DEPARTMENT OF TRANSPORT

STRATEGIC PLAN

For the fiscal years
2025 – 2030

REPUBLIC OF SOUTH AFRICA

TABLED IN JUNE 2025

Department of Transport

Strategic Plan

2025 - 2030

The Strategic Plan 2025 – 2030 for the National Department of Transport is compiled with the latest available information from departmental and other sources.
Some of this information is unaudited or subject to revision.

For more information, please contact:

Strategic Planning, Monitoring and Evaluation
National Department of Transport
Private Bag X193
Pretoria, 0001, South Africa
Tel: +27 12 309 3313
Fax: +27 12 309 3590

Strategic Plans for each five-year performance cycle will also be published on www.transport.gov.za

ISBN: 978-1-77997-434-1
RP: 09/2025

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Foreword by the Executive Authority

The Seventh Administration has placed inclusive and sustainable economic growth at the forefront of South Africa's development agenda. Over the 2024 – 2029 Medium Term Development Plan (MTDP) period, government has identified three national policy outcomes to drive this vision:

- Drive inclusive economic growth and job creation.
- Reduce poverty and tackle the high cost of living.
- Build a capable, ethical, and developmental state.

The Department of Transport and its entities play a crucial role in advancing these priorities by facilitating the efficient movement of goods and people, strengthening our logistics sector, and enhancing transport infrastructure. To revitalise the transport and logistics sector and support economic recovery, the Department has set ambitious targets for 2030, including:

- Increasing annual freight volumes on the Transnet rail network to 250 million tonnes.
- Doubling crane moves per hour at ports from 16 to 30.
- Increasing the number of annual passenger rail trips to 600 million.
- Handling 1.5 million tonnes of airfreight and over 42 million passengers through South African airports.
- Reducing the annual number of road fatalities by half.

Parliament provides the legislative mandate of the Department, which has been tasked with achieving the following:

- Setting strategic direction for the country's transport sector;
- Developing legislation and policies for all transport sub-sections;
- Ensuring that the implementation of transport functions takes place through public entities, each with their own mandate and founding legislation;
- Providing oversight of the entities and ensuring that they deliver on their respective mandates;
- Overseeing the execution of concurrent functions shared with provincial governments through the management of conditional grants;
- Ensuring the development of integrated transport plans by local government and the management of conditional grants.

The Department will achieve these goals through fostering a culture of accountability, ethical decision-making, upholding public trust, filling vacancies and improving audit outcomes.

I hereby present the Department of Transport's 2025-2030 Strategic Plan.

MS. B.D. CREECY, MP
Minister of Transport

Deputy Minister's Statement

Road safety has remained a major challenge since the deregulation of roads in South Africa, which allowed for unsustainable congestion on our roads, leading to unsafe road use conditions, pollution through emissions of slowed traffic, and increased wear and tear of our road infrastructure. Generally, the motor vehicle using public in South Africa is very unwilling to switch to public transport. This is due to existing perceptions that public transport modes are inconvenient and have a poor safety record. More people use cars instead of public transport, more rail friendly goods are transported from industrial centres by road, even while rail would be better suited.

The challenges of increasing congestion are compounded by problems associated with the behaviour of road users. Vehicle overloading and breaches of road safety regulations are major problems despite enforcement efforts. It is a fact that overloading has remained a culprit for premature road deterioration and, together with speeding, inadequate vehicle maintenance and driver fatigue contribute to South Africa's poor road safety record (Treasury 2008).

The Strategy acknowledges that the need to improve road safety must be a top priority, not least due to the economic costs it imposes on individuals and the economy. It is important to note that the department will in the 2025/26 financial year take firmer steps towards achieving sustainable visibility of traffic law enforcement by implementing road traffic policing as a 7-day, 24-hour job found to be a necessary deterrent towards compliance. In addition, the department will also continue to:

- Implement the 365 days programme in line Integrated National Roads Safety Strategy through the RTMC
- Implement AARTO and its Regulations
- Conduct inspections through SABS for compliance
- Conduct investigations, especially through the Cross-Border Road Transport Agency's work will refer offenders for criminal matters to SAPS or NPA and will
- Implement the 24/7 Law Enforcement shifts in all Provinces

It is clear according to various studies conducted including by the World Bank that in South Africa, speed and drunk driving are major contributors to road traffic crashes. Speed limits in the country are higher than the globally recommended safe system speeds and 58% of fatalities involve a driver over the legal blood alcohol content (BAC) limit (DBSA, 2020). We will continue to focus on steps to address this category of offenders more firmly especially through the AARTO and through heightened presence on our roads for effective monitoring. The Strategic Plan acknowledges stubborn numbers of road traffic fatalities and has committed to revise the National Road Safety Strategy, halt and reverse the scourge of fatalities, which takes not only lives but imposes costs of billions of rands on the country through payments by the RAF, the health department and insurance companies.

We have continued to witness a disturbingly unabating and high number of pedestrian deaths and cannot overemphasise the importance of improving non-motorised transport infrastructure to reverse the trend drastically and simultaneously realise of commitment to reduce crashes and fatalities on our roads. The department plans to continue to address the matter with local government.

Maritime safety and security enable safer and more secure operations, making our coastline and ports competitive, which forces the department to strive for a fit-for conditions safety and security platform. To ensure this safety and security, the department through the South African Maritime Authority that will focus on current concerns and reduce stowaways by addressing inadequacies in security watch keeping. It will also ensure that there is compliance with International Ship and Port Facility Security (ISPS).

The South African Maritime Safety Authority (SAMSA) continues to ensure that all stakeholders observe applicable maritime safety, security and pollution legislation and regulations. SAMSA is also in process of building a tugboat for monitoring South Africa's coastlines.

Mr. Mkhuleko Hlengwa, MP

Deputy Minister of Transport

Accounting Officer Statement

An integrated and efficient transport system is vital for economic activities, facilitating trade, tourism and mobility, thereby contributing to GDP growth. The transport sector is thus not merely a facilitator of movement, but the backbone of the South African economy. Over the next five years, we anticipate significant developments that will reshape our transport landscape even further.

The challenge of aging infrastructure and maintenance backlogs hinder efficiency and the safety of transport services. This is compounded by limited funding which restricts the Department's ability to implement large-scale projects or maintain existing infrastructure, however, collaboration with the private sector through Public-Private Partnerships (PPP) is known to mobilize additional resources, expertise and efficiencies in transport projects. As such, the Department intends to explore this option as much as possible to fund and implement much-needed transport infrastructure projects and interventions. The introduction of the Transport Economic Regulator (ERT) is critical in enabling the required competitiveness of the sector and levelling the playing field for private sector participation.

Furthermore, because the failure to modernize transport systems can result in South Africa losing its competitive edge in global trade and logistics, modernising the country's transport systems and its transport infrastructure is also a priority in the next five years. Technological advancements such as smart transport systems and green technologies which enhance service delivery and sustainability, are at the centre of the Department's interventions. Regarding the latter, the Department will prioritize initiatives that reduce carbon emissions and promote eco-friendly practices. This includes increasing our investment in public transport systems, encouraging the use of electric vehicles, moving rail friendly cargo back to rail, improving the role of rail passenger transport and enhancing infrastructure to support non-motorized transport.

In addition, the Transport Just Transition Plan which intends to guide the transition of the land-based transport sector towards sustainability and low-carbon practices, while ensuring that the process is equitable and inclusive is targeted to be approved within the next two years.

Similarly, the imminent approval of the Reviewed Green Transport Strategy, will promote green mobility to ensure that the transport sector supports the achievement of green economic growth targets and the protection of the environment in alignment with the Nationally

Determined Contribution (NDC) target and effectively enabling South Africa to reach its net-zero target by 2050.

The department has developed a Maritime Decarbonisation Roadmap which is meant to reduce greenhouse gases (GHG) from the global maritime sector in line with the Paris Agreement. The roadmap aims to reduce carbon dioxide emissions from ships within the South African coastline with nine commercial ports.

The integration of technology in the transport sector cannot be overstated. The next five years will see a surge in digital transformation, with smart transport systems becoming the norm. The Department is committed to embracing innovation by adopting advanced technologies such as Artificial Intelligence (AI), and data analytics to optimize transport operations throughout the country and to enhance the safety of our citizens. This is in addition to the continued investments we must make in transport infrastructure to aid the realisation of our aims towards universally accessible public transport, which serves sustainable development goals related to transport and mobility.

To ensure that the funding of road projects and operations are based on a well-defined set of policy goals and objectives, the department has prioritized the submission of the Road Infrastructure Funding Policy to Cabinet for approval.

The Department is also prioritizing the Public Transport Subsidy Policy, which will ensure that modes that were previously excluded in the subsidy regime are considered in line with their market share of commuters in the public transport sector.

The Department is aware that the country's freight logistics system is undergoing a process of rapid and fundamental revitalisation to improve its efficiency and position it for the future. This follows Cabinet's approval of the Roadmap for the Freight Logistics System in South Africa in the 2022/23 financial year. "This roadmap sets out a clear plan to guide this process, outlining what we aim to achieve and how we will get there".

As a significant precursor to the drafting of the roadmap, in May 2022, Cabinet passed the White Paper on National Rail Policy, which among others, proposed a PSP Framework for the rail sector. The repositioning of freight rail will in turn support jobs in every sector in the economy, from mining to manufacturing to agriculture.

The finalisation of the corporatisation of the Transnet National Ports Authority (TNPA) will ensure that investments in our Ports will go a long way towards realising their competitiveness.

To regulate and promote the transportation of cargo along the South African coastline, primarily by dedicated coastal vessels, with the goal of stimulating local maritime industry growth, reducing land-based transport congestion, and potentially lowering costs by utilizing a more efficient mode of transport within the country's borders, the Department is finalizing the Coastal Shipping Agreement with three SADC countries.

The Department has also prioritized the review of the Draft Comprehensive Civil Aviation Policy which robustly addresses the gaps identified in National Civil Aviation Policy (2017) and unlock economic opportunities for the aviation industry to recover from the effect of Covid-19.

I want to express my gratitude to the Minister, Hon. B.D Creecy, MP, and the Deputy Minister, Hon. Mkhuleko Hlengwa, MP, the Transport Team, and all stakeholders for their contribution in ensuring that we develop a trajectory that will ensure that transport becomes the heartbeat of economic growth and social development in the country, in the continent and globally.

Mr. Mathabatha Mokonyama
Acting Director-General: Transport

Official Sign-off

It is hereby certified that this Strategic Plan:

- Was developed by the management of the Department of Transport under the guidance of Minister B.D. Creecy.
- Takes into account all relevant policies, legislation and other mandates for which the Department of Transport is responsible.
- Accurately reflects the impact and outcomes which the Department of Transport will endeavour to achieve over the period 2025 – 2030.

RESPONSIBILITY AREA	SIGNATORY	SIGNATURE
DDG: Corporate Services	Ms. Carmen Coetzee (Acting)	
DDG: Integrated Transport Planning	Mr. Mthunzi Madiya (Acting)	
DDG: Rail Transport	Mr. Ngwako Makaepea	
DDG: Road Transport	Mr. Christopher Hlabisa	
DDG: Civil Aviation	Ms. Elizabeth Mpye (Acting)	
DDG: Maritime Transport	Mr. Mthunzi Madiya	
DDG: Public Transport	Ms. Khibi Manana (Acting)	
DDG: Financial Services	Mr. Makoto Matlala	
Head of Strategy & Planning	Ms. Hlengiwe Ngwenya (Acting)	

RESPONSIBILITY AREA	SIGNATORY	SIGNATURE
Director-General of Transport (Accounting Officer)	Mr. Mathabatha Mokonyama (Acting)	
Supported by: Deputy Minister of Transport	Hon. Mkhuleko Hlengwa, MP	
Approved by: Minister of Transport (Executive Authority)	Hon. B.D. Creecy, MP	

Part A: Our mandate

1. Constitutional mandate

The department has been mandated to maximize the contribution of transport to the country's economic and social development by providing fully integrated transport operations and infrastructure, encompassing planning, operations, and policymaking for various transport sub-sectors.

The Constitution of the Republic of South Africa outlines the legislative responsibilities of the different levels of government with regards to airports, roads, traffic management and public transport. Powers and responsibilities for transport are shared between the various levels of government. Transport is a function that is legislated and executed at all levels of government. The implementation of transport functions at the national level takes place through public entities, overseen by the Department. Each public entity has a specific delivery mandate.

The Department is responsible for the following:

a) **Policy and Legislation:** Formulating legislation and policy to set the strategic direction of transport sub-sectors.
b) **Sector Research:** Conducting research to inform policy and decision-making.
c) **Regulation and Standards:** Setting norms and standards for the transport sector.
d) **Monitoring and Implementation:** Monitoring the implementation of policies and regulations.
e) **Infrastructure Development:** Maintaining and developing the transport infrastructure system, prioritizing its development in terms of sustainable economic and development needs.
f) **Integrated Transport:** Facilitating integrated transport operations and infrastructure, including land use/transport and multi-modal planning.
g) **Public Transport:** Facilitating integrated public transport networks, including funding infrastructure and operating costs of bus rapid transit services.
h) **Road Traffic Management:** Providing national road traffic strategic planning and law enforcement, and pooling public sector resources for the provision of road traffic management.
i) **Maritime Safety:** Ensuring the safety of life and property at sea and preventing and combating marine pollution.
j) **Rail Services:** Providing rail commuter services within, to and from South Africa in the public interest.

2. Legislative mandates

Parliament of the Republic of South Africa provides the legislative mandate that the Department of Transport (DoT) needs to carry out its mandate, vision and mission. The following are significant Acts that direct the Department`s programmes:

LEGISLATION	PURPOSE
Economic Regulation of Transport, Act 06 of 2024	To consolidate the economic regulation of transport within a single framework and policy; to establish the Transport Economic Regulator; to establish the Transport Economic Council; to make consequential amendments to various other Acts; and to provide for related incidental matters.
Railways and Ports	
South African Transport Services Conditions and Service Act,1988 (Act 41 of 1988)	To provide for certain matters relating to the conditions of service of employees of the South African Transport Services.
Legal Succession to the South African Transport Services Act, 1989 (Act 9 of 1989)	To make provision for the formation of a company, for the legal succession to the South African Transport Services by the Company, and for the establishment of the South African Rail Commuter Corporation Limited.
National Ports Act, 2005 (Act 12 of 2005)	To provide for the establishment of the National Ports Authority and the Ports Regulator; to provide for the administration of certain ports by the National Ports Authority.
Railway Safety Act, 2024 (No 30 of 2024)	The Act regulates railway safety in South Africa, ensuring safe operations and promoting the use of rail as an efficient mode of transportation, while also repealing the National Railway Safety Regulator Act of 2002.
Roads	
Advertising on Roads and Ribbon Development Act, 1940 (Act 21 of 1940)	To regulate the display of advertisements outside certain urban areas at places visible from public roads, and the depositing of disused machinery or refuse and the erection of structures near certain public roads.
Administrative Adjudication of Road Offences Act, 1998	To promote road traffic quality by providing for a scheme to discourage road traffic contraventions, to administratively deal with the adjudication of road traffic violations and implement a points demerit system.
National Roads Act. 1972 (Act 09 of 1972)	To regulate the display of advertisements outside certain urban areas at places visible from public roads, and the depositing or leaving of disused machinery or refuse and the erection, construction or laying of structures and other things near certain public roads, and the access to certain land from such roads.
National Road Traffic Act (Act 93 of 1996)	To regulate and provide for road traffic matters which shall apply uniformly throughout the Republic.
National Road Safety Act, 1972 (Act 9 of 1972).	To promote road safety; for that purpose, to establish a national road safety council and a central road safety fund.

LEGISLATION	PURPOSE
South African Roads Board Act, 1988 (Act 74 of 1988)	To establish a South African Roads Board and a Toll Roads Committee and determine the functions of that board and of that committee.
Transport Deregulation Act, 1988 (Act 80 of 1988)	Transport Deregulation Act, 1988 (Act 80 of 1988) - to repeal the Transport (Co-ordination) Act, 1948; and to provide for the continued existence of, and the continuation of certain functions the National Transport Commission; for the transfer of certain powers, functions and duties of the National Transport Commission to the South African Roads Board and for the vesting of certain property of that commission in that board.
South African National Roads Agency Limited and National Roads,1998 (Act 07 of 1998)	To make provision for a national roads agency for the Republic to manage and control the Republic's national roads system and take charge, amongst others, of the development, maintenance and rehabilitation of national roads within the framework of government policy
National Environmental Management Act, 1998 (Act 108 of 1998)	To provide for co-operative, environmental governance by establishing principles for decision-making on matters affecting the environment, institutions that will promote co-operative governance and procedures for co-ordinating environmental functions exercised by organs of state; and to provide for matters connected therewith.
National Climate Change Response Policy White Paper, 2011	To address both mitigation and adaptation in the short, medium and long term (up to 2050). GHG emissions are set to stop increasing at the latest by 2020-2025, to stabilise for up to 10 years and then to decline in absolute terms.
Spatial Planning and Land Use Management Act	To provide a framework for spatial planning and land use management in the Republic, to address past spatial and regulatory imbalances.
Project and Construction Management Act, 2000 (Act 48 of 2000)	To provide for the regulation of the relationship between the South African Council for the Project and Construction Management Professions and the Council for the Built Environment.
Engineering Profession Act, 2000 (Act 46 of 2000)	To provide for the registration of professionals, candidates and specified categories in the engineering profession.
Construction Industry Development Board Act, 2000 (Act 38 of 2000)	To implement an integrated strategy for the reconstruction, growth and development of the construction industry.
Government Immovable Asset Management Act, 2007 (Act 17 of 2007)	To ensure the coordination of the use of an immovable asset with the service delivery objectives of a national or provincial department.
National Standards Act, 2008 (Act 8 of 2008)	To provide for the development, promotion and maintenance of standardisation and quality in connection with commodities and the rendering of related conformity assessment services; and for that purpose, to provide for the continued existence of the SABS, as the peak national institution.
Disaster Management Act, 2002 (Act 57 of 2002)	To provide an integrated and coordinated disaster management policy that focuses on preventing or reducing the risk of disasters, mitigating the severity of disasters, emergency preparedness, rapid

LEGISLATION	PURPOSE
	and effective response to disasters and post-disaster recovery; the establishment of national, provincial and municipal disaster management centres; disaster management volunteers; and matters incidental thereto.
National Heritage Resource,1999 (Act 25 of 1999)	To promote good management of the national estate, and to enable and encourage communities to nurture and conserve their legacy so that it may be bequeathed to future generations.
Mineral and Petroleum Resources Development (Act 28 of 2002)	To make provision for equitable access to and sustainable development of the nation's mineral and petroleum resources.
Division of Revenue Act	To provide for the equitable division of revenue raised nationally among the national, provincial and local spheres of government
Motor Vehicles	
Road Transportation Act, 1977 (Act 74 of 1977)	To provide for the control of certain forms of road transportation.
Urban Transport Act, 1977 (Act 78 of 1977)	To provide for the establishment of certain transport funds, metropolitan transport areas and metropolitan transport advisory boards and for the preparation and implementation of urban transport plans.
Road Traffic Act, 1989 (Act 29 of 1989)	Empowers traffic officers to stop vehicles and ascertain compliance with the road traffic rules and regulations.
Financial Supervision of the Road Accident Fund Act, 1993 (Act 8 of 1993)	To further regulate the affairs of the Multilateral Motor Vehicle Accidents Fund
Road Accident Fund Act, 1996 (Act 56 of 1996)	To provide for the establishment of the Road Accident Fund
National Road Traffic Act, 1996 (Act 93 of 1996)	To provide for road traffic matters which shall apply uniformly throughout the Republic.
Cross-Border Road Transport Act, 1998 (Act 4 of 1998)	To provide for co-operative and co-ordinated provision of advice, regulation, facilitation and law enforcement in respect of cross-border road transport by the public and private sectors.
Transport Appeal Tribunal Act, 1998 (Act 39 of 1998)	To provide for the establishment of the Transport Appeal Tribunal to consider and to decide appeals noted under the National Land Transport Act, 1998, and under the Cross-Border Road Transport Act, 1998.
National Land Transport Interim Arrangements Act, 1998 (Act 45 of 1998)	To make arrangements relating or relevant to transport planning and public road transport services within metropolitan transport areas declared under the Urban Transport Act, 1977.
Administrative Adjudication of Road Traffic Offences Act, 1998 (Act 46 of 1998)	It's an act of the Parliament of South Africa which introduces a point demerit system for violations of traffic law.
Road Traffic Laws Rationalisation Act, 1998 (Act 47 of 1998)	To repeal certain laws relating to road traffic applicable only in particular areas of the Republic in so far as they fall outside the functional areas mentioned in Schedules 4 and 5 to the Constitution.

LEGISLATION	PURPOSE
Road Accident Fund Commission Act, 1998 (Act 71 of 1998)	To make recommendations regarding, a system for the payment of compensation or benefits, or a combination of compensation and benefits, in the event of the injury or death of persons in road accidents.
Road Traffic Management Corporation Act, 1999 (Act 20 of 1999)	To provide for the phasing in of private investment in road traffic.
National Land Transport Transition Act, 2000 (Act 22 of 2000)	To provide for the transformation and restructuring of the national land transport system of the Republic.
National Land Transport Act, 2009 (Act 05 of 2009)	To provide further the process of transformation and restructuring the national land transport system initiated by the National Land Transport Transition Act, 2000 (Act No. 22 of 2000).
National Land Transport Amendment Act No. 23 of 2023	To update and improve the National Land Transport Act (Act No. 5 of 2009) by addressing challenges in implementation, providing for non-motorized and accessible transport, and expanding ministerial powers for regulations and safety measures.
Civil Aviation	
Airports Company Act, 1993 (Act No 44 of 1993)	To provide for the transfer of certain assets and functions of the State to a public company to be established and for matters connected therewith.
Airports Company Amendment Act, No. 17 of 2020	To provide for the establishment of a company and the transfer of the State's shares in the company; to regulate certain activities at company airports.
Air Services Licensing Act, 1990 (Act 115 of 1990)	To provide the establishment of an Air Service Licensing Council; for the licensing and control of domestic air services.
Air Traffic and Navigation Services Company Act, 1993(Act 45 of 1993)	To provide for the transfer of certain assets and functions of the State to a public company to be established.
Air Traffic and Navigation Services Company Amendment Act, No. 18 of 2020	To provide for the transfer of certain assets and functions of the State to a public company to be established; to provide for the provision of services by the company outside of the Republic; to provide for appeals against the decisions of the Committee; to provide for offences and penalties.
Carriage by Air Act, 1946 (Act 47 of 1946)	To give effect to a Convention for the unification of certain rules relating to international carriage by air; to make provision for applying the rules contained in the said Convention, subject to exceptions, adaptations and modifications, to carriage by air which is not international carriage within the meaning of the Convention.
Civil Aviation Act, 2009 (Act 13 of 2009)	To repeal, consolidate and amend the aviation laws giving effects to certain International Aviation Convention, to provide for the control and regulation of aviation with the Republic and to provide for the establishment of a South African Civil Aviation Authority with safety and security oversight function.

