



# STRATEGIC PLAN 2026/27 TO 2028/29

Approved by Board on 30 September 2025

## FOREWORD BY THE EXECUTIVE AUTHORITY

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

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

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

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

Strategic objectives for the TAG for this period include finalisation of the full operation of the Authority, thus the implementation of its mandate, and the establishment of robust stakeholder management as well as communication frameworks and plans to ensure that TAG can achieve its objectives through building strong partnerships with all spheres of Government and other stakeholders.



The TAG will continue to work with the Gauteng Department of Roads and Transport (GDRT) to realise the mandate and vision of transport in our province as well as contributing to the aims of economic development in Gauteng. It is essential that this 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. I look forward to the Authority's achievement of these outcomes.

**MS KEDIBONE DIALE-TLABELA**

EXECUTIVE AUTHORITY

GAUTENG MEC: ROADS, TRANSPORT, AND LOGISTICS



## ACCOUNTING AUTHORITY STATEMENT

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

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

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

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

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

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



This 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.

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**PROF MFANELO NTSOBI**

BOARD CHAIRPERSON: ACCOUNTING AUTHORITY

GAUTENG TRANSPORT AUTHORITY

## OFFICIAL SIGN OFF

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

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

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### APPROVED BY:

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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 Gauteng Transport Authority 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.
GDRT	Gauteng Department of Roads and Transport.
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).
GRRIN	Gauteng Rapid Rail Integrated Network Extensions
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 for 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
	(Act No. 117 of 1998).
Regulation	A regulation made by or under section 49 of The Act.
RSR	Railway Safety Regulator.
SALGA	The organised local government association in the Province Contemplated in section 163 of the Constitution and established in terms of the Organised Local Government Act, 1997 (Act No. 52 of 1997).
SANRAL	The South African National Roads Agency Limited established by or under section 2 of the South African National Roads Agency Limited and National Roads Act, 1998 (Act No. 7 of 1998).
SIP	Social Investment Programme.
SLA	Service Level Agreement.
SMME	Small, Medium and Micro Enterprises.
Spatial Planning and Land Use Management Act	The Spatial Planning and Land Use Management Act, 2013 (Act No. 16 of 2013).
SHEQ	Safety, Health, Environmental and Quality.
SONA	State of the Nation Address (By the President).
SOPA	State of the Province Address (By the Premier).
SPV	Special Purpose Vehicle.
TAG	The Transport Authority of Gauteng, established under the Gauteng Transport Authority Act, Act 2 of 2019.

TERMINOLOGIES	DEFINITIONS
Accounting Authority	TAG Board.
Board Charter	Outlines the role and responsibilities of the Board.
Board Members	Members of the Board as contemplated in Sections 11 - 15 of the Act.
Board Committee Members	Members of Committees established by the Board.
Corporate Governance and Ethics	TAG's Business Unit that provides corporate governance services and coordinate the ethics management processes.
Delegation of Authority	Decision making authority and power that apply within the TAG.
Deputy Chairperson	Deputy Chairperson of the Board.
Executive Authority	Gauteng MEC responsible for 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 Gauteng Transport Authority (TAG) is an entity of the Gauteng Department of Roads and Transport (GDRT) that is 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 2026/27 to 2028/29 as it was developed by the TAG Board at a Lekgotla held on 19 - 21 August 2025. The plan was subsequently submitted to the three Metropolitan municipalities, and two District municipalities for their consideration and comments in accordance with the Gauteng Transport Authority Act. Furthermore, the Strategic Plan was workshopped with the Municipalities on 25 September 2025.

The structure of this Strategic Plan follows the guidelines from the National Department of Planning, Monitoring and Evaluation Framework for Strategic Planning and thus 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

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To ensure seamless mobility in province; the Gauteng Transport Authority (TAG) was established with the mandate to enable the Gauteng Provincial Government (GPG) to realise its vision for provincial-wide integrated mobility. 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:

- Coordinated Transport, Land use, and Development (Economic) planning. 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 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 that is defined as an area within which there are daily commuter trips.

The successes of integrated transport in Gauteng require centralised planning and collaboration within all spheres of government. As such, through the realisation of 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 that will also support the vision of the Gauteng Department of Roads and Transport (GDRT) of enabling the provision of a modern, integrated, efficient, and sustainable transport system in Gauteng.

This strategic plan aims to provide a strategic direction for the TAG for the period of 2026/27 to 2028/29. This strategic plan serves as a cornerstone of TAG's long-term strategic planning mandate, providing a vision for an integrated, sustainable and accessible transport system in Gauteng. The development of the plan is not in isolation but deeply rooted and builds upon two foundational instruments namely, the Provincial Land Transport Framework (PLTF) and the 25 year Integrated Transport Master Plan (ITMP25).

This plan aims to build upon the Provincial Land Transport Framework (PLTF) through enabling the implementation of strategic planning elements of the PLTF. TAG played a key role in the developing the PLTF, the fundamental strategic planning document developed under the

mandate of the National Land Transport Act 5 of 2009 (NLTA). It serves as the guiding framework for integrated, sustainable and efficient transport planning across the province. This strategic plan builds on the PLTF by:

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

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

This strategic plan is focused on ensuring alignment to the ITMP25. The ITMP25 was developed to guide infrastructure development, modal shifts and sustainability. It sets out objectives for transforming mobility in Gauteng, reducing congestion and promoting economic growth through transport. This strategic plan reaffirms the TAG's commitment to operationalising the ITMP25 through:

- Providing a clear roadmap for the implementation of priority initiatives set out in the ITMP25
- Integrating the ITMP25's strategic pillars into annual targets
- Ensuring that short-term actions contribute to long-term measurable outcomes

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

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

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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 must carry out the following key functions:

- Ensuring that the responsibilities of the TAG are performed, and the objectives are met;
- Accountability for ensuring that the organisation's responsibilities are carried out effectively and that its objectives are met;
- Upholding its fiduciary duties and operating with full transparency, taking all necessary actions to fulfil its responsibilities; and
- Achieving the 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;
- 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;
- With the Board's approval, undertake additional functions as determined and assigned by the Executive Authority; and
- 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.

### 3. Constitutional Mandate

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

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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

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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:

- i. Give effect to the Constitution and national transport policy and legislation within the Province;
- ii. Consolidate certain transport functions of organs of State in the Province;
- iii. Integrate transport systems in the province;
- iv. 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**

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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)**

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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)**

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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**

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##### **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 the TAG over Next Three Years

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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; and
- Access Gauteng 2050

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

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The Gauteng Provincial Government's Growth and Development Plan is supported by the Access Gauteng 2050 plan, which is a strategic anchor for Gauteng's Growth and Development Plan until 2050. In his State of the Province Address (SOPA) 2025, the Gauteng Premier emphasised the positioning of Access Gauteng 2050 as the long-term strategic vision to transform mobility, infrastructure and economic inclusion across the Gauteng Province. Access Gauteng 2050 builds on the pillars of GGT2030 with a greater emphasis on equity and access as the pathway to ensuring job creation, poverty alleviation and economic transformation. 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 Gauteng Rapid Rail Integrated Network (GRRIN) extensions 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 Indlulamithi 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;
- Indlulamithi'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 a 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.

It is with due regard to the NLTA that the GDRT mandated the TAG to review, update, and amend the PLTF for Gauteng. The TAG duly undertook the development of the Gauteng PLTF 2023-2027 in terms of the NLTA, the Regulations on the Minimum Requirements for the Preparation of PLTFs, 2011, as well as the NLTSF 2017-2022. The Gauteng PLTF 2023-2027 further addresses the unique mobility challenges faced by Gauteng, as well as external factors influencing transportation in the province. Following extensive consultation with relevant stakeholders, this PLTF has been approved by National Minister 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

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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

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The focus of the Gauteng Employment, Growth and Development Strategy (GEGDS) is the implementation of strategic economic infrastructure. The TAG will thus be a key role player in enabling the achievement of the GEGDS through enabling the planning and implementation of strategic transport infrastructure projects.

#### 5.6. 25-Year Integrated Transport Master Plan for Gauteng

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The 25-Year Gauteng Integrated Transport Master Plan ("ITMP25") was commissioned by the GPG to enable, amongst others, province-wide mobility, and societal development in the future. Noting the strategic importance of the ITMP25, as well as developments since 2013 when this plan was completed; the GDRT mandated the TAG to review, and update the ITMP25, as well as to develop a new 5-year implementation plan (GTIP5) emanating from the updated ITMP25.

The TAG has duly undertaken and concluded the review and update of the ITMP25 that provides a blueprint for guiding future investment in transport infrastructure across all spheres of government in the province to further unlock the economic development potential of the Gauteng Global City Region as well as the transformation of key nodes towards long-term sustainable economic growth.

