



**TRANSPORT MINISTRY  
REPUBLIC OF SOUTH AFRICA**

**OPENING REMARKS DELIVERED BY THE MINISTER OF  
TRANSPORT, FIKILE MBALULA, ON THE OCCASION OF  
THE VIRTUAL STRATEGIC PLANNING SESSION OF THE  
DEPARTMENT OF TRANSPORT HELD ON 15 JANUARY  
2021 AT 09h00**

Deputy Minister, Mme Dikeledi Magadzi

Director-General, Mr Alec Moemi

Chairpersons of our entities

Chief Executive Officers of our entities

Deputy Directors-General

Officials of the Department and our entities

We begin the year ready to hit the ground running in accelerating service delivery against the backdrop of the COVID-19 pandemic, which disrupted our programme in the past year. While we are adjusting to the new normal and putting measures to halt the spread of the pandemic, the work of government of delivering services must continue with greater urgency.

Over the last year, government approved the Medium Term Strategic Framework (MTSF) which clearly outlines the

outcomes the 6<sup>th</sup> Administration intends to deliver on.

On the back of this, we concluded a Performance Agreement with the President, which spells out those outcomes we are responsible for and are expected to deliver on. We dare not fail in this task.

We have convened this session to recalibrate our plans and ensure alignment with the Minister's Performance Agreement and other outputs we are expected to deliver on, emanating from the MTSF and our own priorities and imperatives.

We must similarly give particular focus on critical tasks that we need to be given traction between now and the end of the current financial year.

It is our expectation that this session must incisively consider the Minister's Performance Agreement, Ministerial priorities and imperatives and align deliverables towards the realisation of the agreed outcomes.

We have been emphatic that all our entities are an extension of the Department. This is demonstrated by the fact that 98% of our budget constitutes transfers to our entities. In this context Strategic Planning must be undertaken in a seamlessly

integrated way with a direct line of sight of what our entities are delivering.

Our Strategic Plans and Annual Performance Plans must reflect the interplay between the sustained agenda based on our mandate and the change agenda articulated in the MTSF and Ministerial Priorities. The Annual Performance Plans of the Department and its entities must be mutually reinforcing and effectively eliminate the silo mentality.

The new reality brought about by the COVID-19 pandemic is a significant reduction of available financial resources to deliver on our mandate. This requires of us to find new and creative ways to do more with less. This must include closer collaboration among our entities.

It is important for us to appreciate that our task is to implement the electoral mandate of the governing party. This electoral mandate has been codified into the Medium Term Strategic Framework. Our Performance Plans must therefore give life to the outcomes we have been tasked to deliver on. However, it is the impact that we make, through our service delivery interventions we will be judged on.

The Performance Agreement we signed with the President

places us at the centre of enabling economic activity through a variety of levers and policy instruments at our disposal.

We have to make strides in increasing competitiveness and access to transport modal networks through effective regulation. When we tabled the Ministerial Priorities, we placed emphasis on re-imagining safety as an enabler of service delivery. Our re-imagined safety is built on the foundation of a seamlessly integrated value chain. If we are to make a telling difference in arresting the scourge of fatalities on our roads, we cannot continue applying the same methods in solving old problems.

As a consequence, we must proceed with speed in creating an institutional arrangement that seamlessly integrates our road traffic entities as part of the rationalisation process I have directed must be expedited.

This rationalisation must be based on a new service delivery model that must be given priority. The rationalisation process must include the RTMC, RTIA, DLCA and various Inspectorate functions. Similarly, the implementation of a single chain of command in traffic policing and the classification of traffic police as a 24-hour, 7-days job, must equally find expression in that

rationalisation.

We are equally enjoined to finalise the funding and tariff structure on the Gauteng Freeway Improvement Project (GFIP) by March 2021.

We cannot afford to continue to kick the can down the road on this matter. We have no choice, but to meet this deadline.

In the last year we hosted a successful National Taxi Lekgotla which emerged with ground-breaking resolutions that will undoubtedly place the taxi industry on a new trajectory in many respects. An integral part of these resolutions is the implementation of a re-imagined taxi recapitalisation programme, located within the broader ambit of an economic empowerment model.

