

CHAPTER 10

ENABLING INSTITUTIONAL, LEGISLATIVE & POLICY INSTRUMENTS



10.1 Introduction

The DoT is responsible for developing and monitoring the implementation of transport policy, establishing standards, and drafting the related legislative framework. The responsibility of transport planning and implementation resides with the provincial and local spheres of government and/or related commercialised public agencies.

Currently, through constitutional and policy decisions, several facets of transportation are located in different departments and government agencies or organisations across the three spheres of government.

In essence, the most important challenges that relate to the institutional framework of transport in South Africa are the fragmentation within the sector and the consequential general lack of integration and coordination in transport planning and delivery.

With the aim of rationalising transportation provision and effecting institutional amendments, the need for a review of the roles and responsibilities of the various role players includes:

- Clarification and contextualisation of the transport roles and responsibilities between the three spheres of government to achieve integrated transport management
- Comprehensive review or rationalisation of legislation, as well as the undertaking of institutional dispensation
- A more focused approach to capacity building within the government
- Institutions that are more responsive to external innovation and requirements such as international, environmental, and land use.

The following transport-related legal matters have been detected:

- Room for improvement in policy formulation and implementation that is consistent with the set legal

- parameters. Addressing the following questions could help close that gap:
 - What are the best tools to implement concepts of multimodalism?
 - What are the public transport priorities?
 - What is the division of functions between the spheres of government in accordance with their most appropriate functional parameters?
- Ineffectual regulatory enforcement for issues such as overloading, vehicle roadworthiness, and licensing

“We need to move towards a state that is more capable, more professional and more responsive to the needs of its citizens. Progress needs to be pursued most rapidly in those areas where capacity is at its weakest.”

National Development Plan Vision 2030
November 2011

- A sub-optimal observance of sector responsibilities
- A lack of monitoring and evaluation of performance areas
- Insufficient norms and standards for integrated land use and transport planning
- Poor coordination horizontally and vertically across all the government spheres, society and the private sector
- Fragmented planning responsibility for planning in national government, as well as inadequately coordinated intergovernmental planning and disconnects across municipal boundaries
- No officially recognised systematic transport planning and coordinating processes supported by regulatory instruments
- The lack of a consolidated, credible, single-source transport data information system.

In order to embark on addressing and responding to the abovementioned need, the DoT has launched the National Transport Forum (NTF) as the main institutional reform for the sector. The NTF will be given the necessary power to influence alignment in other institutions. Legislative amendment in the form of multimodal transport planning and coordination legislation is planned for to ensure that the DoT is equipped with a medium- to long-term holistic and comprehensively integrated multimodal transport plan to guide South Africa’s transport sector’s sustainable investment in the provision of affordable, effective, efficient and environmentally sensitive transport infrastructure and services. The legislative amendments will aim to facilitate the continuous upgrading of infrastructure and services to meet current and future estimated economic needs ahead of time and demand in an integrated manner to support and enable government strategies.

10.2 Intergovernmental Relations

The South African Constitution states that the three spheres of government are distinctive, interdependent and interrelated. Although they are autonomous, they have to work together on decision-making and must coordinate policies, activities and budgets. This is especially so for the transport function that cuts across and within the spheres of government. Intergovernmental relations, which include cooperative governance, are governed by the Intergovernmental Relations Framework Act of 2005, together with its regulations, which include a practice guide for effective conflict management and implementation protocol guidelines and guidelines on managing joint programmes.

Intergovernmental relations and cooperative governance remain a challenge across all sectors, hampering the effective delivery of services and infrastructure. In an attempt to address this in the transport sector, it has been suggested that multimodal transport planning and coordination legislation be developed to, amongst other things, institutionalise transport coordination procedures horizontally and vertically across all the government spheres, society and the private sector. The NTF has been launched to provide a platform for this purpose.

Furthermore, the outcomes approach to service delivery requires seamless integration in the delivery chain. Such integration takes the form of vertical integration across all spheres of government and horizontal alignment across relevant government departments. There are complexities in this integration process. For example, the multiple government portfolio model splits the responsibility for policy development and ownership between more than one government portfolio, such as the Department of Public Enterprises (DPE) and the Department of Transport (DoT). TFR pronounces on freight rail governance aspects such as safety, investment, competition, and planning, although they do not reside in the transport ministry. The multiple

government portfolio model adversely affects strategic coherence and decision-making ability. South Africa's current freight rail institutional arrangements follow this model, with the DoT being responsible for rail policy and the DPE being responsible for TFR's positioning and performance. It would be appropriate to examine whether this arrangement impedes or supports railway development.

