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Government
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Western Cape Mobility Department

**Strategic Plan
2025/26–2029/30**

WESTERN CAPE MOBILITY DEPARTMENT

Strategic Plan
for the fiscal years
2025/26–2029/30

WESTERN CAPE GOVERNMENT

PR: 61/2025

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APOLOGY

We fully acknowledge the requirements of the Western Cape Language Policy and endeavour to implement it. It has been our experience that the English version of this document is in the greatest demand. It will be translated into the other official languages of the Western Cape as soon as possible once the English version has been finalised and will be available on the Department's website. In the event of any discrepancy between the English document and the Afrikaans and isiXhosa translations, the English text will prevail.

NOTE

To support the Department's drive for a paperless environment and improved electronic content management, a limited number of hard copies of this Strategic Plan 2025/26–2029/30 will be produced.

VERSKONING

Ons erken die vereistes van die Wes-Kaapse taalbeleid ten volle en streef daarna om dit te implementeer. Ons ervaring was dat die Engelse weergawe van hierdie dokument die grootste aanvraag is. Dit sal so gou as moontlik na die ander amptelike tale van die Wes-Kaap vertaal word sodra die Engelse weergawe gefinaliseer is. In die geval van enige verskil tussen die Engelse dokument en die Afrikaanse en isiXhosa-vertalings, sal die Engelse teks seëvier.

NOTA

Ten einde die Departement se strewe na 'n papierlose omgewing en verbeterde elektroniese inhoud bestuur te ondersteun, sal slegs 'n beperkte aantal harde kopieë van hierdie Strategiese Plan 2025/26–2029/30 beskikbaar wees.

ISINGXENGXEZO

Siyawuqonda umgaqo-Nkqubo weelwimi wePhondo kwaye siyazama ukuwufezekisa. Kambe ke esiyiqwalaseleyo yeyokuba lulwimi lwesiNgesi olufunwa ngamandla. Xa olu xwebhu lugqityiwe ukubhalwa ngolwimi lwesiNgesi luya kuguqulelwa ngezinye iilwimi ezisemthethweni zeNtshona Koloni kwakamsinya. Ukuba kukho amakhwiniba kwinguqulelo yesiXhosa nesiBhulu esuka esiNgesini, uxwebhu lwesiNgesi luya kuba lolona lutablesetyenziswayo.

QAPHELA

Ukuxhasa iphulo leSebe lokuncitshiswa kokusetyenziswa kwamaphepha nophuculo lolawulo lovimba wobuxhakaxhaka bekhompyutha, inani leekopi eziprintiweyo zeSicwangciso sobuchule soNyaka sika-2025/26–2029/30 liza kuncitshiswa.

Executive Authority statement

I am honoured to submit the first 5-year Strategic Plan for the Western Cape Mobility Department developed under my guardianship since my appointment to the portfolio as the Executive Authority for Mobility. We have crafted our vision: *'Mobility as a connector of people, goods, and institutions'* #CreatingConnections, in order to respond to the Premier's vision for this Department: 'to focus on finding specific, innovative strategies to improve mobility in the Western Cape, especially in the greater Cape Town area, given the very serious failings of the national rail network'. The Department is well underway to lead and find solutions in the mobility ecosystem working together with our sister departments, national and local government and key national entities, such as PRASA to address the mobility challenges.

To give broad strategic direction for land transport in the province the NLTA empowers me to prepare a 5-year Provincial Land Transport Framework (PLTF). Together with my department we have now concluded the drafting of the Western Cape PLTF, which will inform and guide all provincial and municipal land transport decision-making and delivery in the Western Cape, including for road and rail infrastructure, public transport, non-motorised transport and freight. The draft PLTF will be gazetted soon for broader public comment, before it will be approved.

Regrettably, we are still faced with a transport system that performs poorly and fails to be a catalyst for economic growth and job creation. That is why with our focused impact statement: 'A sustainable, safe, dignified and fit-for-purpose transport system' our efforts and success to provide a spatially transformative and sustainable mobility system will drive productivity, economic growth and job creation and thus contribute to the provincial priority of Growth for Jobs. In this regard, my priority of restoring passenger rail as the backbone of urban public transport will provide affordable public transport for working people and commuters in general. PRASA has done significant work in revitalising the rail network with key corridors becoming operational and potentially reducing traffic congestion and travel times. We will continue to work with PRASA to ensure accessible and affordable public transport services in all regions and across the province. I have committed to working with the City of Cape Town and PRASA to find workable solutions that will see the devolution of the rail services to the appropriate levels of government, become a reality.