LEGISLATION	PURPOSE
Convention on the International Recognition of Rights in Aircraft Act, 1993 (Act 53 of 1993)	To provide for the application in the Republic of the Convention on the International Recognition of Rights in Aircraft; to make special provision for the hypothecation of aircraft and shares in aircraft.
Convention on International Interests in Mobile Equipment Act, 2007 (Act 4 of 2007)	To harmonize national laws with the principles underlying asset-based financing for mobile equipment – aircraft (through the Protocol), to protect the rights of manufacturers/financiers /lessors against third party claims and seizures in case of insolvency and to allow creditors speedy relief in the case of default by a debtor such as repossession of, selling or leasing of, or collection of income derived from the mobile equipment.
International Air Services Act, 1993 (Act 60 of 1993)	To provide for the establishment of an International Air Services Council; for the regulation and control of international air services.
South African Civil Aviation Authority Levies Act,1998 (Act 41 of 1998)	To provide for the imposition of levies by the South African Civil Aviation Authority.
South African Maritime and Aeronautical Search and Rescue Act, 2002 (Act 44 of 2002)	To incorporate the International Convention on Maritime Search and Rescue, 1979, and Annex 12 to the Convention on International Civil Aviation, 1944, into South African law; to establish the South African Maritime and Aeronautical Search and Rescue Organization.
Convention on International interests in Mobile Equipment Act, 2007 (Act 4 of 2007)	To enact the Convention on International interests in Mobile Equipment and the Protocol to the Convention on International Interests in Mobile Equipment on Matters Specific to Aircraft Equipment into law; and to provide for matters connected therewith.
Shipping	
Ballast Water Management Bill, 2022	To provide for the prevention of the introduction of alien and invasive species via ship's ballast water and sediment, the implementation of the International Convention for the Control and Management of Ship's Ballast Water and Sediment 2004, and matters related thereto.
Merchant Shipping Act,1951 (Act 57 of 1951)	To provide for the control of merchant shipping and matters incidental thereto.
Comprehensive Maritime Transport Policy (CMTP)	To facilitate growth and development of South Africa's maritime transport system in support of socio-economic development of the country whilst contributing to international trade.
National Commercial Ports Policy, 2002	To enable the South African commercial ports system to be globally competitive; safe and secure, operating at internationally accepted levels of operational efficiency and serve the economy and meet the needs of port users in a manner that is economically and environmentally sustainable.
Marine Traffic Act, 1981 (Act 2 of 1981)	To regulate marine traffic in the Republic of South Africa; and to provide for matters connected therewith.
Carriage of Goods by Sea Act,1986(Act 1 of 1986)	To amend the law with respect to the carriage of goods by sea so as to govern the rights and responsibilities between the owners of the cargo being shipped and the persons or entities that transport the cargo for a fee.

LEGISLATION	PURPOSE
Marine Pollution (Prevention of Pollution from Ships), 1986 (Act 2 of 1986)	To provide for the protection of the sea from pollution by oil and other harmful substances discharged from ships and to give effect to the International Convention for the Prevention of Pollution by ships 1973.
Marine Oil Pollution (Preparedness, Response and Cooperation) Bill of 2022	To provide for the regulation and management of the country's response to major marine oil pollution incidents at the country's coastal seas.
Maritime Development Fund Bill, 2022	The proposed fund, which will provide a path for maritime funding solutions, will aim to capacitate the maritime sector for SAMSA and the Ports Regulator of South Africa to fulfil their respective mandate.
Shipping and Civil Aviation Laws Rationalisation Act, 1994 (Act 28 of 1994)	To repeal certain laws relating to shipping and civil aviation.
Wreck and Salvage Act, 1996 (Act 94 of 1996)	To provide for the salvage of certain vessels and for the application in the. Republic of the International Convention of Salvage, 1989; and to provide for the repeal or amendment of certain provisions of the Merchant Shipping Act, 1951, and the amendment of the Admiralty Jurisdiction Regulation Act, 1983.
South African Maritime Safety Act, 1998 (Act 5 of 1998)	To provide for the establishment and functions of the South African Maritime Safety Authority.
South African Maritime Safety Authority Levies Act, 1998 (Act 6 of 1998)	To provide for the establishment and functions of the South African Maritime Safety Authority.
Ship Registration Act, 1998 (Act 58 of 1998	To provide for the imposition of levies by the South African Maritime Safety Authority.
Sea Transport Documents Act, 2000 (Act 65 of 2000)	To regulate the position of certain documents relating to the carriage of goods by sea.
Gender	
Beijing Declaration and Platform for Action, 1995	Is an agenda for women's empowerment and considered the key global policy document on gender equality.
Convention of the Elimination of all Discrimination against Women	The Convention provides the basis for realising equality between women and men through ensuring women's equal access to, and equal opportunities in, political and public life including the right to vote and to stand for election, as well as education, health and employment.
Employment Equity Act 1998 (No 55 of 1998)	To ensure that everyone enjoys equal opportunity and fair treatment in the workplace.
Framework on Gender Responsive Planning, Budgeting, Monitoring, Evaluation and Auditing, 2018	It's a public policy tool that analyses central and local administrative budgets to assess gender funding gaps, identify actions to close them and ensure that national and local commitments to gender equality and women's empowerment are adequately funded.

LEGISLATION	PURPOSE
Gender Equality Strategic Framework, 2015	Is aimed at achieving women's empowerment and gender equality in the workplace. Ensure a better quality of life for all women through improved and accelerated service delivery by the Public Service
National Development Plan Vision 2030	A long-term vision and plan for the country which aims to eliminate poverty and reduce inequality by 2030.
National Strategic Plan on Gender-Based Violence and Femicide, 2020	A long-term vision and plan for the country which aims to eliminate poverty and reduce inequality by 2030. The NSP aims to provide a multi-sectoral, coherent strategic policy and programming framework to strengthen a coordinated national response to the crisis of gender-based violence and femicide by the government of South Africa and the country as a whole.
Sustainable Development Goals	To achieve basic levels of goods and services for all, better redistribution of wealth and resources they are the blueprint to achieve a better and more sustainable future for all.
Disability	
Handbook on Reasonable Accommodation of Employees with Disabilities in the Public Service, 2007	To guide implementation of reasonable accommodation measures to uphold, support and promote the rights of persons with disabilities.
Job Access Strategic Framework, 2006	To transform the Public Sector to be inclusive of people with disabilities. It aims to promote social justice.
United Nations Convention on the Rights of Persons with Disabilities	To promote, protect and ensure the full and equal enjoyment of all human rights and fundamental freedoms by all persons with disabilities, and to promote respect for their inherent dignity.
White Paper on the Rights of Persons with Disabilities	Advocates for transforming the health system to improve the lives of disabled people by for instance removing communication and information barriers, reducing costs associated with care and skilling health personnel to provide equitable services to persons with disabilities.
Youth	
National Youth Policy 2015 – 2020	Is developed for all young people in South Africa, with a focus on redressing the wrongs of the past and addressing the specific challenges and immediate needs of the country's youth.
National Child Care and Protection Policy, 2019	To protect children's rights and their best interests. Placing the child as the first priority when dealing with all identified or suspected cases of child abuse. Empowering and educating children on their rights, personal safety and steps they can take, if there is a problem.

3. Institutional policies and strategies governing the five-year planning period

POLICY / STRATEGY / PLAN	PURPOSE
White paper on the National Rail Policy, 2022	The policy sets out the government's remedial interventions to achieve rail renaissance in South Africa, to position rail to contribute substantially to reducing the country's harmful emissions, and to serve as the backbone of the national logistics tasks.
Roadmap for the Freight Logistics System in South Africa	The roadmap sets out an evidence-based, implementable and achievable path for reform of South Africa's logistics system in a manner that effectively addresses these challenges and thus enables economic growth and transformation.
White Paper on National Transport Policy, 2021	The policy aims to provide safe, reliable, effective, efficient, environmentally benign and fully integrated transport operations and infrastructure that will best meet the needs of freight and passenger customers, improving levels of service and cost in a fashion that supports government strategies for economic and social development whilst being environmentally and economically sustainable.
National Freight Logistics Strategy, 2005	The strategy aims to identify challenges facing the South African Freight Logistics system at different levels and recommend strategic interventions to address the challenges.
Green Transport Strategy (GTS), 2017	The strategy aims to provide a clear and concise policy directive and a mind map for climate change initiatives within the transport sector while addressing current and future transport demands. The strategy will promote green mobility to ensure that the transport sector supports the achievement of green economic growth targets and the protection of the environment.

POLICY / STRATEGY / PLAN	PURPOSE
National Road Safety Strategy (NRSS) 2016	The Strategy aims to create a safer road environment for all users with a significant reduction in the number of injuries and fatalities due to road crashes.
Comprehensive Maritime Transport Policy (CMTP), 2017	The strategy aims to facilitate the growth and development of South Africa's maritime transport system in support of the socio-economic development of the country whilst contributing to international trade.
Universal Accessible Transport Summit Action Plan, 2024	The Action Plan guides the implementation of universal design and access across the travel chain and proposes six priority areas for implementation across all modes of transport from 2025 – 2035.
Regional Integration Strategy	The strategy aims to unlock the benefits of regional integration in a manner that safeguards the policy space to pursue national economic objectives.
National Land Transport Strategic Framework, 2023 - 2028	The NLTSF is a framework for Transport Planning, effectively for all spheres of government. It sets the overarching goals, vision, and objectives for each element of the transport system which would be reflected in the Provincial Land Transport Frameworks (PLTFs) and Integrated Transport Plans (ITPs), and which must align with the NLTSF. The success in achieving these objectives depends on the implementation of the transport programmes and projects that emanate from the respective PLTFs, and ITPs reflected through the Key Performance Areas as defined in the NLTSF.

4. Relevant Court Rulings

a) None

Part B: Our Strategic Focus

1. Vision

"Transport, the heartbeat of South Africa's economic growth and social development."

2. Mission

The Department of Transport aims to lead the development of efficient integrated transport systems by creating a framework of sustainable policies and regulations; and implementable models to support government strategies for socio-economic development.

3. Values

As the central custodian of the nation's transport resources, services and products, the Department acknowledges the obligation it has to the citizens of the Republic of South Africa; and will adopt the following core values to advance its commitment to achieve policy and legislative mandates as set out for the sector:

a) Maintain **fairness** and **equity** in all our operations
b) Strive for **quality** and **affordable** transport for all
c) Stimulate **innovation** in the transport sector
d) Ensure **transparency**, **accountability** and **monitoring** of all operations
e) Ensure **sustainability**, **financial affordability**, **accessibility** as well as upholding of the **Batho Pele** principles

4. Situational analysis

On 26 August 2024, His Excellency President Ramaphosa signed proclamations which, in terms of Section 97 of the Constitution of the Republic of South Africa of 1996, transfer the administration, powers and functions entrusted by the specified legislation of the following State-Owned Entities to the Minister of Transport:

a) South African Airways (SAA)
b) South African Express (SAX)
c) Transnet

It should be noted that South African Express was placed into final liquidation on 14 September 2022 by the South Gauteng High Court. The airline was placed on provisional liquidation in April 2020 when an attempted business rescue failed. As part of the National Micro Organizing of Government (NMOG), the Department's Legal Services has received the Bill to repeal SAX from the now-abolished Department of Public Enterprises (DPE).

The proposal for final liquidation was brought forward by the airline's provisional liquidators, who indicated that there were no prospects for the business to be saved. The order was handed down without any opposition.

The implementation of some transport functions lies with provinces. In this regard, the Department has concurrent functions of public transport and transport regulation with provinces. Public Transport is a concurrent schedule 4A function between national and provincial spheres, and provincial roads and traffic are an exclusive schedule 5A provincial function.

To ensure that there is uniformity in planning and reporting towards the achievement of government and / or sector priorities, the Department coordinates the development and implementation of standardised / customised indicators. These indicators, developed in consultation with all relevant stakeholders, reflect key applicable deliverables of the sector plan and/or the Medium-Term Development Plan (MTDP).

Once developed, accounting officers of relevant provincial departments, who are responsible for the implementation of these indicators, must then approve such prior to their inclusion in their respective Strategic Plans (SPs) and Annual Performance Plans (APPs). Standardised indicators will then be Gazetted and reported on by provinces on a quarterly and annual basis, with the National Department playing an oversight role over provinces to ensure that they respond to the legislative and policy direction of the sector.

At a local (municipal) level, coordination and integration is done through the development of integrated transport plans, which are facilitated through municipalities' integrated development planning (IDP) processes. Municipal transport is a concurrent schedule 4B function, falling in the local government sphere. Municipal roads, traffic and parking are exclusive 5B municipal functions.

4.1 External environment analysis

Transport plays several key roles in facilitating the development of any functioning nation. There are key areas where transport has great potential to boost economic growth and self-reliance, connect people and open further opportunities to people. It has the ability to ensure citizens have access to job opportunities and effectively commute to their place of work. Having a reliable form of transport also allows citizens to seek out work opportunities that may otherwise be blocked by great distances. This allows more of the population to participate in the economy, which strengthens the nation's local economy and ensures citizens have access to a higher quality of life, however, with minibus taxis dominating public transit and train services plummeting by 97%, commuters face chaos and danger.

Transport infrastructure plays a key role in economic growth and poverty reduction. It enables the movement of goods, services, and resources. This serves to connect producers and consumers as well as local and international markets. Conversely, the lack of infrastructure affects productivity and raises production and transaction costs, which hinders growth by reducing the competitiveness of businesses.

South Africa's extensive legacy transport networks, including roads and ports, are vital for distributing commodities, industrial equipment and consumer products, however, its competitiveness as a logistics hub is declining due to supply chain disruptions from deteriorating infrastructure, criminal activity and unreliable power supply.

Efficient transport networks, which include modes such as road, rail, air, and maritime routes, facilitate trade and investment, attracting businesses, generating employment opportunities, and stimulating economic growth/development. Investing in transport networks opens new markets in the African regions and creates a solid platform for intra-African trade. Lowering transport costs within national and regional borders and along the trans-Africa corridors can unlock growth potential, create jobs, and bring wealth to local communities.

Mining plays a significant economic role in the country, contributing to job creation and export earnings. The transport sector is responsible for moving raw materials, such as coal, gold, platinum, and diamonds, from mining sites to processing plants and export facilities. For the quick and efficient distribution of resources, dependable transport networks and effective logistics services are essential. Additionally, transport is necessary for the prospect of exporting these goods. Freight rail infrastructure decline, port inefficiencies, and escalating fuel costs are crippling the economy.

South Africa has an open economy, with trade activity making up a significant component of domestic economic activity. Exports and imports accounting for 29% and 30% of domestic GDP respectively.

Moderate trade volume growth is anticipated in 2025, driven by rebounding economic activity. Although rail and port bottlenecks hinder trade, developments are under way to grant private companies access to State-owned infrastructure, with private train operators expected to gain access by April 2025. In the long term, investment, resource management and private sector partnerships will improve freight activity.

a) International commitments, agreements, developments and trends

South Africa is a signatory of numerous bilateral and multilateral agreements that aim to advance development and technical maritime cooperation with other countries and their relevant institutions. This includes the following:

- International Maritime Organisation (IMO);
- Association of African Maritime Administrations (AAMA);
- Abuja and Indian Ocean port State control Memorandum of Understanding (MOU); and
- Indian Ocean Rim Association (IORA)

In September 2020, the UN General Assembly adopted resolution A/RES/74/299 "Improving global road safety", proclaiming the Decade of Action for Road Safety 2021-2030, with the ambitious target of preventing at least 50% of road traffic deaths and injuries by 2030.

The First Decade of Action lists a global plan guided by the five pillars of road safety: road safety management, safer roads and mobility, safer vehicles, safer road users and post-crash response.

South Africa has to align to the Decade of Action target, yet the road fatalities and crashes are too high, as indicated in the graph below. These figures are concerning. The largest group that is affected is pedestrian, making up 45% of the reported cases.

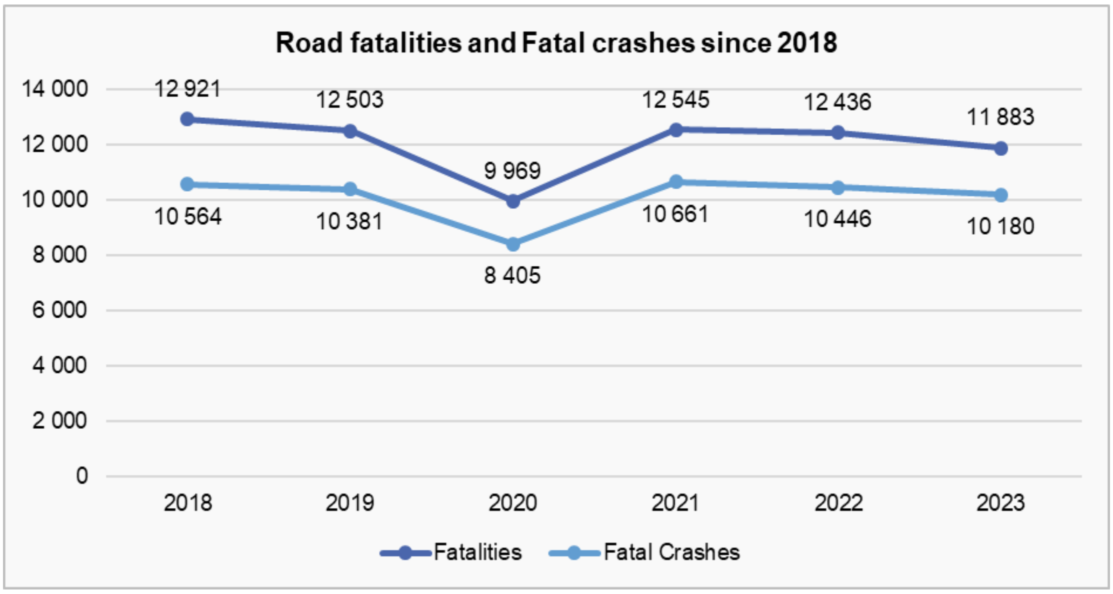


Figure 1: Road fatalities and fatal crashes

The 2021 baseline for fatalities and crashes is high at 12 545 and 10 661 respectively. The three-year trend shows marginal improvement, which means significant interventions are to reach the 50% reduction target by 2030.

A region striving for stronger integration needs an efficient transport system to facilitate trade and socioeconomic ties. The Southern African Development Community (SADC) Regional Infrastructure Development Master Plan currently projects the following increases:

a) By 2030, traffic for landlocked SADC countries will increase to 50 million tonnes, ramping to 148 million tonnes by 2040 – an 8.2% annual growth rate.

b) Port traffic will expand from 92 million tonnes to 500 million tonnes by 2027.

c) O.R. Tambo International Airport in Johannesburg, South Africa, will add two million passengers a year by 2030 and three million a year by 2040.

South Africa, as a member of SADC, has to honour the commitments and priorities of SADC. Furthermore, the Protocol on Transport, Communications and Meteorology advises SADC Member States to promote an integrated, multimodal transport system throughout Southern Africa that remains efficient, reliable, economically viable, and environmentally responsible.

Member States agreed to cooperate on a transport network aimed at ensuring the free movement of people and goods through the region, particularly from landlocked Member States to seaports located in coastal Member States' territory and vice-versa.

The Protocol on Transport, Communications and Meteorology notes that much of the transportation infrastructure should become financially self-sustaining through private sector investment and user-pays principles. Consequently, Member States should cultivate an environment conducive to participation of the private sector in transportation infrastructure.

In the same vein, the Programme for Infrastructure Development in Africa (PIDA), a Multi sector programme covering four Transport, Energy, Transboundary water and Telecommunication/ICT is dedicated to facilitating continental integration in Africa through improved regional infrastructure and is designed to support implementation of the African Union Abuja Treaty and the creation of the African economic community.

PIDA is a joint initiative of the African Union Commission (AUC), the New Partnership for Africa's Development Planning and Coordination Agency (NPCA), and the African Development Bank (AfDB).

For many sub-Saharan countries, South Africa is often considered the 'gateway' to the African continent and is currently in a strong position with regard to international shipping and trade – both into and from Africa. However, there are a number of other ports in Africa which are becoming increasingly competitive, introducing risk for SA transport and logistics providers that rely on international business.

No economy can grow at 5% per year without a strong and well-delineated transport and logistics supply chain. In Africa this is a fast-evolving space, and with the gradual rollout of trade mechanisms under the African Continental Free Trade Area, the impetus to streamline cross-border trade and enhance logistics corridors is growing even faster in parallel.

The transport sector is a key contributor to the country's competitiveness in global markets. The country's transport infrastructure is modern and among the most developed in Africa. The air and rail networks are the largest on the continent, and the major roads are in good condition.

Port efficiency, in South Africa, has improved considerably as a result of investment in new assets such as ship-to-shore cranes and other supporting handling equipment, however, tariffs have remained high in comparison to global benchmarks. A repositioning of the ports and a reduction in tariffs could attract further transhipment traffic to and from Europe, the Americas, Asia, Australasia and both coasts of Africa.

b) Linkages / obligations coming from other strategies and plans

The department has to make its contribution to key government strategies and plans. This includes the following:

- **Just Transition Framework**

  The just transition framework sets out a shared vision for the just transition, principles to guide the transition, and policies and governance arrangements to give effect to the transition.

  In December 2020, President Cyril Ramaphosa established the Presidential Climate Commission (PCC) to oversee and facilitate a just transition to a low-emissions and climate-resilient economy, and one of the first tasks of the PCC was to design a just transition framework for South Africa.

  The just transition framework is the first building block towards this objective, bringing coordination and coherence to just transition planning in the country. The Department is working on finalising its draft of the Transport Just Transition Plan in the 2024/25 financial year.

- **National Strategic Plan on Gender-Based Violence and Femicide**

  Gender-based violence and femicide is a serious social evil and victims of gender-based violence and femicide are among the most vulnerable members of society; that gender-based violence takes on many forms.

  Gender-based violence and femicide will be eliminated only when a multi-sectoral, co-ordinated government and whole of society approach is implemented in fighting the scourge; and it is necessary to harness the roles, responsibilities, resources and commitments across government, labour, civil society, movements, youth structures, faith-based structures, traditional structures, the media, development agencies, the private sector, academic institutions and all other stakeholders.

In the transport sector, the NSP is implemented in the rail, road, aviation, maritime and public transport modes, through the transport entities and state-owned companies.

- **White Paper on the Rights of Persons with Disabilities**

  The Constitution of the Republic of South Africa, 1996, adopted in 1996, outlaws' discrimination on the basis of disability and guarantees the right to equality for persons with disabilities.

  South Africa ratified the United Nations Convention on the Rights of Persons with Disabilities (UNCRPD) and its Optional Protocol without reservation in 2007, thereby committing the country to respect and implement the rights of persons with disabilities as documented in the various Articles.

  The Constitutional Court determined that human dignity constitutes a criterion to determine unfair discrimination.

- **Framework on Gender Responsive Planning, Budgeting, Monitoring, Evaluation and Auditing**

  Despite notable advances in gender equality and women's empowerment since the inception of democracy in South Africa, the majority of women and girls still suffer from multi-dimensional poverty, inequality and discrimination on the basis of gender. This is compounded by multiple deprivations and deep-seated social problems such as gender-based violence.

  While women in general face gender-based discrimination, it should be noted that women are not a homogenous group and that women's inequality, and deprivation is compounded by race, class, spatial location and other dimensions. Young, African women are worst affected by poverty and unemployment.