It is through this re-imagined TRP programme that we will deliver the targets of scrapping 63,000 taxis by 2024 and implement a new public transport funding model that includes the taxi industry from the next financial year.

The implementation of the Taxi Lekgotla resolutions includes the declaration of a moratorium on new operating licences. This will provide us with space to resolve planning challenges

that result in saturation of routes leading to conflict and violence.

The role of the National Public Transport Regulator (NPTR) in monitoring and exercising oversight on public transport in the country in general will go a long way in improving competitiveness and access to public transport.

Similarly, the NPTR must urgently assume responsibility for the issuing of inter-provincial operating licences in line with the provisions of the law. Failure to locate this function with the NPTR has been a source of conflict between the taxi industry and long-distance bus operators. We must work towards realising this goal at the beginning of the new financial year.

The expansion of the integrated public transport networks in 13 cities must be expedited within the context of the revised technical norms and standards for the bus rapid transit (BRT).

The realisation of the country's industrialisation programme through the manufacturing of trains and other materials locally must find practical expression in our plans and our work on the ground.

The Gibela factory in Ekurhuleni is our flagship that must give

expression to positioning South Africa as a rail manufacturing hub as part of the North-South corridor projects. The African Union's decision for South Africa to become the hub for manufacturing and supplying rolling stock for the African continent, requires of us to rise to the occasion to deliver on this mandate.

Linked to this is the work we must undertake to modernise the commuter rail system in the country. We have allocated billions towards the PRASA Fleet Renewal Programme, being anchor of the overall modernisation programme.

Over the last few years, the pace towards realising the modernisation programme has been painstakingly slow due to a number of challenges confronting PRASA. We have worked hard to turn the situation around and we are firmly on track towards rebuilding the critical capacity PRASA needs to move at a brisker pace. The results of this turn around must not only manifest themselves in the plans, but rather in the delivery of the outcomes we agree on.

While we gradually ramp up deployment of the new trains, we must equally sustain the current service and ensure that we are responsive to service failures of the ageing fleet.

Theft and vandalism of critical infrastructure in the rail environment remains a source of grave concern. We must do everything in our power and deploy the necessary resources to secure the infrastructure, rolling stock and people using our service.

The oceans economy represents tremendous opportunities for innovation, growth and skills development. It is an anchor programme of Operations Phakisa. Ours is to give momentum to this programme and realise the massive potential of our maritime sector. This can only be achieved by ensuring the implementation of all initiatives of the Marine Transport Manufacturing focus area of Operation Phakisa: Oceans Economy in order to achieve the desired outcomes. This includes collaboration with sister Ministries to ensure localisation of supply chains as well as creating a conducive tax regime to grow the ship registry.

We equally need to breathe life to the Comprehensive Maritime Transport Policy for South Africa through the implementation of coastal shipping and other interventions geared towards placing us on a sustainable path towards positioning South Africa as a truly maritime nation.

The transformation of the maritime sector will be given impetus by the corporatisation of the Transnet National Ports Authority (TNPA), enabling us to increase efficiency and effectiveness at ports. The finalisation of this process will also give full effect to the provisions of the National Ports Act of 2005.

This is an urgent exercise we must approach with vigour and determination. Our Performance Agreement requires of us to have realised this task by June 2021.

In conclusion, while we continue to make strides in the aviation sector, our efforts must be grounded on a sound aviation policy that is responsive to our national imperatives. We have to move at a brisker pace in bringing this work to finality.

It is our expectation that all the Branches of the Department and all our entities will align their strategies and Annual Performance Plans to the Performance Agreement we have concluded with the President. It is only when we bring our collective capacity to bear focused towards delivering common outcomes that we can be truly responsive to the needs of our people and qualitatively improve their lives.

A scholar once wrote, “Leadership is the capacity to translate

vision into reality.” That is the task before us today. We must translate the vision encapsulated in the Performance Agreement and the Medium Term Strategic Framework into lived reality.

I thank you.