Transportation systems in South Africa are characterised and riddled with both intra- and intermodal inherited and/or acquired problems. This has perpetuated uncoordinated transport investment solutions that have led to inefficiencies.

Various transport elements are operated and regulated by different government spheres, agencies and private operators. However, in many cases there is little coordination amongst those responsible for the operation of the various elements of transportation systems. As is also apparent in the inefficient operation of agencies and mandates at cross-border level. This has resulted in the responsible organisations per transport mode attempting to improve those elements under their jurisdiction without consideration of the efficiency and effectiveness of the overall transportation systems and often at the expense of the other elements of the various modes of transport. It has also resulted in the exclusion of alternatives or modal system options that do not have strong institutional capacity.

Thus, in basic terms, transportation systems planning and implementation in South Africa is plagued by crippling silo investment strategies that have low regard for the intricate relationships of the different modes of transport and that often neglect the consideration of the socio-economic demand drivers for transport needs in the investment decisions made.

Additionally, Chapter 4 of the NLTA attempts to deal with transport planning in its entirety through the NLTSF and the provincial land transport framework (PLTF), which includes

integrated transport plans (ITPs). The apparent area of success is the development of ITPs. The proposed multimodal transport planning and coordination legislation supports ITPs. Part B of Schedule 4 of the Constitution of the Republic of South Africa (1996) dictates that local municipalities must develop their own plans that talk to their pertinent issues, as that sphere of government is better equipped to respond to the intimate issues that affect it.

Amongst other critical areas, the proposed legislation is intended to provide a transport planning regulatory framework that, to be dealt with effectively, requires uniformity across the nation through the norms and standards that can be developed only if there is an Act of Parliament.

In the development of the proposed legislation, Section 41(1)(h) of the Constitution will be applied where it is stated that *all spheres of government and all organs of state within each sphere must -*

(h) Co-operate with one another in mutual trust and good faith by-

- Informing one another of, and consulting one another on, matters of common interest;*
- Coordinating their actions and legislation with one another;*
- Avoiding legal proceedings against one another.*

It is foreseen that the NTF, which has been launched by the DoT and is intended to be formally established by the proposed legislation, will greatly enhance coordination across the transport planning landscape. This is apparent from the broad representation of its members from all spheres of government, as well as its function of coordination of master plans of all transport modes, and the centralisation of transport policy formulation.

In conclusion, national government and provincial government want the same progressive planning conditions for prosperous future. What currently exists for transport planning is a regulatory framework that is not conducive to attaining that scenario.

The proposed multimodal transport planning and coordination legislation aims to ensure that the DoT is an active participant in the formulation of the envisaged national spatial framework vision. The legislation is intended to provide a clear direction of where the DOT's service delivery must focus and, most importantly, will aim to define appropriate interventions or investment needed before the crisis mode. It is evident that transport will have a major role to play in the national spatial framework vision because it is intended to bring with it the reforms of the current planning system to enable the following:

- Strengthen the link between public transportation and land use management with the introduction of incentives and regulations to support compact mixed use development within walking distance of transit stops, and high-density developments along transit routes.
- Actively support the development of plans that cross municipal and even provincial boundaries and that will promote collaborative action in transportation, including other fields such as biodiversity protection, climate change adaptation and tourism.
- Develop a clear, enabling legal and institutional framework across the spheres of government.

10.3 The Multimodal Approach

Transport planning is said to be holistic and comprehensive, as it should be, only when it is tackled from a perspective that incorporates all the modes of transport. There is a need for a multimodal approach for all players in the transport sector to enable sufficient service delivery of both transport infrastructure and operations now and in the future. This will ensure that transport investments are demand-responsive to national growth strategies and are based on a coordinated implementation schedule.

Transport planning in the modern era has evolved to be much more complex than it used to be. The leading nations of the world in transport planning have, over the last two decades, transformed their outdated conventional way of transportation planning to a much more holistic and efficient multimodal planning approach, i.e. transportation planning that is ingrained in decision-making that considers various modes and their connections so that each fulfils its optimal role in the overall transportation system.