  Gender-responsive planning, budgeting, monitoring, evaluation and auditing (GRPBMEA) is an imperative in achieving the country's constitutional vision of a non-sexist society. It is aimed at ensuring better outcomes for women and girls and more tangible gender impacts in South Africa. Investing in women's empowerment and reducing the gender gap is an important driver of inclusive economic growth and development and will benefit both women and men, boys and girls.

- **Gender Equality Strategic Framework**

  This Gender Policy Framework establishes guidelines for South Africa as a nation to take action to remedy the historical legacy by defining new terms of reference for interacting with each other in both the private and public spheres, and by proposing and recommending an institutional framework that facilitates equal access to goods and services for both women and men.

  The Gender Policy Framework proposes a process that moves away from treating gender issues as "something at the end-of-the-day" business.

- **Employment Equity Act**

  The Act aims to promote equal opportunity and fair treatment in the workplace, eliminate unfair discrimination, and implement affirmative action measures to address past disadvantages experienced by designated groups.

  As a result of apartheid and other discriminatory laws and practices, there are disparities in employment, occupation and income within the national labour market. Those disparities created such pronounced disadvantages for certain categories of people that they cannot be redressed simply by repealing discriminatory laws.

  The Act was enacted to promote the constitutional right of equality and the exercise of true democracy, eliminate unfair discrimination in employment, and ensure the implementation of employment equity to redress the effects of discrimination. among others.

c) Long-term plans that inform the transport priorities

The Department's priorities have to be informed and must align to the long-term plans of government, such as the National Development Plan, Agenda 2063, and the MTDP.

National Development Plan (NDP) Vision 2030

To achieve sustainable and inclusive growth by 2030, the NDP advocates for investment in economic infrastructure designed to support the country's medium and long-term objectives for job creation and growth, equitable access to opportunities and services for all and reducing poverty.

Agenda 2063

Agenda 2063, the continent's shared strategic framework for inclusive growth and sustainable development, has the following key flagship programmes agreed to by Africa's political leadership. These include the following, amongst others:

a) **The Integrated High-Speed Train Network:** which aims to connect all African capitals and commercial centres to facilitate movement of goods, factor services and people and also relive transport congestion of existing and future systems;
b) Fast track the establishment of the **Continental Free Trade Area by 2017:** which aims to significantly accelerate growth of Intra-Africa trade and use trade more effectively as an engine of growth and sustainable development;
c) The **African Passport and free movement of people which aims to fast-track continental integration,** a common African Passport, free movement of people is a pillar of African integration and accelerated growth of intra-African trade; and
d) A **Single African Airspace**: This flagship project aims at delivering a single African air transport market to facilitate air transportation in Africa.

Medium-Term Development Plan (MTDP) 2024 - 2029 Priorities

The Medium-Term Development Plan (MTDP), which is the implementation plan of the National Development Plan (NDP) as articulated by the Government of National Unity of the 7th Administration of the democratically elected South Africa must be implemented.

The MTDP 2024 - 2029 outlines three strategic priorities which include the following:

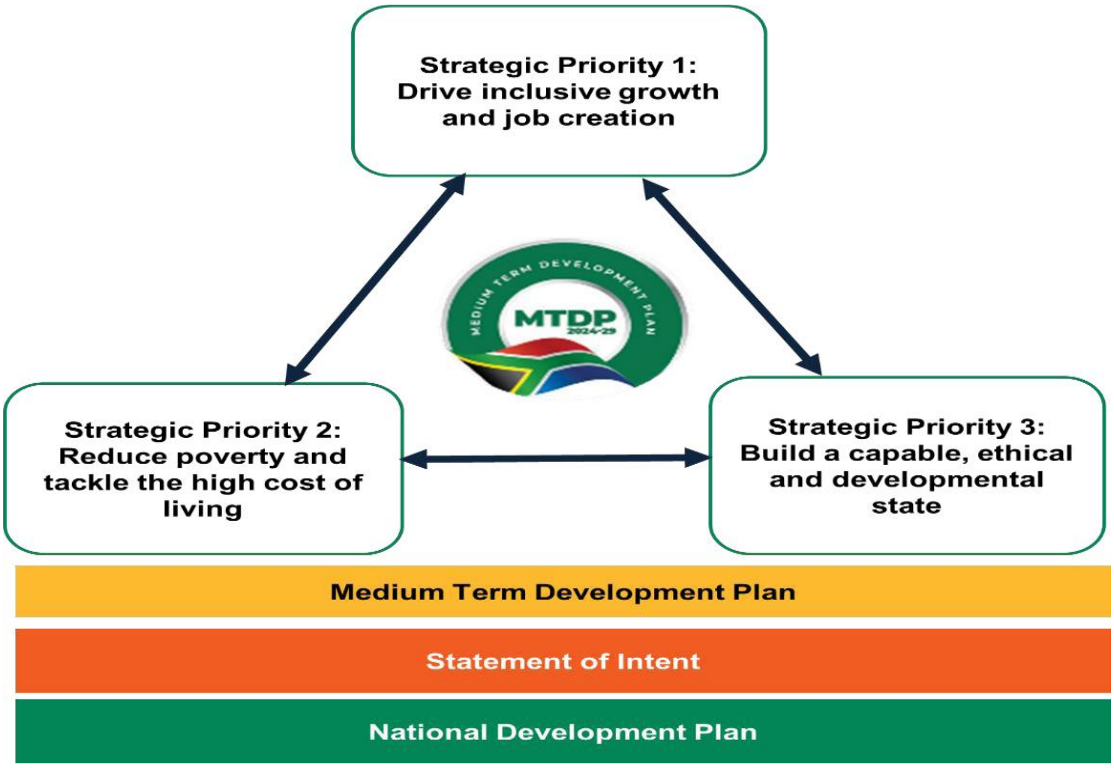


Figure 2: MTDP strategic priorities

The three strategic priorities are interrelated and interlinked:

1. **Drive inclusive growth and job creation** to create jobs will be viewed as an Apex priority. All spheres of government, clusters and sectors are to prioritise relevant economic interventions.
2. **Reduce poverty and tackle the high cost of living**, ensures that the country has a skilled and healthy workforce, enabling infrastructure and basic services.
3. **Build a capable, ethical and developmental state** plays a key role (direct and indirect) within the economy through regulation, creating an enabling environment, and ensure that law and order is maintained.

The MTDP aligns to the goals and objectives of the NDP and principles and priorities of the Statement of Intent of the Government of National Unity. The following table below indicates the alignment of the Statement of Intent, NDP Chapters and MTDP priorities, as well as the outcomes that apply to the Department and transport sector.

Alignment of Statement of Intent (SOI), National Development Plan, MTDP Strategic Priorities and Outcomes

Statement of Intent	National Development Plan	MTDP Strategic Priority	MTDP Outcome
1. Rapid, inclusive and sustainable economic growth, the promotion of fixed capital investment and industrialisation, job creation, transformation, livelihood support, land reform, infrastructure development, structural reforms and transformational change, fiscal sustainability, and the sustainable use of our national resources and endowments. Macro-economic management must support national development goals in a sustainable manner.’	**Chapter 3**: Economy and Employment **Chapter 4:** Economic Infrastructure **Chapter 5**: Ensuring environmental sustainability and an equitable transition to a low-carbon economy **Chapter 6:** An integrated and inclusive rural economy	**Strategic Priority 1**: Drive inclusive growth and job creation	**Outcome 1:** Increased employment and work opportunities **Outcome 2**: Accelerated growth of strategic industrial and labour-intensive sectors **Outcome 3**: Enabling environment for investment and improved competitiveness. **Outcome 4**: Increased infrastructure investment, access and efficiency **Outcome 5:** Improved energy security and a just energy transition **Outcome 8**: Supportive and sustainable economic policy environment

Statement of Intent	National Development Plan	MTDP Strategic Priority	MTDP Outcome
			Outcome 9: Economic transformation and equitable inclusion of women, youth and persons with disabilities for a just society.
1. Investing in people through education, skills development and affordable quality healthcare. 2. Creating a more just society by tackling poverty, spatial inequalities, food security and the high cost of living, providing a social safety net, improving access to and the quality of, basic services, and protecting workers' rights. 3. Strengthening social cohesion, nation building and democratic participation, and undertaking common programmes against	**Chapter 9**: Improving education, training and innovation. **Chapter 10**: Promoting health. **Chapter 11**: Social protection	**Strategic Priority 2:** Reduce poverty and tackle the high cost of living	**Outcome 1**: Reduced poverty and improved livelihoods **Outcome 5**: Skills for the economy **Outcome 7:** Social cohesion and nation building

Statement of Intent	National Development Plan	MTDP Strategic Priority	MTDP Outcome
racism, sexism, tribalism and other forms of intolerance.			
1. Stabilising local government, effective cooperative governance, the assignment of appropriate responsibilities to difference spheres of government and review of the role of traditional leadership in the governance framework. 2. Building state capacity and creating a professional, merit-based, corruption-free and developmental public service. Restructuring and improving state-owned entities to meet national development goals" 3. Strengthening law enforcement agencies to address crime,	**Chapter 12:** Building safer communities. **Chapter 13**: Building a capable and developmental state. **Chapter 14**: Fighting corruption. **Chapter 7:** Positioning South Africa in the World	**Strategic Priority 3:** capable, ethical and developmental state	**Outcome 1**: Improved service delivery in the local government sphere **Outcome 2**: Improved governance and performance of public entities **Outcome 3**: An ethical, capable and professional public service **Outcome 4**: Digital transformation across the state **Outcome 5**: Mainstreaming of gender, empowerment of youth and persons with disabilities **Outcome 7**: Effective border security

Statement of Intent	National Development Plan	MTDP Strategic Priority	MTDP Outcome
corruption and gender-based violence, as well as strengthening national security capabilities”			**Outcome 10**: Combat priority offences (economic, organised crime and corruption) **Outcome 11**: Advance South African foreign policy for a better world

d) Recently approved policies, legislation and strategies implications for the Department and the sector

For mass transit, South Africans rely far more on minibus taxis than on other forms of public transportation. In 2022, 82% of monthly public transport trips to and from work were by minibus taxi, compared to 14% made by bus and just 4% by train. The number of passenger rail journeys declined by 97% between 2008 and 2022, owing to ailing infrastructure and ageing rolling stock. Rail maintenance, which requires external sourcing of parts for repairs, is also slow. This has led to incessant delays and cancellations, making trains inoperable, uncompetitive, inefficient, and generally unattractive for commuters.

Rail transport is a crucial part of the country's infrastructure, and government needs to urgently address the decline of the network. The poor state of the rail system has led to disruptions in freight over the years, costing not only Transnet billions of rand, but also the broader South African economy.

The freight logistics industry is a major contributor to the economy, accounting for over 10% of GDP. The industry is responsible for the movement of goods and materials around the country, both domestically and internationally. The freight industry is growing rapidly. In 2022, the industry grew by 12%, and it is expected to continue growing at a compound annual growth rate (CAGR) of 6% over the next five years.

Freight rail infrastructure, a critical cog in the movement of goods, notably the export of commodities, has also been in steep decline. Transnet, which transported 226 million tonnes of goods by train in 2017, only manage 154 million tonnes by 2022. Owing to Transnet’s incapacity, many businesses have therefore turned to road freight, resulting in a road-to-rail ratio of 8:1 by tonnage, and added costs. Frequent strikes, cable and fuel theft, and an ageing fleet of locomotives are among the major contributors to Transnet’s slackening operations.

A significant determinant in the shipping value chain, port dwell times, can be a source of disruption, delays, and increased costs of imports and exports. The average global export dwell time in Quarter 2 of 2023 was 4.4 days, while South Africa’s dwell times ranged between 5 and 8 days. Reigning in these figures is key to improving South Africa’s Container Ports Performance Index ranking, which in 2022 placed Durban 341st, and Cape Town 344th, out of a total of 348 ports assessed worldwide.

The White Paper on the National Rail Policy was approved in May 2022. It is anticipated that the National Rail Policy will create a conducive environment for the much-needed investment to revitalise the rail sector. This includes the enactment of the National Rail Act, the National Rail Master Plan, the implementation of the Private Sector Participation Framework and further allowing third party access to the rail network through a new rail access regime.

On 6 June 2024 the President assented to the Economic Regulation of Transport Act (the Act). The Act seeks to bring about significant and positive changes in the South African transport sector by creating a more co-ordinated and transparent regulatory framework. This legislation aims to create a coordinated and transparent regulatory framework across all modes of transport, including road, rail, maritime, and aviation, both for passengers and freight.

The Act provides for the creation of a Transport Economic Regulator (TER). The TER is a public entity mandated with overseeing the economic regulation of the entire transport sector. Historically, price regulation in South Africa's transport sector was fragmented, with separate regulations for ports, airports, and roads. The Act consolidates these frameworks under the TER, making it the sole price-regulating authority across the transport sector.

This centralization is aimed at tackling limited competition and protecting consumers from potential exploitation through unfair pricing practices. The TER will have the authority to set price controls, monitor tariffs, and ensure transparency and justification in pricing.

Beyond price regulation, the Act provides for several consumer protection mechanisms including ensuring fair and non-discriminatory access to transport facilities or services. It further provides for the resolution of complaints against regulated entities in relation to unreasonable refusal of operating licenses, failure in meeting service standards attached to a price control and other anti-competitive conduct.

The 2023 Decarbonising South Africa’s Transport Sector report noted that, in South Africa, transport is the third largest emitting sector, with almost 55 Mt CO2 emissions contributing more than 10% to the country's national gross emissions. globally – the transport sector is one of the significant contributors to greenhouse gas emissions, with most transport today running off internal combustion engines powered by fossil fuels.

In terms of environmental protection, the department’s desired seeks to ensure that the sector advances environmentally sustainable policies and investments that promote reduction of carbon and other harmful emissions from all sources of transport. The sector contributes to the implementation of the Green Transport Strategy, which is vital to leverage the Just Transition in the country. The Department will also review the Green Transport Strategy, to ensure that the identified interventions contribute towards the country meeting its net-zero target by 2050.

In recent years, the rail environment has become a target of theft and vandalism of infrastructure, senseless attacks on employees and private security while on duty, sabotage and general disregard for the rule of law. The Railway Safety Bill was developed by the Department to remedy loopholes in the country's present railway safety legislation. It aims to promote passenger safety in and around the railway environment, as well as to provide for the establishment of subordinate legislation to improve the safety of communities near railway reserves. The Railway Safety Act 30 of 2024 was assented to the President in December 2024.

South Africa's passenger rail system has suffered from years of underinvestment and neglected maintenance, laying the groundwork for the system to degrade and lose market share over time. The priority corridor strategy was designed to enable targeted construction of rail as the backbone of the public transportation system. This included looking for corridors with high ridership to maximize impact.

It is, therefore, crucial that rail be upgraded to match other models in order to attain the appropriate proportion of passenger transportation, which will lessen traffic and increase road safety. Over the medium term, several interventions will be put into place in order to reach an optimal performance level. These include modernizing rail infrastructure, introducing new train sets to priority corridors, increasing rail passenger trips, and maintaining, repairing, and renewing the rolling stock fleet.

The Passenger Rail Agency of South Africa has adopted a priority corridor strategy to recover rail services and increase commuter numbers. To achieve this, interventions in the Rail Transport programme over the medium term including maintaining, recovering and renewing the agency’s rolling stock fleet, modernising rail infrastructure, rolling out new trains sets to priority corridors and increasing rail passenger trips and freight.

Aviation plays a crucial role in global economic recovery, driving jobs, connectivity and prosperity worldwide. Challenging global macro-economic environment, volatile geopolitical landscape, and energy crisis continued to be the most significant challenge faced by the aviation sector. The International Monetary Fund (IMF) has revised its 2024 global economic growth forecast to 3.1%, and projects growth of 3.2% in 2025 due to growth in the United States and several large emerging market economies.

Globally, air traffic has fully recovered to pre-COVID levels with international traffic continuing to show a resilient momentum in March with 18.9% Year on Year (YoY) growth in Revenue Passenger Kilometers (RPK) across the entire industry. Traffic from the Asia Pacific continues to surge at a rapid pace, while other regions have experienced steady growth. The rising demand for air travel is driven by strong air travel demand across major markets and particularly in Asia-Pacific region boosted by the reopening of the Chinese market.

Airports Company South Africa's (ACSA) total departing passenger traffic recovered to 88% in 2023/24 Financial Year relative to pre-pandemic level, facilitating over 18.3 million passengers. The rate of recovery in international and domestic traffic averaged between 87% and 88% respectively, surpassing the prior year by 16%, adding 2.5 million additional passengers supported both by domestic and international traffic.

The regional traffic, from SADC and Intra-Africa perspective, recovered by 84%. The aircraft landings recovered to 92% compared to 2019 levels. The return of South African Airways (SAA), the introduction of new airlines like Eswatini Air, and the expansion of carriers such as CemAir and Airlink have accelerated the recovery of the regional market segment. Despite these gains, overall Air Traffic Management (ATM) and seat capacity at OR Tambo International Airport (ORTIA) is expected to decline by 0.4% and 1.3%, respectively, due to a downturn in the domestic market. However, new capacity from airlines such as Lufthansa, Cathay Pacific, and SAA are projected to boost international seat capacity by 4%. On the other hand, airlines like Fastjet, FlySafair, SAA, LAM Mozambique, and Air Côte d'Ivoire have scaled back some capacity, which may hinder growth in the international market segment.

ACSA has contributed R9.4 billion to the South African economy and created 18567 jobs in the 2023/24 Financial Year. The company has allocated a Total Capex of R21.7 billion over the next five-year Permission period. Top projects include the construction of a new Cargo Terminal and Passenger Terminal at OR Tambo International Airport (ORTIA), runway realignment and terminal expansions at Cape Town International Airport (CTIA) and the Terminal Development at Chief Dawid Stuurman International Airport.

According to IATA, South Africa's aviation industry is poised for significant growth over the next 20 years, adding 345 million additional passenger journeys by 2043. This expansion will inject billions into South Africa's GDP and create thousands of new jobs. the Department and its entities should target the development of new opportunities within the African Continent, to leverage of key legislative and regulatory changes in the continent, influenced by agreements such as the Single African Air Transport Market (SAATM), and the African Continental Free Trade Area (AfCFTA). The economic and social benefits of aviation will be maximized with a sharp policy focus on keeping costs low, providing sufficient capacity to grow, monitoring the cost-effectiveness of regulations, and achieving net zero carbon emissions by 2050.

The development of direct international connections to Cape Town and Durban has diverted connecting traffic away from ORTIA, highlighting the need to develop new international markets.

The Department is currently reviewing the transport policies to ensure that the frameworks are sufficiently robust to guide the country in achieving its strategic goals and objectives. The disruption caused by the COVID-19 pandemic presented an opportunity to develop a comprehensive aviation policy that will direct all other policies and strategies for a coherent approach to the development and economic growth of the sector and its contribution to the broader economy.

The process also aims to facilitate comprehensive safety and security compliance, as this remains a key concern globally in the sector and taking a comprehensive policy approach will ensure compliance to international protocols in all areas, enabling line of sight. This Comprehensive Aviation Policy will henceforth inform strategies and development plans for the industry.

To bridge the regulatory gaps, the Department initiated the process of amending the Airports Company Act, 1993 (Act No. 44 of 1993) and ATNS Company Act, 1993 (Act No. 45 of 1993). The main intention was to strengthen the economic regulatory framework within the aviation industry. The process yielded two Amendment Acts in the form of the Airports Company Amendment Act, 2020 (Act No. 17 of 2020) and ATNS Company Amendment Act, 2020 (Act No. 18 of 2020), which were assented to by the President, Cyril Ramaphosa in March 2021. These Amendment Acts need to be accompanied by the Regulations in order for them to be promulgated. The Department has commissioned a service provider to draft the Regulations.

Maritime safety and security assist the industry to operate in a safe environment and provide conducive environment to do business. Merchant ships operate in a hostile environment and policy certainty is important. The Comprehensive Maritime Transport Policy (CMTP) encourages stakeholders to support its initiatives as they assist with promoting shipping. The attack against ships and other forms of criminal activities especially in the northern part of Mozambique on the east as well as the growing incidents in the Gulf of Guinea in West Africa are a concern to the industry.

The Department will thus strive to create a fit-for-conditions safety and security platform that will outline current concerns, provide 'fit-for-purpose' tools and management mechanisms, and also enable focused operational programmes aimed at building capacity and critical mass.

As part of ensuring compliance to the International Ship and Port Facility Security (ISPS), the Department will focus mainly on addressing the 'stowaway' problem, which seems to be an ever-present for the shipping industry. This problem is closely linked to vessels and/or cargo types, as well as to the security training and awareness of the crew. The costs involved in looking after and repatriating stowaways can be substantial and generally involve moving reluctant people across several continents.

The Department aims to reduce stowaways by addressing inadequacies in security and watch keeping. Stringent measures will be put in place to ensure that no unauthorised personnel are able to gain access to vessels, and that all those who have been authorised to board disembark before sailing.

On the 11th of June 2024, the President signed the National Land Transport Amendment Bill into law which is now called the National Land Transport Amendment Act No. 23 of 2023 (NLTAA) amending the National Land Transport Act No. 05 of 2009 ("the Principal Act"), to improve some provisions relating to contracting for public transport services, conversion of permits to operating licenses, imposing moratoria on the issuing of operating licenses and also inserting a new important section 66A to provide for the regulation of electronic-hailing (e-hailing services), which will hopefully bring about stability and harmony between metered taxi services and e-hailing services.

It is for this reason that the Department is finalizing the draft of the Second National Land Transport Regulations ("Draft Second NLT Regulations") which among others aims to regulate the usage of e-hailing applications (Apps) and their operations. The final Draft Second NLT Regulations will become effective after being approved by the Minister. The Department will work with The Presidency's Office for promulgation of the NLTAA by the President as soon as the Draft Second NLT Regulations are approved by the Minister. It is anticipated that this work will be concluded by the first quarter of 2025/26 financial year.

The Transport Appeal Tribunal (TAT) Amendment Bill [B8D 2020] is before Parliament from the backdrop of challenges that were apparent in the operations of the Tribunal (TAT) which is established through the Transport Appeal Tribunal Act No. 39 of 1998 ("Principal Act"). The Portfolio Committee on Transport (PCOT) adopted the report on the TAT Amendment Bill and forwarded it to the National Assembly for further processing. The National Assembly approved the TAT Amendment Bill for signing into law by the President. The TAT Amendment Bill amongst others aims s to insert, delete and amend certain definitions; to bring the Principal Act in line with the developments since the enactment; provide for certain powers of the Tribunal; allow the Minister to extend the term of office of the members of the Tribunal; to empower the Tribunal to take appropriate steps in cases where its rulings are not implemented or effected timeously and empower it to investigate delays in the completion of its proceedings; and to provide for matters connected therewith.

