settlement agreement, relating to a matter that is not the subject of litigation, an order of a court.
13	Pietersen v S [2019] ZAWCHC 93	The 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.
14	Sun International Limited vs SACCAWU obo Ramarafe and Others (2019) 40 ILJ 1873 (LC)	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. 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.
15	Mkhize vs Dube Transport (2019) 40 ILJ 929 (CCMA)	The CCMA confirmed that a particular treatment at the workplace is now recognised as a form of harassment for which a referral could be made to the: <ul style="list-style-type: none"> • CCMA, for harassment/ unfair discrimination by an employee that is still in the employer's employ; or

		<ul style="list-style-type: none"> • Labour Court, for an automatically unfair dismissal, if the employee is no longer in the employ of the employer.
16	Amabhungane Centre for Investigative Journalism NPC and Another vs Minister of Justice and Correctional Services and Others [2019] ZAGPPHC 384	<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>
17	Exxaro Coal (Pty) Ltd vs Mushi [2018] ZALCJHB 443	<p>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.</p>
18	Legal Aid SA vs Mayisela and others (2019) 40 ILJ 1526 (LAC)	<p>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.</p>
19	EOH Abantu (Pty) Ltd vs CCMA and Others [2019] ZALAC 57	<p>The court decided that competent verdicts are permissible in disciplinary matters, where the employee will not suffer any significant prejudice therefrom.</p>
20	Pharmaco Distributors Pty (Ltd) vs Weideman LAC (2017) ZALCJHB 258	<p>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</p>

		<p>basis that the clause in the employment contract was patently offensive and invasive, in addition to its 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.</p>
21	Modise vs Steve's Spar Blackheath 2000 ILJ 519 (LAC)	<p>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.</p>
22	K.A.B vs NUMSA & others [2023] 10 BLLR 1098 (FB)	<p>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 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.</p> <p>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>
23	Van Wyk and Others v Minister of Employment and Labour [2023] ZAGPJHC 1213	<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: STRATEGIC FOCUS

8. The Purpose, Vision, Mission, and Core Values of the TAG

8.1. TAG Purpose

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.

8.2. TAG Vision

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

8.3. TAG Mission

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

8.4. TAG Values

The TAG's values are:

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

9. Long-term Infrastructure and Other Plans

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

- Officially enlisted the GMA to provide support on the implementation of TAG initiatives;
- Obtained Treasury approval and has been successfully scheduled 3C public entity (PFMA);

- Review, developed and updated the Provincial Land Transport Framework (PLTF) for Gauteng Province;
- Review, prepared and updated the Twenty Five-Year Integrated Transport Master Plan (ITMP25) for Gauteng Province;
- Developed and prepared the Strategic Transport Plan for Gauteng Province as well as the Integrated Implementation Plans; and
- Mapped out the policy directives for transport interrelationship planning for the Province.

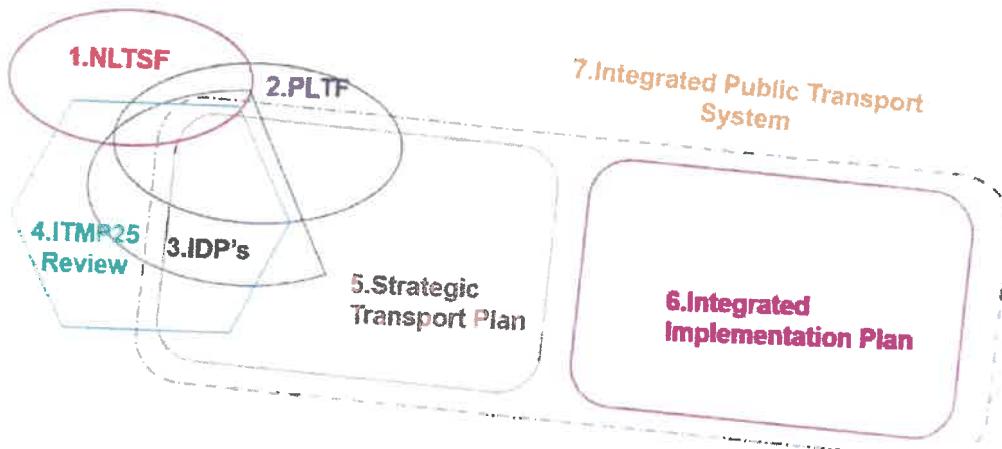


Figure 1: Draft Policy Directive Framework for Policy Directive for Interrelationship Directive

Figure 1 above indicates the regulated process for integrated transport planning in Gauteng. One of the TAG's objectives is to enable the planning, implementation and operation of an integrated transport system that promotes sustainable, long-term socio-economic growth for all in Gauteng. For this to be possible, holistic and centralised planning is important. The TAG will therefore develop and utilise existing stakeholder engagement platforms for transport to ensure collaboration and relevant stakeholders, especially local municipalities to ensure support and alignment.

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

10. Situational Analysis

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.

10.1. A National View

The transport sector is a significant contributor to the South African economy and was the 5th largest contributor to South Africa's GDP, at 9.3%, in the previous financial year. It is a significant contributor to the labour force, employing more than 1 million people. The South African national government has, as it views transport as one of the levers through which economic growth and social development can be enabled, prioritised its spending on transport infrastructure and related services in recent years,

More than 75% of South Africa's population relies on Public Transport 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 CO₂ 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 MDTF priorities:
 - A capable, ethical, and developmental state;
 - Economic transformation and job creation;
 - Education, skills, and health;
 - Consolidating the social wage through reliable and quality basic services;
 - Spatial integration, human settlements, and local government;
 - Social cohesion and safe communities; and
 - A better Africa and world.

- The National Development Plan (NDP), which proposes an integrated approach to achieve national development objectives of fighting poverty and unemployment, with due recognition to the importance of transport;
- The Green Transport Strategy, which promotes transport systems that are environmentally friendly and helps boost economic growth and create jobs. It has a distinct objective to a shift of passenger transport from private cars to public and eco-mobility transport;
- The South African Economic Reconstruction and Recovery Plan; and
- Public Transport affordability, safety and security in transport and improvement passenger rail service.