Increasing the efficiency, reducing the costs and improving the reliability of the freight network is a key priority in ensuring goods are moved efficiently to markets and destinations and therefore support the provincial Growth for Jobs Priority. Our strategy in this regard, is centred around strengthening our collaboration with stakeholders in the freight logistics sector to strengthen logistics planning and sharing of information to improve freight efficiency. I welcome the rail reform initiatives. Through the development of the provincial rail strategy, we are preparing for the rail reforms that will support the move of rail-friendly freight from road to rail and allow participation of the private sector in identified rail corridors.

The Minibus taxis sector continues to operate throughout the Western Cape and provide approximately 1.5 million passenger trips per day. In most rural areas, minibus taxis are the only mode of public transport available. The service however remains informal and receives no operating subsidy. This leads to many challenges that characterises the nature and behaviour of the industry. Through the Shayela Smart Programme, the Province, the City of Cape Town and the minibus taxi industry is working together to transform and improve minibus taxi services. I have committed to work with this important sector to professionalise and empower them to provide a better and safer service to our commuters.

The bus services continue to provide a safe and reliable public transport service to commuters; however, it is constrained by the limited coverage and ridership and are also facing several challenges. The subsidised GABS operate in Cape Town, providing about 230,000 passenger trips per day. Key funding sources for GABS have reduced in real terms, creating a financial challenge. I am continuing to engage the National Department of Transport on this issue and other policy developments in the subsidised bus environment. We will continue to support the City of Cape Town with the roll-out of the further phases of the MyCiTi bus services as it will provide commuters the choice of a good scheduled service.

We are proud that our Go George Integrated Public Transport Network bus service is the first non-metro Integrated Public Transport Network (IPTN) in the country to be successfully established. Go George transports about 21,000 passengers per day, but its coverage is limited to George and it, too, faces budget constraints. We are continuing with the further rollout of this service over the next period.


We continue to support the partnership for the Dial-a-Ride service which is a dedicated service for people with disabilities in the City of Cape Town. The service has a fleet of about 15 vehicles, all of whom are universal accessible and service just over 2,200 passengers a month.

Public transport services remain inadequate and the significant spatial disparities across society limit access to opportunities for many marginalised areas. Particularly rural areas communities experience significant access challenges which has an impact on their quality of life. I have committed the Department to find solutions to improve access and affordable opportunities, including for non-metro areas. These opportunities must include improvements for NMT which includes walking and cycling. This will greatly contribute to a healthy and environmentally friendly society.

The high number of fatalities remains a national crisis. Pedestrian fatalities are a cause for serious concern. Crime continues to make journeys in general and especially on public transport, a dangerous activity. We need to deal decisively with the causes of these social problems. I have committed my term of office to make significant impact in these areas of concern for our people. We must make sure that road fatalities are reduced by half by 2030. I will engage national government and municipalities to propose vehicle speed reductions on highways, residential areas and around schools and business areas.

Focus must be placed on pedestrian safety where our fatality figures are just consistently high over the past years. In this regard, I call on all our road safety partners and stakeholders to work together so that we can share information and data on hazardous areas and embark on shared initiatives like our NMT Strategy implementation to make meaningful impact to reduce pedestrian fatalities in the province. Without meaningful collaboration with municipalities and road safety agencies, we can't deliver an impactful road safety strategy, particularly in our regions. We call on all sectors of society to join hands to build a safety culture, especially amongst our youth, who continue to make up a disproportionate number of fatalities on our roads.

All these great initiatives will not realise if it was not for the hardworking officials that put in the effort every day to make it work under immense challenges. I have committed to support this team through the change processes that accompanies the establishment of a new department, by building trust, establishing a unified culture and creating a successful team. I wish them all the best in the delivering on the vision that has been laid out to them.