The District Municipalities Integrated Public Transport Network (IPTNs) seek to address the misalignments and shortcomings of the existing public transport system in rural district municipalities by taking a holistic and integrated network development approach to achieve amongst others:

a) Integrated land-use and public transport planning to improve integrated planning and access to essential social and economic services. This intervention will enhance coordination of human settlements and land use activities.
b) Public transport network design and service provision to facilitate movement and offering of public transport operations in the targeted rural municipalities by scheduling public transport operations.
c) Coordinated subsidy provision to maximise benefit to all public transport users in the network.
d) Implement the DPME, DoT and DBE Improvement plan on the learner transport programme and increase the current 83% learner population by at least 10% per annual.

e) The learner transport improvement plan would also include amongst others, the review of the threshold kilometres requirement to qualify for learner, a common standard (costing model) for learner transport specifications to ensure financial efficiency of the programme and development of data collection and retention system that is preferably technologically based (digitised).

The National Learner Transport Programme (NLTP) was developed by Government with an aim of addressing the challenge of learners who live relatively far from the nearest school and/or experience risks to personal safety to-and-from schools. The programme is implemented in line with the National Learner Transport Policy that was approved by Cabinet in 2015. The policy provides for a framework through which learner transport services are implemented in effective, safe and reliable manner.

The programme is being implemented by both Departments of Transport and Education in provinces. In the recent years, the function has migrated from the Education to the Department of Transport in some provinces. The average coverage for the learner transport in the province is 71.6 % of the total learner population. There has been slight improvement in the learner transport coverage moving from 70% in 2017 to 83% in 2021. A total of 646 034 learners from 3 958 schools are currently benefitting from the service at a total cost of R4.1 billion nationally.

NMT integration to public transport system is also critical. It is important for the transport authorities to ensure that when constructing roads, they should include sidewalks bicycles lanes and pedestrian bridges to enable passengers to access public transport facilities. The infrastructure should be universally accessible. To date 110 000 bicycles have been distributed through the Shova Kalula project with an additional 248 000 planned over the next three years.

Large scale public transport investment is required to upgrade and modernise existing infrastructure and operations. In this regard, the introduction of innovative public transport funding models is necessary, not only to maintain current service levels and quality but also to invest for the future. Innovative funding models can contribute to funding the capital and operations cost of new public transport infrastructure and this will provide vital economic and social sustainability benefits.

e) Innovation and digital transformation

The freight industry is expected to continue growing at a rapid pace, driven by the growth of the economy, e-commerce, and the African continent. The industry is also expected to be disrupted by new technologies, such as blockchain, artificial intelligence, and robotics. These technologies have the potential to improve efficiency, reduce costs, and create new opportunities for the freight logistics industry.

The South African logistics sector supports the second-largest economy on the continent and is relatively sophisticated. Local and international companies use South Africa as gateway for their operations into Africa. The logistics operators are making significant investments in automation and digitalization in order to address security concerns, improve loss prevention as well as efficiency.

Furthermore, delivery by drone is the new trend in supply chain, South Africa's start-up Flying Labs is introducing cargo drones for faster delivery of medical products in the remote parts of South Africa.

The shift in freight volumes is driving investment in innovative multimodal transport solutions, creating opportunities for efficiency gains and new business models. Ongoing privatisation efforts and international partnerships are set to revolutionise port operations, potentially positioning South African ports as key players in global shipping routes. The 57% increase in air freight traffic at King Shaka Airport signals a rapidly growing market for high-value, time-sensitive cargo services, opening new avenues for logistics providers.

The concentrated consumer market is driving demand for sophisticated, integrated logistics solutions, presenting growth opportunities for tech-savvy operators, and last mile delivery in particular. With a projected 12% growth in telematics systems, the sector is ripe for digital innovation, offering potential for improved efficiency, security, and customer service across the logistics chain.

4.2 Internal environment analysis

4.2.1 Human resources

The Department's organisational structure, shown below in figure 3, was approved in September 2011 and implemented in November 2011. The current structure is outdated and no longer fit for purpose. The structure is no longer aligned to the mandate of the Department. The mandate has been growing steadily due to the introduction of transport policies and bills to address the delivery of public transport services.

The organisational structure is also misaligned in terms of the post allocation and the reporting lines. It also does not adequately cater to the needs of the Department. There is duplication and overlapping of functions amongst some of the programmes. Over the period, some funded vacant positions were moved between units to address priority needs in areas with staff shortages.

In terms of the 2016 Organisational Design Directive, Departments are all mandated to have approved organisational structures that are in line with the constitutional mandates, strategic plans, service delivery models, and budgets.

Furthermore, in response to the proclamation by the President for all State-Owned Entities (SOEs) to report to their policy departments, the Minister granted the Department's request to undertake a restructuring of its organisational structure in light of the National Micro Organising of Government (NMOG) process. This process will see twenty-six (26) personnel from the decommissioned Department of Public Enterprises (DPE) being relocated to the DoT in line with the NMOG recommendations. Furthermore, the South African Airways (SAA) and Transnet now report to the Department. This also necessitated the creation of a new programme 08: SOC Governance Assurance and Performance on the Department's start-up structure.

Employment Equity

The Department remains focused on addressing the vacancy rate through the filling of critical positions and ensuring that its oversight role on sector public entities is strengthened and stabilised. Though significant strides have been reported, particularly regarding recruitment, the Department has also noted the turnover rate that impacts negatively on the reduction of the vacancy rate to below 10% within the medium term.

Furthermore, to ensure that it aligns to the gender-responsive agenda of government, the Department continues to monitor all programmes that contribute to this agenda. These include the prioritisation of employment equity targets, disaggregation of beneficiaries of internships, training and bursaries in the categories of women, youth and persons with disabilities.

During the 2023/24 financial year, female representativity at SMS increased from 43% to 46.2% and the figure for Persons with Disabilities increased from 1.8% to 2.2% during the reporting cycle.

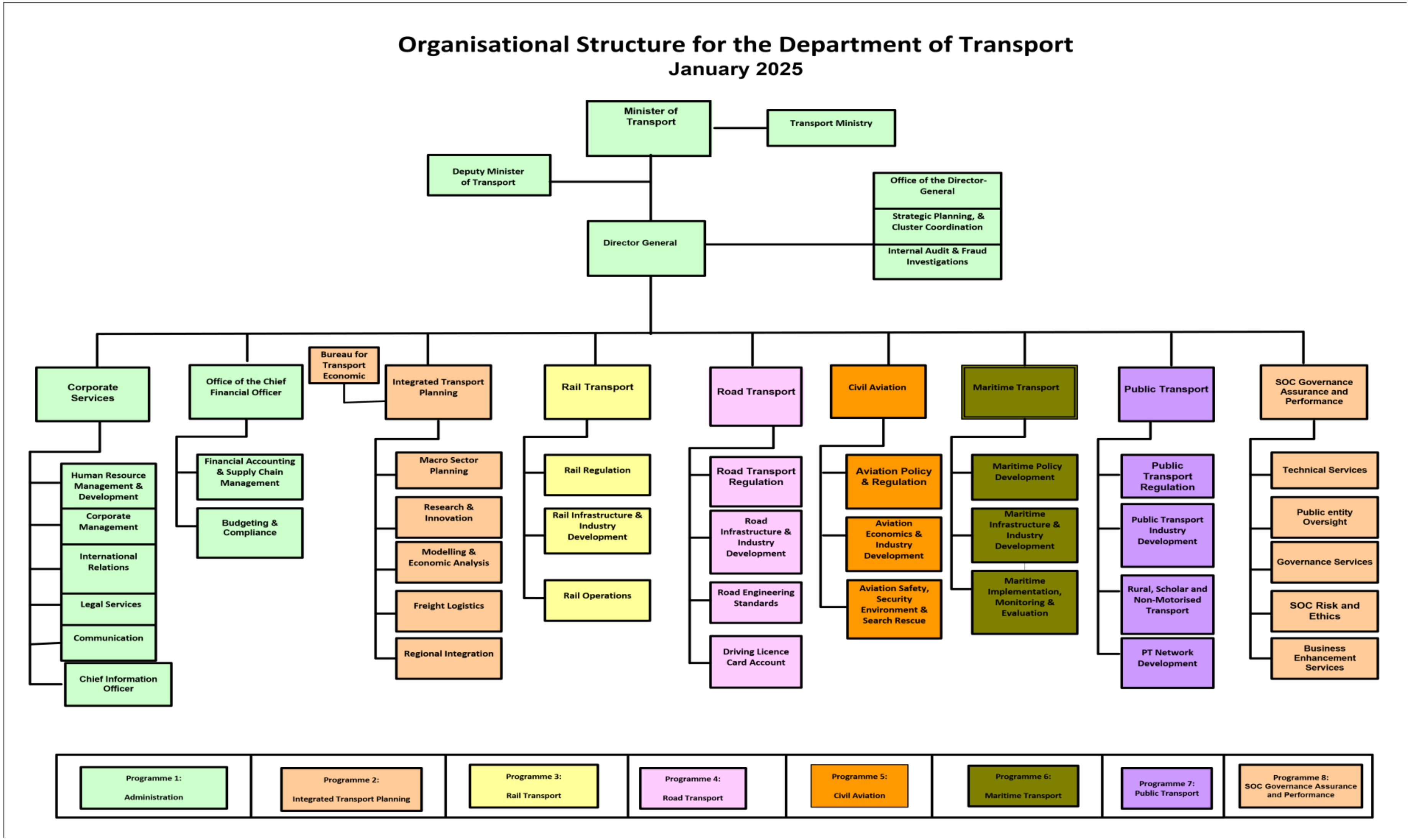
The moratorium on filling of vacancies has compounded the problem of filling of vacancies, which means that the Department is consistently short of adequate number and correctly skilled personnel to implement and deliver the priority service delivery interventions.

Skills audit

In 2017/18, the Department conducted a skills audit to identify skills gap in relation to the mandate and work of the Department. The findings of that study informed the interventions that have since been implemented to try and bridge the gap, however, in light of recent developments in government and the department, another skills audit will be done in 2026/27 post the review of the organisational structure of the Department to ensure that the provided training interventions are fit-for-purpose and encourage employees of all ages to adapt to changing labour markets demands through lifelong learning. The Department is committed to ensuring that its employees possess the right competencies and skills to discharge their duties in the most economical, effective and efficient way. This is a means to align employee’s skills with the mandate of the Department as well as the dynamic world of work driven by technological advancements, demographic shifts, climate change and globalization, and emerging socio-economic challenges.

The Department remains focused on the implementation of the National Skills Development Plan (NSDP), 2030 in response to the National Development Plan (NDP 2030)’s call to reduce inequality and poverty alleviation. The Department’s skills development plans will primarily be framed to develop and empower South Africans to ensure a skilled and capable workforce within the transport sector.

Figure 3: DoT start-up structure



4.2.2 Funding

The transport sector, as a critical part of government, is going through a difficult time addressing a number of challenges and is hampered by limited resources. The shrinking of the government purse affects service delivery which is prevalent across government as a whole.

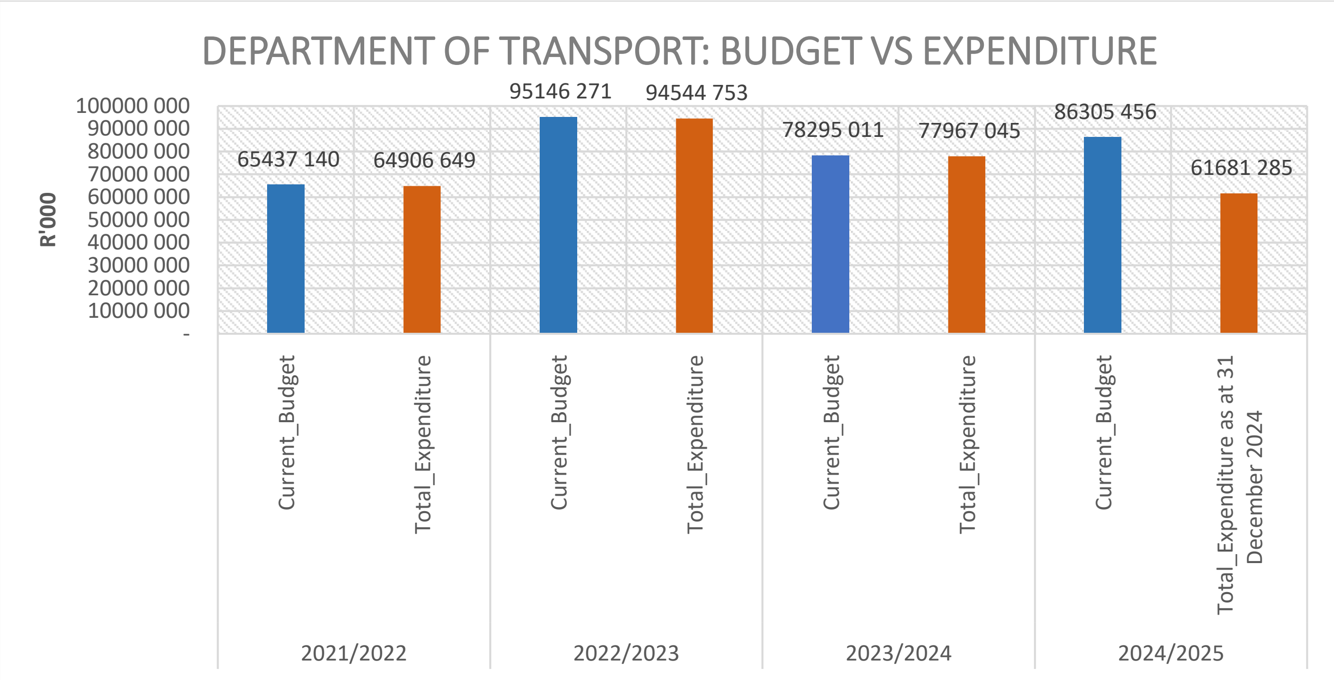
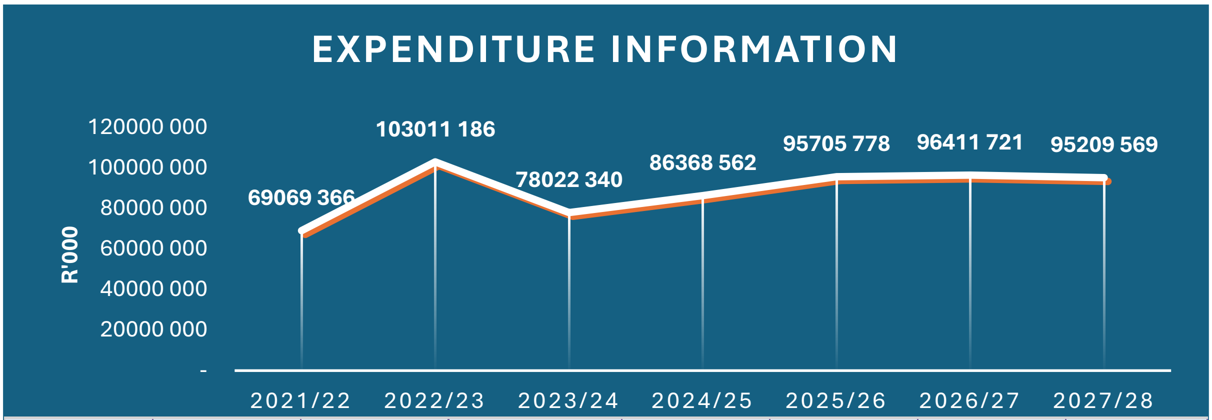


Figure 4: Budget allocation vs expenditure over 4 years

The department's total budget over the next 3 years is projected to be R287.3 billion, with transfers and subsidies to public entities, departmental agencies and provinces and municipalities made through various grants, accounting for an estimated 92.1 per cent of this amount. Expenditure is expected to increase at an average annual rate of 3.3 per cent, from R86.4 billion in 2024/25 to R95.2 billion in 2027/28.

Graph 5 below reflects the Department's expenditure from the 2021/22 financial year to 2027/28 financial year. For the 2021/22 to 2023/24 these are audited outcomes of the department, the 2024/25 financial year indicates the adjusted allocations, from 2025/26 to 2027/28 these represents the medium-term estimates.



Growth rate	21%	49%	-24%	11%	11%	1%	-1%

Figure 5: Expenditure information

The higher expenditure in the 2022/23 financial year was due to a once off special allocation of R23.7 billion as partial solution to the Gauteng freeway improvement project not generating enough toll revenue to service the debt raised for its construction, while then in the 2023/24 financial year the expenditure returned to its initial baseline allocation.

Although the budget shows an increase from 2024/25 financial year and over the medium term, the expenditure growth rate has been stagnant at 11%, decreasing to 1 per cent in 2026/27 and negative 1 per cent in 2027/28 financial yar. The available budget is not sufficient to meet the financial needs for infrastructure projects which will see the much-needed job creation and economic growth.

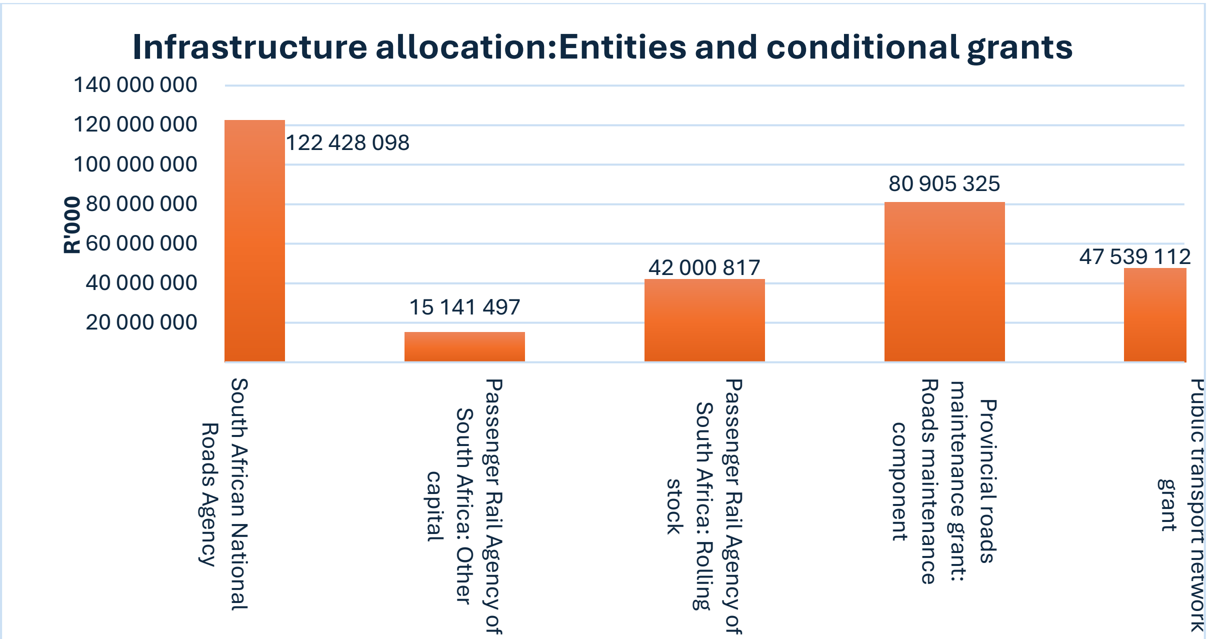


Figure 6: Infrastructure allocation: Entities and conditional grants

For the period 2021/22 to 2027/28, the department expenditure made under transfers for infrastructure funding through our departmental agencies and conditional grants is shown as per the graph above. These funds are to be utilized for the development and maintenance of national road network, rehabilitation of passenger rail infrastructure, provision of new rolling stock, maintenance of provincial road infrastructure as well as for accelerated construction and improvement of public and non-motorized transport infrastructure.

Entity/Grant	**Total allocation**	**% Allocation**
R'000		
South African National Roads Agency	122 428 098	40%
Passenger Rail Agency of South Africa: Other capital	15 141 497	5%
Passenger Rail Agency of South Africa: Rolling stock	42 000 817	14%
Provincial roads maintenance grant: Roads maintenance component	80 905 325	26%
Public transport network grant	47 539 112	15%
Total allocation	**308 014 849**	

Even though the table above shows that at least 40% of the total funds transferred for infrastructure is allocated to the South African National Roads Agency and 26% allocated to the Provincial Roads Maintenance Grant. South African National roads networks have been deteriorating as shown by worsening traffic congestions in urban and peri-urban areas.

Targeted investments are needed to preserve mobility and accessibility of the traveling public and freight movements. Investment in maintaining, rehabilitating, upgrading and expanding infrastructure has not kept pace with growing needs. As a result, our highways, ports and waterways, airport and air traffic facilities, and passenger rail facilities face growing maintenance and modernisation needs. The failure to modernise our infrastructure to keep up with a growing population and economy, and technological advances compromises the safety, capacity, and efficiency of South Africa’s transport network.

The declining condition of our infrastructure reduces our economic competitiveness and the quality of life of the citizens. Repair and modernisation of transport infrastructure must be a national priority to ensure continued economic growth, and to preserve freedom of movement and quality of life. To that regard, the effects of under-investment are evident to all who depend on our transport system. The situation is particularly severe in our roads, as shown by worsening traffic congestions in urban and peri-urban areas.

4.2.3 Cost containment

In the 2023/24 financial year, the country has faced a bleak economic outlook which has significantly worsened due to the impact of intense load-shedding, freight and port logistical challenges among other factors. The low economic growth subsequently resulted in deteriorating revenue collection and funding conditions, and funding performance through the debt markets was also poorer.

Cabinet subsequently resolved that the National Treasury, along with government departments and other stakeholders, should identify measures to reduce the level of government spending to improve spending efficiency and maintain a sustainable fiscal framework.

This resulted in the National Treasury issuing Guidelines on cost containment measures for the 2023/24 financial year, which have persisted to the current financial year. This has serious implications for the available budget and the interventions and services that the sector can deliver.

4.2.4 Internal control environment

The department obtained an unqualified audit opinion with findings for the past three financial years (2021/2022 to 2023/2024) from Auditor-General South Africa. The audit findings reveal critical risks and control weaknesses that may lead to operational inefficiencies, reputational damage and possible litigation risks; the Department is however, improving the internal control systems by building a culture of accountability and compliance.

During the 2023/2024 audit cycle the department received a clean (unqualified) outcome on the Annual Financial Statements for the period ended 31 March 2023. Compliance reviews are conducted on a quarterly basis focusing on PFMA and Treasury Regulations.

Accountability is shown by the drive to implement corrective actions on weaknesses reported by the internal and external auditors. Critical to the process is reporting to the governance structures, matters relating to non-compliance and progress made in correcting deficiencies identified during the audit cycle.

4.2.5 Overall audit outcomes

The overall audit outcome of the department is unqualified with findings. This is the same as the previous year's audit outcome.

4.2.6 ICT – Infrastructure and systems

The adoption of the Enterprise Architecture framework represents a transformative journey for the Department. In an era of rapid technological advancement and increasing demands for operational excellence, the Department recognizes the necessity to adopt a comprehensive Enterprise Architecture (EA) framework. This strategic initiative is pivotal for steering ICT's operations towards enhanced efficiency, security, and innovation. As part of the adoption of the Enterprise Architecture framework, the following key initiatives will be undertaken:

a) Modernization and optimization of the departmental ICT Infrastructure to enhance operational efficiency and improve system reliability.
b) Automation of business processes to improve the efficiency and effectiveness of the departmental operations.
c) Enhancement of the cyber security controls to strengthen the overall security posture and privacy of the departmental data. This will manage risks associated with digital transformation.
d) Implementation of robust data management and analytics capabilities to extract valuable insights to inform decision making and improve efficiency.