10.2. The Gauteng Premier's Perspective

In his State of the Province Address for 2024 (SOPA 2024), the Gauteng Premier, Mr Panyaza Lesufi, emphasised the need to grow the economy, create jobs, declare war on crime improve Central Business Districts within the Province and improve the quality of life for residents living in Townships, Informal Settlement and Hostels. He emphasised transport as a focus for high-growth priority sectors and infrastructure investment projects that will unlock the transformation, modernisation and re-industrialisation of the different corridors and districts of the City Region.

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

10.3. Gauteng as a Region

Gauteng is the economic powerhouse of South Africa and contributes 34% of the country's GDP and the 7th 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 which amounts to 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 below indicates the projected population growth in Gauteng.

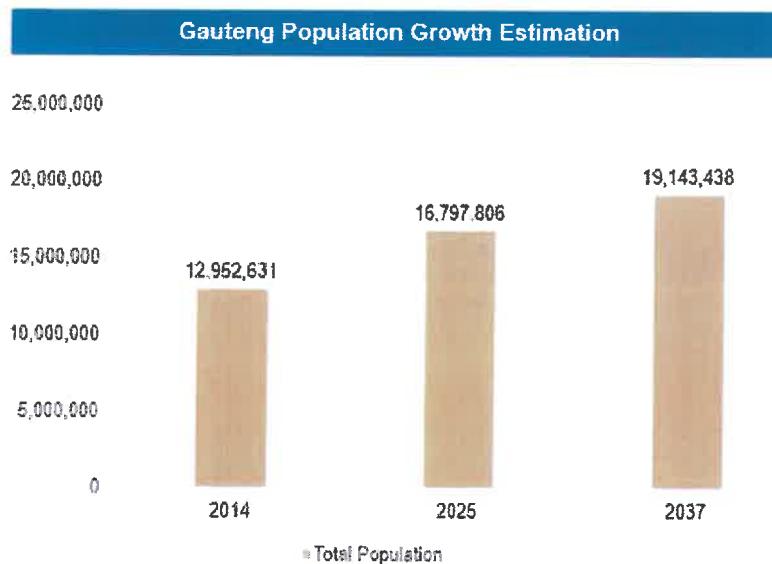


Figure 2: Gauteng's Population Growth Estimation

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. Figure 3 below indicates the projected growth in private vehicle ownership in Gauteng.

As a result of the increasing vehicle population, and decreasing usage of public transport, the current existing road network is operating close to capacity with a current average network speed of 41km/h during peak times and contra-peak directions. The predicted travel speeds are estimated to reduce to 26 km/h in 2025 with a key road journey time of one to three hours.

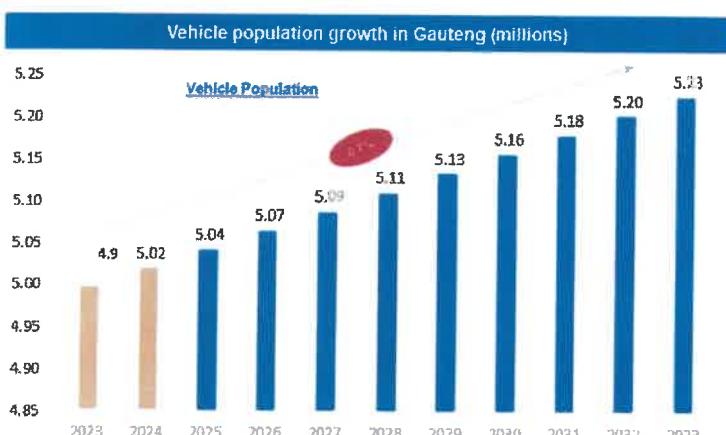


Figure 3: Vehicle population growth in Gauteng

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.**

10.4. Local Public Transport Trends in Gauteng

The TAG's strategy is aligned with the Gauteng Medium-Term Strategic Framework (GMTSF) 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.

10.5. Global Transport Trends

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 the 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 transport options that consider social and economic factors, such as inclusivity, system accessibility, affordability, and value for money..

10.6. Opportunities

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

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

- **Collaboration and Partnerships:**

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

- **Technological advancement:**

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

- **Capacity building:**

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

- **Possible revenue:**

The 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 the Authority to become the custodian of an up-to-date TDM model for the whole Province.

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

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

10.7. 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.

11. Organisational Environment

The TAG must be an organisation capable of effectively managing, coordinating, and implementing integrated transport projects across Gauteng. To achieve this, it needs a strong foundation of institutional stability, supported by robust human capital, resources, and financial capital. These elements are essential for fulfilling its mandate and driving successful project implementation.

The TAG's role is to assist other state entities in realising the integration and coordination of public transport within the region, thereby contributing to the broader vision of Smart Mobility. At the same time, it must continuously innovate to secure the buy-in and collaboration of key stakeholders, including municipalities and the public in Gauteng.

To succeed, the TAG must be a disciplined, agile organisation, open to transformation while remaining steadfast in its commitment to sustainability and good governance.

11.1. TAG's Compliance to the B-BBEE Act 23 of 2003

The TAG complies with the Broad-Based Black Economic Empowerment (B-BBEE) Act 23 of 2003 and the Preferential Procurement Regulations of 2017 ("the 2017 Regulations"). Whilst it is acknowledged that the 2017 Regulations have been nullified by the Constitutional Court, their invalidity has been suspended until February 2023.

11.2. Corporate Governance

Effective governance oversight of a public entity in the Province is vested in the Provincial Legislature, the Executive Authority, and the Board of the public entity. The TAG Board fully endorses the corporate governance principles outlined in the King IV Report on Corporate Governance. The Board provides ethical leadership and is committed to a governance framework built on integrity, accountability, fairness, and transparency. By setting the tone at the top, the

Board fosters a strong governance culture and ensures that high ethical standards and best practices are embedded throughout the organisation.

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

11.3. Executive Authority

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

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

11.4. Accounting Authority

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

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

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

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

The role, responsibilities, membership requirements, and procedural conduct for Board members are documented in detail in the TAG's Board Charter. Figure 4 below indicated the TAG's Governance Structure.