ISAAC SILEKU
EXECUTIVE AUTHORITY
WESTERN CAPE MOBILITY DEPARTMENT
DATE: 19 MARCH 2025

Accounting Officer statement

The Western Cape Mobility Department continues to live up to its Vision of '*Mobility as a connector of people, goods, and institutions*' #CreatingConnections. We have set the policy framework and institutional practices that provide us the space to be innovative whilst instilling good governance to protect and manage our resources optimally.

As we deliver on our mandate to improve mobility, creating inclusive and affordable public transport and improve safety over the next 5-year period, we are mindful that meaningful impact in the mobility ecosystem requires a longer-term perspective with sustained investment. This is a critical focus area we will give attention to.

Unfortunately, fiscal constraints and a declining economy make transport delivery extremely costly and access unaffordable for the majority of users, especially given massive urbanisation and an increased demand for mobility services. This challenge forces the Department to work innovatively, harnessing technology and partnerships to enable delivery.

To manage the complicated institutional context besetting the mobility sector, the Department is setting the broad strategic direction for land transport development through the gazetting of its draft 5-year Western Cape Provincial Land Transport Framework (PLTF). The PLTF will inform and guide all provincial and municipal land transport decision-making and delivery in the Western Cape and reflect our plans relating to road and rail infrastructure, public transport, non-motorised transport and freight. The draft PLTF will be gazetted soon for broader public comment, before it will be approved by the Provincial Minister for Mobility. The PLTF provides the inter-governmental platform for collaboration and partnership with all our stakeholders, including municipalities, without whom delivery in the sector will not be achievable. An important alignment priority is in the area of land-use and spatial development with transport planning. This will lay the foundation for integrating urban public transport services, increase access and reduce congestion. Creating affordable access in non-metro areas through inter-town linkages and supporting walking and cycling will be prioritised.

We have set bold strategic outcomes to guide our performance to create a better and dignified transport system, improve freight efficiency and enhance regulation and safety for our road users. In the work we are doing in the freight sector through the optimal use of the WC Freight Demand Model, we are driving freight transport and rail freight reform. Ultimately, everything we do must directly contribute to the WCG Growth for Jobs Strategy in order to drive economic growth, unlock opportunities for job creation, restore the wellbeing and dignity of people, and stimulate a vibrant Western Cape.

It is acknowledged that a lack of a safety and compliance culture in our transport space continues to make the system unsafe and lead to increased fatalities on our roads. We are responding to this challenge by continuing to improve safety through our 24/7 traffic law enforcement services, as well as through the provision of quality road safety training to our provincial and local authorities, and through implementation of our extensive road safety education, communication and awareness programmes. Our focus on the regulation of drivers, operators and institutions responsible for issuing licenses, will greatly improve safety on our roads. These efforts support the Department's commitment to creating a safe environment as envisaged in the WCG priority of safety.

In alignment to the WCG Innovation, Culture and Governance (ICG) priority, the Department embraces the role that technology plays in the mobility ecosystem and will continue with the great strides achieved through the Integrated Transport Hub. We aim to build on collaborative efforts to add value in sharing data and information to improve inter-operability across the mobility eco-system.

Our shift towards new energy vehicles through our Government Motor Transport initiatives will greatly contribute to a cleaner, greener environment. We are also expanding on our NMT networks to improve walking and cycling in all areas across the province.

I am grateful for the dedicated service of all our staff in the daily execution of their duties and I have committed to support them to mitigate any difficulties that they may be experiencing in the workplace. As a Department, we are committed to driving and internalizing the Provincial Government values, all of which is premised on a spirit of trust and co-operation. This is the foundation on which we will respond to the challenges as outlined in our plan.








DARRYL JACOBS
ACCOUNTING OFFICER
WESTERN CAPE MOBILITY DEPARTMENT
DATE: 19 MARCH 2025

Official sign-off

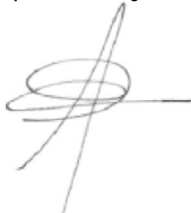
It is hereby certified that this Strategic Plan 2025/26 - 2029/30:

- Was prepared by the management of the Western Cape Mobility Department under the leadership of the Executive Authority, Isaac Sileku;
- Considers all the relevant policies, legislation and other mandates for which the Western Cape Mobility Department is responsible;
- Accurately reflects the Impact and Outcomes which the Western Cape Mobility Department will endeavour to achieve over the period 2025/26 - 2029/30; and
- Is in line with the Strategic Priorities and Principles of the Western Cape Government.