While some processes aren't fully automated, the Department of Transport's technology landscape comprises a comprehensive technology and information system architecture structured across multiple integrated layers. At its core lies the infrastructure layer, which encompasses Hybrid Cloud Environment, as well as Network Infrastructure components. These components form the essential technology backbone for departmental operations.

The core of the landscape is anchored by Applications, which comprises Core Systems and Support Systems, providing essential business functionality. Security forms a pivotal horizontal component, integrating Risk Management and Security Controls and Procedures to ensure comprehensive protection of departmental assets and information.

Data Management serves as a fundamental pillar, supported by two key components: Data Governance for maintaining data quality and compliance, and Analytics Capabilities for

deriving actionable insights from departmental data. This structured approach ensures that the technology landscape effectively supports the department's operational requirements while maintaining security and data integrity. The department is committed to the continuous enhancement of its cybersecurity controls, regularly evaluating and updating security measures to address emerging threats and evolving risks.
The current technology landscape exhibits a well-integrated approach to enterprise architecture, where each component fulfils a specific purpose while maintaining interconnectivity with other elements to support the department's overall technology objectives and operational needs.

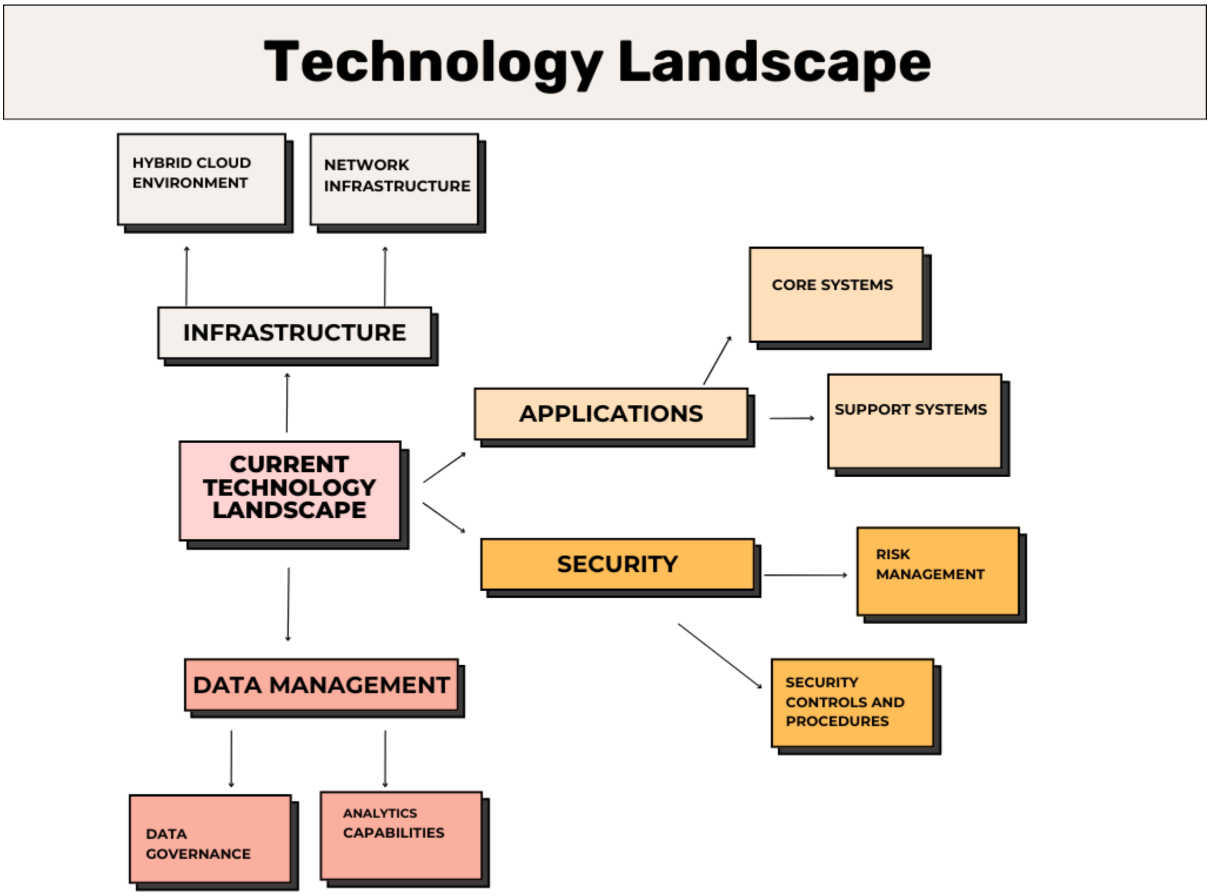


Figure 7: Technology Landscape

The following table provides an overview of the Department's strategic framework which outlines the key objectives and strategic intents that are essential for achieving the department's goals. Additionally, it highlights the necessary resources and identifies the key stakeholders involved in each initiative. This structured approach will ensure that all aspects of the department's ICT strategic plan are clearly defined and aligned with the departmental overall mission.

Objective	Strategic Intent	Key ICT strategic intent	Stakeholders
Internal Service Excellence	Deliver exceptional internal ICT services that enable operational efficiency and support the Department's governance objectives.	• Enterprise Systems Integration Program • Financial Systems Modernisation • Digital Process Automation Framework • Service Management Enhancement	• DoT Ministry • DoT EXCO • Line Managers, • Project Managers
Project enablement and support	Enable successful delivery of strategic transport initiatives through robust ICT project support and governance.	• Transport Information Systems Integration Platform • Digital Invoice Tracking Solution • ICT Infrastructure Management Solutions	• DoT Ministry • DoT EXCO • Line Managers, • Project Managers • Provincial DoT • SOEs • Data Partners and Providers • Technology Vendors
Digital workplace enhancement	Create a modern digital workplace that enables collaboration, productivity and operational excellence.	• Modern Workplace Transformation • Digital Collaboration Framework • Knowledge Management Program • Digital Skills Enhancement	• DoT Ministry • DoT EXCO • Line Managers, • Project Managers
Business intelligence and analytics	Enable data-driven decision-making through advanced analytics and insights generation.	• Enterprise Data Management Framework • Advanced Analytics Platform	• DoT Ministry • DoT EXCO • Line Managers,

Objective	Strategic Intent	Key ICT strategic intent	Stakeholders
		• Transport Sector Intelligence Program • Predictive Analytics Implementation	• Project Managers • General Public • SOEs
Strengthened cybersecurity	Ensure robust protection of critical transport infrastructure and systems through comprehensive cybersecurity measures.	• Critical Infrastructure Protection Program • Security Operations Enhancement • Identity & Access Management • Cybersecurity Awareness & Training	• DoT Staff • SITA • SOEs
Internal Service Excellence	Deliver exceptional internal ICT services that enable operational efficiency and support the Department's governance objectives.	• Enterprise Systems Integration Program • Financial Systems Modernisation • Digital Process Automation Framework • Service Management Enhancement	• DoT Ministry • DoT EXCO • Line Managers, • Project Managers

4.2.7 Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis

The table below indicates the main SWOT that will affect the ability of the Department and the sector to achieve the set targets and deliver on its mandate:

STRENGTHS	WEAKNESSES
a) Professional and skilled workforce b) Expertise and historical knowledge of the sector c) Good policies, legislation and strategies d) Funding available for programmes and projects	a) Inadequate skills and insufficient personnel b) Inadequate ICT infrastructure c) Outdated organizational structure d) Aging infrastructure which compromises safety and operations e) Funding limitations to fill vacancies and fund infrastructure projects
OPPORTUNITIES	**THREATS**
a) International developments and agreements focused on transport infrastructure, trade and economic growth. b) Private Sector Participation/ Public-Private Partnerships for additional funding, expertise, and technology c) Technological innovation – automation and digitalization of systems which bring efficiencies and sustainability to transport systems.	a) Security risks: infrastructure vulnerable to security risks, such as theft and vandalism. b) Cybersecurity risks c) Slow economic growth, inflation & budget cuts d) Rising costs: The cost of fuel, labour e) Fraud and corruption f) Climate Change and natural disasters g) Loss of critical and scarce skills due to competing markets h) Volatile geopolitical landscape i) Economic fluctuations, particularly downturns that reduce funding and investments in the country and transport infrastructure.

4.3 Transport's Theory of Change

4.3.1 Problem Statement:

Efficient transport systems are a critical enabler of economic growth, facilitating trade, investment, and job creation, however, the transport sector faces significant challenges that hinder the country's ability to fully support economic expansion. These challenges include inadequate infrastructure maintenance, congestion, high transportation costs, and unreliable public transport systems.

The road, rail, and port networks, which are essential for moving goods and people, suffer from inefficiencies that impact productivity and economic competitiveness. Poor road conditions increase vehicle operating costs, while inefficiencies in rail and port logistics disrupt supply chains, particularly in key industries such as mining, agriculture, and manufacturing. Furthermore, the lack of safe, affordable, and efficient public transport limits workforce mobility, affecting employment opportunities and economic participation.

Addressing these transport challenges through investment in infrastructure, policy reforms, and improved management is crucial for the country's economic growth. A well-functioning transport system will reduce costs, increase efficiency, attract investment, and enhance regional and international trade, ultimately contributing to sustainable economic development.

4.3.2 Impact Statement:

A well-developed and efficient transport system which enables trade, investment, and job creation, as well as, improved public transport systems which increase workforce mobility, allowing greater participation in economic activities and expanding employment opportunities.

This can be achieved through investments in transport infrastructure, along with policy reforms and technological advancements, which unlock economic potential, attract foreign direct investment, and position South Africa as a key player in regional and global trade.

4.3.3 The alignment of the MTDP priorities with strategic interventions, key outputs and outcomes

MTDP Priority	Intervention	Key Outputs	Key Outcomes
1. Drive inclusive growth and job creation	• Implementation of sector Infrastructure Programmes (SANRAL, PRASA, ACSA and Provincial Road Maintenance)	• Maintenance, upgrading and strategic expansion of transport infrastructure • Number of jobs created	Increased infrastructure investment, access, and efficiency
		• Disaggregation of beneficiaries of job creation into women, youth and persons with disabilities	
	• Implementation of the Operation Phakisa Oceans Economy Three-Foot Plan	• Corporatisation of the Transnet National Ports Authority (TNPA) • Oceans Economy Masterplan • National Rail Masterplan • Improved efficiency of port operations	
	• Implementation of the taxi industry empowerment model	• 60% ownership of the taxi scrapping entity by the taxi industry	
	• Implementation of the Freight Migration Plan	• % of rail-friendly cargo/freight moved from road to rail	
	• Implementation of the Integrated Public Transport Network Programme	• Planning and operation of integrated public transport networks in eleven (11) cities. • Implementation of the Action Plan for Universally Accessible Transport: Accessible Transport for all – 1 quick measure	

MTDP Priority	Intervention	Key Outputs	Key Outcomes
	• Validity period of the driving license cards extended eight (08) years implemented	• Validity period of the driving licence cards extended to be extended to 8 years	
	• Implementation of the National Road Safety Strategy (NRSS)	• % reduction of road crash accidents and fatalities • Review of the NRSS	
	• Implementation of the PRASA Integrated Security Strategy	• % reduction of rail safety and security incidents	
	• Implementation of the Revised Taxi Recapitalisation Programme	• Number of old taxi vehicles scrapped	
	• Implementation of the Green Transport Strategy	• % reduction in sector emission of the greenhouse gases • Transport Just Transition Plan • Review of the GTS	Improve energy security and a just energy transition
	• Transport Economic Regulator (TER) established • Transport Economic Council (TEC) established	• Operationalised TER and TEC	Enabling environment for investment and improved competitiveness through structural reforms
	• PSP Framework Implementation Plan	• Private sector participation in ports and rail	
	• Rail Infrastructure Manager established as a subsidiary of Transnet	• Transnet restructured into infrastructure and operations portfolios with independent subsidiaries	
	• Improve compliance with the 30-day payment requirement	• 100% compliance to valid invoices paid within 30-days	
	• Transport Just Transition Plan Developed	• Transport Just Transition developed	Improve energy security and a just energy transition
	• Increase passenger rail commuters from 40 million to 600 million	• 600 million passengers' journeys	Reduce poverty and improved livelihoods

MTDP Priority	Intervention	Key Outputs	Key Outcomes
2. Reduce poverty and tackle the high cost of living	• IPTN rolled out in eleven (11) cities	• IPTN rolled out and operated in eleven (11) cities	
	• Expand universally designed, barrier-free and accessible infrastructure, built environments, transport, public facilities and services and information and communication platforms, including through the enforcement of minimum norms and standards	• 10% increase in travel chain journeys that are accessible to persons with disabilities	
3. Build a Capable, Ethical and Developmental State	• Development and strengthening of internal controls	• Elimination and/or reduction of fruitless and wasteful expenditure, irregular and unauthorised expenditure • Unqualified Audit Report with no material findings	An ethical, capable and professional public service
	• Implementation of the Sector Skills Development Master Plan	• Number of skills development initiatives implemented within the Transport sector (DoT & SOEs)	
	• Implementation of the National Strategic Plan to end gender-based violence and femicide (GBVF)	• Elimination of incidences of GBVF in transport (public transport, maritime, aviation and rail)	Increased feelings of safety of women and children in communities

Part C: Measuring our performance

1. Institutional performance information

1.1 Measuring the impact

1.2 Measuring our outcomes

Impact statement	A well-developed and efficient transport system which enables trade, investment, and job creation, as well as, improved public transport systems which increase workforce mobility, allowing greater participation in economic activities and expanding employment opportunities.

1.2.1 Strategic Priority 01: Drive inclusive growth and job creation

NDP Pillar 3: Expansion of the economy and making growth inclusive			
NDP Chapter: Economy and Employment			
MTDP Strategic Priority: Drive inclusive economic growth and job creation			
Performance outcome	**Outcome indicator**	**Baseline (end of March 2024)**	**Five-year target**
Enabling environment for investment and improved competitiveness through structural reforms	• Private sector participation in ports and rail	• PSP Framework Implementation Plan developed	• Private sector participation introduced through concluding railway concessions in the rail freight and passenger industry
	• Implementation of open access to the freight rail network	• Network Statement issued by Transnet	• Increased number of private train operating companies operating on the network
	• Investment in port and rail infrastructure	• Interim Rail Master Plan developed	• National Rail Master Plan approved
	• Implementation of High-Speed Rail (HSR) Corridor Framework	• HSR Corridor Framework Implementation Plan developed	• HSR Corridor Framework implemented
	• National Ports Authority (NPA) established as a subsidiary of Transnet • Rail Infrastructure Manager established as a subsidiary of Transnet	• Transnet National Ports Authority is a division of Transnet SOC Ltd • Transnet National Ports Authority (TNPA) Board appointed	• Transnet restructured into infrastructure and operations portfolios with independent subsidiaries

NDP Pillar 3: Expansion of the economy and making growth inclusive			
NDP Chapter: Economy and Employment			
MTDP Strategic Priority: Drive inclusive economic growth and job creation			
Performance outcome	**Outcome indicator**	**Baseline (end of March 2024)**	**Five-year target**
	• Percentage compliance to the 30-day payment requirement	• 85% compliance to 30-day payment of valid invoices.	Improved compliance with the 30-day payment requirement.

NDP Pillar 3: Expansion of the economy and making growth inclusive			
NDP Chapter: Economy and employment			
MTDP Strategic Priority: Drive inclusive economic growth and job creation			
Performance Outcome	**Outcome Indicator**	**Baseline (end of March 2024)**	**Five-Year Target**
Increased infrastructure investment, access efficiency and costs	• Number of jobs created through public infrastructure projects (ACSA Infrastructure Programme)	• 16 991 jobs supported through the ACSA infrastructure programme	• 86 704 jobs supported through the ACSA infrastructure programme
	• Transformation of the Maritime sector for inclusive economic growth and job creation	• 52% achievement on the implementation of Three - Foot Plan since 2014	• 100% implementation of the Three-Foot Plan
	• Number of jobs created through the Integrated Public Transport Network (IPTNs) programme in eleven (11) cities	• 4203 jobs supported through the IPTNs programme	• 23 000 jobs created through the Integrated Public Transport Network (IPTNs) programme in eleven (11) cities
	• Approval of the Truckstop Strategy	• *(New Indicator)*	• Truckstop construction commenced

NDP Pillar 3: Expansion of the economy and making growth inclusive			
NDP Chapter: Economy and employment			
MTDP Strategic Priority: Drive inclusive economic growth and job creation			
Performance Outcome	**Outcome Indicator**	**Baseline (end of March 2024)**	**Five-Year Target**
	• Implementation of the revised National Road Safety Strategy (NRSS)	• *(New Indicator)*	• Reduce number of road accidents by 50% by 2030, as per the United Nations Road Safety Strategy
	• Approval of the Road Accident Benefit Scheme (RABS) Bill by Parliament	• Draft RABS Bill developed	• RABS Act with no-fault promulgated
	• Implementation of Road Traffic 24-hour policing at National Highways and key provincial roads	• Five (05) provinces achieving classification of road traffic policing as a 7-day, 24-hour job	• Nine (09) provinces implementing road traffic policing as a 7-day, 24-hour job
	• Validity period of the driving license cards extended eight (08) years implemented	• Draft notice of the extension of driving license card validity period to eight (08) years developed	• Validity period of the driving license cards extended eight (08) years approved
	• License cards produced in 14 days	• License cards produced in 26 days	• License cards produced in 05 days

NDP Pillar 3: Expansion of the economy and making growth inclusive			
NDP Chapter: Economic Infrastructure			
MTDP Strategic Priority: Drive inclusive economic growth and job creation			
Performance outcome	**Outcome indicator**	**Baseline (end of March 2024)**	**Five-year target**
Increased infrastructure investment, access, efficiency and costs	• Investment in road maintenance and rehabilitation	• SANRAL roads infrastructure investment 24 384 Km	• 75 000 jobs created
		• 45 585 jobs	
		• Provincial roads infrastructure investment 222 951 Km	• 827 920 job opportunities to be created (Provincial roads)
		• 222 951 jobs	
	• Development of the National Rail Act	• National Rail Bill approved for submission to Parliament	• National Rail Act approved
	• Freight volumes increased from 149 Mt to 250 Mt by 2030	• 149 million tonnes	• 250 million tonnes
	• Improved efficiency of port terminals	• 15 Gross Crane Moves Per Hour (GCMH) in 2024	• All container terminals achieving 30 GCMH
	• Investment in airport infrastructure & operations	• 36 million passengers moved per annum through the ACSA network	• 1 2 million tonnes of airfreight moved through ORTIA per annum • More than 42 million passengers per annum across the ACSA network

NDP Pillar 3: Expansion of the economy and making growth inclusive			
NDP Chapter: Economic Infrastructure			
MTDP Strategic Priority: Drive inclusive economic growth and job creation			
Performance outcome	**Outcome indicator**	**Baseline (end of March 2024)**	**Five-year target**
	• Enhanced regulation in the transport sector	• Regulation of Transport Act passed and assented to by the President	• TER and TEC fully operational and regulatory mandate extended to the rail sector
		• *(New indicator)*	• National Rail Bill passed

NDP Pillar 3: Expansion of the economy and making growth inclusive			
NDP Chapter: Economic Infrastructure			
MTDP Strategic Priority: Drive inclusive economic growth and job creation			
Performance Outcome	**Outcome Indicator**	**Baseline (March 2024)**	**Five-Year Target**
Enabling environment for investment and improved competitiveness through structural reforms	• Share of shipping services carrying intra-Africa trade	• Advanced industry-led establishment of shipping services	• Profitable coastal shipping service serving South Africa, 3 SADC and EAC countries
	• Coastal shipping agreement between South Africa, 3 SADC countries	• *(New Indicator)*	• Operational Coastal shipping Agreement between South Africa, +-3 SADC countries

NDP Pillar 3: Expansion of the economy and making growth inclusive			
NDP Chapter: Economy and employment			
MTDP Strategic Priority: Drive inclusive economic growth and job creation			
Performance Outcome	**Outcome Indicator**	**Baseline (end of March 2024)**	**Five-Year Target**
Enabling environment for investment and improved competitiveness through structural reforms	• Implementation of the Aeronautical and Maritime Search and Rescue Act.	• Memorandum seeking approval of the minister to submit the AMSAR Bill to cabinet seeking approval to gazette for public comments	• Implementation of the Aeronautical and Maritime Search and Rescue Act
	• Establishment of the Independent Aviation Accident and Incident Investigation Authority	• *(New Indicator)*	• Develop the necessary legislation for sustainable and fully independent authority for Aviation Accident and Incident investigation
	• Implementation of the Comprehensive Civil Aviation Policy	• Memorandum of the Draft Comprehensive Civil Aviation Policy to Cabinet seeking approval to gazette for public comments signed by the Minister and ready for submission to Cabinet	• Implementation of the Comprehensive Civil Aviation Policy
	• Reduction in the number of days for processing air services licences and Foreign Operators Permits	• *(New Indicator)*	• Air services licenses and Foreign Operators Permits processed within two (02) months

NDP Pillar 3: Expansion of the economy and making growth inclusive			
NDP Chapter: Ensuring environmental sustainability and an equitable transition to a low-carbon economy			
MTDP Strategic Priority: Drive inclusive economic growth and job creation			
Performance outcome	**Outcome indicator**	**Baseline (end of March 2024)**	**Five-year target**
Improved energy security and a just energy transition	• Development of the Transport Just Transition Plan	• Draft Transport Just Transition Developed	• Transport Just Transition Plan approved
	• Decarbonisation of the transport sector	• *(New Indicator)*	• NEV market penetration increases by 10% from baseline • EV charging infrastructure in place to meet demand
		• *(New Indicator)*	• Maritime Decarbonisation Programme approved

1.2.2 Strategic Priority 02: Reduce poverty and tackle the high cost of living

NDP Pillar 3: Expansion of the economy and making growth inclusive			
NDP Chapter: Transforming human settlement and the national space economy			
MTDP Strategic Priority: Reduce poverty and tackle the high cost of living			
Performance outcome	**Outcome indicator**	**Baseline (end of March 2024)**	**Five-year target**
Reduced poverty and improved livelihoods	• Number of passenger rail journeys completed	• 400 million passenger rail journeys	• 600 million passenger journeys
	• Number of integrated public transport completed	• Construction of infrastructure and rollout of IPTN operations	• IPTN rolled out and operational in eleven (11) cities

NDP Pillar 4: Building of key capabilities (human, physical and institutional)			
NDP Chapter: Transforming society and uniting the country			
MTDP Strategic Priority: Reduce poverty and tackle the high cost of living			
Performance outcome	**Outcome indicator**	**Baseline (end of March 2024)**	**Five-year target**
Social cohesion and nation-building	• 3% annual increase of representation of women appointed in SMS positions	• 43% representation of women at SMS in the department	• 50% representation of women at SMS in the department