#### 5.7. Gauteng City Regions Integrated Infrastructure Master Plan 2030

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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

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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

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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

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The TAG has completed the updates of the ITMP25, as well as the PLTF that subsequently received approval from the National Minister of Transport. 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, land transport planning, as well as 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 the 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

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There are no court rulings that directly impact on the mandate of the TAG. However, several court rulings will materially affect the way 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	<b>RDP's Business Enterprise CC and City of Tshwane Metropolitan Municipality and Another (2023)</b> 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	<b>Bakenrug Meat (Pty) Ltd v Corissa Hough (Oosthuizen) and Others (2022)</b> 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	<b>Ncukana v AF Brands (Pty)Ltd (2022) 7 BALR 737 (CCMA)</b>	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	<b>Mashilo v SARS (2022) JS108-18</b>	SARS acknowledged the harm caused to Ms Mashilo and Ms Seremane when, in 2015, their positions in SARS were downgraded, and they were dismissed when they refused to take up those new positions, allegedly "due to operational requirements" in terms of s 189 of the Labour Relations Act 66 of 1995. The dismissal of Mashilo and Seremane was declared automatically unfair; the court commended Mashilo for blowing the whistle and indicated that she performed one of the most underrated and thankless constitutional

		duties. Both employees were reinstated effective from 1 September 2022.
6	<b>Merifon v Greater Letaba Municipality (CCT 159/21) (2022) ZACC 25</b>	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.
7	<b>Buffalo City Metropolitan Municipality vs Asia Construction (Pty) Ltd 2019 (4) SA 331 (CC)</b>	The Constitutional Court refused to endorse the settlement agreement, noting that for a settlement agreement to be made an order of court, it must not be objectionable from a legal and practical point of view. In this case, the Municipality had requested a construction service provider that had been duly appointed for a different project, to complete construction works at a different location, without following due Supply Chain Management processes. The parties had, after the Municipality's initial refusal to settle the invoice for the expanded scope, reached settlement and asked the Constitutional Court to make the settlement agreement an order of court.
8	<b>Menzies Aviation South Africa (Pty) Limited vs South African Airways and Others [2009] ZAGPJHC 65</b>	Providing bidders with incomplete information, in the RFP, and giving them a tight deadline within which to prepare and submit their bids was found to have been a grave shortcoming that justified the court's intervention.
9	<b>South African Revenue Services vs Commission for Conciliation, Mediation and Arbitration and Others 2017 (1) SA 549 (CC)</b>	The right of the SARS Commissioner to substitute a lighter sanction, recommended by the Chairperson of the Disciplinary Inquiry, for dismissal, without first according to the employee a right to be heard found to have been justified, given the gravity of the misconduct. Since the dismissed employee used the k-word against his superior, the Constitutional Court ruled that, contrary to the norm, the onus is on the employee to prove that his continued employment relationship remains tolerable.
10	<b>Pikitup (SOC) Limited vs SAMWU obo</b>	Although they were found to be the primary responsibility of the employer, Occupational Health and Safety issues were held to be matters of mutual interest in the terms and conditions of employment.

	<b>Members [2013] ZALAC 38</b>	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	<b>Hilary Truter vs Carecross (Pty) Ltd C956/2013 (2015, unreportable judgement)</b>	As there is no statutory retirement age, the parties should agree in advance on the applicable retirement age. This could be done through an employment contract, or the parties can agree that it would be subject to the policy of the entity concerned or to the rules of the applicable retirement fund.  The court ruled that an employee, whose services were terminated on the basis that he has reached retirement age when he turned 65, be reinstated after it was established that the other employee formally retired when he turned 70.
12	<b>Avnet South Africa (Pty) Limited vs Lesira Manufacturing (Pty) Limited and Another 2019 (4) SA 541 (GJ)</b>	The court refused to make a settlement agreement, relating to a matter that is not the subject of litigation, an order of a court.
13	<b>Pietersen v S [2019] ZAWCHC 93</b>	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	<b>Sun International Limited vs SACCAWU obo Ramarafe and Others (2019) 40 ILJ 1873 (LC)</b>	The Court held that the white male colleague's salary of 49% more than a black female's was justified given the white male's more years of experience and higher PSIRA grading. 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	<b>Mkhize vs Dube Transport (2019) 40 ILJ 929 (CCMA)</b>	The CCMA confirmed that a particular treatment at the workplace is now recognised as a form of harassment for which a referral could be made to the: <ul style="list-style-type: none"><li>CCMA, for harassment/unfair discrimination by an employee that is still in the employer's employ; or</li></ul>

		<ul style="list-style-type: none"> <li>• Labour Court, for an automatically unfair dismissal, if the employee is no longer in the employ of the employer.</li> </ul>
16	<b>Amabhungane Centre for Investigative Journalism NPC and Another vs Minister of Justice and Correctional Services and Others [2019] ZAGPPHC 384</b>	<p>The court held that the provision of RICA that criminalises the disclosure of the existence of an interception direction, post-surveillance, is unconstitutional, and ordered that, going forward, persons who have been subjected to interception should be informed about the interception direction within ninety days of the expiry of the interception direction.</p> <p>The court had an issue with the lack of controls, in RICA, to prevent possible abuse of data gathered by surveillance. In this respect, RICA was found lacking on mechanisms relating to the destruction of irrelevant data (collected during surveillance) and relevant data that authorities no longer need.</p> <p>The court found, further, that the provisions of RICA dealing with grounds for granting of an interception order, decryption order, and search and seizure fail to provide mechanisms to prevent the breach of the attorney-client privilege (in terms of which conversations between an attorney and a client must remain confidential), and journalists' professional ethics (in terms of which a journalist's sources must remain confidential).</p>
17	<b>Exxaro Coal (Pty) Ltd vs Mushi [2018] ZALCJHB 443</b>	The court held that disciplinary codes provide an element of certainty for employees, and facilitate the consistent application of discipline, and thus may only be departed from in appropriate circumstances.
18	<b>Legal Aid SA vs Mayisela and others (2019) 40 ILJ 1526 (LAC)</b>	The court found an employee who had falsely accused his supervisor of being racist, for giving him a poor performance score, guilty of a dismissible offence.
19	<b>EOH Abantu (Pty) Ltd vs CCMA and Others [2019] ZALAC 57</b>	The court decided that competent verdicts are permissible in disciplinary matters, where the employee will not suffer any significant prejudice therefrom.
20	<b>Pharmaco Distributors Pty (Ltd) vs Weideman LAC (2017) ZALCJHB 258</b>	The employment contract had a provision to the effect that the employee had to undergo medical testing whenever the employer deemed it necessary. When an employee, who suffered from bipolar disorder, refused to undergo medical testing, she was dismissed. The court ruled that her dismissal was automatically unfair on the basis that the clause in the employment contract was patently

		offensive and invasive, in addition to 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.
21	<b>Modise vs Steve's Spar Blackheath 2000 ILJ 519 (LAC)</b>	In line with the <i>audi alteram partem</i> principle, the court ruled that, even during an unprotected or unlawful strike, employees must be given an opportunity to be heard before any adverse action (dismissal) is taken against them.
22	<b>K.A.B vs NUMSA &amp; others [2023] 10 BLLR 1098 (FB)</b>	<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 several of the aggrieved colleague's fellow employees and some colleagues from management. The aggrieved colleague claimed damages, based on 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	<b>Van Wyk and Others v Minister of Employment and Labour [2023] ZAGPJHC 1213</b>	The court ruled on the alleged unconstitutionality of sections 25, 25A, 25B and 25C of the Basic Conditions of Employment Act 75 of 1997. The nub of those provisions relates to maternity and parental leave, where the Court declared the said provisions and the corresponding provisions, i.e. sections 24, 26A, 27 and 29A, of the Unemployment Insurance Fund Act 63 of 2001, invalid for reason of inconsistency with sections 9 and 10 of the Constitution.

## PART B: STRATEGIC FOCUS

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

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#### 8.1. Purpose

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

#### 8.2. Vision

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

#### 8.3. Mission

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

#### 8.4. Values

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The TAG's values are:

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

### 9. Long-term Infrastructure and Other Plans

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

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

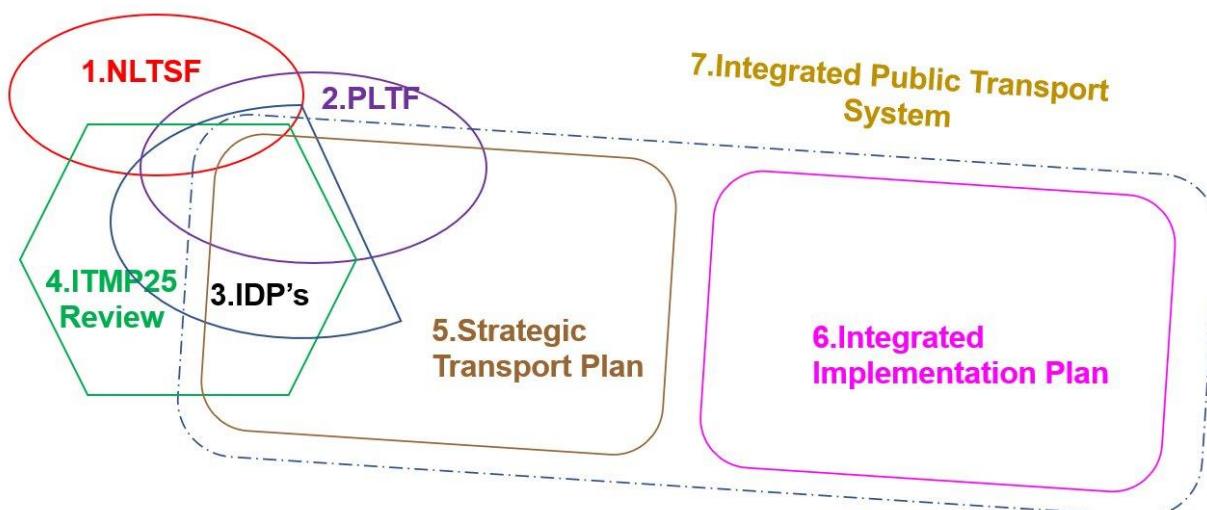


Figure 1: Draft Policy Directive Framework for Transport Interrelationship Planning

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 GTA Act provides an opportunity for Authority to advocate collaboration between itself and the different transport entities in Gauteng. Integrated planning has benefits and on a national level it will enable inclusive economic growth and job creation, development of a capable and ethical state and reduction of poverty and the high cost of living. On a provincial level integrated planning will assist with promotion of special economic zones (SEZs), revitalisation of central business

districts, addressing taxi violence, link to key notes within and outside the province, as well as training and capacitation within the province and its municipalities.