SENIOR MANAGEMENT SERVICE MEMBERS

	Darryl Jacobs Head of Department (Acting)
	Riaan Wiggill Chief Director: Management Support Services (Acting) (Chief Financial Officer)
	Diedre Ribbonaar Chief Director: Transport Operations
	Godfrey Reed Chief Director: Transport Regulation
	Willie van der Merwe Chief Director: Traffic Management (Acting)
	Kenneth Booyen Director: Strategic and Operational Management Support

Approved by:



ISAAC SILEKU
EXECUTIVE AUTHORITY
WESTERN CAPE MOBILITY DEPARTMENT
DATE: 19 MARCH 2025

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Acronyms and abbreviations

AARTO	Administrative Adjudication of Road Traffic Offences Act, 1998
ABT	Account Based Ticketing
AI	Artificial Intelligence
BB-BEE	Broad Based Black Economic Empowerment
BRT	Bus Rapid Transit
Ce-I	Centre for e-Innovation
CGICT	Corporate Governance of Information Communication Technology
CGICTPF	Corporate Governance of Information Communication Technology Policy Framework
CoCT	City of Cape Town
DEA&DP	Department of Environmental Affairs and Development Planning
DEDAT	Department of Economic Development and Tourism
DLG	Department of Local Government
DLTC	Driving Licence Testing Centre
DM	Data Management
DoA	Department of Agriculture
DoRA	Division of Revenue Act
DPSA	Department of Public Service Administration
EA	Enterprise Architecture
EPWP	Expanded Public Works Programme
FIP	Freight Implementation Programme
FMPPI	Framework for Managing Programme Performance Information
G4J	Growth for Jobs
GABS	Golden Arrow Bus Services
GDP	Gross Domestic Product
GFB	General Freight Business
GHG	Greenhouse gas
GIPTN	George Integrated Public Transport Network
GMT	Government Motor Transport
GNU	Government of National Unity
IaaS	Infrastructure as a Service
ICG	Innovation, Culture and Governance
ICT	Information and communication technology
IDM	Intelligence and Data Management
IPTN	Integrated Public Transport Network
ITH	Integrated Transport Hub
ITP	Integrated transport plan
ITS	Intelligent transport system
JDMA	Joint District and Metro Approach
KM	Knowledge Management
LED	Local economic development
MaaS	Mobility As A Service
MBT	Minibus Taxi

Acronyms and abbreviations

MEC	Member of the Executive Council (Provincial Minister)
MIB	Manufacturer Importer and Builder
MTDP	Medium-Term Development Plan
ML	Machine Learning
MOU	Memorandum of Understanding
MTEF	Medium Term Expenditure Framework
MTSF	Medium Term Strategic Framework
NDOT	National Department of Transport
NDP	National Development Plan
NEV	New Electric Vehicle
NKMSF	National Knowledge Management Strategic Framework
NLTSF	National Land Transport Strategic Framework
NLTA	National Land Transport Act
NLTA A	National Land Transport Amendment Act
NMT	Non-Motorised Transport
NPA	National Prosecuting Authority
NRSRA	National Railway Safety Regulator Act
PaaS	Platform as a Service
PAIA	Promotion of Access to Information Act
PAJA	Promotion of Administrative Justice Act
PBS	Performance Based Standards
PERO	Provincial Economic Review and Outlook
PFMA	Public Finance Management Act
PLTF	Provincial Land Transport Framework
POCS	Police Oversight and Community Safety
PoCT	Port of Cape Town
PPFA	Preferential Procurement Policy Framework Act
PRASA	Passenger Rail Agency of South Africa
PRE	Provincial Regulatory Entity
ProCESS	Provincial Citizen Emergency and Safety Systems
PRTMCC	Provincial Road Traffic Management Coordinating Committee
PSP	Provincial Strategic Plan
PSTP	Provincial Sustainable Transport Programme
PTI	Public Transport Interchange
PTRS	Public Transport Regulation System
RSP	Road Safety Planning
RSR	Railway Safety Regulator
RTMS	Road Transport Management System
SaaS	Software as a Service
SAICE	South African Institution of Civil Engineering
SAPS	South African Police Service
SCM	Supply Chain Management