Multimodal alignment should occur across the South African transport sector so as to bring about multimodal integration in the following environments:

- **Transport policy:** the setting of transport policy on multimodal level to ensure that the playing fields of the modes are identified and set to accommodate the focus of all modal functionaries
- **Legislative and regulatory reform:** is to be effected as required to establish or mandate transport institutions as required, as well as to enact possible new legislation or to amend existing laws.
- **Investment projects:** the support, evaluation, and prioritisation of transport investment projects within the national priorities of the National Planning Commission to ensure the funding of mega transport infrastructure projects in a mode-neutral environment.

- **Economic regulation:** the homogenous economic regulation of the transport sector and provision for modal divisions that focus on their unique areas of expertise.

“Over the past decade, the ANC government has doubled the budget allocated for the development of the transport sector. As pointed out in the NDP, Vision 2030, “we have missed out on more than a decade of investment in transport infrastructure and other economic infrastructure”. We are therefore committed to sustained levels of investment over the long term. Undoubtedly, our transport policies are already starting to reflect the economic and structural changes that are essential to improve the competitiveness of our country.

However, the institutional arrangement and the financial model are the factors that determine the effective implementation of the policies and thus the resulting effectiveness of our transport network, operations and services ”

Minister of Transport, Ms Dipuo Peters

10.3.1 The need for institutional alignment

On the basis of the preceding section, it is possible to define a number of fundamental reasons associated with the need for institutional change, including

- **Concern with autonomy:** Creating linkages among organisations and potentially creating new organisations, be they virtual or real, can lead to a loss of autonomy for the participating organisations. If organisations lose their autonomy, they may feel unable to discharge the responsibilities of their mandates.
- **Mission mismatch:** Different organisations, such as the DoT and law enforcement agencies, have different core missions. Their missions may, in fact, be complementary but the different mind-sets within the organisations may cause institutional difficulties.
- **Differences in resources:** Budgets may be different in various jurisdictions and it may, therefore, be difficult for organisations to perform as equal partners.
- **Funding sources:** Institutional issues will occur if funding sources are not consistent with the organisations' missions. If traditional funding sources are directed to, say, capital spending and an additional mission focuses on operations, that disconnect generates an important institutional issue between funders and the funded.
- **Ideology:** In the traditional public service environment, the concept of changing the basic principles of highway and public transportation will certainly generate institutional concerns.
- **Technology:** The use of different technologies and different levels of technical staff capabilities may make it difficult to properly interface technical systems and to share responsibilities equitably.
- **Information:** The operations approach depends on the integration of information. The sharing of information may be a concern among some organisations and result in a reluctance to share information with partnering

organisations. This is proposed to be solved with the establishment of a consolidated national transport databank.

10.3.2 Institutional change success factors

- **Multimodalism:** Operations should be based on multimodal concepts, as travel and freight customers often view services as multimodal.
- **Funding:** is fundamental and the continuation of reliable financial support for operations is vitally important.
- **Flexibility:** Cross-cutting planning must allow for flexibility and potential diverse operational issues, given that operations vary from day to day.
- **Focus and discipline:** are the ethos required for operations.
- **Integration:** is crucial for complex and geographically diffused transportation networks.
- **Information and customer-based technologies:** must provide for the collection, processing, and dissemination of information for partner organisations and customers.
- **Real-time:** is the temporal scale for the partnering organisations, as operations are ongoing, dynamic and driven by random factors.
- **Routine planning for generic service interruptions:** must be treated in a routine and decisive manner, particularly given the unpredictability of individual stresses in the operating environment.
- **Regularised systematic processes:** having appropriately supported chains of command, armed with contingency plans for predictable transport challenges is fundamental.

10.3.3 New institutional arrangements

A number of new institutions were established in South Africa over the last few years. Consequently, it is proposed that new institutions be limited to the bare minimum and that the approach rather be a process that builds on existing

institutional strengths and avoids known pitfalls. The stance is to focus on a primary cross-modal entity to be the catalyst and platform for multimodal strategy and implementation across the sector.

The designated entity for this purpose is the newly launched **NTF**, which is to introduce a forum for the formulation of multimodal policy. The need for a multimodal approach is harnessed and directed under this single platform. The broad aim is to limit the duplication of government service delivery and infrastructure provision and to reduce turf wars between modes by providing clear policy guidance.

There is a proposal to investigate the integration of **road weight distance charging** into the functions of an existing institution or, alternatively, to establish a dedicated entity for this purpose. Either way, there is a need to promote the recoument of the real cost of transport infrastructure provision from users. This necessitates the development of a cost-effective system for the collection of weight distance charges by distance travelled to promote factors such as economic efficiency and fairness.