## 10. Situational Analysis

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

### 10.1. A National View

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The transport sector is a significant contributor to the South African economy contributing 8.1% to South Africa's GDP in the first quarter of 2025. 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 efficient per passenger than private cars. It plays a major part in providing greener mobility solutions to reduce CO<sub>2</sub> emissions; therefore, it must offer new technologies, business models and opportunities to help decision makers achieve their objectives of drastically reducing environmental pollution and continue 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:
  - i. A capable, ethical, and developmental state.
  - ii. Economic transformation and job creation.
  - iii. Education, skills, and health.
  - iv. Consolidating the social wage through reliable and quality basic services.
  - v. Spatial integration, human settlements, and local government.
  - vi. Social cohesion and safe communities; and
  - vii. 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 2025 (SOPA 2024), the Gauteng Premier, Mr Panyaza Lesufi, focussed on accelerating economic growth, improving service delivery and addressing social challenges. The Premier emphasised tackling Gauteng's 13 critical issues, including water shortages, electricity reliability, crime, unemployment and deteriorating infrastructure. The province aims to secure R800 billion in investment pledges over the next three years through the Gauteng Investment Conference. Social priorities include expanding 24-hour healthcare facilities, building new schools, and urban renewal projects to revitalize CBDs, alongside intensified crime prevention through technology and law enforcement.

On transport, the Premier underscored the expansion of the Gautrain network to Soweto, Cosmo City, Fourways, Sunninghill, Lanseria, and the Smart City, with an estimated R120 billion investment and 125,000 jobs during construction. Public transport affordability was addressed through fare adjustments and the KlevaMova discount program for vulnerable groups. The province is updating its Integrated Transport Master Plan and rolling out Smart Mobility 2030 initiatives, including taxi modernization, universal access, and non-motorized transport. Infrastructure upgrades include restoring traffic lights with intelligent systems and improving freight and logistics. These measures aim to create an integrated, efficient, and inclusive transport system to support economic growth and urban renewal.

## 10.3. Gauteng as a Region

Gauteng is the economic powerhouse of South Africa and contributes 34% of the country's GDP and the 6<sup>th</sup> largest economy in Africa. It is the smallest Province with only 1.42% of total land area but has the largest number of residents in South Africa currently 16 million people. The Gauteng population is expected to increase by 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 backgrounds 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.

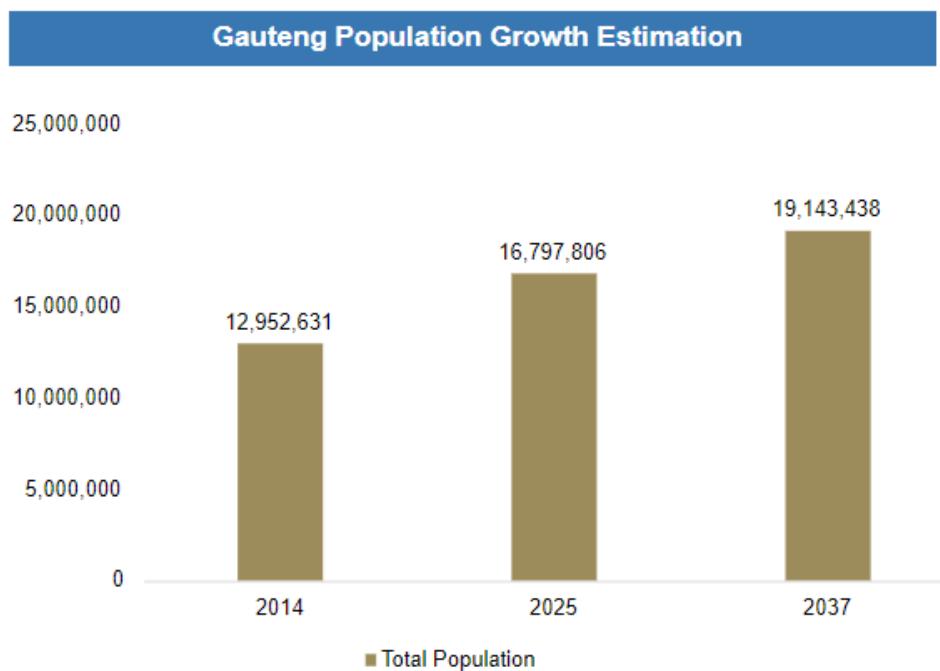


Figure 2: Gauteng's Population Growth Estimation

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.

As a province, Gauteng has strong urban and regional integration as its global city region enables the Province's functional area extending beyond its official boundaries, with strong transport and communication linkages both at a provincial and international levels. Gauteng has substantial transport infrastructure comprising of an extensive road network (7% of South Africa's road network), and 921 km of rail infrastructure.



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 Access Gauteng 2050 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.

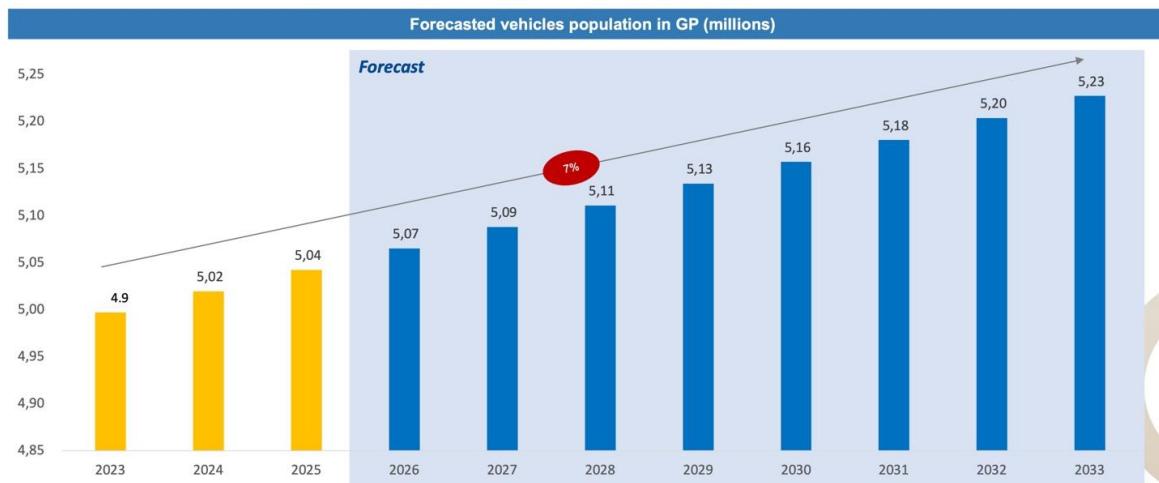


Figure 3: Vehicle population growth in Gauteng

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 peak period has increased from the historic peak hour to three hours in the morning as well as in the evening, as indicated by the findings from the ITMP25. Should no measure be put in place to decrease vehicle growth and

limited infrastructure investment, average speeds will continue to decrease. Figure 4 below indicates the forecasted decrease in average speeds.