TAG GOVERNANCE STRUCTURE



Figure 4: TAG's Governance Structure

11.4.1. Board Committees

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

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

- Audit and Risk (ARC);
- Finance and Planning (FAP); and
- Human Capital, Social and Ethics Committee.

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

11.4.2. Board Advisors

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

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

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

11.4.3. Corporate Governance and Ethics Management

The governance and management of ethics has a direct impact on the achievement of the strategic objectives of organisations. Upholding ethical standards not only enhances an organisation's reputation but also fosters trust with stakeholders. A strong ethical culture boosts employee morale, which has a direct impact on employee productivity, the organisation's sustainability and performance.

11.5. Ethics management Framework

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. The TAG has adopted the Ethics Management Framework developed by The Ethics Institute to guide the management of ethics in TAG. Figure 5 below indicates the Framework for the Governance of Ethics as adopted by the TAG.



Figure 5: Framework for the Governance of Ethics

The TAG's suite of ethics codes 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.

The Board approved the following documents as part of the suite of Ethics Codes for the TAG:

- Business Code of Conduct and Ethics for the Board;
- Business Code of Conduct and Ethics for the Employees; and
- Adopted the GMA's Supplier Code of Conduct and Ethics.

11.5.1. Internal Control

The timely production of accurate financial and operational information is essential for effective decision-making. Robust internal controls provide clear direction, establish accountability, and ensure the proper segregation of duties.

The Audit and Risk Committee (ARC) has approved a Combined Assurance Framework to streamline the efforts of all assurance providers, minimising duplication and clearly defining the roles of the three lines of defence within the TAG. These three lines of defence are:

- Management (First Line of Defence):
Responsible for day-to-day risk management and control implementation.
- Risk Management and Compliance (Second Line of Defence):
Provides oversight and guidance to ensure risk management processes are effective.
- Internal Audit and the Auditor-General (Third Line of Defence):
Offers independent assurance on the effectiveness of governance, risk management, and controls.

11.5.2. Internal Audit

The TAG's approach to internal auditing is risk-based, as per its Internal Audit Charter. This entails that Internal Audit's plan is based on the risks identified by management and endorsed by the GMA Internal Audit which currently assist the TAG by providing objective and independent assurance and advisory services related to the TAG's controls, governance, and risk management processes. This approach is in line with the PFMA, Institute of Internal Auditors' Standards and the King VI Report on Corporate Governance.

The GMA Internal Audit's mandate is outlined in a Service Level Agreement (SLA) mutually agreed upon by the GMA and TAG. This agreement outlines various responsibilities, including but not limited to:

- Providing assurance services for the TAG's financial statements, and annual- and quarterly performance plans.
- Conducting reviews within the scope of the internal audit function, as requested by the TAG's management and/or Board.
- Engaging in policy formulation, stakeholder engagement, audit planning, audit execution, and audit reporting.
- Presenting Internal Audit Reports to the TAG's ARC on a quarterly basis or as required.

11.5.3. Legal and Compliance

The Legal and Compliance functions should ensure that the TAG complies with all the relevant legal and regulatory requirements and policies.

The Legal and Compliance Services Unit should further manage potentially litigious matters and litigation, with the assistance of duly appointed internal and external experts. In order to ensure that a proper framework for handling, monitoring and managing disputes and litigation as well as the legislative environment within which the TAG operates, it's advisable that appropriate prescripts i.e. policies, procedures and plans are developed, which should be aligned to the TAG's Strategy.

The envisaged prescripts will ensure good governance whilst enabling the TAG to strive to resolve claims and disputes quickly and cost-effectively, with minimum disruption to the TAG's productivity in discharging its statutory functions. Such prescripts will include:

- A Case Management and Dispute Mitigation Plan:

The Plan will provide a broad framework within which cases/disputes, involving the TAG are handled. It must further spell out the process to be followed in handling such cases/disputes, as well the key role players in that process. The Plan will be aligned to TAG'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 the TAG has to operate to ensure compliance. In addition, it will facilitate and enhance a compliance culture, whilst also mapping out a process by which the TAG achieves compliance. Various legislation and legal instruments, having an impact on and applicable to The AG will be specified in the Legal Compliance Framework.

- Legal Compliance Policy and Plan:

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

11.6. Organisational Structure and Activities

The current TAG structure is designed to support the organisational long-term to short term strategy as well as build institutional stability and financial stability for the efficient operationalisation of TAG. Figure 6 below indicates the TAG's current organisational structure.



Figure 6: The Organisational Structure of the TAG

11.6.1. Human Capital (HC)

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.

The long-term strategy of the TAG includes:

- 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; and
- Creation of enabling regulatory environment.

The short-term strategy is:

- Finalisation of the PLTF, ITMP25, and STP;

- Development of integrated planning;
- Development of revised operating model;
- Capacitation of the executive roles;
- Rescheduling of TAG;
- Development of financial processes and policies;
- Development of Transport Development framework;
- Implementation of Integrated Fare Management; and
- Development of stakeholder framework.

PART C: MEASURING PERFORMANCE OF TAG

12. Strategic Planning in General

12.1. Strategic Planning Framework

The TAG Act sets out the primary requirements for the TAG Strategic Plan, to which this document complies. Annexure 1 sets out the specific details of the TAG Act requirements and cross references the sections and pages in the Strategic Plan where those specific requirements can be found.

In addition, the National Treasury has published a "Framework for Strategic Plans and Annual Performance Plans" which includes the imperative to "align strategic and annual performance planning with emphasis on the results-based monitoring and evaluation approach." It has been prepared to give effect to existing policy and legal requirements such as the Constitution, PFMA, MFMA and the Government-wide Planning, Monitoring and Evaluation System.

The National Treasury Framework for Strategic Plans and Annual Performance Plans outlines key concepts to guide institutions when developing Strategic Plans and Annual Performance Plans (APPs). The Framework demonstrates that medium-term Strategic Plans and Annual Performance Plans can play constructive roles in clarifying the relationship between broader policies and programmes, and departmental or institutional budgets. The TAG Strategic Plan is also aligned to the National Treasury Framework.