The transport sector faces the challenge of the lack of a consolidated, credible, single-source transport data and information system where all the data and information from the different modes of transport can be efficiently stored and updated on a regular basis. The creation of a **consolidated transport databank** is proposed to overcome this challenge.

10.3.4 The need for multimodal legislation

In response to the need for and furtherance of multimodal planning and integration, legislative reform is required. The best way to enforce transport planning as it should be done is through an effective and efficient statutory instrument. The DoT's Transport Policy White Paper of 1996 pronounces on the need to plan in an integrated manner – a goal that is optimally achieved when planning is done efficiently and when the output of the plan is embraced by all the stakeholders concerned. This will culminate in the drafting, promulgation and enactment of an appropriately legally binding instrument.

Multimodal transport planning and coordination legislation is required to provide for holistic transportations systems planning that integrates all transport modes, including road, rail, aviation and maritime, into a single plan coordinated against land use and socio-economic transport demand drivers. It is, furthermore, to provide for a synchronised schedule of macro investment projects or programmes with foresight into the future, as well as to provide for appropriate supporting statutory instruments.

To reach these ends, the DoT has embarked on the process of drafting multimodal transport planning and coordination legislation, which is currently in proposal format (position paper stage).

10.4 The Impact of the Multimodal Approach on Enabling Instruments

Following the desired multimodal approach leads to an impact on institutions and other enabling instruments. The following changes are suggested and are not prescriptive or mandatory but desirable to effect the optimal delivery of transport services and infrastructure.

10.4.1 National Transport Forum

The NTF was launched in December 2014 by the Minister of Transport. The full elaboration of roles, functions and powers of the NTF needs to be legislated and it has been suggested that this can be done via the proposed multimodal transport planning and coordination legislation. The NTF functions from within the DoT. This enables the DoT to enhance, amongst others things, land use and transportation policy coordination.

FOCUS OF THE NATIONAL TRANSPORT FORUM

- Collaborate all key strategic transport planning matters across the sector.
- Undertake well-advised and well-considered strategic transport planning for the medium to longer term, with the focus on 2050. (This includes the understanding and prediction of future developments, including the reduction or eventual elimination of carbon emissions, advances in technology, and changes in travel patterns.)
- Be a policy driver and catalyst for policy creation, as well as a platform for engagement around policy matters, and motivate for legislative changes to enable the effective implementation and operation of transport projects and programmes. For instance, the NTF will play a key role in the development of the proposed multimodal transport planning and coordination legislation.
- Develop funding proposals for strategic transport projects.

- Develop a selection of strategic transport criteria for approval by the MINMEC.
- Provide practical advice to all spheres of government on planning and implementing integrated, sustainable transport projects and programmes that will achieve the 2050 vision and beyond.
- Set technical standards for projects and programmes for all spheres of government.
- Embark on research and monitor projects to capture and share knowledge and learn from the national key strategic transport projects (STPs).
- Prepare an annual report on the state of all the STPs and their progress towards achieving various governmental goals at the time.
- Produce various reports, guidelines and publications, when necessary, providing strategic insight and guidance.

MEMBERSHIP OF THE FORUM

In order to enhance intergovernmental relations and coordination, the forum consists of:

- Officials from within the DoT
- Transport officials from all the provinces
- South African Local Government Association (SALGA)
- Officials from municipalities
- Transport agencies
- Transnet
- National government department officials(including the Department of Treasury, and other departments that are transport demand-generating, for example, the Department of Rural Development, Cooperative Governance Traditional Affairs (CoGTA), the Department of Tourism, the Department of Public Enterprises, and the Department of Human Settlements).

- Ad hoc members may be appointed in certain instances, for example, from the private sector or the academic field.

10.4.2 Road weight distance charging

A road weight distance charge is a charge on any motor vehicle in respect of the travelling distance in the course of on-road use that may be based on the mass and dimensions of the vehicle. In a road user charges system, this charge is aimed at recovering the excess variable cost responsibility for heavy vehicles that cannot be recovered through use charges such as the fuel levy.

These charges are generally only considered for the heaviest vehicle types in order to address the most significant inequity (in terms of cost responsibility) and to minimise charge collection and administration costs. The charges are expressed in terms of a rate/charge per distance and rates increase with the weight of the vehicle. The levying of such a charge requires the measurement of distances travelled by individual vehicles as well as additional administrative arrangements.