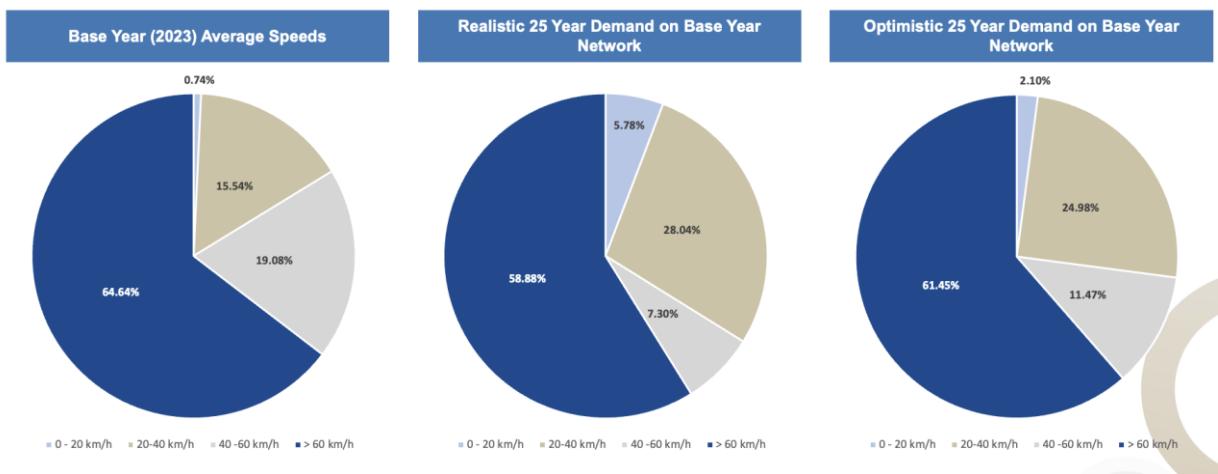


Figure 4 Average vehicle speeds forecast

In the public transport perspective, Gauteng has various modes of transport including, minibus taxis, metered taxi, e-hailing, buses, and rail. Although there is a large modal choice for the public transport user, the minibus taxi industry represents the most used public transport mode, with 75% of the modal share. Consequently, Gauteng is largely reliant on minibus taxis for the operation of its public transport system. Figure 5 below depicts the Public Transport split per mode.



Figure 5: Public transport split per mode (%)

Additionally in terms of its regional structure, Gauteng comprises of 3 large metros, 2 district municipalities and 6 local municipalities. The municipalities have significant autonomy and operate independently with key responsibilities that include the planning, management and operation of public transport, airports, traffic, and parking.

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

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

#### 10.4. Local Public Transport Trends in Gauteng

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The TAG's strategy is aligned with the Gauteng Medium-Term Strategic Framework (GMTSF) as well as the Access Gauteng 2050 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 Access Gauteng 2050 strategy. To contribute to the smart mobility objective, the TAG is focused on integration, planning and regulation of public transport to address key challenges facing the sector.

There are several trends shifting the transport landscape in Gauteng:

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

#### 10.5. Global Transport Trends

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

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

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

Although there are major shifts in the public transport landscape, private transport within the South African context remains relatively high. In relation to its international peers, Gauteng has a fairly balanced public transport usage. Figure 6 below shows the public-private transport split of Gauteng relative to its international peers.

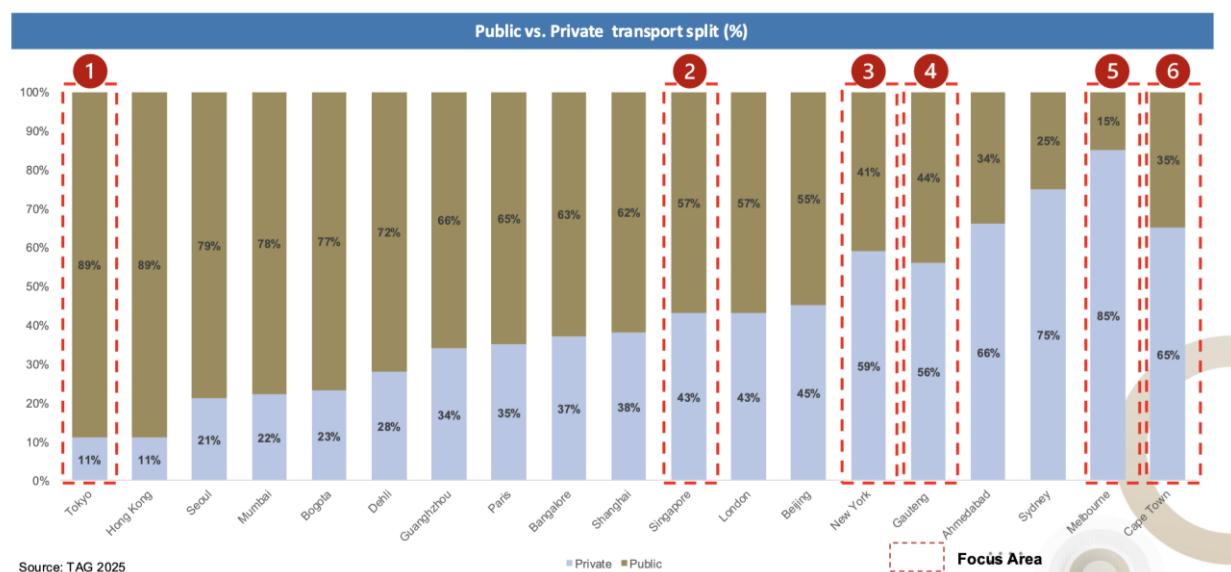


Figure 6: Public vs Private transport split (%)

To analyse the TAG in comparison with its peers, a benchmarking study was conducted with the several transport operators globally. The peer analysis consisted of the peers listed below and also indicated in Figure 7:

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

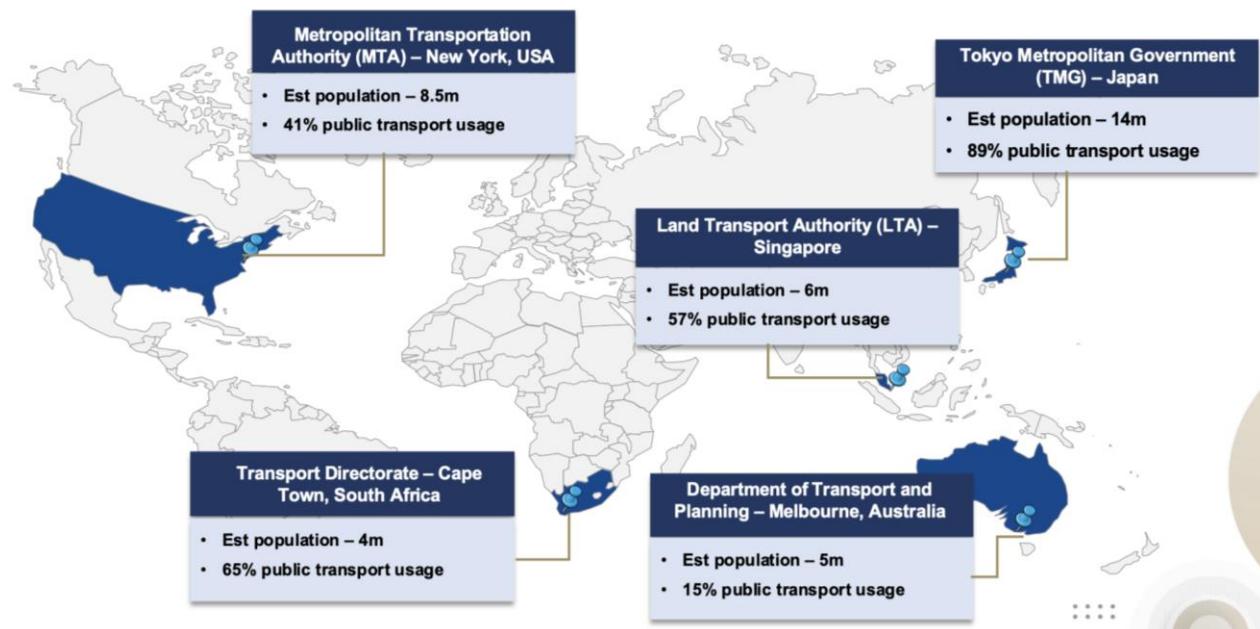
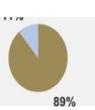
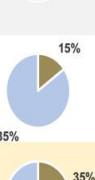


Figure 7: Selected transport authority peers

A comparative benchmark focused on understanding the key functions, funding model, number of transport modes, unified fare media and major pipeline projects of each entity was conducted to gauge the TAG's progress in comparison to its peers. Table 2 below indicates the benchmarking study of global peers and local peers.

Table 2: Benchmarking of selected transport authority peers

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

Source: TAG 2025

■ Private ■ Public

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

- I. **Integrated Planning and Governance:** Transport Authorities align planning with land use and urban development. To enable this the TAG should strengthen coordination across provincial departments and municipalities.
- II. **Seamless Multimodal Integration:** Effective multimodal integration is supported by unified fare systems. Within the context of TAG, the authority should accelerate efforts toward an integrated ticketing and scheduling system.
- III. **Sustainable and Innovative Funding Models:** Internationally, Transport Authorities utilize diverse funding models that include green bonds, public-private partnerships, and congestion pricing among others to finance infrastructure. TAG should explore alternative funding mechanisms to reduce reliance on grant funding.

- IV. **Technology & Fare Media Modernisation:** Cities are transitioning to contactless, mobile-based fare systems. TAG should invest in the implementation of digital fare media and mobility platforms to support improved services.
- V. **Inclusive and Sustainable Transport Vision:** Transport Authorities emphasise access, affordability and environmental targets into planning. To materialize its objective to provide greater access to public transport in the province TAG should ensure affordability and access across income groups and geographies.