1.2.3 Strategic Priority 03: Build a capable, ethical and developmental state

NDP Pillar 4: Building of key capabilities (human, physical and institutional)			
NDP Chapter: Building a capable and developmental state			
MTDP Strategic Priority: Build a capable, ethical and developmental state			
Performance outcome	**Outcome indicator**	**Baseline (end of March 2024)**	**Five-year target**
An ethical, capable and professional public service	• Number of skills development initiatives implemented within the Transport sector (DOT & SOEs)	• Sector Skills Development Plan based on the old Organizational Structure and the 6th Administration priorities	• Implementation of the Sector Skills Development Master Plan
	• Departmental organisational structure reviewed	• DoT Structure reviewed in 2011	• Implementation for a Fit for purpose organisational structure

NDP Pillar 4: Building of key capabilities (human, physical and institutional)			
NDP Chapter: Building safer communities			
MTDP Strategic Priority: Build a capable, ethical and developmental state			
Performance outcome	**Outcome indicator**	**Baseline (end of March 2024)**	**Five-year target**
Secured cyberspace	• Implementation of Enterprise Architecture	• *(New indicator)*	• Enterprise Architecture implemented
	• Number of cyber-attacks/incidences in the country reduced	• *(New Indicator)*	• Full implementation of Cybersecurity Act

NDP Pillar 5: Building a capable and developmental state			
NDP Chapter: Building safer communities			
MTDP Strategic Priority: Build a capable, ethical and developmental state			
Performance outcome	**Outcome indicator**	**Baseline (end of March 2024)**	**Five-year target**
Increased feelings of safety of women and children in communities	• Implementation of the National Strategic Plan on Gender-Based Violence and Femicide in the transport sector	• 100% implementation	• The National Strategic Plan on Gender-Based Violence and Femicide implemented in the transport sector

NDP Pillar 3: Expansion of the economy and making growth inclusive			
NDP Chapter: Building safer communities			
MTDP Strategic Priority: A capable, ethical and developmental state			
Performance outcome	**Outcome indicator**	**Baseline (end of March 2024)**	**Five-year target**
Effective Border Security	• Revitalising harbours and unlocking economic opportunities for coastal communities	• *(New Indicator)*	• Twelve (12) operational fishing harbours

NDP Pillar 5: Building a capable and developmental state			
NDP Chapter: Building safer communities			
MTDP Strategic Priority: A capable, ethical and developmental state			
Performance outcome	**Outcome indicator**	**Baseline (end of March 2024)**	**Five-year target**
Improved policy coordination and integrated planning in the public sector, enhancing efficiency, accountability, and public trust in government	• % of Districts achieving 80% of One Plans target	• Contribution towards the development of 'One Plans' in 52 District Municipalities	• 100% of Districts achieving 80% of One Plans

1.3 Explanation of planned performance over the five-year planning period

a) **The outcomes' contribution to achieving the aims of the Medium-Term Development Plan (MTDP); the mandate of the institution including, where applicable, priorities in relation to women, youth and people with disabilities; and provincial priorities, where applicable**.

i. According to the World Economic Forum (WEF), when done well, Skills development can reduce unemployment and underemployment and increase productivity as well as improve standards of living. This is one of the key priorities of the 2025 - 2030 MTDP. This outcome will ensure that skills development is linked more closely to demand in the economy thereby ensuring that people are equipped with the skills and know-how of driving it.

ii. The National Rail Bill seeks to address some of the bottlenecks that are inherent in the management of rail transport, contribute to efficient rail operations through introduction of various interventions. This would have good implications for women, youth and people with disabilities since these interventions would result in an efficient rail transport system for freight and passenger services.

iii. The development of the Transport Just Transition Plan and the revision of the Green Transport Strategy will assist the Department in reducing the sector's GHG emissions in line with South Africa's NDC, and transition to a low carbon and climate resilient economy and society. As this will contribute to the reduction of atmospheric GHG emissions, there will be a long-term significant impact in terms of improved air quality resulting in prolonged livelihoods. In addition, the planned will provide significant impact in addressing the challenge of unemployment, poverty and inequality due to a potential for guaranteed better and decent green jobs, social protection, skills development and training, as well as greater job security for the affected employees and the community, moreover, to meeting sustainable development goals.

iv. The establishment of the Transport Economic Regulator (TER) will play a vital role in improving technical, operational and pricing efficiency in sectors characterised by monopolies and have substantial and positive economy-wide impacts by helping to reduce the cost of trade and improve the overall competitiveness of the country.

b) A description of the enablers intended to assist with achieving the five-year targets.

The development of an effective and implementable Sector Skills Development Master Plan is based on the following enablers:

i. A fit-for-purpose Organisational Structure with relevant and updated Job Descriptions that will give way to the development of a Competency Framework for the Department of Transport.
ii. The performance of a Skills Audit to establish the existing skills base and identify the skills gaps within the department.
iii. Commitment of stakeholders at the Department and the State-Owned Entities in the provision of inputs and implementation.
iv. A description of the enablers intended to assist with achieving the five-year targets. Some of the enablers that would assist in achieving the five-year target includes Ministerial and Executive support, stakeholder buy-in with the rail industry and broader transport sector, efficient processes of both Cabinet and Parliament.

c) An explanation of outcomes' contribution to achieving the intended impact.

i. There is a universal agreement that skilled and capable workforce is critical for a country to reach a level of development that meets the needs of its citizens and build a healthy economy (United Nations Educational, Scientific and Cultural Organization - UNESCO). Subsequently, a healthy economy will provide opportunities to create more jobs and address the country's triple challenges of high unemployment, poverty and inequality.

ii. The approval of the National Rail Act would assist to create an improved rail legislative and policy environment. This would guide the development of rail transport and contribute to achieving much-needed reforms in the rail sector. The enactment of the National Rail Act would complement the vision of the Roadmap for the Freight Logistics System for South Africa and the revitalisation of passenger rail services as well.

iii. Investing in road sub-sector will assist to make a significant contribution in reducing maintenance backlogs, creating jobs and to address transformation in the industry through the development of suppliers.

iv. In our efforts to reduce road crashes on our roads the Department will amongst other things be introducing the National Road Traffic Amendment Bill which seeks to reduce the blood alcohol limit to zero with the result that no one on the road should be operating a motor vehicle whilst under the influence of alcohol and drugs.

v. To enhance reporting on job creation from capex programmes of ACSA and ensure a gender-sensitive programmes, the quarterly performance reports are expected reflect a disaggregation by women, youth, and persons with disabilities. This will assist in defining and setting common terms of reference of how to measure a gender-responsive programmes. To that regard, superimposing a gender-responsive lens across aviation will assist in strengthening and embedding the values espoused by the NDP 2030 of impacting positively the lives of the targeted beneficiaries.

vi. The rationale for desiring a government-owned national aviation academy was to address an expressed need of continuously developing a sustainable and coherent aviation skills pipeline.

vii. The establishment of an Aviation Safety Investigation Board and the promulgation of the South African Aeronautical and Maritime Search and Rescue Bill will contribute towards improving transport safety. The key infrastructure programmes implemented by ACSA will assist in creating opportunities and increase access to an affordable and reliable transport system.

viii. The Amendment of the Air Services Bill will lead to the process aimed at the rationalization of the Air Services Licensing Act and the International Air Services Act, which govern air service operations in South Africa. The rationale for the review is to create an enabling environment for investment in the Aviation Sector and to address challenges faced by the industry.

ix. The process of rationalisation of the Acts and their regulations will ensure alignment with the review of the National Civil Aviation Policy and support the purpose and the intentions to consolidate both the Air Services Licensing and International Air Services Acts into a single Act to enable focused application of resources within the Department as well as the appointment of members to one Council and improve efficiency.

x. The programme plans to achieve seamless integration of all modal public transport operations that delivers a public transport system that is efficient, affordable, safe and reliable. To achieve that, expenditure in this programme is expected to increase at an average annual rate of 5.5 per cent from R14.442 billion in 2023/24 to R16.967 billion in 2026/27.

xi. The programme disburses the public transport network grant to municipalities to carry out required infrastructure projects and cover indirect costs of bus rapid transit services in Cape Town, Ekurhuleni, George, Johannesburg, Nelson Mandela Bay, Polokwane, Rustenburg and Tshwane. Funding from the grant is expected to lead to an increase in the number of weekday passenger trips on bus rapid transit services from a combined 245 141 in 2024/25 to 356 144 in 2026/27. Transfers to the grant are set to increase from R6.2 billion in 2023/24 to R7.6 billion in 2026/27. Allocations to the public transport operations grant, which subsidises road.

xii. The aim of developing and implementing Integrated Public Transport Networks (IPTN) is to initiate and accelerate improvement of public and non-motorised transport services in communities with high level of transport needs. IPTN assists the municipalities in redesigning the land use patterns and re-organise transport routes with the purpose of connecting isolated communities to service centres and economic hubs. The Public transport networks in the district municipalities need to be designed to integrate rural public transport services.

xiii. Integrated Public Transport Network system promotes infrastructure and modal integration. The Department developed Integrated Public Transport Network Plans in Bojanala Platinum, OR Tambo, John Taolo Gaetsewe, Thabo Mofutsanyane, Vhembe and, Nkangala. The Department has also kick started the process of developing Integrated Public Transport Network Plans in and Capricorn and Amathole District Municipalities.

xiv. The roll-out of Shova Kalula is in line with the Rural Transport Strategy and its primary objective is to improve access to education resource centres. An additional focus will be on how to make the programme sustainable in terms of maintenance of bicycles, monitoring and training of mechanics.

xv. The key barriers towards improving public transport infrastructure are the high upfront costs of construction with fare box revenue which does not cover operating cost. This result in enormous budgetary pressure on government when investment in public transport infrastructure is considered. This situation prompts a reflection on the modernisation of the funding model for public transport, which should include, in addition to its reliance on public budgets the development of a revenue strategy.

2. Key Risks

Outcomes	Key risks	Risk mitigations
1. Compliance with the government's national targets for 50% for women at SMS appointed by the Department	Inability to appoint women at SMS	• Enforce compliance with EE during the recruitment and selection process. • Implementation of retention policy
2. Compliance with the 2016 OD Directive on changes to the organisational structures by Departments	Lack of buy in from stakeholders	• Consultation with stakeholders and all staff • Tabling of projects with Departmental Bargaining Council
	Resistance to change	• Develop and implement change management strategy • Conduct awareness programmes on organisational design processes
	Conflicting interests between employee expectations and organisational priorities	
	Delays in finalisation of the project as per the timeframe	• A costed and time framed Project plan • Establishment of an organisational review task team
3. Adoption of the Enterprise Architecture Framework to modernise the Department's operations	Lack of funding	• Approved Business Case by Accounting Officer • Approved ICT strategic plan aligned with Business strategy
	Cyber Security Threats	Develop and implement Cybersecurity strategy
	Human resource limitations	• Acquire specialised skills through outsourcing • Develop training plan to align with project requirements
	Buy-in from the business units	• Establish ICT Steering Committee comprising of representatives from all Business Units • Conduct regular workshops and train relevant stakeholders

Outcomes	Key risks	Risk mitigations
4. Increased infrastructure investment, access, efficiency and costs	Non-coherent and integrated visionary view on implementation of rail transport sector mandates caused by lack of buy-in from critical stakeholders on proposed rail policy interventions	• Comprehensive consultation with critical stakeholders
	Deteriorating, theft and vandalism of key rail infrastructure (stations and railway lines)	• Increased security and implementation of the Security Plan • Collaborate with all state organs responsible for security to ensure issues that affect railways are dealt with
	Resistance and non-compliance from operators to introduction of further safety and security regulations	• In-depth stakeholder management and consultations
	Inadequate capacity and technical skills to implement the modernization programme and economic regulation	• Appoint transactional advisors and technical capacity for mega projects • Filling of critical vacancies • Partnerships with other SOEs
5. Enabling environment for investment and improved competitiveness through structural reforms	Increased road crashes and fatalities	• Implement the 365 days programme in line Integrated National Roads Safety Strategy • Implement AARTO and its Regulations • Conduct inspections through SABS for compliance • Conduct investigations, and for criminal elements refer matters to SAPS or NPA • Implement the 24/7 Law Enforcement shifts in all Provinces

Outcomes	Key risks	Risk mitigations
	Road Network Deterioration	• Provincial Road Infrastructure Programme fully implemented • Implementation of the National Road Infrastructure Projects • Implementation of the National Rollout of "Valazonke" programme • Coordinate and participate in various road committees and forums to facilitate the development and updating of road standards • Assists in capacitating Provinces and Local Authority • Appointment of SANRAL and CSIR to assist Road Authorities as per directives from the Cabinet
6. An ethical, capable and professional public service	Inability to acquire employees with knowledge, skills and competencies relevant to the department and the transport sector.	• Prioritise training and development to skills in high demand within the transport sector. • Foster partnership with both private and public stakeholders in the development of requisite skills for the sector.
	Inability to appoint women at SMS	• Enforce compliance with EE during the recruitment and selection process. • Implementation of retention policy
	Lack of buy in from stakeholders	• Consultation with stakeholders and all staff • Tabling of projects with Departmental Bargaining Council
	Resistance to change	• Develop and implement change management strategy • Conduct awareness programmes on organisational design processes

Outcomes	Key risks	Risk mitigations
7. Skilled and capable transport sector workforce (DoT & SOEs)	Inability to acquire employees with knowledge, skills and competencies relevant to the department and the transport sector.	• Prioritise training and development to skills in high demand within the transport sector. • Foster partnership with both private and public stakeholders in the development of requisite skills for the sector.
	Inability to appoint women at SMS	• Enforce compliance with EE during the recruitment and selection process. • Implementation of retention policy
	Lack of buy in from stakeholders	• Consultation with stakeholders and all staff • Tabling of projects with Departmental Bargaining Council
	Resistance to change Conflicting interests between employee expectations and organisational priorities	• Develop and implement change management strategy • Conduct awareness programmes on organisational design processes
	Delays in finalisation of the project as per the timeframe	• A costed and time framed Project plan • Establishment of an organisational review task team
	Inability to acquire employees with knowledge, skills and competencies relevant to the department and the transport sector.	• Prioritise training and development to skills in high demand within the transport sector. • Foster partnership with both private and public stakeholders in the development of requisite skills for the sector.

3. Public entities

Name of public entity	Mandate	Key outputs
Passenger Rail Agency of South Africa (PRASA)	• The primary focus of the Passenger Rail Agency of South Africa (PRASA), as an arm of the National Department of Transport (the shareholder) is on the mandate as contained in the Legal Succession to the South African Transport Services ("SATS") Act, 1989 (Act No. 9 of 1989) as amended in November 2008, and listed as Schedule 3B of the PFMA.	• Deliver on the requirements of Government Transport Policy and the Legal Succession Act (operational effectiveness). • Implement a financial turnaround plan to ensure the building of a commercially viable and sustainable entity. • Invest in new capacity through the acquisition of new capacity through the acquisition of new, modern trains, signalling and operating systems to address service imbalances inherited from the past.
Rail Safety Regulator (RSR)	• Established in terms of the National Railway Safety Regulator Act, 2002 (Act No. 16 of 2002) (as amended), and listed as Schedule 3B of the PFMA. • The mandate of the RSR is to oversee and promote safe railway operations through appropriate support, monitoring and enforcement, guided by an enabling regulatory framework, including regulations.	• A conducive regulatory environment • Improved levels of safety and security in the railway industry • Sustainable institutional effectiveness • Improved levels of safety and security in the railway industry
Road Traffic Management Corporation (RTMC)	• The Road Traffic Management Corporation Act, 1999 (Act No. 20 of 1999) was approved by Parliament in 1999. The Act is aimed at establishing the corporation to pool powers and resources and to eliminate the fragmentation of responsibilities for all aspects of road traffic management across the various levels of government.	• Reduction of road crash fatalities • Harmonised law enforcement strategies and systematic law enforcement across the three tiers of government

Name of public entity	Mandate	Key outputs
	More so to oversee coordination of traffic law enforcement and the implementation of road safety interventions.	
Road Traffic Infringement Agency (RTIA)	• To promote road traffic quality by providing for a scheme to discourage road traffic contraventions, to facilitate the adjudication of traffic infringements, to support the prosecution of offences in terms of the national and provincial laws relating to road traffic and implement a point demerit system.	• Amended AARTO Act and Regulations • Increased Agency revenue share of outstanding infringement penalties • Reduced backlogs within 60 days of adjudication
Road Accident Fund (RAF)	• The Road Accident Fund Act, 1996 (Act No. 56 of 1996) (the RAF Act) provides for the establishment of the RAF whose legal mandate is to compensate users of South African roads for loss or damage caused by the negligent driving of motor vehicles within the borders of the Republic.	• Legislative enablement • Change fundamentals business model through changes in legislation • Operational efficiency and effectiveness • Change operational model in line with changes in the business model of the RAF • Financial sustainability • Credible plan to eradicate deficit
South African National Roads Agency Limited (SANRAL)	• To perform all strategic planning with regard to the national road system as well as the planning, design, construction, operation, management, control and maintenance of national roads in accordance with its business and financial plan.	• Maintain roads on a routine basis • Carry out periodic and special maintenance of road infrastructure • Develop new facilities and strengthen road networks
Cross-Border Road Transport Agency (C-BRTA)	• The strategic intent of the C-BRTA is clearly stipulated in the Cross-Border Road Transport Agency Act, 1998 (Act No. 4 of 1998) as amended, and listed as Schedule 3B of the PFMA.	• Market access regulated, i.e. permits issued • SMMEs in the cross-border market • Operator compliance improved as reflected by the decrease in prosecutions and increased visibility • Strategic reports released (advisory)

Name of public entity	Mandate	Key outputs
	• The mandate of the C-BRTA is to regulate access to the market by the road transport freight and passenger industry in respect of cross-border road transport by issuing of permits, and to facilitate the unimpeded flow of passenger and freight movements by road across the borders of South Africa to contribute to the social and economic development initiatives as announced by Government. • The C-BRTA promotes regional integration through progressive market freight liberalisation; the establishment of cooperative and consultative relationships and structures; improving safety, security, reliability, quality of cross-border road transport; ensuring informed decision-making and policy development and enhancing the capacity of the public sector in its strategic planning and monitoring functions.	• SADC standards and procedures harmonised as a result of consultations • Participation in collaborative border management operations increased resulting in regional integration, economic integration and increased trade.
South African Civil Aviation Authority (SACAA)	• The SACAA was established in 1998 following the enactment of the South African Civil Aviation Authority Act, 1998 (Act No. 40 of 1998) and listed as Schedule 3B of the PFMA. The said Act has since been repealed by the Civil Aviation Act, 2009 (Act 13 of 2009). • The Civil Aviation Act provided for the establishment of a civil aviation authority charged with promoting, regulating and enforcing civil aviation safety and security standards throughout the aviation industry.	• Regulate, promote and oversee civil aviation safety and security • Embed principles of corporate governance in the work of every SACAA team member and service • Build a resilient organisation with adequate capacity, capabilities and a high-performance culture

Name of public entity	Mandate	Key outputs
Air Traffic and Navigation Services (ATNS)	• ATNS was established by the Air Traffic and Navigation Services Company Act, 1993 (Act No. 45 of 1993), and listed in Schedule 2 of the PFMA. • Section 4 of the ATNS Company Act mandates ATNS to provide safe, efficient and cost-effective air traffic management solutions and associated services on behalf of the State in accordance with International Civil Aviation (ICAO) standards and recommended practices, as well as the South African Civil Aviation Regulations and Technical Standards.	• Deliver continuous improvement of our safety performance • Become a transformative organisation that invests in its people • Provide efficient air traffic management solutions and associated services which meet the needs and expectations of the ATM community • Maintain long-term financial sustainability • Play a leading role in the development of air traffic management in Africa and selected international markets • Deploy and use leading technologies to the benefit of the ATM community
Airports Company South Africa (ACSA)	• ACSA was established by the Airports Company Act of 1993 as a public company under the Companies Act of 1973, as amended, and listed as a major public entity in terms of Schedule 2 of the PFMA.	• Contribute to the development of an Airfreight Strategy. • Contribute to the development of a National Airports Development Plan. • Contribute to continental and regional aviation development. • Develop a platform to enable the further creation of value for ACSA and its stakeholders. • Improve operational efficiencies to meet best practice for both users and ACSA. • Consider the impact of the regulated base. • Manage the financial position and credit metrics.

Name of public entity	Mandate	Key outputs
South African Maritime Safety Authority (SAMSA)	The South Africa Maritime Safety Authority (SAMSA) is established in terms of the SAMSA Act, 1998 (Act No. 5 of 1998), a Schedule 3A public entity in terms of the PFMA. Its mandate is derived from the SAMSA Act, 1998, as well as international maritime conventions to which South Africa is a signatory. The objectives of the Authority are: a) To ensure safety of life and property at sea. b) To prevent and combat pollution of the marine environment by ships; and c) To promote the Republic's maritime interests.	• Ensure service excellence in maritime safety, security, health and environmental sustainability. • Promote the development of South Africa's maritime economy, maritime skills and social transformation. • Advance and protect South Africa's regional and international maritime interests.
South African Airways (SAA)	• South African Airways is established in terms of the SAA Act, 2007 (Act No 5 of 2007), a Schedule 2 public entity in terms of the PFMA. • South African Airways is the South African national airline. The mission of South African Airways (SAA) is to deliver commercially sustainable world-class air passenger and cargo aviation services within South Africa, on the African continent, and to its tourism and trading partners across the globe.	• Support South Africa's National Developmental Agenda. • Achieve and maintain commercial sustainability. • Provide excellent customer service. • Achieve consistent, efficient and effective operations. • Foster performance excellence.
Ports Regulator of South Africa (PRSA)	• The Ports Regulator is a public entity established in terms of section 29 of the National Ports Act, 2005 (Act No. 12 of 2005).	• Consideration of user and other stakeholder needs and views • Participants in the market should be treated equally and fairly

Name of public entity	Mandate	Key outputs
	• The role of the PR is to regulate the activities of the ports industry in accordance with the policy and legislative mandate of the state.	• Regulation should be kept to a minimum, without compromising national aspirations, health, security, efficiency and environmental sustainability • The principle of user pays or cost recovery, benchmarked against international best practice to ensure that the costs are globally competitive
Transnet	Transnet is established in terms of the Legal Succession to the South African Transport Services Act (Act 9 of 1989). Transnet is a freight and logistics Company responsible for pipelines, ports, and rail transport infrastructure and operations in South Africa.	• Reduce the total cost of logistics as a percentage of transportable gross domestic product. • Effect and accelerate a modal shift by maximising the role of rail in the national transport task. • Leverage the private sector in the provision of both infrastructure and operations where required. • Integrate South Africa with the region and the rest of the world; and • Optimise the social and economic impact of all interventions undertaken by the State-owned company in the achievement of these objectives.