Acronyms and abbreviations

SDGs	Sustainable Development Goals
SMART	Specific, Measurable, Achievable, Relevant and Time-bound
SOE	State-owned enterprise
Stats SA	Statistics South Africa
TALS	Transport Administration Licencing System
TER	Transport Economic Regulator
TFA	Transversal Focus Area
TOC	Theory of Change
UNEP	United Nations Environment Programme
VTS	Vehicle testing station
WCCRS	Western Cape Climate Change Response Strategy
WCEA	Western Cape e-hailing Association
WCED	Western Cape Education Department
WCG	Western Cape Government
WCMD	Western Cape Mobility Department



**OUR
MANDATE**

Part A: Our mandate

1 Constitutional mandate

The mandate of the Mobility Department is derived from the Constitution of the Republic of South Africa, 1996 (hereafter referred to as the Constitution) and the Constitution of the Western Cape, 1998. Certain mandates are concurrent responsibilities, while others are exclusively the responsibility of the provincial sphere of government.

The provincial sphere has a broad mobility mandate covering transport planning and coordination, public transport, roads and traffic enforcement, regulation, vehicle licensing and local government capacity development.

In terms of Schedule 4, Part A of the Constitution, read with other legislation, the Department has concurrent legislative competence with the National Department of Transport for:

- Public transport;
- Vehicle licensing; and
- Road traffic regulation.

In terms of Schedule 5, Part A of the Constitution read with other legislation, the Mobility Department is exclusively responsible for the functional area of legislative competence related to Provincial traffic.

2 Legislative and policy mandates

The national, provincial and transversal legislation that guides the Western Cape Mobility Department in the discharge of its responsibilities is reflected in Annexure A.

The national and provincial policies, strategies and guidelines which guide the Western Cape Mobility Department in the discharge of its functions are reflected in Annexure B.

The Western Cape Mobility Department's Vision, Impact Statement and Outcomes are aligned to the long-term visions, policies and strategies outlined below.

2.1 International and continental policy context

Sustainable Development Goals

The Sustainable Development Goals (SDGs) adopted by the United Nations Sustainable Development Summit in September 2015 frame the Department's long-term and international policy context. The SDGs are integrated and indivisible. Through the execution of its mandate, the Western Cape Mobility Department plays a role in SDG 11: Sustainable Cities, specifically target 11.2: directed to provide access to safe, affordable, accessible and sustainable transport systems for all, improving road safety, notably by expanding public transport, with special attention to the needs of those in vulnerable situations, women, children, persons with disabilities and older persons. It supports SDG 8 - Economic growth through increased mobility of labour and capital; and SDG 13 - Climate action as mass public transportation reduces the average carbon footprint to travel (see Figure 1 below).

Figure 1: United Nations Sustainable Development Goals



Source: <https://sustainabledevelopment.un.org/>.

The African Union Agenda 2063

The African Union Agenda 2063 sets the policy context at a continental level. The Western Cape Mobility Department supports the goals set out in Agenda 2063 and endeavours to enable the establishment of a spatially transformed province in which citizens live in well-connected, vibrant, climate-resilient, and sustainable locations and move around efficiently on safe, affordable, low-carbon public transport. The goals of Agenda 2063 are listed in Figure 2 below.

Figure 2: African Union Agenda 2063 Goals

Source: <https://au.int/en/agenda2063/aspirations>.

2.2 National policy context

The national strategic context is shaped by the National Development Plan (NDP): Vision 2030, which is the country's key long-term national strategic framework. The NDP aims to address the triple challenges of poverty, inequality and unemployment in South Africa. The NDP outlines investment in public transport as a key lever, which will benefit low-income households by facilitating mobility such that by 2030, public transport will be user-friendly, less environmentally damaging, cheaper and integrated or seamless.