## 10.6. Challenges

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

### I. Urbanisation and Congestion

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

### II. Public Transport inefficiencies

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

### III. Infrastructure Limitations

- Gauteng's road network is aging and deteriorating requiring significant maintenance and refurbishment

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

#### IV. Apartheid Spatial Planning

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

#### V. Climate change and Carbon Emissions

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

#### VI. Rapid Technological Advances

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

#### 10.7. Cause-and-Effect Analysis

In an effort to contextualise the challenges presented in the above section, a “cause-and-effect” analysis was conducted. The “cause-and-effect” aims to unpack the multifaceted causes behind

these challenges and map them to their respective effects. Through the analysis, two overarching core problems that encapsulate the systemic challenges at play were revealed, specifically

- A fragmented transport environment
- An under resourced organisation.

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

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

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

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

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

These causes have led to the following effects:

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

#### **10.7.2.Core problem 2: Under resourced organisation**

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

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

These causes have led to the following effects:

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

## 10.8. Internal Review

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

- **TAG Listing** – Drove the scheduling and listing of the TAG as a 3C Provincial Public Entity
- **Transport Planning documents** – The finalization of the ITMP25, and PLTF
- **Key Policies** – Development and implementation of key organizational policies
- **Clean Audit** – The TAG achieved an unqualified audit
- **Recruitment of key positions** – Finalised the recruitment of the Company Secretary position with the CEO position still pending

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

### I. Smart and sustainable mobility

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

## II. Public Transport Policy and Planning

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

## III. Legislative environment

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

## IV. Political support and partnerships

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

## V. Public Transport Oversight

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

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

### I. Financial Sustainability

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

### II. Stakeholder Management

- d. Suboptimal stakeholder alignment
- e. Limited focus on advocacy initiatives with key stakeholders

### III. Human Resources

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

### IV. Transport Integration

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

### V. Transport Infrastructure availability and reliability

- j. Deteriorating and vandalized transport infrastructure
- k. Unsafe transport infrastructure and systems

## 10.9. Opportunities

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

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

- **Collaboration and Partnerships:**

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

- **Technological Advancement:**

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

- **Capacity Building:**

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

- **Possible Revenue Generation:**

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

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



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

## 11. Organisational Environment

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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

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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 was suspended until February 2023.

### 11.2. Corporate Governance

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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**

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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**

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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 8 below indicated the TAG's Governance Structure.

## TAG GOVERNANCE STRUCTURE

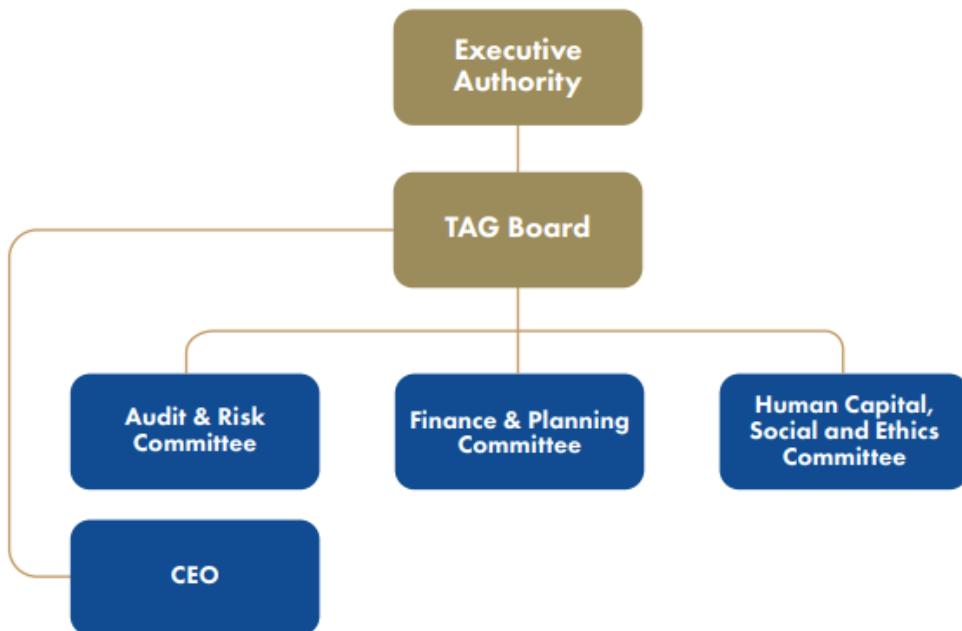


Figure 8: TAG's Governance Structure

### 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. Corporate Governance and Ethics Management

The governance and management of ethics have 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 TAG has adopted the Ethics Management Framework developed by The Ethics Institute to guide the management of ethics in TAG. Figure 9 below indicates the Framework for the Governance of Ethics as adopted by the TAG.



*Figure 9: 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 must 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.

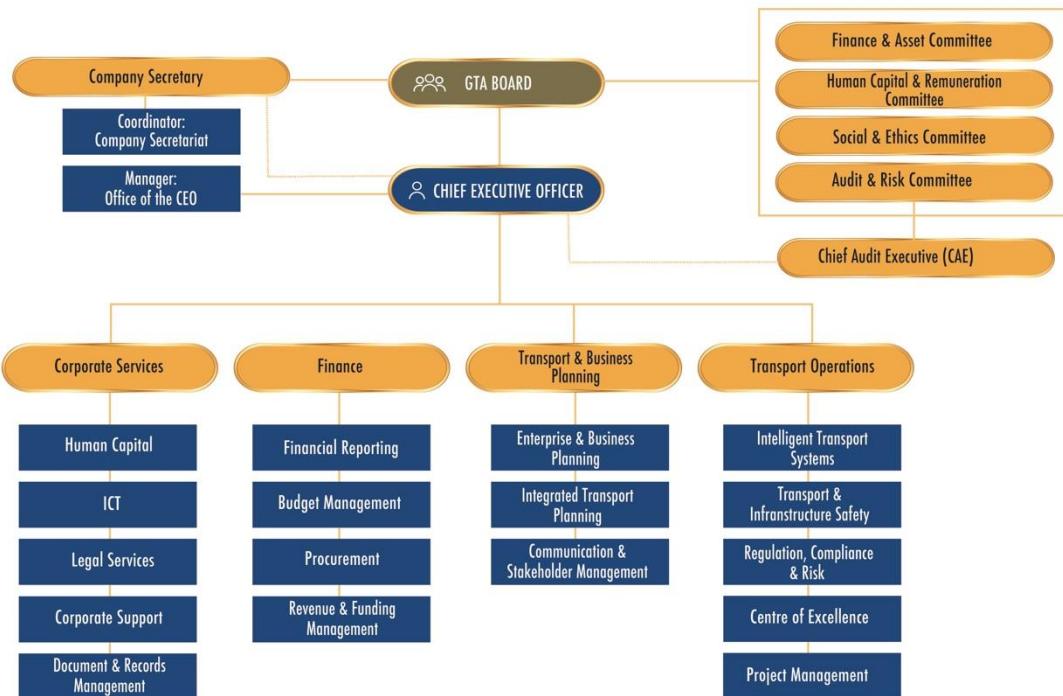
- Legal Compliance Policy and Plan:

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 10 below indicates the TAG's current organisational structure.

## Approved Macro Organisation Design & Structure



*Figure 10: 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 polices;
- 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 outline 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 August 2025, the TAG embarked on the process of developing its Strategic Framework for the period 2026/27 to 2028/29 (three years in accordance with the TAG Act) considering the successes and challenges experienced in the delivery of its planned performance targets for 2025/26 and shifts in the environment that have impacted on its planning and delivery framework.

The process culminated in the development of the APPs for the three-year period starting in 2026/2027. 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:

- 19 to 21 August 2025 – Strategic Planning Board Lekgotla Workshop;
- 28 to 29 August 2025 – Management Committee Strategic Workshop;
- 25 September 2025 – Workshopping the Draft Strategic plan with the respective local authorities; and
- 30 September 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 2025/26 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

The definitions of results-based planning concepts adopted by the TAG are indicated in Table 3 below.

*Table 3: Definitions of Results-Based Planning Concepts*

Planning Concept		Definition	TAG Usage
1.	<b>Impact</b>	Impacts are changes in conditions. They are the result of achieving specific outcomes.	There is one Impact Statement for the TAG.
2.	<b>Outcomes</b>	Outcomes, as described in this strategy, are “what we wish to achieve” – institutional and behavioural changes desired.	There are five Outcomes in the TAG APP.
3.	<b>Outcome Indicator</b>	Inclusive of a unit of measure, an Outcome Indicator indicates a predetermined signal of the results achieved.	The TAG Strategic Plan has 5 Outcome Indicators – each relating to an Outcome.
4.	<b>Outputs</b>	Outputs, as described in the APP, are “what we produce or deliver” – the building blocks of Outcomes.	There are 26 Outputs that directly correspond to the Outcomes in the APP.
5.	<b>Output Indicators</b>	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 26 Output Indicators grouped under the 26 Outputs.