Part D: Technical indicator descriptions (TIDs)

Strategic Priority 01: Drive inclusive growth and job creation

Private Sector Participation (PSP) Framework

Indicator Title	Private Sector Participation (PSP) in ports and rail
Definition	A rail-specific Private Sector Participation (PSP) Framework will guide how private investors and operators can access the rail regime and also identify suitable investment properties
Source of data	Transnet / DPE / PRASA / National Treasury / Private Sector
Method of Calculation or assessment	Simple Count
Assumptions	National Treasury has developed an overarching PSP Framework
Disaggregation of Beneficiaries (where applicable)	Target for women: N/A Target for youth: N/A Target for persons with disabilities: N/A
Spatial Transformation (where applicable)	N/A
Desired performance	Actual performance that is aligned with target is desirable
Indicator Responsibility	Deputy Director-General: Rail Transport - Mr. N. Makaepea

Open access to the freight rail network

Indicator Title	Implementation of open access to the freight rail network
Definition	Development of a sustainable approach to strategic rail network planning and a long-term plan that informs all future developments of rail in the country
Source of data	Statistics South Africa (Stats SA) / SANRAL / Transnet / PRASA / Gautrain / AU / DoT
Method of Calculation	Simple Count
Assumptions	Limited information available
Disaggregation of Beneficiaries	N/A
Spatial Transformation	N/A

Reporting Cycle	Quarterly
Desired performance	Implementation of the White Paper on National Rail Policy to inherently lower energy consumption to support the country's National Determined Contribution (NDC) to reducing Greenhouse Gas (GHG) emissions
Indicator Responsibility	Deputy- Director-General: Mr. N. Makaepea

Port and rail infrastructure

Indicator Title	**Investment in port and rail infrastructure**
Definition	Development of a sustainable approach to strategic rail network planning and a long-term plan that informs all future developments of rail in the country.
Source of data	Statistics South Africa (Stats SA) / SANRAL / Transnet / PRASA / Gautrain / AU / DoT
Method of Calculation or assessment	Simple Count
Assumptions	N/A
Disaggregation of Beneficiaries (where applicable)	Target for women: N/A Target for youth: N/A Target for persons with disabilities: N/A
Spatial Transformation (where applicable)	N/A
Desired performance	Implementation of the White Paper on National Rail Policy to inherently lower energy consumption to support the country's National Determined Contribution (NDC) to reducing Greenhouse Gas (GHG) emissions
Indicator Responsibility	Deputy Director-General: Rail Transport - Mr. N. Makaepea

High-Speed Rail (HSR) Corridor Framework

Indicator Title	**Implementation of the High-Speed Rail (HSR) Corridor Framework**
Definition	High-Speed Rail is a type of rail transport that operates significantly faster than traditional rail traffic, using an integrated system of specialised rolling stock and dedicated tracks. The approved HSR Framework will thus guide the implementation of such technology in South Africa.
Source of data	Statistics South Africa (Stats SA) / SANRAL / Transnet / PRASA / DED / AU / DoT
Method of Calculation or assessment	Simple Count
Assumptions	Limited information available

Disaggregation of Beneficiaries (where applicable)	Target for women: N/A Target for youth: N/A Target for persons with disabilities: N/A
Spatial Transformation (where applicable)	N/A
Desired performance	High-Speed Rail implemented in South Africa
Indicator Responsibility	Deputy Director-General: Rail Transport - Mr. N. Makaepea

National Ports Authority (NPA)

Indicator Title	National Ports Authority (NPA) established as a subsidiary of Transnet
Definition	Section 3 (2) of the National Ports Act (Act No .12 of 2005) states that the TNPA cannot be a division of Transnet. The Act explicitly requires TNPA to be converted into a private company subsidiary or an independent public entity separate from Transnet. To date, TNPA operates as a division of Transnet, in contravention with the applicable Act.
Source of data	DoT / Transnet / TNPA
Method of Calculation or assessment	Simple Count
Assumptions	TNPA is established as a subsidiary of Transnet
Disaggregation of Beneficiaries (where applicable)	Target for women: N/A Target for youth: N/A Target for persons with disabilities: N/A
Spatial Transformation (where applicable)	N/A
Desired performance	TNPA fully corporatized – 100% compliance with the National Ports Act 12 of 2005
Indicator Responsibility	Deputy- Director-General: Maritime Transport - Mr. M. Madiya

Rail Infrastructure Manager

Indicator Title	Rail Infrastructure Manager established as a subsidiary of Transnet
Definition	Section 3 (2) of the National Ports Act (Act No .12 of 2005) states that the TNPA cannot be a division of Transnet. The Act explicitly requires TNPA to be converted into a private company subsidiary or an independent public entity separate from Transnet. To date, TNPA operates as a division of Transnet, in contravention with the applicable Act.
Source of data	DoT / Transnet / TNPA

Method of Calculation or assessment	Simple Count
Assumptions	TNPA is established as a subsidiary of Transnet
Disaggregation of Beneficiaries (where applicable)	Target for women: N/A Target for youth: N/A Target for persons with disabilities: N/A
Spatial Transformation (where applicable)	N/A
Desired performance	TNPA fully corporatized – 100% compliance with the National Ports Act 12 of 2005
Indicator Responsibility	Deputy- Director-General: Maritime Transport - Mr. M. Madiya

Job creation through infrastructure programmes

Indicator Title	**Number of jobs created through public infrastructure projects (ACSA Infrastructure Programme)**
Definition	Capital infrastructure spent contributes to job creation (direct, indirect and induced) and generates revenue to the economy.
Source of data	ACSA progress reports
Method of Calculation or assessment	Simple Count
Assumptions	Implementation of ACSA CAPEX Programme
Disaggregation of Beneficiaries (where applicable)	Target for women: N/A Target for youth: N/A Target for persons with disabilities: N/A
Spatial Transformation (where applicable)	N/A
Desired performance	Job creation through the ACSA infrastructure programme
Indicator Responsibility	Deputy- Director-General: Civil Aviation (Vacant) Chief Director: Industry Development and Economic Analysis - Ms. T. Phewa

Transformation of the Maritime Sector

Indicator Title	**Transformation of the Maritime Sector for inclusive economic growth and job creation**
Definition	Operation Phakisa aims to unlock the economic potential of South African's Oceans: To determine progress against the three-foot plan by developing an Annual Report on the work done by the Delivery Unit: Marine, Transport and

	Manufacturing (MTM) led by DoT and the Delivery Unit: Marine Protection Services and Ocean Governance led by DEA – and the Department is represented by the Chief Directorate: Implementation, Monitoring and Evaluation (Maritime Branch)
Source of data	Chief Directorate: Maritime Infrastructure and Industry Development and Implementation, Monitoring and Evaluation Other Government Departments, SAMSA, Ports Regulator, Transnet, etc.
Method of Calculation or assessment	Simple Count
Assumptions	N/A
Disaggregation of Beneficiaries (where applicable)	Target for Women: 15 Target for Youth: 42 Target for People with Disabilities: 08
Spatial Transformation (where applicable)	• Contribution to spatial transformation priorities (based on 18 initiatives and completed projects) • 13 SMMEs created and sustained
Desired performance	To ensure achievement of Operation Phakisa Ocean Economy outcomes
Indicator Responsibility	Deputy Director-General: Maritime Transport – Mr. Mthunzi Madiya Chief Director: Oceans Economy Development - (Vacant) Director: Oceans Economy Development - Ms Silindile Mkhabela

Jobs created through the Integrated Public Transport Network Programme (IPTNs)

Indicator Title	Number of jobs created through the Integrated Public Transport Network (IPTNs) programme in eleven (11) cities
Definition	IPTNs are developed with the purpose of improving access and reliability of public transport for all users by having Integrated Public Transport Networks (IPTNs) funded and monitored in selected cities
Source of data	Presentations from bilateral meetings with municipalities
Method of Calculation or assessment	Bilateral meetings with cities to assess performance
Assumptions	• Public Transport Grant will continue to fund IPTNs • Cities will spend Grand funds as per agreed milestones • Cities will rollout IPTN phases on time
Disaggregation of Beneficiaries (where applicable)	Women, youth and persons with disabilities are targeted beneficiaries or users of IPTNs
Spatial Transformation (where applicable)	Public transport and land use share a recursive relationship making them mutually dependent
Desired performance	Integrated Public Transport Networks (IPTNs) funded and monitored in selected cities

Indicator Responsibility	Deputy Director-General: Public Transport – Mr. Mathabatha Mokonyama Chief Director: Public Transport Network Development – Ms. K. Manana

Truckstop Strategy

Indicator Title	**Approval of the Truckstop Strategy**
Definition	A "truck stop strategy" refers to the overall plan and approach a company or organization uses to develop, operate, and improve truck stops, focusing on attracting and retaining truckers, optimizing operations, and maximizing profitability.
Source of data	DoT / C-BRTA reports
Method of Calculation or assessment	Simple Count
Assumptions	Funding secured for the development of the Strategy
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Desired performance	Approval of the Truckstop Strategy the Cabinet
Indicator Responsibility	Deputy Director-General – Integrated Transport Planning: Mr Mthunzi Madiya (Acting) Chief Director: Research and Innovation – (Vacant) Director: Environmental Coordination – Ms. P. Manale

National Road Safety Strategy (NRSS)

Indicator Title	**Implementation of the revised National Road Safety Strategy (NRSS)**
Definition	The National Road Safety Strategy (NRSS) seeks to provide an overall direction on the implementation of all road safety programmes, by ensuring alignment and integration across the wide range of specific interventions that are undertaken in the reduction of road crashes and fatalities
Source of data	National Road Safety Strategy / RTMC
Method of Calculation or assessment	Simple Count
Assumptions	N/A
Disaggregation of Beneficiaries (where applicable)	N/A

Spatial Transformation (where applicable)	N/A
Desired performance	Reduction of crashes in South Africa, increasing survival rate of crashes and improving health outcomes for crash victims, protecting vulnerable road users
Indicator Responsibility	Deputy Director-General: Road Transport – (Vacant) Chief Director: Road Regulations – Adv. J. Makgatho

Road Accident Benefit Scheme (RABS) Bill

Indicator Title	Approval of the Road Accident Benefit Scheme (RABS) Bill by Parliament
Definition	Implementation of the New Road Accident Fund motor vehicle road accident damages settlement policy
Source of data	Road Accident Fund Act and Road Accident Fund Act
Method of Calculation	Simple Count
Assumptions	N/A
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Desired performance	Implementation of the Road Accident Fund Benefit Scheme
Indicator Responsibility	Deputy Director-General: Road Transport – (Vacant) Chief Director: Road Regulations – Adv. J. Makgatho

24-hour policing at National Highways and key provincial roads

Indicator Title	Implementation of Road Traffic 24-hour policing at National Highways and key provincial roads
Definition	A plan to reduce a number of vehicle crashes on roads through the introduction of a 24-hour shift for traffic officers for 07 days a week.
Source of data	Reports from Provincial Departments of Transport - Reports will include verified data that is available as of 31st March
Method of Calculation	Simple Count
Assumptions	• Buy in from all relevant Stakeholders. • There will be sufficient traffic officers to be deployed on the road network.

Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Desired performance	Increased policing presence 24/7 on all roads to keep roads safe for users.
Indicator Responsibility	Deputy Director-General: Road Transport – (Vacant) Chief Director: Road Regulation – Adv. J. Makgatho

Extension of driving licence cards validity period

Indicator Title	Validity period of the driving license cards extended eight (08) years implemented
Definition	Extending the validity period of a Driving Licence Card from 5 years to 8 years
Source of data	National Road Traffic Act, 1996 (Act No. 93 of 1996 and National Road Traffic Regulation, 2000
Method of Calculation	Simple Count
Assumptions	Valid driving licence card
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Desired performance	Extended Expiry period of a driving licence card from 5 to 8 years
Indicator Responsibility	Deputy Director-General: Road Transport – (Vacant) Chief Director: Road Regulations – Adv. J. Makgatho

Production of driving license cards

Indicator Title	Driving license cards produced in 14 days
Definition	The number of days taken to manufacture and distribute the driving license cards. This is measured or tracked from receipt of an application by DLCA from a DLTC up to the time that the final product is dispatched to the relevant DLTCs.
Source of data	DLCA reports
Method of Calculation	Simple Count

Assumptions	The machine will remain functional with minimal breakdowns
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Desired performance	Efficiency in the manufacture and distribution of driving license cards
Indicator Responsibility	Deputy Director-General: Road Transport – (Vacant) Chief Director: Road Regulations – Adv. J. Makgatho

Road maintenance and rehabilitation (SANRAL)

Indicator Title	**Investment in road maintenance and rehabilitation**
Definition	The length of networks (a) resurfaced, (b) strengthened and/or upgraded and (c) covered with routine maintenance that performs the following preventative activities – grass cutting, clearing drainage structures, crack sealing, pothole repairs, accident repairs, litter removal
Source of data	Monitoring Site Inspection Reports
Method of Calculation	Length of networks resurfaced, under RRM and/or strengthened or upgraded
Assumptions	SANRAL has a budget for resurfacing, strengthening and/or upgrades and RRM with all contracts in place
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	Roads can contribute towards alleviating low-income levels by providing poor communities with a method of accessing social services and work opportunities (methods to increase income levels). Improvements to the road network can also decrease transport costs thereby increasing disposable income particularly in poor households. Roads can reduce the social powerlessness and isolation that are often symptoms of poverty by connecting places and people to each other. This is particularly relevant in rural areas and isolated communities where poverty is often most evident. If designed, built and maintained with the safety of all road users in mind, roads can contribute towards reducing poor communities' exposure to hazardous conditions by providing effective storm water drainage, separating motorised and non-motorised transport and regulating the type and flow of vehicles in an area.
Desired performance	• 100% achievement for Road Network serviced by RRM contracts and planned resurfacing, upgrades, strengthening. (Targets for Road Quality Indicators achieved)

	• Safer Roads
Indicator Responsibility	Deputy Director-General: Road Transport – (Vacant) Chief Director: Road Infrastructure and Industry Development – Mr. P. Mohan

Road maintenance and rehabilitation (PMRG)

Indicator Title	Investment in road maintenance and rehabilitation
Definition	The length of networks (a) covered with routine maintenance that performs the following preventative activities – grass cutting, clearing drainage structures, crack sealing, pothole repairs, accident repairs, litter removal, (b) gravel roads bladed, (c) gravel roads gravelled, and (d) paved or gravel roads upgraded.
Source of data	Site Visits Monitoring Reports
Method of Calculation	Simple count to determine effective km Length of Networks for the different focus areas
Assumptions	Accounting Officers have controls in place to validate data submitted
Disaggregation of Beneficiaries	N/A
Spatial Transformation (where applicable)	Roads can contribute towards alleviating low-income levels by providing poor communities with a method of accessing social services and work opportunities (methods to increase income levels). Improvements to the road network can also decrease transport costs thereby increasing disposable income particularly in poor households. Roads can reduce the social powerlessness and isolation that are often symptoms of poverty by connecting places and people to each other. This is particularly relevant in rural areas and isolated communities where poverty is often most evident. If designed, built and maintained with the safety of all road users in mind, roads can contribute towards reducing poor communities' exposure to hazardous conditions by providing effective storm water drainage, separating motorised and non-motorised transport and regulating the type and flow of vehicles in an area.
Desired performance	• 100% of the grants to province are spent as per the business plans on the project list submitted • Safer Roads • Improvement in Road Quality
Indicator Responsibility	Deputy Director-General: Road Transport – (Vacant) Chief Director: Road Infrastructure and Industry Development – Mr. P. Mohan

National Rail Act

Indicator Title	Development of the National Rail Act
Definition	The National Rail Bill will guide the development and institutional arrangement, thereby ensuring improved performance and revitalisation of the rail transport sector
Source of data	White Paper on National Rail Policy
Method of Calculation or assessment	Simple Count (qualitative)
Assumptions	N/A
Disaggregation of Beneficiaries (where applicable)	Target for women: N/A Target for youth: N/A Target for persons with disabilities: N/A
Spatial Transformation (where applicable)	N/A
Desired performance	To have the National Rail Bill approved for submission to Parliament and approved
Indicator Responsibility	Deputy Director-General: Rail Transport - Mr. N. Makaepea

Freight volumes increased from Mt to 250 Mt by 2030

Indicator Title	Investment in airport infrastructure and operations
Definition	Increasing freight volumes means a growing quantity of goods being transported through various modes of transportation, like trucks, trains, ships, or planes, which can be influenced by factors like economic activity and global events. Freight volume, including imports and exports, that are moved through the ACSA network and its infrastructure.
Source of data	ACSA
Method of Calculation or assessment	Simple Count
Assumptions	N/A
Disaggregation of Beneficiaries (where applicable)	Target for women: N/A Target for youth: N/A Target for persons with disabilities: N/A
Spatial Transformation (where applicable)	N/A

Desired performance	To increase airport infrastructure and ensure the safe, reliable and efficient transportation of freight through ACSA infrastructure and network.
Indicator Responsibility	Deputy Director-General: Civil Aviation – (Vacant) Chief Director: Aviation Economics and Industry Development – Ms. Tshitshi Phewa

Improved efficiency of port terminals

Indicator Title	Investment in airport infrastructure and operations
Definition	A port terminal is a specialized area within a port where cargo and passengers are loaded, unloaded, stored, and transferred between different modes of transport, such as ships, trucks, and trains. They act as a crucial interface between maritime and land transportation, facilitating the movement of goods and people.
Source of data	DoT / Transnet / Ports Regulator of South Africa
Method of Calculation or assessment	Simple Count
Assumptions	N/A
Disaggregation of Beneficiaries (where applicable)	Target for women: N/A Target for youth: N/A Target for persons with disabilities: N/A
Spatial Transformation (where applicable)	N/A
Desired performance	To increase the efficiency of ports infrastructure and ensure the safe, reliable and efficient transportation of freight.
Indicator Responsibility	Deputy Director-General: Civil Aviation – (Vacant) Chief Director: Aviation Economics and Industry Development – Ms. T. Phewa

Investment in airport infrastructure and operations

Indicator Title	Investment in airport infrastructure and operations
Definition	Airport infrastructure refers to the physical facilities like runways, terminals, and control towers, while airport operations encompass the processes and activities that ensure smooth and safe airport functioning, including passenger handling, baggage management, and flight scheduling.
Source of data	ACSA reports
Method of Calculation or assessment	Simple Count

Assumptions	N/A
Disaggregation of Beneficiaries (where applicable)	Target for women: N/A Target for youth: N/A Target for persons with disabilities: N/A
Spatial Transformation (where applicable)	National, provincial and local spheres
Desired performance	To ensure the safe, reliable and efficient transportation of passengers using ACSA infrastructure and network and increase ridership
Indicator Responsibility	Deputy Director-General: Civil Aviation – (Vacant) Chief Director: Aviation Economics and Industry Development – Ms. T. Phewa

Establishment of the Transport Economic Regulator (TER)

Indicator Title	Improved Regulation and Competitiveness
Definition	Consolidation economic regulation of transport within a single framework and policy, establish the Single Transport Economic Regulator, establish the Transport Economic Council, make consequential amendments to various other Acts and provide for related incidental matters. The Economic Regulation of Transport (ERT) Act, once promulgated aims to, amongst others, promote development of a competitive, efficient and viable transport industry that contributes to economic growth and development; and promote appropriate investment in transport infrastructure, facilities and services.
Source of data	Annual Progress Report
Method of Calculation or assessment	N/A
Assumptions	Transport Economic Regulator (TER) and the Transport Economic Council (TEC) are established
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Desired performance	Operational efficiency of the Transport Economic Regulator (TER) and the Transport Economic Council (TEC)
Indicator Responsibility	Deputy Director-General: Integrated Transport Planning – Mr Mthunzi Madiya (Acting) Chief Director: Modelling & Economic Analysis – Mr Mvikeli Ngcamu Project Manager – Mr. Allen Chikambvi

Share of shipping services

Indicator Title	Share of shipping services carrying intra-Africa trade
Definition	South Africa's coastal shipping policy is outlined in the Comprehensive Maritime Transport Policy (CMTP) and the Merchant Shipping Bill. The CMTP was published in 2017, and the Merchant Shipping Bill was introduced in 2023. Share of shipping services" refers to the proportion or percentage of the overall shipping and logistics market that is controlled or operated by South African-based companies and entities. This encompasses the transportation of goods and passengers by sea, as well as related activities like port operations, cargo handling, and logistics.
Source of data	Maritime Policy and Legislation – Discussions with other SADC countries/ SAMSA
Method of Calculation or assessment	Relevant data accumulated in the models
Assumptions	N/A
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	Grow and position South Africa to be a strategic shipping and maritime player
Desired performance	Deputy Director-General: Maritime Transport – Mr. Mthunzi Madiya Chief Director: Maritime Policy and Legislation - Mr. D. Ntuli

Coastal shipping agreement

Indicator Title	Coastal shipping agreement between South Africa, 3 SADC countries
Definition	A coastal shipping agreement is an agreement between countries to facilitate the movement of goods and services between their ports. These agreements can include the designation of ports of call, and the establishment of standard operating procedures. South Africa's coastal shipping policy is outlined in the Comprehensive Maritime Transport Policy (CMTP) and the Merchant Shipping Bill. The CMTP was published in 2017, and the Merchant Shipping Bill was introduced in 2023.
Source of data	Maritime Policy and Legislation – Discussions with other SADC countries
Method of Calculation or assessment	Relevant data accumulated in the models
Assumptions	N/A

Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	Grow and position South Africa to be a strategic shipping and maritime player
Desired performance	Deputy Director-General: Maritime Transport – Mr. Mthunzi Madiya Chief Director: Maritime Policy and Legislation - Mr. D. Ntuli

Aeronautical and Maritime Search and Rescue (AMSAR) Act

Indicator Title	Implementation of the Aeronautical and Maritime Search and Rescue (AMSAR) Act
Definition	The Aeronautical and Maritime Search and Rescue (AMSAR) Bill proposes to repeal the South African Maritime and Aeronautical Search and Rescue Act, 2002, so as to bring the regulation of Search and Rescue in line with the global development, thereby creating an enabling environment for the provision of Search and Rescue Services in the Republic of South Africa.
Source of data	SASAR, ICAO and IMO policies and guideline documents as well as other States
Method of Calculation or assessment	Simple Count
Assumptions	N/A
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Desired performance	Aeronautical and Maritime Search and Rescue Act promulgated and implemented
Indicator Responsibility	Chief Director: Aviation Safety, Security, Environment and Search and Rescue - Mr. Levers Mabaso Director: Search and Rescue - Mr T. Mabuela

Independent Accident and Incident Investigation Authority (IAIIA)

Indicator Title	Establishment of the Independent Accident and Incident Investigation Authority
Definition	Independent authority for investigation of Aviation Accident and Incident with full complement of staff and sufficient resources in compliance with Annex 13 to the convention on International Civil Aviation (Chicago convention)
Source of data	Internal report, ICAO Audits, Chicago convention

Method of Calculation or assessment	Simple count
Assumptions	Relevant Government Departments will come on board
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Desired performance	Fully Independent functional Accident Investigation
Indicator Responsibility	Deputy Director-General: Civil Aviation – (Vacant) Chief Director: Aviation Safety, Security, Environment and Search and Rescue - Mr. Levers Mabaso

Comprehensive Civil Aviation Policy

Indicator Title	**Comprehensive Civil Aviation Policy submitted to Cabinet**
Definition	To robustly address the gaps identified in NCAP, 2017 and unlock economic opportunities for the aviation industry to recover from the effect of Covid-19
Source of data	The Civil Aviation industry and its stakeholders
Method of Calculation or assessment	N/A
Assumptions	N/A
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Desired performance	Civil Aviation Policy Reviewed
Indicator Responsibility	Deputy Director-General: Civil Aviation – (Vacant) Chief Director: Aviation Policy and Regulation – Ms. E. Mpye