12.2. Description of the Strategic Planning Process

In November 2024, the TAG embarked on the process of developing its Strategic Framework for the period 2025/26 to 2027/28 (three years in accordance with the TAG Act) considering the successes and challenges experienced in the delivery of its planned performance targets for 2024/25 and shifts in the environment that have impacted on its planning and delivery framework.

The process culminated in the development of the APPs for 2025/26. The Board has focused its strategic planning on establishing a long-term vision. Management has taken this into account in analysing the current Outcomes and Outputs.

It is noted that the review of the Strategic Plan has not significantly altered the strategic intent or focus of the TAG; rather, it has refocused and reprioritised the focus to realise the long-term vision of the TAG Board and MEC.

The strategic planning process has unfolded as follows:

- 22 to 23 October 2024 – Management Preparation for Board Lekgotla;
- 05 to 06 November 2024 – Strategic Planning Board Lekgotla Workshop;
- 18 to 22 November 2024 – Comments period for the respective local authorities
- 25 November 2024 – Workshopping the Draft Strategic plan with the respective local authorities; and
- 30 November 2024 – Submission of revised Strategic Plan to the MEC.

Should any changes be required, the Strategic Plan can be amended prior to formal tabling at the Provincial Legislature through the office of the MEC prior to the end of the Financial Year.

This Strategic Plan has been revised with consideration of the proposed results-based approach adopted by National and Provincial Governments in 2019. The outcomes focus does not require a complete rewrite of the Strategic Plan of the TAG, but rather a realignment of the Impact, Outcomes, Outcome Indicators and Risks already present in the Strategic Plan and the 2024/25 APP.

The process has required that the Impact and Outcomes and Outcome Indicators be examined to ensure that they are results based. In some cases, this has meant that the data has been rewritten, but not to the extent that it constitutes a new strategic direction.

Extensive focus was also placed on the consistency, integrity and accuracy of data provided and the quality of Outcomes and targets put forward by the TAG Business Units through the process.

12.3. Definitions of Results-Based Planning Concepts

Table 2 below indicates the definitions of results-based planning concepts adopted by the TAG.

Table 2: Definitions of Results-Based Planning Concepts

Planning Concept		Definition	TAG Usage
1.	Impact	Impacts are changes in conditions. They are the result of achieving specific outcomes.	There is one Impact Statement for the TAG.
2.	Outcomes	Outcomes, as described in this strategy, are “what we wish to achieve” – institutional and behavioural changes desired.	There are ten Outcomes in the TAG APP.
3.	Outcome Indicator	Inclusive of a unit of measure, an Outcome Indicator indicates a predetermined signal of the results achieved.	The TAG Strategic Plan has twenty-three Outcome Indicators – each relating to an Outcome.
4.	Outputs	Outputs, as described in the APP, are “what we produce or deliver” – the building blocks of Outcomes.	There are 22 Outputs that directly correspond to the Outcomes in the APP.
5.	Output Indicators	Output Indicators are more detailed than Outcomes. They are quantifiable measurements that reflect the critical success factors of an organisation. Output Indicators can set measures for quantity, quality or time, or any other measurement.	There are 22 Output Indicators grouped under the 22 Outputs.

13. Institutional Performance Information

13.1. TAG'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.”

13.2. TAG Outcomes

Towards the attainment of the TAG's mission outlined above in section 8, and the Impact Statement that was reaffirmed by the TAG Board, the Outcomes are aligned to the Outcome Indicators, and the problems are addressed.

The intended performance with respect to the Outcomes is set out below.

Outcome 1

Provide multi-functioning, effective and modern, integrated and safe public transport system for all users in the Province	
Relevant MTSF Priorities:	<ul style="list-style-type: none"> • A capable, ethical and developmental state; • Economic transformation and job creation; • Spatial integration, human settlements and local government; and • Consolidating the social wage through reliable and quality basic services.
Outcome:	<ul style="list-style-type: none"> • 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 Indicator:	<ul style="list-style-type: none"> • Planning capacity within Metros and Districts assessed
Three-year baseline:	<ul style="list-style-type: none"> • Needs assessment report for the three Metro and two Districts
Three-year target:	<ul style="list-style-type: none"> • Needs assessments in total conducted at the Metros and Districts per annum

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

The stakeholder management goals consider the need to manage the TAG as 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

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

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

Develop an integrated transport system which contributes to environmental sustainability and social cohesion and promote economic growth in the Province	
Relevant MTSF Priorities:	<ul style="list-style-type: none">• A capable, ethical, and developmental state.
Outcome:	<ul style="list-style-type: none">• Develop an integrated transport system which contributes to environmental sustainability
Outcome Indicator:	<ul style="list-style-type: none">• Sustainable Mobility Strategy for the Province
Three-year baseline:	<ul style="list-style-type: none">• Not applicable
Three-year target:	<ul style="list-style-type: none">• Approved Sustainable Mobility Strategy & Implementation and Monitoring thereof per annum

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

Improve access to the transport system, including public passenger transport services, by all persons and in particular, persons with disabilities.	
Relevant MTSF Priorities:	<ul style="list-style-type: none">• A capable, ethical, and developmental state.
Outcome:	<ul style="list-style-type: none">• 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 Indicator:	<ul style="list-style-type: none">• Forum established with organisations representing the interests of people living with disabilities.
Three-year baseline:	<ul style="list-style-type: none">• Not applicable
Three-year target:	<ul style="list-style-type: none">• 2 Stakeholder engagements with organisations representing the interests of people living with disabilities per annum

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

Promote improved use of the public transport system	
Relevant MTSF Priorities:	<ul style="list-style-type: none"> • Economic transformation and job creation; and • Education, skills and health.
Outcome:	<ul style="list-style-type: none"> • Advocacy role of informing the public of the economic, environmental, and social benefits of an integrated public transport system.
Outcome Indicator:	<ul style="list-style-type: none"> • TAG established as a Gauteng Centre of Excellence in Transport
Three-year baseline:	<ul style="list-style-type: none"> • Not applicable
Three-year target:	<ul style="list-style-type: none"> • 2 Partnership MOUs/SLAs per annum

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

Promoting increased use of cycling and walking as means of transport	
Relevant MTSF Priorities:	<ul style="list-style-type: none">• Economic transformation and job creation; and• Education, skills and health.
Outcome:	<ul style="list-style-type: none">• Advocacy role of informing the public of the health and environmental benefits of non-motorised transport
Outcome Indicator:	<ul style="list-style-type: none">• Partnership strategy developed with stakeholders contributing towards the attainment of an increased use in non-motorised transport (NMT)
Three-year baseline:	<ul style="list-style-type: none">• Not applicable
Three-year target:	<ul style="list-style-type: none">• 1 signed MOU per annum

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

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

14. Key Strategic Interventions to Achieve TAG Outcomes

14.1. Alignment of Strategic Planning and Performance Measures

The Strategic Plan reflects the continuing improvement in the alignment and integration of the business of the TAG with its mandate, vision, mission and values.