### 13. Institutional Performance Information

#### 13.1. TAG's Impact Statement

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

*“Deliver an integrated, efficient, sustainable and inclusive transport system.”*

## 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

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

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

Enablers to the achievement of the Outcome Targets are:

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



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

## Outcome 2

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

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

Enablers to the achievement of the Outcome Targets are:

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

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



## Outcome 3

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

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

Enablers to the achievement of the Outcome Targets are:

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

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

## Outcome 4

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

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

Enablers to the achievement of the Outcome Targets are:

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

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

## Outcome 5

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

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

Enablers to the achievement of the Outcome Targets are:

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

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

## 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 4 below reflects, as an example, what the high-level scorecard of the TAG for 2026/27 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 4: TAG High-Level Score Card Example*

Outcome	Outputs	Output Indicators
Develop long-term financial resilience and sustainability	1. Established forum with the National and Provincial Treasuries	1. Number of dialogues with National and Provincial Treasury

### 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.

The TAG's Strategic enablers are indicated in Figure 11 below.

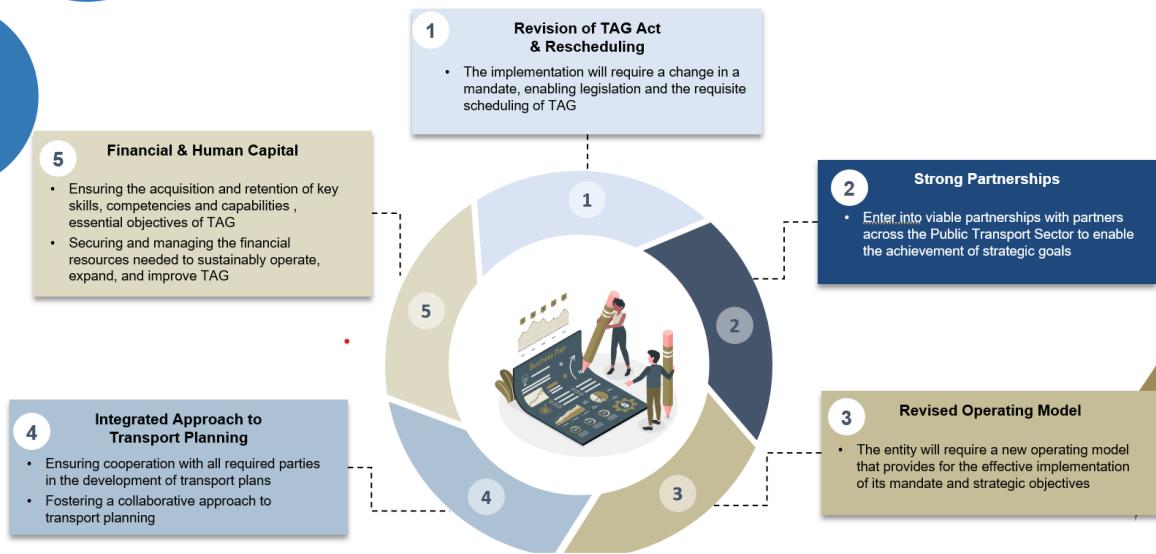


Figure 11: TAG Strategic Enablers

#### 14.4. Strategic Considerations Identified by the TAG

At the September 2025, TAG's success, shortcomings and outstanding matters can be described as follows.

#### 14.5. Key Achievements

The Board identified the following achievements during the previous financial year:

- I. The listing of TAG as a Schedule 3(c) public entity under the PFMA, paving the way for operational independence.
- II. Development and / or approval of the Provincial Land Transport Framework (PLTF), the updated Integrated Transport Master Plan (ITMP25), and the Strategic Transport Plan (STP), which collectively define the roadmap for integrated mobility in Gauteng.
- III. Adoption of governance frameworks.
- IV. TAG achieved a clean, unqualified audit opinion for the 2024/25 financial year, signalling sound governance and credibility.
- V. TAG rebranding an alignment with the "Access Gauteng" brand and development of a Stakeholder Engagement Framework to strengthen visibility and legitimacy.

## 14.6. Key Challenges

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The Board identified the following shortcomings and challenges during the previous financial year:

- X. Budgetary Shortfalls (R35.4m allocation vs R55m requested for FY2025/26),
- XI. constraining recruitment, ICT independence, and project delivery.
- XII. Human Capital Constraints resulting in reliance on secondees from GMA and GDRT.
- XIII. Operational dependence on the GMA Service Level Agreement for critical systems.
- XIV. Limited revenue-raising powers and institutional agility, necessitating amendments to strengthen independence and operational effectiveness

## 15. Key Risks and Opportunities of the TAG

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

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

## 15.1. Strategic Risks of the TAG

The TAG's strategic risks are indicated on Table 6 below.

Table 5: Strategic Risks of the TAG

Risk	Mitigation
1. Insufficient funding availability for TAG	<ul style="list-style-type: none"> <li>Explore innovative funding solutions.</li> <li>*Budget was tabled in March 2025 - R54m requested &amp; R35m approved</li> </ul>
2. Overreliance on the on fiscal funding	<ul style="list-style-type: none"> <li>Development of an alternative funding strategy for TAG</li> <li>Explore alternative funding models incl. green bonds and crowding in municipal financing</li> </ul>
3. Lack of appropriate skills base	<ul style="list-style-type: none"> <li>Acquisition and retention of key skills, competencies and capabilities.</li> <li>Macro-organisational structure approved by Board and micro-org structure is in progress</li> <li>Appointment of CEO in progress</li> <li>TAG is currently a fully functional entity utilising GMA resources.</li> <li>The process of grading and advertising of approved positions has commenced.</li> </ul>
4. Inadequate mitigation strategies for stakeholder engagement and inter-governmental alignment	<ul style="list-style-type: none"> <li>Holistic stakeholder management approach including situational communication and dynamic stakeholder prioritisation.</li> <li>*Securing support from all stakeholders in the transport sector ensuring co-operation with all required parties in the development of transport plans.</li> <li>Political will – Buy-in from political stakeholders is critical</li> </ul>

	<ul style="list-style-type: none"> <li>• Fostering a collaborative approach to transport planning</li> <li>• Stakeholder Engagement Plan</li> </ul>
5. Taxi Violence	<ul style="list-style-type: none"> <li>• Stakeholder Engagement &amp; Mediation: Establish structured forums with taxi associations, e-hailing platforms, and government regulators to proactively manage disputes.</li> <li>• Regulatory Clarity: Develop and enforce clear licensing, operating zones, and compliance standards to reduce competition flashpoints.</li> <li>• Safety &amp; Security Measures: Enhance police or transit security presence at interchanges, hotspots, and routes with high risk.</li> </ul>
6. Vandalism of critical Transport Infrastructure	<ul style="list-style-type: none"> <li>• Surveillance &amp; Monitoring: Install CCTV, drones, and smart sensors at vulnerable sites (stations, substations, depots).</li> <li>• Physical Hardening: Use vandal-resistant materials, tamper-proof cabling, protective casings, and anti-graffiti coatings.</li> <li>• Community Involvement: Create “adopt-a-station” or community stewardship programmes where locals have a vested interest in protecting assets</li> </ul>
7. Climate Change Impact on Transport Infrastructure	<ul style="list-style-type: none"> <li>• Risk Assessment &amp; Mapping: Conduct climate vulnerability assessments of all transport assets (stations, tracks, roads, depots).</li> <li>• Resilient Design Standards: Upgrade building codes, materials, and engineering designs to withstand extreme weather (e.g., heat-resistant rails, elevated platforms).</li> </ul>

	<ul style="list-style-type: none"> <li>• Green Infrastructure: Implement flood management systems (drainage upgrades, permeable surfaces, green corridors).</li> </ul>
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## 15.2. Strategic Opportunities of the TAG

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The strategic opportunities for TAG include :

- I. Finalisation and implementation of the micro-organisational structure and capacitation
- II. of the entity, prioritising the recruitment of executive leadership (CEO, CFO, COO).
- III. b) Securing concurrence from Provincial Treasury on a market-related remuneration
- IV. framework to attract and retain scarce skills.
- V. Completion of the legislative amendment process for the TAG Act.
- VI. Securing sustainable, multi-year funding mechanisms, including exploration of PPPs, green bonds, and dedicated transport funds.
- VII. Full transfer and implementation of the Integrated Fare Management (IFM) Project.
- VIII. Transition from reliance on GMA secondees and shared systems to full operational
- IX. independence, including relocation to permanent office accommodation
- X. Rebranding of TAG through marketing initiatives.



## 16. Finance and Resource Considerations

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### 16.1. Introduction

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

### 16.2. Financial Sustainability and Funding Mechanisms

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

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

#### Existing Funding Sources

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

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

#### Potential Funding Sources

However, the Authority's current funding model is heavily reliant on fiscal allocations, which are increasingly constrained amid broader public sector budget pressures. To ensure long-term financial resilience and sustainability, TAG must actively diversify its revenue streams and adopt innovative funding approaches that reduce dependence on government subsidies while enabling the continued expansion and maintenance of critical transport infrastructure.

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



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

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

In addition, TAG can secure partnerships with development finance institutions (DFIs), multilateral agencies, and international donors to co-fund innovation projects, particularly in the areas of digitalisation, climate resilience.

It is envisioned that TAG will finalise its funding strategy by the end of the FY26/27 year, with the objective of unlocking alternative financing by the FY28/29.