As mentioned earlier, the need to promote the recoupage of the real cost of transport infrastructure necessitates the development of a cost-effective system for the collection of the weight distance charges by distance travelled to promote factors such as economic efficiency and fairness. The rate of consumption increase should be eased by factoring in differentiated prices for different roads and/or areas, times of day, and different classes of vehicle.

Depending on the policy decision made by the DoT regarding the manner in which these charges are to be implemented, it may be necessary to amend relevant or provincial legislation as appropriate. Preferably, relevant existing legislation should be considered for amendment, failing which new legislation would be considered.

10.4.3 Provincial transport investment funds (PTIFs)

During the analysis, it was found that provincial entities find it difficult to fund transport investments and maintenance to existing infrastructure. The current financing arrangements provide little dedicated funding to transport and it is left to the provincial governments to provide the necessary allocation in competition with other provincial priorities. To provide the necessary dedicated funds to fund new and to maintain existing transport infrastructure in the provinces, it was proposed that a transport investment fund be created for each province.

The proposed roles, functions and responsibilities of the PTIFs could include:

- Receiving the access and user charges that accrue to the province and that are collected by, inter alia, road weight distance charging
- Managing the funds dedicated to transportation infrastructure in accordance with statutory requirements
- Prioritising provincial transport projects for funding from the fund.

This option requires legislation to establish provincial funds. It may not be necessary to establish new entities, as the funds could be managed by the relevant provincial MECs.

Once key stakeholders have sanctioned the option and other necessary approvals have been obtained, a draft bill should be prepared to establish the funds.

The bill should deal with, inter alia, the following:

- Creation of the funds
- Provisions for managing the fund
- Sources of funding, including the user charges referred to above

- Purposes for which the fund may be used should be strictly confined to the purposes for which the funds are created
- Investment of funds and the interest earned on them
- Accountability, accounting and auditing
- Restrictions on certain activities, such as borrowing or making certain payments
- Authorisation or permission required for certain payments, such as payments over a specified amount.

It should be noted that, in terms of Section 228 of the Constitution, provincial taxes or levies may only be imposed in terms of national legislation, the Provincial Tax Regulation Process Act 53 of 2001. This Act provides for a process that must be followed before such taxes or levies may be imposed, including approval by the Minister of Finance. If the bill includes powers for the provinces to raise taxes or levies, this process will have to be followed, unless the amounts raised can be defined as user charges. The funds will also have to operate within the framework of the Public Finance Management Act 1 of 1999 (PFMA).

Legislation in each province should be assessed in relation to the implications of the creation and/or management of the fund. If necessary, provincial legislation will have to be amended to accommodate the fund. Any necessary amendments will have to be effected by the relevant provincial legislature. As stated above, national legislation can override provincial legislation if it falls within the categories listed in Section 146(2) of the Constitution – such as if it is necessary to promote economic activities across provincial boundaries.

10.4.4 Single-transport economic regulator (STER)

Economic regulation in transport consists of generic issues that apply across different modes as well as mode-specific issues that require special attention. In the interests of

recommending the most cost-effective, homogenous and dynamic institutional structure, it is proposed that a multimodal single-transport economic regulator (STER) be created with different divisions that are responsible for the different modes.

The multimodal STER will be more cost-effective, as overheads and management can be shared by the different modes and the duplication of resources between specialised regulators per mode can be reduced. It will also facilitate homogenous generic principles to apply across modes and allow flexibility in structure, as resources can be applied across modes and limit the need for specific experts for rail, pipelines, harbour services, airports services, etc.

The DoT has embarked on a process to develop legislation that seeks to respond to the need for the establishment of the STER. In the meantime, an interim rail regulator has been established (Green Paper on National Rail Policy) that will concentrate on non-tariff aspects of rail economic regulation as well as ensure that capacity is developed towards the establishment of the STER.

10.4.5 Proposed consolidated transport databank

The quality of plans developed by a sphere of government is partly a function of the quality of transport data available. As mentioned earlier, one of the challenges currently faced is that the transport sector does not have a single-source consolidated data and information system where all the data and information from different modes of transport can be efficiently stored and updated on a regular basis. Transport data, furthermore, exists in a segregated manner and cannot be located when it is needed, and the accuracy verification process is cumbersome.