It is anticipated that within the period of this Strategic Plan, the TAG value offerings, human capital, organisational culture as well as processes and systems will place the organisation in a position to perform fully on its mandate, thus supporting its continued relevance and sustainability.

Table 3 reflects, as an example, what the high-level scorecard of the TAG for 2025/26 looks like in the Annual Performance Plan (APP). It clearly aligns the Outcomes of this Strategic Plan to strategic Outputs and Output Indicators. It is an example only and the table only reflects Strategic Output 1. The APP contains the details of the Output Indicators.

Table 3: TAG High-Level Score Card Example

Outcome	Outputs	Output Indicators
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	1. Assessment of planning capacity within Metros and Districts.	1. Needs assessment report for the three Metro and two Districts

14.2. The Strategic Direction of the TAG

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

In line with the above, the 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.

14.3. 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.

Figure 7 below provides a summary of the TAG's implementation plan while its Strategic enablers are indicated in Figure 8.

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

Develop PT regulatory framework		
Specialised security and monitoring function		
Development of TAG integrated planning		

Figure 7: TAG Implementation Plan

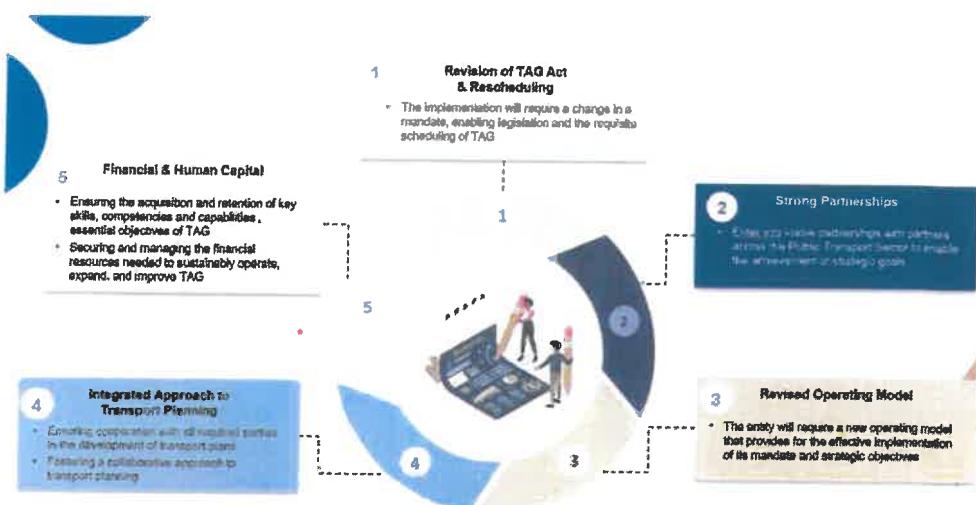


Figure 8: TAG Strategic Enablers

14.4. Strategic Considerations Identified by the TAG

At the November 2024 Board Planning Lekgotla the TAG Board and Management focused on operationalising the TAG for the future, specifically focusing on integrated public transport planning for Gauteng, operationalisation of the TAG, identification of key stakeholders and partners for the TAG, promotion of sustainable transport and creation of enabling regulatory environment.

14.5. Actions Required by the TAG

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

- 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;

15. Key Risks and Opportunities of the TAG

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, 17 outputs (strategic objectives) and 17 output indicators (KPIs); and
- To optimise opportunities for success in delivering against the TAG mandate.

15.1. Strategic Risks of the TAG

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

Table 4: Strategic Risks of the TAG

Risk	Mitigation
1. Lack of buy-in from key stakeholders	Holistic stakeholder management approach including situational communication and dynamic stakeholder prioritisation.
2. Unreliable energy supply	Leveraging rail real estate for alternative energy generation.

Risk	Mitigation
3. Insufficient funding availability	Explore innovative funding solutions. Budget to be tabled in March 2025 - R54m.
4. Lack of appropriate skills base	<ul style="list-style-type: none"> • Procure relevant skills with tangible skills transfer (Short-term) • Skills development training (Medium-Term) • Sustain through expansions, Extensions, and Industrialisation (Long-term)
5. Limited intermodal connectivity	Establish intermodal connectivity modes and integrated fare management to enable seamless intermodal transfers
6. Risks related to Devolution viz operations, assurance function and the requisite skills required to manage this	<ul style="list-style-type: none"> • Position paper on Devolution • TAG to liaise with the Department of Transport, Transnet and SALGA • Devolution of rail functions should be based on the competence and institutional capacity of the entity concerned • 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. • 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
7. Gauteng's transport regulatory policy is underdeveloped	<ul style="list-style-type: none"> • Clear, enforceable regulations that incorporate e-hailing into the formal transport framework is required • A streamlined licensing process with digital solutions and additional resources to clear the backlog efficiently will need to be implemented

Risk	Mitigation
8. Prevalence of fraud and corruption in the transport industry inhibit effective policy implementation	<ul style="list-style-type: none"> Policies to prevent future delays will need to be developed and implemented
9. Delays in key projects for TAG (ITMP25 and Strategic Transport Plan)	<ul style="list-style-type: none"> There is a need for professionalisation and governance improvement to ensure accountability and transparency.
10. Lack of filling of critical vacancies to operationalise TAG	<ul style="list-style-type: none"> Close management of the TAG key projects to ensure compliance to the key dates and milestones. TAG is currently a fully functional entity utilising GMA resources. Board meeting was held on 6 November 2024 to approve TAG resourcing requirements. The process of grading and advertising of approved positions will commence.