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

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

### **16.3. Overview of 2026/27 Budget and MTEF Estimates**

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#### **16.3.1. Budget Estimates**

Table 7 below indicates the summary of the TAG budget estimate process for the next three financial years as well as the timeline to final budget while Table 8 indicates the Three-year MTEF budget allocations for the TAG.

*Table 6: Timeline to Final Budget*

DATE	ACTIVITY
October 2025	MTEC Meetings
November 2025	PBC Meetings
November 2025	Tabling of Provincial adjustments budget
March 2026	Tabling of Provincial MTEF budget

Table 8:Three-Year MTEF Budget Allocations

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

Approved R35,441,000 for 2025/26 and indicative budget for TAG for 2026/27 R37,558,000 and R37,558,000 for 2027/28 per budget letter from the GDRT. Additional funding estimated to an amount of R17,357,000 is required for 2026/27 and R17,357,000 for 2027/28 for the following list of projects:

- I. Position Paper for the Devolution of Rail
- II. TAG Centre of excellence
- III. TAG Branding
- IV. TAG ICT infrastructure
- V. Amendment of the TAG Act
- VI. TAG Operational Plan

## 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 five Technical Indicator Descriptions (TID) for each Outcome Indicator.

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

Develop long-term financial resilience and sustainability that ensures balanced, sustainable funding model and responsible financial stewardship

Relating to the Outcome above, Outcome Indicator 1 is: “ *Provide a fully funded Transport Authority of Gauteng*”

The relevant TID is:

<b>Indicator Title</b>	<ul style="list-style-type: none"> <li>Percentage of Organizational costs funded</li> </ul>
<b>Definition</b>	<ul style="list-style-type: none"> <li>Measures the extent to which TAG secures sufficient and predictable funding to meet its operational and strategic objectives over the planning period</li> </ul>
<b>Source of Data</b>	<ul style="list-style-type: none"> <li>TAG annual budget, MTEF allocation documents, financial statements</li> </ul>
<b>Method of Calculation / Assessment</b>	<ul style="list-style-type: none"> <li>Percentage of required funding secured versus total budgeted requirement for the financial year</li> </ul>
<b>Means of Verification</b>	<ul style="list-style-type: none"> <li>Approved budget documentation, funding agreements, audited financial statements</li> </ul>
<b>Assumptions</b>	<ul style="list-style-type: none"> <li>Provincial and national budget allocations remain stable; TAG's funding requirements are accurately forecasted</li> </ul>
<b>Disaggregation of Beneficiaries (where applicable)</b>	<ul style="list-style-type: none"> <li>Not applicable</li> </ul>
<b>Spatial Transformation (where applicable)</b>	<ul style="list-style-type: none"> <li>Not applicable</li> </ul>
<b>Reporting Cycle</b>	<ul style="list-style-type: none"> <li>Quarterly and Annually</li> </ul>
<b>Desired Performance</b>	<ul style="list-style-type: none"> <li>100% of required funding secured for each year of the planning period.</li> </ul>
<b>Indicator Responsibility</b>	<ul style="list-style-type: none"> <li>Chief Financial Officer (CFO)</li> </ul>

## 18. Technical Indicator Descriptor for Outcome Indicator 2

Establish TAG as a High-Performance Organization

Relating to the Outcome above, Outcome Indicator 2 is: *“Achievement of Annual Performance Plan (APP) Targets”*

The relevant TID is:

<b>Indicator Title</b>	<ul style="list-style-type: none"> <li>• Achievement of Annual Performance Plan (APP) Targets</li> </ul>
<b>Definition</b>	<ul style="list-style-type: none"> <li>• Measures the percentage of planned APP targets achieved by TAG within the financial year, reflecting organizational effectiveness and operational performance</li> </ul>
<b>Source of Data</b>	<ul style="list-style-type: none"> <li>• TAG Annual Performance Plan, quarterly and annual performance reports, audit reports</li> </ul>
<b>Method of Calculation / Assessment</b>	<ul style="list-style-type: none"> <li>• <math>(\text{Number of APP targets achieved} \div \text{Total number of APP targets}) \times 100</math></li> </ul>
<b>Means of Verification</b>	<ul style="list-style-type: none"> <li>• Approved APP, quarterly and annual performance reports, Auditor-General and internal audit findings</li> </ul>
<b>Assumptions</b>	<ul style="list-style-type: none"> <li>• APP targets are clearly defined and measurable; performance data is accurately reported and verified</li> </ul>
<b>Disaggregation of Beneficiaries (where applicable)</b>	<ul style="list-style-type: none"> <li>• Not applicable</li> </ul>
<b>Spatial Transformation (where applicable)</b>	<ul style="list-style-type: none"> <li>• Not Applicable</li> </ul>
<b>Reporting Cycle</b>	<ul style="list-style-type: none"> <li>• Quarterly and Annually</li> </ul>
<b>Desired Performance</b>	<ul style="list-style-type: none"> <li>• 95% or higher of APP targets achieved annually</li> </ul>
<b>Indicator Responsibility</b>	<ul style="list-style-type: none"> <li>• Chief Operating Officer (COO)</li> </ul>

## 19. Technical Indicator Descriptor for Outcome Indicator 3

Establish Strong, Trust-Based Partnerships with Stakeholders

Relating to the Outcome above, Outcome Indicator 3 is: “*Strategic Partnerships Plan*”

The relevant TID is:

<b>Indicator Title</b>	<ul style="list-style-type: none"> <li>Strategic Partnerships Plan</li> </ul>
<b>Definition</b>	<ul style="list-style-type: none"> <li>Measures the development and implementation of a comprehensive plan to establish, maintain, and monitor strategic partnerships with key stakeholders, including government, industry, communities, and commuters.</li> </ul>
<b>Source of Data</b>	<ul style="list-style-type: none"> <li>Approved partnership strategy documents, stakeholder engagement records, implementation reports</li> </ul>
<b>Method of Calculation / Assessment</b>	<ul style="list-style-type: none"> <li>Verification of the existence and implementation status of the partnership plan (e.g., plan approved, activities implemented, stakeholder feedback collected).</li> </ul>
<b>Means of Verification</b>	<ul style="list-style-type: none"> <li>Approved partnership plan, records of stakeholder engagements, progress and feedback reports</li> </ul>
<b>Assumptions</b>	<ul style="list-style-type: none"> <li>Stakeholders are willing to engage and collaborate; TAG allocates sufficient resources to partnership management.</li> </ul>
<b>Disaggregation of Beneficiaries (where applicable)</b>	<ul style="list-style-type: none"> <li>Not applicable</li> </ul>
<b>Spatial Transformation (where applicable)</b>	<ul style="list-style-type: none"> <li>Not applicable</li> </ul>
<b>Reporting Cycle</b>	<ul style="list-style-type: none"> <li>Annually</li> </ul>
<b>Desired Performance</b>	<ul style="list-style-type: none"> <li>Fully implemented partnership plan with evidence of active stakeholder engagement</li> </ul>
<b>Indicator Responsibility</b>	<ul style="list-style-type: none"> <li>Group Executive: Communication &amp; Reputation</li> </ul>

## 20. Technical Indicator Descriptor for Outcome Indicator 4

Develop an Integrated, Efficient, and Inclusive Transport System

Relating to the Outcome above, Outcome Indicator 4 is: “*Number of transport operators integrated*”

The relevant TID is:

<b>Indicator Title</b>	<ul style="list-style-type: none"> <li>Number of transport operators integrated</li> </ul>
<b>Definition</b>	<ul style="list-style-type: none"> <li>Measures the extent to which TAG successfully integrates different public transport operators into a unified, accessible, and efficient provincial transport network</li> </ul>
<b>Source of Data</b>	<ul style="list-style-type: none"> <li>TAG integration project reports, signed agreements/MOUs with operators, implementation records</li> </ul>
<b>Method of Calculation / Assessment</b>	<ul style="list-style-type: none"> <li>Simple count of distinct transport operators formally integrated into the TAG-coordinated system during the reporting period.</li> </ul>
<b>Means of Verification</b>	<ul style="list-style-type: none"> <li>Signed integration agreements, project completion reports, operational data showing integrated services.</li> </ul>
<b>Assumptions</b>	<ul style="list-style-type: none"> <li>Operators are willing to participate; TAG has the capacity and authority to facilitate integration</li> </ul>
<b>Disaggregation of Beneficiaries (where applicable)</b>	<ul style="list-style-type: none"> <li>Not applicable</li> </ul>
<b>Spatial Transformation (where applicable)</b>	<ul style="list-style-type: none"> <li>Not applicable</li> </ul>
<b>Reporting Cycle</b>	<ul style="list-style-type: none"> <li>Annually</li> </ul>
<b>Desired Performance</b>	<ul style="list-style-type: none"> <li>3 transport operators integrated over the planning period.</li> </ul>
<b>Indicator Responsibility</b>	<ul style="list-style-type: none"> <li>Group Executive: Transport Modelling &amp; Planning</li> </ul>