The Medium-Term Development Plan (MTDP) 2024-2029 serves as the five-year strategic plan for South Africa's 7th Administration under the Government of National Unity (GNU), formed following the 29 May 2024 general elections. It acts as the implementation framework for the National Development Plan (NDP): Vision 2030, aligning with its goals while emphasizing development outcomes and economic growth. The MTDP replaces the Medium-Term Strategic Framework (MTSF) and is designed to focus on fewer, high-impact interventions to drive measurable results. It was approved by Cabinet Lekgotla on 29 January 2025 and is structured around three core strategic priorities:

1. Inclusive growth and job creation (Apex priority) – driving economic interventions across all spheres of government.
2. Reducing poverty and tackling the high cost of living – ensuring social protection and economic inclusion.
3. Building a capable, ethical and developmental state – enhancing governance, law and order, and enabling infrastructure.

The WCG aligns its strategies with the MTDP's priorities while maintaining its own provincial mandates through the Provincial Strategic Plan (PSP) and the Provincial Strategic Implementation Plan (PSIP).

- Economic Growth and Job Creation: WCG will contribute through provincial economic policies, investment attraction, skills development, and infrastructure projects that support the national focus on inclusive growth.
- Poverty Reduction and Social Interventions: WCG's social development programs, health initiatives, and education reforms will align with the national emphasis on lowering the cost of living.
- Building a Capable State: The WCG's governance innovation, service delivery efficiency, and regulatory frameworks will support the national goal of strengthening institutional capacity and ethical leadership.

National Land Transport Strategic Framework

The National Land Transport Strategic Framework, 2023 – 2028 sets out the overall vision of an integrated and efficient transport system that supports a thriving economy that promotes sustainable economic growth, support a healthier lifestyle, provides safe and accessible mobility options, and ensures social inclusion for all communities, and preserves the environment.

The Framework prioritises the following strategic goals:

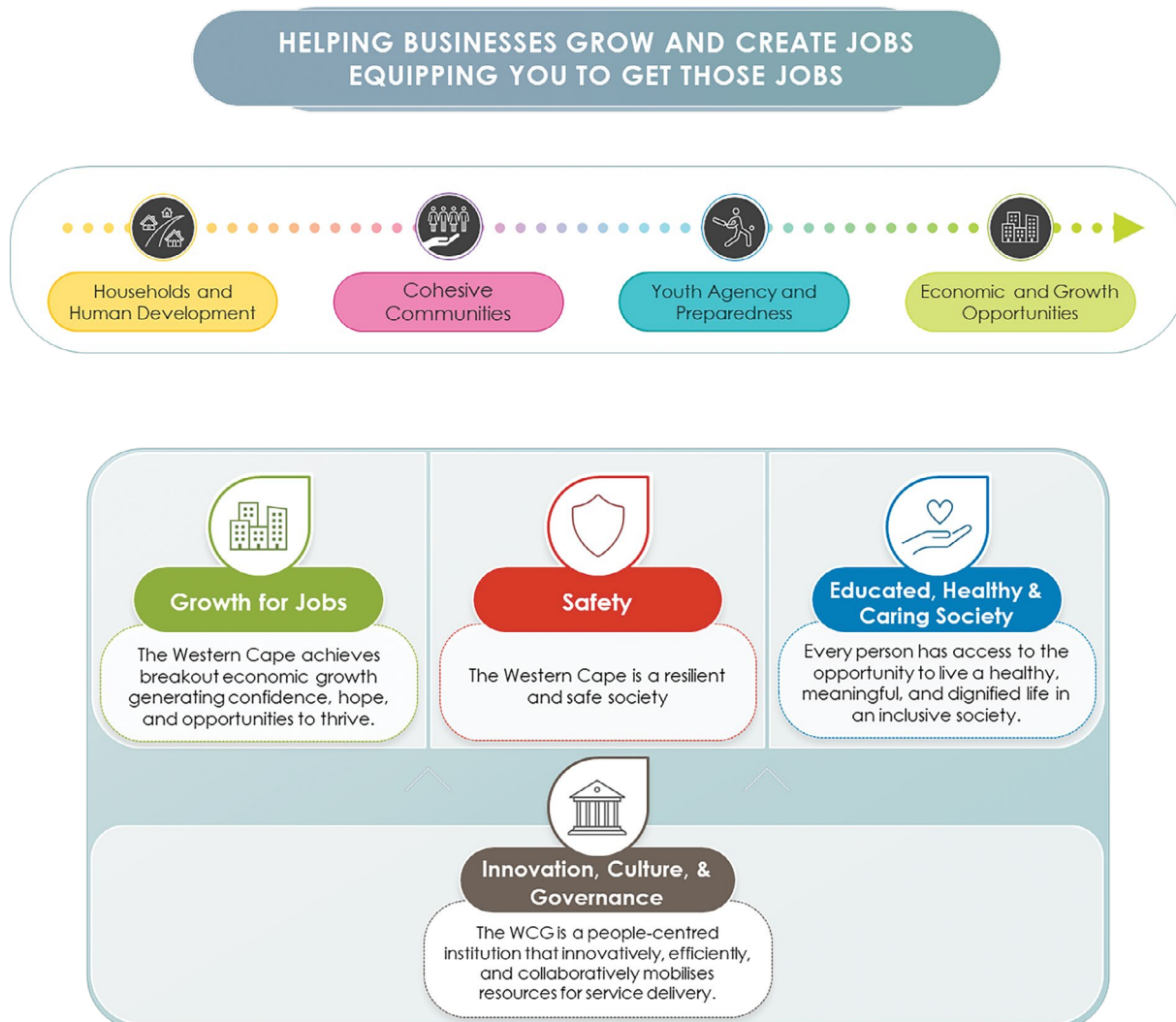
- Improved and safer public transport and greater mobility options;
- Universally accessible intermodal transport;
- Services that are affordable and meet urban and rural mobility needs;
- Reduced road fatalities;
- Safer and easier walking and cycling; improved road and rail network and infrastructure and interchanges;
- Improve journey times and reliability; Integrated land use and transport planning; and Institutional and human resource capacity to support the land transport vision.