A consolidated transport databank is proposed to serve as a technological solution to address integrated planning solutions, thus enabling multimodal transport systems investment decision-making to be more efficient. The envisaged system will seek to consolidate all critical data and/or information into a single-source repository. It will,

however, be more than just a repository of data or information; it will be an integrated GIS, traffic simulation, and modelling system in the field of transport planning. Therefore, it must be designed to assist in specifically addressing the planning dynamics and challenges faced by the multimodal transport systems environment by ensuring a centralised, consolidated repository of nationwide transport data and information. It is envisioned that this databank could be established via the proposed multimodal transport planning and coordination legislation referred to in this chapter/report.

10.4.6 Proposed multimodal transport planning and coordination legislation

It is likely that, where the aforementioned statutory instruments are not able to be established and mandated in appropriate existing legislation, they will be legislated via new proposed multimodal transport planning and coordination legislation, save where expressed otherwise, such as in the cases of the STER (in 10.4.4) and the proposed PTIFs (in 10.4.3).

The process for the development of the proposed new legislation is currently underway. A draft discussion paper has been developed with a view to guiding the process forward.

The proposed goal for the development of the proposed legislation is to ensure that South Africa institutionalises a transport planning regulatory framework that encompasses the holistic picture of all modes of transport to enable efficient service delivery of both transport infrastructure and operations in the future. This will ensure that transportation investments are demand-responsive to national growth strategies and are based on a coordinated implementation schedule.

The main objectives of the proposed legislation will be:

- to provide for holistic transportation systems planning that integrates all transport modes, including road, rail, aviation and maritime into a single plan coordinated

against land use and socio-economic transport demand drivers

- to provide for a synchronised schedule of macro investment projects/programmes with forecasting into the future
- to formalise the establishment of the National Transport Forum
- to provide for other appropriate supporting statutory instruments such as the consolidated transport databank.

The draft legislation can be prepared and must follow the ensuing procedures:

- With discussion of the draft underway, the next step is stakeholder engagement
- Upon consensus from stakeholders, the bill will be developed
- Publishing the bill for comment in the Government Gazette
- Evaluating comments and making appropriate changes
- Submission of the bill to the Minister of Transport and cabinet
- Certification by the state law adviser
- Introduction to parliament (including the national council of provinces)
- Promulgating in the Government Gazette.

Legislation in each province will have to be examined to see if it needs adjustment to accommodate the objectives of the legislation. Provincial legislation can only be repealed or amended by the relevant provincial legislature, but national legislation can override provincial legislation if it falls within the categories listed in Section 146(2) of the Constitution.

10.5 Recent Changes to the Legislative Landscape

Since 2011, the following bills and acts have been developed or enacted:

■ Bills drafted or published for comment:

- National Road Traffic Amendment Bill, 2015, published for comment in January 2015
- Road Accident Benefit Scheme Bill (RABS), 2014, published for comment in May 2014
- Draft NLTA Amendment Bill, 2015, in stakeholder engagement phase

■ Bills before parliament:

- Merchant Shipping Amendment Bill 12 of 2015, introduced to parliament on 27 March 2015

■ Bills enacted:

- Transport Law Enforcement and Related Matters Amendment Act 3 of 2013
- Merchant Shipping (Civil Liability Convention) Act 25 of 2013
- Merchant Shipping (International Oil Pollution Compensation Fund) Administration Act 35 of 2013
- Merchant Shipping (International Oil Pollution Compensation Fund) Contributions Act 36 of 2013
- Merchant Shipping (Safe Containers) Convention Act 10 of 2011
- South African Maritime and Aeronautical Search and Rescue Amendment Act 5 of 2013

10.6 Proposed Interventions

To give effect to the aforementioned amendments for the establishment of new statutory institutions, it will be necessary to undertake detailed studies and analyses to develop or amend the institutional and legislative framework as soon as possible.

The main proposed interventions influencing institutional policy issues that will act as a catalyst for the alignments and changes discussed may be summarised as follows:

- The legislative establishment of the NTF and the strengthening of its role to consolidate stakeholder and institutional alignment
- The development of multimodal legislation to guide and direct multimodal coordination and planning and establish appropriate approved entities
- Provision for giving effect to the establishment of provincial transport investment funds
- An examination of whether the multiple government portfolio models adversely affect strategic coherence and decision-making ability (with reference to the example highlighted in section 10.2)
- The supporting of processes embarked on to develop legislation that seeks to respond to the need for the establishment of the STER
- The creation of the proposed consolidated transport databank to serve as a technological data and information solution
- An enhancement of regional harmonisation and integration by way of the review and liberalisation of the regulatory framework of South Africa in support of the development of integrated regional corridors as discussed in Chapter 7 (Section 2.4).