## 21. Technical Indicator Descriptor for Outcome Indicator 5

Establish Sustainable Mobility Solutions

Relating to the Outcome above, Outcome Indicator 5 is: “*Sustainable Mobility Strategy for the Province*”

The relevant TID is:

<b>Indicator Title</b>	<ul style="list-style-type: none"> <li>Sustainable Mobility Strategy for the Province</li> </ul>
<b>Definition</b>	<ul style="list-style-type: none"> <li>Measures the development and implementation of a comprehensive strategy to promote sustainable, accessible, and environmentally responsible mobility solutions across Gauteng.</li> </ul>
<b>Source of Data</b>	<ul style="list-style-type: none"> <li>Approved Sustainable Mobility Strategy document, implementation progress reports, project records</li> </ul>
<b>Method of Calculation / Assessment</b>	<ul style="list-style-type: none"> <li>Verification of the existence, approval, and implementation status of the Sustainable Mobility Strategy (e.g., strategy approved, proof of concept delivered, initiatives underway).</li> </ul>
<b>Means of Verification</b>	<ul style="list-style-type: none"> <li>Approved strategy document, progress reports, records of pilot projects or proof of concept</li> </ul>
<b>Assumptions</b>	<ul style="list-style-type: none"> <li>Sufficient stakeholder engagement and buy-in; TAG allocates resources for strategy development and implementation</li> </ul>
<b>Disaggregation of Beneficiaries (where applicable)</b>	<ul style="list-style-type: none"> <li>Not applicable</li> </ul>
<b>Spatial Transformation (where applicable)</b>	<ul style="list-style-type: none"> <li>Not applicable</li> </ul>
<b>Reporting Cycle</b>	<ul style="list-style-type: none"> <li>Annually</li> </ul>
<b>Desired Performance</b>	<ul style="list-style-type: none"> <li>Sustainable Mobility Strategy approved, and proof of concept implemented within the planning period</li> </ul>
<b>Indicator Responsibility</b>	<ul style="list-style-type: none"> <li>Group Executive: Transport Modelling &amp; Planning</li> </ul>

## 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 9 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	<b>Section 4</b> describes the objects of the ACT The Outcomes of the TAG are described in detail in <b>Section 13</b> .
(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 <b>Section 13</b> , each of the eight Outcomes is described in detail, including policies and strategies to achieve the eight Outcomes. <b>Section 13.1</b> explains the link of Outcomes to Output Indicators in the APP in detail that includes quarterly targets. <b>Section 11</b> 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.
(d) a financial plan that describes the financial objectives and targets of the Authority;	Section 16	<b>Section 16.2</b> the financial sustainability of the organisation is outlined, as well as expenditure related to outcome-orientated goals.

Transport Authority for Gauteng Act, No 2 of 2019	Reference to Strategic Plan	Short Description of the Section
(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. <b>Section 16.3.</b>
(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 <b>Section 11.3</b>
(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 <b>Section 15.1.</b>
(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, MTSF Priorities, Outcomes, and Outputs*

No.	Outcomes (5)	Aligned TAG Act Objectives	Aligned MTSF Priorities	Outputs (26)	Output Indicators (26)
1.	Develop long-term financial resilience and sustainability	<ul style="list-style-type: none"> <li>Promote value for money</li> <li>To Ensure Sound Project Management and Financial Planning to the Optimal Benefit of all Spheres of Government in Gauteng</li> </ul>	<ul style="list-style-type: none"> <li>A capable, ethical and developmental state;</li> <li>Economic transformation and job creation; and</li> <li>Consolidating the social wage through reliable and quality basic services.</li> </ul>	<ul style="list-style-type: none"> <li>Funding strategy</li> <li>Secured funding</li> <li>Approved financial policies for quality of overall financial management</li> <li>Established forum with the National and Provincial Treasuries</li> </ul>	<ol style="list-style-type: none"> <li>1. Funding strategy</li> <li>2. Percentage of funding secured</li> <li>3. Unqualified audit report</li> <li>4. Number of dialogues with National and Provincial Treasury</li> </ol>

No.	Outcomes (5)	Aligned TAG Act Objectives	Aligned MTSF Priorities	Outputs (26)	Output Indicators (26)
2.	Establish TAG as a high-performance organization	<ul style="list-style-type: none"> <li>Promote value for money</li> <li>To Ensure Sound Project Management and Financial Planning to the Optimal Benefit of all Spheres of Government in Gauteng</li> </ul>	<ul style="list-style-type: none"> <li>Develop a capable, ethical and developmental state</li> <li>Inclusive economic growth and job creation</li> <li>Reduce poverty &amp; high cost of living</li> </ul>	<ul style="list-style-type: none"> <li>Risk Governance established</li> <li>TAG as a Centre of Excellence in Transport established</li> <li>Competency framework</li> <li>Total reward strategy</li> <li>Capacitated organisational structure</li> <li>Approved Amendment of the TAG Act</li> </ul>	5. Approved Risk Plan and Risk Procedure 6. Number of partnerships established for knowledge sharing 7. Approved Competency Framework 8. Approved Total reward Strategy 9. Percentage of funded positions Implemented in the organisational structure 10. Socio-economic Impact Assessment System (SEIAS) Report
3.	Establish strong, trust-based partnerships with stakeholders	<ul style="list-style-type: none"> <li>Promote value for money</li> <li>Promote increased use of the public transport system</li> </ul>	<ul style="list-style-type: none"> <li>Develop a capable, ethical and developmental state</li> </ul>	<ul style="list-style-type: none"> <li>Promotion of public transport</li> <li>Engagements with stakeholders and</li> </ul>	11. Number of communication initiatives

No.	Outcomes (5)	Aligned TAG Act Objectives	Aligned MTSF Priorities	Outputs (26)	Output Indicators (26)
		<ul style="list-style-type: none"> <li>• To Ensure Sound Project Management and Financial Planning to the Optimal Benefit of all Spheres of Government in Gauteng</li> </ul>	<ul style="list-style-type: none"> <li>• Inclusive economic growth and job creation</li> </ul>	<ul style="list-style-type: none"> <li>other role-player forums</li> <li>• Political level engagements</li> <li>• Technical level engagements</li> <li>• Engagements with State-Owned Enterprises in the Transport Sector</li> <li>• Engagements with transport operators in Gauteng</li> <li>• Defined insignia for public transport in Gauteng</li> <li>• Engagements with commuters in Gauteng</li> </ul>	<ul style="list-style-type: none"> <li>12. Number of stakeholder and other role-player forums</li> <li>13. Number of MEC (Member of Executive Council) meetings</li> <li>14. Number of Technical meetings with personnel of local authorities</li> <li>15. Number of meetings with senior officials of State-Owned Enterprises in the Transport Sector</li> <li>16. Number of meetings with transport operators in Gauteng</li> <li>17. Implementation Plan for the approved insignia for public transport in Gauteng</li> </ul>

No.	Outcomes (5)	Aligned TAG Act Objectives	Aligned MTSF Priorities	Outputs (26)	Output Indicators (26)
					18. Number of meetings with commuter forums in Gauteng
4.	Develop an integrated, efficient, and inclusive transport system	<ul style="list-style-type: none"> <li>Provide well-functioning, effective and modern, integrated and safe public transport system for all users in the Province</li> <li>Integrate the development of transport infrastructure and services in the Province</li> <li>Improve access to the transport system, including public passenger transport services, by all persons and in particular, persons with disabilities</li> <li>Promote increased use of the public transport system</li> </ul>	<ul style="list-style-type: none"> <li>Develop a capable, ethical and developmental state</li> <li>Inclusive economic growth and job creation</li> <li>Reduce poverty &amp; high cost of living</li> </ul>	<ul style="list-style-type: none"> <li>Transport integration policy</li> <li>Developed regime for public transport ticket interoperability</li> <li>Integrated ticketing system</li> <li>Integrated transport management platform</li> <li>Integrated public transport network plan</li> <li>Integrated Implementation Plan</li> </ul>	19. Procurement of Service Provider for Draft Transport Integration policy 20. Approved Integrated Fare Management (IFM) Policy 21. Procurement of a ticketing system for POC 22. Development of MaaS platform 23. Draft Integrated public transport network plan 24. Approved Integrated Implementation Plan

No.	Outcomes (5)	Aligned TAG Act Objectives	Aligned MTSF Priorities	Outputs (26)	Output Indicators (26)
5.	Establish sustainable mobility solutions	<ul style="list-style-type: none"> <li>Provide well-functioning, effective and modern, integrated and safe public transport system for all users in the Province</li> <li>Develop an integrated transport system which contributes to environmental sustainability and social cohesion and promotes economic progress in the Province</li> <li>Promote increased use of the public transport system</li> <li>Promote increased use of cycling and walking as means of transport</li> </ul>	<ul style="list-style-type: none"> <li>Develop a capable, ethical and developmental state</li> <li>Inclusive economic growth and job creation</li> <li>Reduce poverty &amp; high cost of living</li> </ul>	<ul style="list-style-type: none"> <li>Sustainable Mobility</li> <li>increased use in non-motorised transport (NMT)</li> </ul>	25. Approved Sustainable Mobility Strategy 26. Approved NMT partnership strategy