2.3 Provincial policy context

The Provincial Strategic Plan (PSP) 2025-2030 sets out the Western Cape Government's (WCG) strategic priorities and goals for the next five years. It provides overarching direction for government action, focusing on people-centred outcomes that drive meaningful change for residents.

Overview of Provincial Strategic Plan 2025-2030

Figure 3: Overview of Provincial Strategic Plan 2025-2030



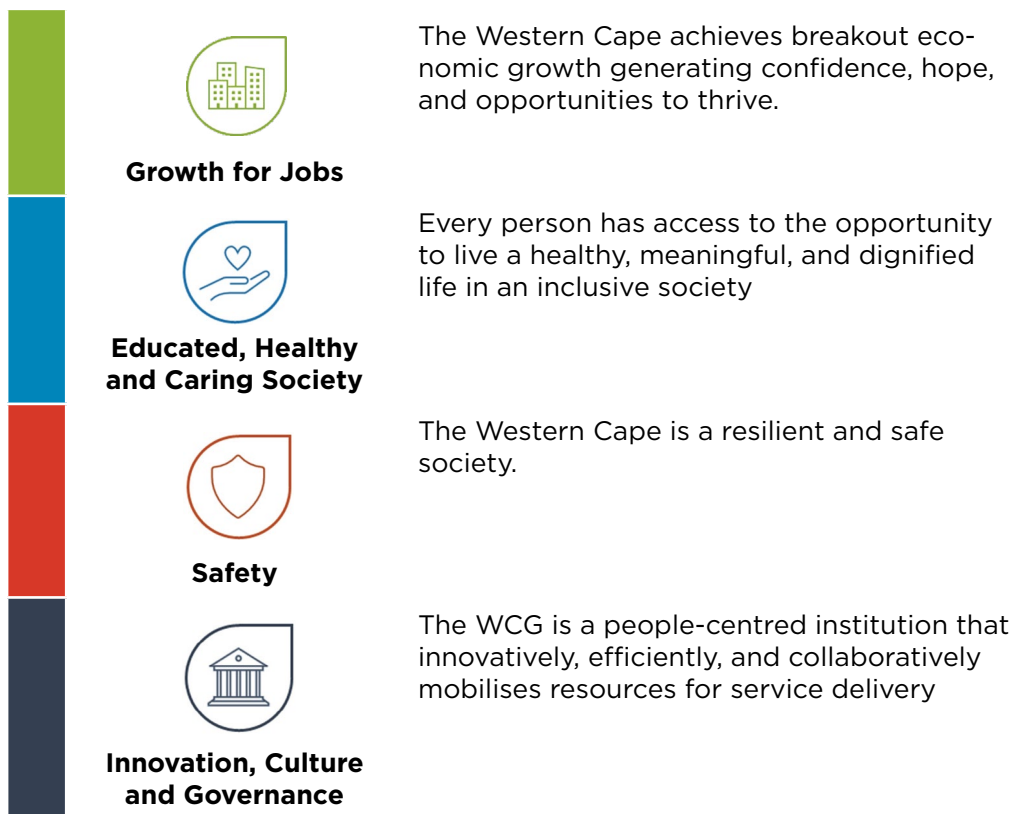
Source: Western Cape Provincial Strategic Plan: 2025-30.