15.2. Strategic Opportunities of the TAG

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.

16. Finance and Resource Considerations

16.1. Introduction

The TAG is a government entity and is reliant on government funding through transfers from the Provincial Revenue Fund (MTEF) to fulfil its obligations.

16.2. Financial Sustainability

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.

16.3. Overview of 2025/26 Budget and MTEF Estimates

16.3.1. Budget Estimates

Table 5 below indicated the summary of the TAG budget estimate process for the next three financial years as well as the timeline to final budget while Table 6 indicates the Three-year MTEF budget allocations for the TAG.

Table 5: Timeline to Final Budget

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

Table 6: Three-Year MTEF Budget Allocations

Description	2024/25 Budget	2025/26 MTEF	2026/27 MTEF	2027/28 MTEF
Capital Expenditure				
Review ITMP25	10,776	3,519	0	0
Strategic Transport Plan and Integrated Implementation Plan	3,140	3,880	0	0
Technical Consultants	12,530	11,601	10,200	10,200
Sub Total	26,446	19,000	10,200	10,200
Operating Expenditure				
Sub Total	19,671	35,915	44,715	44,715
GRAND TOTAL	46,117	54,915	54,915	54,915

PART D: TECHNICAL INDICATOR DESCRIPTION

Inclusive of a unit of measure, an Outcome Indicator indicates a pre-determined signal of the results achieved. Below are the eight Technical Indicator Descriptions (TID) for each Outcome Indicator.

17. Technical Indicator Descriptor (TID) for Outcome Indicator 1

Provide well-functioning, effective and modern, integrated and safe public transport system for all users in the Province

Relating to the Outcome above, Outcome Indicator 1 is: *"Provide well-functioning, effective and modern, integrated and safe public transport system for all users in the Province"*

The relevant TID is:

Indicator Title	<ul style="list-style-type: none"> Planning capacity within Metros and Districts assessed
Definition	<ul style="list-style-type: none"> The meaning of the indicator is to assess the planning capacity within the 3 Metros and 2 Districts in Gauteng by conducting needs assessments
Source of Data	<ul style="list-style-type: none"> Electronic pack - Teams
Method of Calculation / Assessment	<ul style="list-style-type: none"> Simple count of needs assessments conducted.
Method of Verification	<ul style="list-style-type: none"> Needs assessment report on Metro/Districts.
Assumptions	<ul style="list-style-type: none"> The assumption is that there will be adequate engagement and buy-in from the Metros and Districts in order to conduct the needs assessments
Disaggregation or Reallocating persons (if applicable)	<ul style="list-style-type: none"> Not applicable
Spatial Transformation (if applicable)	<ul style="list-style-type: none"> Not applicable
Reporting Cycle	<ul style="list-style-type: none"> Quarterly and Annually
Desired Performance	<ul style="list-style-type: none"> 2 needs assessment reports.
Indicator Responsibility	<ul style="list-style-type: none"> Project Manager: TAG is responsible for reporting on the indicator

18. Technical Indicator Descriptor for Outcome Indicator 2

Integrate the development of transport infrastructure and services in the Province

Relating to the Outcome above, Outcome Indicator 2 is: *"Integrate the development of transport infrastructure and services in the Province"*

The relevant TID is:

Indicator Title	
Definition	<ul style="list-style-type: none">• Stakeholder engagements at various levels• The indicator relates to stakeholder engagements at various levels notably Technical level engagements; State-Owned Enterprises in the Transport Sector; Operators in Gauteng and Commuters in Gauteng as well as other role players.
Source of Data	<ul style="list-style-type: none">• Electronic pack - Teams.
Method of Collection / Assessment	<ul style="list-style-type: none">• Simple count of the number of stakeholder forums/engagements
Means of Verification	<ul style="list-style-type: none">• Records of stakeholder meetings with attendance registers and/or agendas.
Assumptions	<ul style="list-style-type: none">• Stakeholder availability and buy-in
Disaggregation of Monitoring (Outcome approach)	<ul style="list-style-type: none">• Not applicable
Strategic Transformation (Outcomes approach)	<ul style="list-style-type: none">• Not Applicable
Reporting Cycle	<ul style="list-style-type: none">• Quarterly and Annually
Desired Performance	<ul style="list-style-type: none">• 11 Stakeholder forums
Indicator Responsibility	<ul style="list-style-type: none">• Project Manager: TAG is responsible for reporting on the indicator

19. Technical Indicator Descriptor for Outcome Indicator 3

Promote value for money

Relating to the Outcome above, Outcome Indicator 3 is: "Promote value for money"

The relevant TID is:

Indicator Title	<ul style="list-style-type: none">Established forum with National and Provincial Treasuries, as well as Municipal Financial Sections
Definition	<ul style="list-style-type: none">Establishing a forum with the National and Provincial Treasuries to engage in dialogues.
Source of Data	<ul style="list-style-type: none">Electronic pack - Teams.
Method of Calculation	<ul style="list-style-type: none">Simple count of the number of dialogues held.
Assumptions	<ul style="list-style-type: none">Records of meetings with National/Provincial Treasury with attendance registers and/or agendas
Disaggregation of Sensitivity (where applicable)	<ul style="list-style-type: none">Stakeholder availability and buy-inNot applicable
Specific Transformation Actions applicable	<ul style="list-style-type: none">Not applicable
Reporting Cycle	<ul style="list-style-type: none">Quarterly and Annually
Desired Performance	<ul style="list-style-type: none">1 dialogue held with National and Provincial Treasury.
Indicator Responsibility	<ul style="list-style-type: none">Project Manager: TAG is responsible for reporting on the indicator

20. Technical Indicator Descriptor for Outcome Indicator 4

Develop an integrated transport system which contributes to environmental sustainability and social cohesion and promotes economic progress in the Province