Just Transition Plan

Indicator Title	Development of the Transport Just Transition Plan
Definition	The climate transition represents a developmental opportunity to materially change South Africa's triple challenge of poverty, inequality and unemployment. Transitioning to low carbon economy will have impact on areas such as employment. The plan should therefore have both the just transition as a core element
Source of data	Just Transition Framework
Method of Calculation or assessment	Simple Count
Assumptions	Funding secured for the development of the Plan
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Desired performance	Reduction of GHG emissions
Indicator Responsibility	Deputy Director-General – Integrated Transport Planning: Mr Mthunzi Madiya (Acting) Chief Director: Research and Innovation – (Vacant) Director: Environmental Coordination – Ms. P. Manale

Decarbonisation of the transport sector

Indicator Title	Reviewed Green Transport Strategy submitted to Cabinet
Definition	The Green Transport Strategy (GTS) sets out the sector's target and measures to respond to climate change and achieve emission reduction. With the world moving towards stringent targets, the revision of the GTS and its implementation plan is necessary to ensure alignment of climate science while also building resilience to the impacts of climate change. The strategy will respond to green growth policies and facilitates the implementation and deployment of environmentally sustainable transport systems.
Source of data	Green Transport Strategy 2015, SA-Nationally Determined Contribution, Low Emission Development Strategy (LEDS), National Adaptation Strategy
Method of Calculation or assessment	Simple Count
Assumptions	Funding secured for the revision of the GTS and Implementation Plan

Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Desired performance	Greenhouse gas emissions for the transport sector reduced and within the national trajectory range.
Indicator Responsibility	Deputy Director-General – Integrated Transport Planning - Mr Mthunzi Madiya (Acting) Chief Director: Research and Innovation – (Vacant) Director: Environmental Coordination – Ms. P. Manale

Decarbonisation of the transport sector

Indicator Title	Decarbonisation of the transport sector
Definition	Maritime Decarbonisation is a process of reducing greenhouse gases (GHG) from the global maritime sector in line with the Paris Agreement, it aims to reduce carbon dioxide emissions from ships within the South African coastline with 9 commercial ports
Source of data	South African Maritime Safety Authority (SAMSA), Transnet National Ports Authority (TNPA), Council of Scientific & Industrial Research (CSIR), Dept of Forestry, Fisheries and Environment (DFFE). Dept of Trade, Industry and Competition DTIC, DOT-ITP, Dept. of Science and Innovation (DSI)
Method of Calculation	Number of reportable maritime pollutions, Carbon Emission Inventory and IMO Energy Efficient Measures
Assumptions	• Alignment to the IMO 2023 GHG Strategy to address net zero carbon emission in line with the Climate Change Act and the ultimate goal is to develop South African National Action Plan (include Roadmap) as recommended by the IMO. • Consultation with ITP to review the Green Transport Strategy
Disaggregation of Beneficiaries	N/A
Spatial Transformation	N/A
Desired performance	Reduced rate of reportable maritime pollution within the South African port system
Indicator Responsibility	Deputy Director-General – Maritime Transport: Mr Mthunzi Madiya

Strategic Priority 2: Reduce poverty and tackle the high cost of living

Passenger rail journeys

Indicator Title	Number of passenger rail journeys completed
Definition	A unit of service which is measured from the time a driver begins escort service for a passenger pickup to the time the passenger is escorted to the arranged destination.
Source of data	PRASA reports
Method of Calculation or assessment	Simple Count
Assumptions	N/A
Disaggregation of Beneficiaries (where applicable)	Target for women: N/A Target for youth: N/A Target for persons with disabilities: N/A
Spatial Transformation (where applicable)	National, provincial and local spheres
Desired performance	To ensure the safe, reliable and efficient transportation of passengers using PRASA infrastructure and increase ridership
Indicator Responsibility	Deputy Director-General: Rail Transport - Mr. N. Makaepea

Integrated Public Transport Networks (IPTNs)

Indicator Title	Number of integrated public transport completed
Definition	IPTNs are systems at improving public transport integration, efficiency and performance through development and improvement of public transport infrastructure in selected municipalities. IPTNs are developed with the purpose of improving access and reliability of public transport for all users by having IPTNs funded and monitored in selected cities.
Source of data	Reports from municipalities
Method of Calculation or assessment	Simple Count
Assumptions	Public Transport Grant will continue to fund IPTNs Cities will spend Grant funds as per agreed milestones Cities will rollout IPTN phased on time

Disaggregation of Beneficiaries (where applicable)	Target for women: N/A Target for youth: N/A Target for persons with disabilities: N/A
Spatial Transformation (where applicable)	National, provincial and local spheres
Desired performance	To have IPTNs funded and monitored in selected cities
Indicator Responsibility	Deputy Director-General: Public Transport - Mr. M. Mokonyama

Transformation of the public service (Women in SMS positions)

Indicator Title	3% annual increase of representation of women appointed in SMS positions
Definition	To report on the number of women appointed into SMS posts against government's target of 50% of the total number of SMS posts in the department as of March
Source of data	Persal and Vulindlela
Method of Calculation or assessment	Simple counting
Assumptions	DoT will meet the national target of 50% equity representation of women at SMS level
Disaggregation of Beneficiaries (where applicable)	SMS women at DoT
Spatial Transformation (where applicable)	SMS Women at DoT
Desired performance	50% representation of women at SMS level
Indicator Responsibility	Deputy Director-General: Corporate Services – (Vacant) Chief Director: HRM&D – Ms. P. Gcina

Strategic Priority 03: Build a capable, ethical and developmental state

Skills Development

Indicator Title	Number of skills development initiatives implemented within the Transport sector (DOT & SOEs)
Definition	The provision of skills development opportunities linked more closely to demand in the economy is informed by the 2025/2030 Medium -Term Development Plan of the 7th Administration which reflect on investing in people through education, skills development and affordable quality health care.
Source of data	Data will be sourced from the Department of Transport and State-Owned Entities.
Method of Calculation or assessment	Simple counting.
Assumptions	All stakeholders shall fully participate in the submission of credible training information required on periodic basis.
Disaggregation of Beneficiaries (where applicable)	Target for women: 50% Target for youth: 30% Target for persons with disabilities: 2%
Spatial Transformation (where applicable)	Department of Transport and all State-Owned Entities that falls within its scope
Desired performance	A skilled and capable workforce
Indicator Responsibility	Deputy Director-General: Corporate Services – (Vacant) Chief Director: HRM & D – Ms. P. Gcina

Alignment of the organisational structure with the strategic mandate and government priorities

Indicator Title	Departmental organisational structure reviewed
Definition	The development of a Fit for purpose organisational structure is to ensure that the organisational structure is in line with the constitutional mandates, strategic plans, service delivery models and budgets.
Source of data	Department of Public and Administration (DPSA)
Method of Calculation or assessment	Simple count
Assumptions	Cost containment measures upliftment by the National Treasury

Disaggregation of Beneficiaries (where applicable)	Target for Women: N/A Target for Youth: N/A Target for People with Disabilities: N/A
Spatial Transformation (where applicable)	N/A
Desired performance	A fit for purpose organisational structure aligned to the strategic mandate and government priorities
Indicator Responsibility	Deputy Director-General: Corporate Services – (Vacant) Chief Director: HRM&D – Ms. P. Gcina

Enterprise Architecture Framework

Indicator Title	Enterprise Architecture implemented
Definition	The adoption of the EA enables strategic alignment between ICT and DoT business. The implementation of EA will improve business processes, enhance better decision making, operational efficiency, and improved ICT infrastructure and security.
Source of data	DoT Business Units (National and Provincial), Entities and any other relevant stakeholders
Method of Calculation or assessment	Simple count
Assumptions	• Funding will be available to support the implementation of technology • Support from business, entities and stakeholders
Disaggregation of Beneficiaries (where applicable)	Target for women: N/A Target for youth: N/A Target for persons with disabilities: N/A
Spatial Transformation (where applicable)	Not applicable
Desired performance	Three (3) EA domains implemented
Indicator Responsibility	Deputy Director-General: Corporate Services – (Vacant) Chief Information Officer – Mr. T. Matlapeng

Cyber security

Indicator Title	Number of cyber-attacks/incidences in the country reduced
Definition	Enhancement of the cyber security controls to strengthen the overall security posture and privacy of the departmental data. This will ensure that cyber incidents, threats and risks are mitigated.
Source of data	DoT Business Units
Method of Calculation	Simple count
Assumptions	- Funding will be available to support the implementation of technology - Support from business
Disaggregation of Beneficiaries (where applicable)	Target for women: Not applicable Target for youth: Not applicable Target for persons with disabilities: Not applicable
Spatial Transformation (where applicable)	N/A
Desired performance	Cyber Security strategy implemented
Indicator Responsibility	Deputy Director-General: Corporate Services – (Vacant) Chief Information Officer: Mr. T. Ramatlapeng

Implementation of the National Strategic Plan to end Gender-Based Violence

Indicator Title	Implementation of the national strategic plan to end gender-based violence and femicide (GBVF) in the transport sector
Definition	Gender-based violence and femicide (GBVF) is violence directed against a person because of that person's gender or violence that affects persons of a particular gender disproportionately. Standard measures adopted by the sector to address gender-based violence. (Rail, road, aviation, maritime and public transport)
Source of data	Reports from the transport sector
Method of Calculation or assessment	Simple count
Assumptions	The transport sector to implement measures to mitigate in cases of GBVF in the sector
Disaggregation of Beneficiaries (where applicable)	N/A

Spatial Transformation (where applicable)	N/A
Desired performance	Safe public transport and GBVF-free sector
Indicator Responsibility	Deputy- Directors-General: Mr. M. Madiya / Mr. N. Makaepea / Ms. Elizabeth Mpye / Mr M. Mokonyama

Revitalising harbours and unlocking economic opportunities

Indicator Title	**Revitalising harbours and unlocking economic opportunities for coastal communities**
Definition	South Africa is revitalizing its ports and rail infrastructure, including small harbours, through private sector investment and government initiatives, aiming to boost economic growth, create jobs, and improve efficiency in cargo handling and transportation. The focus is on revitalizing small harbours to contribute to local economies and create jobs, through implementation of the Feight Logistics Roadmap.
Source of data	DoT / Operations Phakisa / Transnet
Method of Calculation	Simple count
Assumptions	Buy-in from stakeholders / Optimal implementation of the Freight Logistics Roadmap
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Desired performance	Harbours operating optimally throughout South Africa
Indicator Responsibility	Deputy Director-General: Maritime Transport – Mr. Mthunzi Madiya

District Delivery Model (DDM)

Indicator Title	**% of Districts achieving 80% of One Plans target**
Definition	The DDM is an operational model for improving cooperative governance by shifting focus from the alignment of plans to joint planning. The aim is to produce the integrated plans in each district / metro space derived from jointly agreed outcomes and commitments by all spheres of government (including state-owned companies).
Source of data	District Profile Reports - Diagnostic documents detailing current socio-economic challenges and potential future development produced by COGTA.

Method of Calculation	Simple Count
Assumptions	N/A
Disaggregation of Beneficiaries	N/A
Spatial Transformation	N/A
Desired performance	Integrated planning and coordination of operations across spheres of government
Indicator Responsibility	Deputy Director-General – Integrated Transport Planning (Vacant) Chief Director: Regional Integration - Mr. M. Makhari

Annexures to the Strategic Plan

Annexure A: National Spatial Development Framework (NSDF) and the District Delivery Model (DDM)

Areas of intervention in the NSDF and DDM		Five-year planning period					
	Project Name	**Project description**	**District Municipality**	**Budget allocation**	**Location: GPS coordinates (Longitude and Latitude)**	**Project leader**	**Social partners**
Public Transport	Integrated Public Transport Networks (IPTNs):	Integrated Public Transport Networks (IPTNs): Cities assisted in planning, implementing and operating integrated public transport networks	Johannesburg Metropolitan Municipality	R7 473 434 000.00	26.1704° S, 27.9718° E	Ms. Khibi Manana	Respective Municipalities
			Tshwane Metropolitan Municipality		25.6051° S, 28.3929° E		
			Cape Town Metropolitan Municipality		33.9143° S, 18.5701° E		
			eThekwini Metropolitan Municipality		29.8120° S, 30.8039° E		
			George Local Municipality		33.9201° S, 22.4768° E		

Areas of intervention in the NSDF and DDM	Five-year planning period						
	Project Name	Project description	District Municipality	Budget allocation	Location: GPS coordinates (Longitude and Latitude)	Project leader	Social partners
			Ekurhuleni Metropolitan Municipality		26.1777° S, 28.3462° E		
			Rustenburg Local Municipality		25.6682° S, 27.2386° E		
			Mangaung Local Municipality		29.1702° S, 26.2404° E		
			Polokwane Local Municipality		23.8981° S, 29.4500° E		
			Nelson Mandela Bay Metropolitan Municipality		33.7452° S, 25.5681° E		
		Development of Integrated Public Transport Network (IPTN)	Waterberg District Municipality	R 5 000 000.00	23.9748° S, 28.2994° E	Ms. Joyce Moabi	Waterberg District Municipality and Limpopo Province

Areas of intervention in the NSDF and DDM		Five-year planning period					
	Project Name	Project description	District Municipality	Budget allocation	Location: GPS coordinates (Longitude and Latitude)	Project leader	Social partners
		Plans in District Municipalities	Frances Baard District Municipality	R 5 000 000.00	28.4251° S, 24.3341° E		Frances Baard District Municipality and Northern Cape Province
District Delivery Model	One Plans	Contribution towards the development of 'One Plans' in District Municipalities	52 District Municipalities in South Africa	Operational Budget	Refer to DoT One Plans	Mr. Mpolokeng Makhari / Mr. Sabelo Duma	CoGTA, District Municipalities and Provinces

List of Abbreviations / Acronyms

ABBREVIATION/ACRONYM	DEFINITION
	A
AARTO	Administrative Adjudication of Road Traffic Offences Act
ACSA	Airports Company of South Africa
AFCAC	African Civil Aviation Commission
AGSA	Auditor-General of South Africa
AGM	Annual General Meeting
AISC	International Air Services Council
AMO	Approved Maintenance Organisations
AO	Accounting Officer
APP	Annual Performance Plan
ARDP	Access Road Development Plan
ASIB	Aviation Safety Investigation Board
ASLC	Air Services Licensing Council
ATM	Air Traffic Management
ATNS	Air Traffic and Navigation Services
AU	African Union
AV	Autonomous Vehicle
AVT	Autonomous Vehicle Technology
AVSEC	Aviation Security
	B
BAS	Basic Accounting System
BARSA	Board of Airline Representatives of South Africa
B-BBEE	Broad-Based Black Economic Empowerment
BEE	Black Economic Empowerment
BRT	Bus Rapid Transit System
	C
CAASA	Commercial Airlines Association of Southern Africa
CAPEX	Capital Expenditure
CARCOM	Civil Aviation Regulations Committee
C-BRTA	Cross-Border Road Transport Agency
CEO	Chief Executive Officer
CFO	Chief Financial Officer
CI	Corporate Identity
CIO	Chief Information Officer
COTO	Committee of Transport Officials
CSIR	Council for Scientific and Industrial Research
	D
DBSA	Development Bank of Southern Africa
DEA	Department of Environmental Affairs
DG	Director-General
DLCA	Driver's Licence Card Account
DLCPF	Driver's Licence Card Production Facility
DLTCs	Driving Licence Testing Centres
DPSA	Department of Public Service and Administration
DORA	Division of Revenue Act
DoT	Department of Transport
DPME	Department of Monitoring and Evaluation

ABBREVIATION/ACRONYM	DEFINITION
	E
EC	Eastern Cape
EHW	Employee Health and Wellness
e-NATIS	Electronic National Administration Traffic Information System
EPWP	Expanded Public Works Programme
ERT	Economic Regulation of Transport
ESIEID	Economic, Sectors, Investment, Employment and Infrastructure Development
ETV	Emergency Towing Vehicle
EV	Electric Vehicle
EVT	Electric Vehicle Technology
EXCO	Executive Committee
	F
FS	Free State
	G
GA	General Aviation
GAP	Governance Assurance and Performance
GBVF	Gender Based Violence and Femicide
GDYC	Gender, Disability, Youth and Children
GFIP	Gauteng Freeway Improvement Project
GHG	Greenhouse Gases
GP	Gauteng Province
GTS	Greenhouse Transport Strategy
	H
HFIS	Human Factor in the System
HOD	Head of Department
HRD	Human Resources Development
HR	Human Resources
HSR	High Speed Rail
	I
IAAIIB	Independent Aircraft Accident and Incident Investigation Body
ICAO	International Civil Aviation Organization
ICT	Information and Communication Technology
ICTS	International Cooperation, Trade and Security Cluster
IDP	Integrated Development Plan
IFMS	Integrated Financial Management System
IGR	Inter-Governmental Relations
ILO	International Labour Organisation
IMO	International Maritime Organisation
IPTNs	Integrated Public Transport Networks
IR	International Relations
IRERC	Interim Economic Rail Economic Regulator Capacity
IRPTNs	Integrated Rapid Public Transport Networks
ISA	Infrastructure South Africa
IT	Information Technology
ITP	Integrated Transport Planning
	J
JCPS	Justice, Crime Prevention and Security
JTF	Just Transition Framework
	K

ABBREVIATION/ACRONYM	DEFINITION
KZN	KwaZulu-Natal
L	
LP	Limpopo Province
LPG	Liquefied Petroleum Gas
M	
M&E	Monitoring and Evaluation
MEC	Member of Executive Council
MEOSAR	Medium Orbit Search and Rescue
MEPC	Marine Environment Protection Committee
MIG	Municipal Infrastructure Grant
MRSD	Minimum Requirements for Service Delivery
MINMEC	Ministers and Members of Executive Council
MLPS	Main Line Passenger Services
MoU	Memorandum of Understanding
MP	Member of Parliament
MRCC	Maritime Rescue Coordination Centre
MRO	Maintenance, Repairs and Overhaul
MSAC	Marine Safety Advisory Council
MTEF	Medium Term Expenditure Framework
MTSF	Medium Term Strategic Framework
MFMA	Municipal Finance Management Act 56, of 2003
N	
NACS	National Anti-Corruption Strategy
coastal	National Airports Development Plan
NAMAs	Nationally Appropriate Mitigation Actions
NAMP	National Airspace Master Plan
NASP	National Aviation Security Programme
NATFC	National Air Transport Facilitation Committee
NAVWG	National Autonomous Vehicle Working Group
NCAP	National Civil Aviation Policy
NCATS	National Civil Aviation Transformation Strategy
NDC	Nationally Determined Contributors
NATMAP	National Transport Master Plan
NATS	National Aviation Transformation Strategy
NDP	National Development Plan
NDoT	National Department of Transport
NC	Northern Cape
NEDLAC	National Economic Development Labour Council
NEPAD	New Partnership for African Development
NGP	New Growth Path Framework
NHTS	National Household Travel Survey
NIP	National Infrastructure Plan
NLTA	National Land Transport Act
NLTIS	National Land Transport Information System
NHTS	National Household Travel Survey
NMOG	National Micro Organising of Government
NMT	Non-motorised Transport
NPTR	National Public Transport Regulatory Entity
NREP	National Rolling Enforcement Plan

ABBREVIATION/ACRONYM	DEFINITION
NRSS	National Road Safety Strategy
NTIP	National Traffic Intervention Police Unit
NTVs	New Taxi Vehicles
	O
ODG	Office of the Director-General
OEMP	Ocean Economy Master Plan
OHS	Occupational Health and Safety
OL	Operating Licence
OLAS	Operator Licence Administrative System
OPEX	Operating Expenses
OTV	Old Taxi Vehicle
	P
PCCs	Ports Coordinating Committee
PDIs	Previously Disadvantaged Individuals
PEO	Public Entity Oversight
PEPFRA	Ports Economic Participation Framework
PFMA	Public Finance Management Act (Act No. 01 of 1999)
PFU	Project Finance Unit
PIARC	Permanent International Association of Road Congresses
PIDA	Programme for Infrastructure Development
PLTF	Provincial Land Transport Framework
PMO	Project Management Office
PMU	Project Management Unit
POA	Programme of Action
PPP	Public-Private Partnership
PRASA	Passenger Rail Agency of South Africa
PRE	Provincial Regulatory Entity
PRMG	Provincial Road Maintenance Grant
PRSA	Ports Regulator of South Africa
PPP	Public Private Partnership
PSP	Private Sector Participation
PTIS	Public Transport Infrastructure and Systems
PTNG	Public Transport Network Grant
PTOG	Public Transport Operations Grant
PTS	Public Transport Strategy
	Q
QMS	Quality Management Service
QSE	Qualifying Small Enterprise
	R
RAs	Registered Authorities
RABS	Road Accident Benefit Scheme
RAMP	Road Asset Management Plan
RAF	Road Accident Fund
RCAM	Road Classification and Access Management
RER	Rail Economic Regulator
RFP	Request for Proposals
RMC	Risk Management Committee
ROI	Return on Investment
RPAS	Remote Piloted Aircraft System

ABBREVIATION/ACRONYM	DEFINITION
RSR	Railway Safety Regulator
RTCs	Road Traffic Crashes
RTIA	Road Traffic Infringement Agency
RTMC	Road Traffic Management Corporation
RTRP	Revised Taxi Recap Programme
RTSSA	Rural Transport Strategy for South Africa
S	
SAATM	Single African Air Transport Market
SABOA	Southern African Bus Operators Association
SA	South Africa
SAA	South African Airways
SACAA	South African Civil Aviation Authority
SABS	South African Bureau of Standards
SADC	Southern African Development Community
SAERRP	South African Economic Recovery and Reconstruction Programme
SAMSA	South African Maritime Safety Authority
SANRAL	South African National Roads Agency Limited
SANTACO	South African National Taxi Council
SAPS	South African Police Service
SAR	Search and Rescue
SASAR	South African Search and Rescue
SATS	South African Transport Services
SBO	Small Bus Operators
SCM	Supply Chain Management
SDIP	Service Delivery Improvement Plan
SEIAs	Socio-Economic Impact Assessment
SEZs	Special Economic Zones
SHERQ	Safety, Health, Environment Risk and Quality Policy
SITA	State Information Technology Agency
SIU	Special Investigations Unit
SLA	Service Level Agreement
SMME	Small Medium and Micro Enterprises
SOEs	State Owned Entities
SO	Strategic Objective
SOC	State Owned Company
SOE	State Owned Entity
SWOT	Strength, Weaknesses, Opportunities and Threats
SSP	S'hamba Sonke Programme
STER	Single Transport Economic Regulator
STWC	Standards of Training Certification and Watch Keeping
T	
TAT	Transport Appeal Tribunal
TETA	Transport Education and Training Authority
TFR	Transnet Freight Rail
THC	Transaction Clearing House
TIS	Transport Information Systems
TNPA	Transnet National Ports Authority
TR	Treasury Regulations
TRP	Taxi Recapitalisation Programme

ABBREVIATION/ACRONYM	DEFINITION
U	
UN	United Nations
UNDA	United Nations Decade of Action for Road Safety
UNFCC	United Nations Framework Convention on Climate Change
USOAP	Universal Safety Oversight Audit Programme
V	
VCI	Visual Condition Index
VTC	Vehicle Testing Centre
W	
WC	Western Cape
WSP	Workplace Skills Plan