Relating to the Outcome above, Outcome Indicator 4 is: *“Develop an integrated transport system which contributes to environmental sustainability and social cohesion and promotes economic progress in the Province”*

The relevant TID is:

Indicator Title	<ul style="list-style-type: none">Sustainable Mobility Strategy for the Province
Definition	<ul style="list-style-type: none">Approved Sustainable Mobility Strategy in place
Source of Data	<ul style="list-style-type: none">Electronic pack - Teams.
Method of Certification / Assessment	<ul style="list-style-type: none">Manual inspection of Sustainable Mobility Strategy with approval process complete.
Means of Verification	<ul style="list-style-type: none">Approved Sustainable Mobility Strategy.
Assumptions	<ul style="list-style-type: none">Adequate engagements that will enable the development of the strategy and approval process
Characteristics of Beneficiaries (where applicable)	<ul style="list-style-type: none">Not applicable
Initial Transformation (where applicable)	<ul style="list-style-type: none">Not applicable
Reporting Cycle	<ul style="list-style-type: none">Annually
Desired Performance	<ul style="list-style-type: none">Approved Sustainable Mobility Strategy.
Indicator Responsibility	<ul style="list-style-type: none">Project Manager: TAG is responsible for reporting on the indicator

21. Technical Indicator Descriptor for Outcome Indicator 5

Improve access to the transport system, including public passenger transport services, by all persons and in particular, persons with disabilities .

Relating to the Outcome above, Outcome Indicator 5 is: "*Improve access to the transport system, including public passenger transport services, by all persons and in particular, persons with disabilities*"

The relevant TID is:

Indicator Title	<ul style="list-style-type: none">Forum established with organisations representing the interests of people living with disabilities.
Definition	<ul style="list-style-type: none">Forum with disabled associations established whereby an inaugural meeting is held.
Source of Data	<ul style="list-style-type: none">Electronic pack - Teams.
Method of Collection / Assessment	<ul style="list-style-type: none">Manual verification of meeting held.
Means of Verification	<ul style="list-style-type: none">Records of forum meetings with attendance registers and/or agendas.
Assumptions	<ul style="list-style-type: none">Stakeholder availability and buy-in
Disaggregation of Performance (where applicable)	<ul style="list-style-type: none">Not applicable
Statistical Transformation (where applicable)	<ul style="list-style-type: none">Not applicable
Reporting Cycle	<ul style="list-style-type: none">Annually
General Performance	<ul style="list-style-type: none">Inaugural meeting held with a disabled association.
Indicator Responsibility	<ul style="list-style-type: none">Project Manager: TAG is responsible for reporting on the indicator

22. Technical Indicator Descriptor for Outcome Indicator 6

Promote increased use of the public transport system.

Relating to the Outcome above, Outcome Indicator 6 is: "Promote increased use of the public transport system"

The relevant TID is:

Indicator Title	<ul style="list-style-type: none">TAG established as a Gauteng Centre of Excellence in Transport
Definition	<ul style="list-style-type: none">Partnerships established for knowledge sharing cementing TAG as a Centre of Excellence
Source of Data	<ul style="list-style-type: none">Electronic pack - Teams.
Method of Calculation	<ul style="list-style-type: none">Simple count of Partnership MOUs (Memorandum of Understanding)/SLAs (Service Level Agreement).
Assessment	<ul style="list-style-type: none">Partnership MOUs/SLAs.
Means of Verification	<ul style="list-style-type: none">Stakeholder availability and buy-in
Change/evolution of Benchmarking pattern application	<ul style="list-style-type: none">Not applicable
Strategic Transformation factors considered	<ul style="list-style-type: none">Not applicable
Reporting Cycle	<ul style="list-style-type: none">Quarterly and Annually
External Performance	<ul style="list-style-type: none">Partnerships have been established for knowledge sharing contributing to TAG as a Centre of Excellence in Transport.
Indicator Responsibility	<ul style="list-style-type: none">Project Manager: TAG is responsible for reporting on the indicator

23. Technical Indicator Descriptor for Outcome Indicator 7

Promote increased use of cycling and walking as means of transport.

Relating to the Outcome above, Outcome Indicator 7 is: *"Promote increased use of cycling and walking as means of transport"*

The relevant TID is:

Indicator Title	<ul style="list-style-type: none">Partnership strategy developed with stakeholders contributing towards the attainment of an increase use in non-motorised transport (NMT).
Definition	<ul style="list-style-type: none">Approved Partnership Strategy related to NMT (Non-motorised transport).
Source of Data	<ul style="list-style-type: none">Electronic pack - Teams.
Method of Calibration / Assessment	<ul style="list-style-type: none">Manual verification of Approved Partnership Strategy.
Means of Verification	<ul style="list-style-type: none">Approved Partnership Strategy
Assumptions	<ul style="list-style-type: none">Stakeholder availability and buy-in
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none">Not applicable
Strategic Transformation (where applicable)	<ul style="list-style-type: none">Not applicable.
Reporting Cycle	<ul style="list-style-type: none">Annually
Desired Performance	<ul style="list-style-type: none">Approved Partnership Strategy.
Indicator Responsibility	<ul style="list-style-type: none">Project Manager: TAG is responsible for reporting on the indicator

24. Technical Indicator Descriptor for Outcome Indicator 8

Ensure Sound Project Management and Financial Planning to the Optimal Benefit of all Spheres of Government in Gauteng.

Relating to the Outcome above, Outcome Indicator 8 is: *"Ensure Sound Project Management and Financial Planning to the Optimal Benefit of all Spheres of Government in Gauteng"*

The relevant TID is:

Indicator Title	<ul style="list-style-type: none">Report from the Auditor-General of South Africa
Definition	<ul style="list-style-type: none">An annual report from the AGSA on TAG's financial and project performance
Source of Data	<ul style="list-style-type: none">TAG's Annual Financial Statements and Annual Performance PlanAdherence to National Treasury and Supply Chain Management Regulations
Method of Calculation / Assessment	<ul style="list-style-type: none">AGSA's parameters
Means of Verification	<ul style="list-style-type: none">TAG's Annual Financial Statements and Annual Performance PlanSupply Chain Management documents / contacts
Assumptions	<ul style="list-style-type: none">TAG's financial resources are safeguarded
Disapplication of Indicators (where applicable)	<ul style="list-style-type: none">Not applicable
Social Transformation factors (applicable)	<ul style="list-style-type: none">Not applicable
Reporting Cycle	<ul style="list-style-type: none">Annually
Desired Performance	<ul style="list-style-type: none">Unqualified audit with no material findings (clean audit)
Indicator Responsibility	<ul style="list-style-type: none">CFO is responsible for reporting on the indicator

ANNEXURE 1:

Table of Compliance of Strategic Plan to TAG Act: Alignment between the Transport Authority for Gauteng (TAG) Act, Act 5 of 2006 and the Strategic Plan

Section 34(2) of the TAG Act states:

"The strategic plan must comply with any requirements prescribed under the PFMA and must include – ..."

Table 7 below indicates the requirements of the Act and a reference to the relevant section in the Strategic Plan where these matters are addressed.

Table 7: References to the TAG Act Requirements

Transport Authority for Gauteng Act, No 2 of 2019	Reference to Strategic Plan	Short Description of the Section
(a) The objectives and outcomes of the Entity in terms of this Act;	Section 3 Section 5 Annexure 2	Section 4 describes the objects of the ACT The Outcomes of the TAG are described in detail in Section 13 .
(b) The policies, strategies and measures that will be used to achieve the objectives and desired outcomes of the Agency;	Section 8 Section 12	In Section 13 , each of the eight Outcomes is described in detail, including policies and strategies to achieve the eight Outcomes. Section 13.1 explains the link of Outcomes to Output Indicators in the APP in detail that includes quarterly targets. Section 11 on the Organisational Environment describes the detailed policies and plans that will be implemented.
(c) targets, performance measures and indicators for monitoring and evaluating the TAG's performance in delivering the desired outcomes and objectives;	Section 17	Indicators and measures for the 22 objectives are outlined in the APP, which is attached to the Strategic Plan. An explanation of how the strategic outcomes and goals of the plan cascade into strategic objectives, Output Indicators and annual and quarterly targets is provided. The APP also contains the means to verify delivery of each target through the presentation of evidence.

Transport Authority for Gauteng Act, No 2 of 2019	Reference to Strategic Plan	Short Description of the Section
(d) a financial plan that describes the financial objectives and targets of the Authority;	Section 16	Section 16.2 the financial sustainability of the organisation is outlined, as well as expenditure related to outcome-orientated goals.
(e) The overall financial strategies for the Authority and a forecast of its revenue and expenditure, including capital expenditure;	Section 16	Budget estimates in terms of expenditure and revenue are detailed until 2028. Section 16.3 .
(f) Financial performance indicators and a financial monitoring, evaluation and audit strategy;	Section 16.3	An Audit Charter and Internal Audit Plan are contained in Section 11.3
(g) A risk management plan is included	Section 15	A risk management process and plan are included. Strategic risks with mitigation plans have been included in Section 15.1 .
(h) Strategies for socio-economic development and B-BBEE;	Section 11.1	Detailed descriptions of the linkages as well as the requirements for B-BBEE are described
(i) Human resources plan; and	Section 11.4.1	The Human resources plan for achieving high-performance, as well as deliverables are highlighted
(j) A plan for enhancing the integration <i>public</i> transport, including public road and rail transport and private transport, within the framework of the Province's Provincial Land	Section 4	The legislation, policies and frameworks that provide transport environment and impact on the TAG

ANNEXURE 2:

Mapping of TAG Act Requirements, Outcomes and Outputs

Table 8: TAG Act Requirements, 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	<ul style="list-style-type: none"> Assessment of planning capacity within Metros and Districts Knowledge transferred to Local Authorities Enabling Regulatory environment in place Stakeholder Management Strategy for TAG developed 	<ol style="list-style-type: none"> Number of needs assessments conducted at the three Metros and the two Districts Number of knowledge transfer forums convened with local authorities Draft Amended TAG Act Stakeholder Management Strategy which includes strategic interest group

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 Co-operative and Productive Environment with all the Relevant Structures of Government and Stakeholders	<ul style="list-style-type: none"> Adequate stakeholder engagement Adequate political level engagements Adequate technical level engagements Adequate engagements with State-Owned Enterprises in the Transport Sector Adequate engagements with operators in Gauteng Adequate engagements with commuters in Gauteng 	5. Number of stakeholder and other role-player forums 6. Number of MEC (Member of Executive Council) / MMC (Member of Mayoral Committee) meetings 7. Number of Technical meetings with personnel of local authorities (HoD and Municipal Department Heads) 8. Number of meetings with senior officials of State-Owned Enterprises in the Transport Sector 9. Number of meetings with operators in Gauteng 10. Number of meetings with commuters in Gauteng
3.	Promote value for money	Set up consultations with National and Provincial Treasury.	<ul style="list-style-type: none"> Established forum with the National and Provincial Treasuries 	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"> Strategic Transport Plan (STP) 	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"> • Integrated Implementation Plan 	13. Approved 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 public transport system that contributes to environmental sustainability	<ul style="list-style-type: none"> • Sustainable Mobility Strategy for the Province in place 	14. Approved 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"> • Forum with organisations representing the interests of people living with disabilities established 	15. Inaugural meeting held with the forum
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"> • Developed regime for public transport ticket interoperability • Developed Communication Strategy in place to promote the use of public transport 	16. Approved Integrated Fare Management (IFM) Policy 17. Number of implementation initiatives for approved Communication Strategy 18. Approved Partnership strategy

No.	TAG Outcome (8) (TAG Act)	Outcomes (10)	Outputs (17)	Output Indicators (17)
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"> • TAG as a Gauteng Centre of Excellence in Transport established • Defined Gauteng on the Move insignia • Partnership strategy with stakeholders contributing towards the attainment of an increased use in non-motorised transport (INMT) 	19. Approved Single Insignia for all public transport modes 20. Approved 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"> • Approved financial policies for quality of overall financial management • Risk Governance established 	21. Unqualified audit report 22. Approved Risk Policy and Risk Framework