Provincial Portfolios

The implementation of the PSP is driven by four Provincial portfolios. The portfolios are clusters of Departments that provide strategic direction and coordinate efforts to implement programmes aligned with the Western Cape Government's key priorities. These priorities span economic, safety, social and institutional policy domains.

The portfolios monitor and steer high-priority projects and programmes, ensuring a cohesive and coordinated approach to achieving shared outcomes. Each Department contributes to one or more portfolios by implementing targeted interventions that support the intended impact of that portfolio.

The four strategic portfolios are:



Source: Western Cape Provincial Strategic Plan: 2025-30.

Integrated Impact Areas

To maximise the effectiveness of government interventions, the PSP follows a life course and systems approach. This means that policies and programmes consider the needs and responsibilities of residents from childhood to old age, ensuring that government services are structured accordingly.

Figure 4: Life course and systems approach



Source: Western Cape Provincial Strategic Plan: 2025-30.

The PSP promotes an integrated approach where departments and entities work together towards the Integrated Impact outlined for each of the four areas of the life course.

These integrated impact areas are:

	Households and Human Development	Creating safe, healthy environments that promote lifelong development and self-sufficiency.
	Cohesive Communities	Strengthening social ties to build safe, caring, and resilient communities.
	Youth Agency & Preparedness	Empowering young people with the skills and opportunities to participate in society, access economic opportunities, and continue learning.
	Economic & Growth Opportunities	Expanding economic opportunities and fostering confidence, hope, and prosperity.





In addition, two transversal areas address broader structural and environmental factors that shape service delivery and enable people along the entire life course:

	Resource Resilience	Creating safe, healthy environments that promote lifelong development and self-sufficiency.
	Spatial Transformation, Infrastructure, and Mobility	Strengthening social ties to build safe, caring, and resilient communities.

Department’s alignment with PSP Focus Areas

The PSP outlines key focus areas that align with its Portfolios and Integrated Impact Areas. Each department aligns its Strategic Plan with these focus areas to ensure a coordinated approach to achieving provincial priorities.

Key focus areas for the Western Cape Mobility Department include:

 Growth for Jobs	 Educated, Healthy & Caring Society	 Innovation, Culture, & Governance	 Safety
Access to Employability and Economic Opportunities Stimulating Market Growth through Exports and Domestic Markets Infrastructure and the Connected Economy Investment in Social Infrastructure Energy Resilience and Transition to Net Zero Carbon Technology and Innovation	Improved Spatial Transformation and Social Infrastructure	Culture and People-Centred Delivery Ease of Doing Government Integration and Collaboration Culture and People-Centred Delivery Innovation	Safe and secure communities and infrastructure

Through the above focus areas, the Department contributes to integrated impact in Households and Human Development, Youth Agency and Preparedness, Economic and Growth Opportunities, and Spatial Transformation, Infrastructure, and Mobility and Service Delivery Enablers.

The Western Cape Mobility Department contributes to the Transversal Focus Area (TFA) of Infrastructure, Mobility and Spatial Transformation. Under this TFA, living environments should be self-sustaining economic nodes that are strategically linked to other places through an efficient public transport network. Importantly, these economic and social nodes should also facilitate walking and cycling, as these modes provide vital links to the broader transport network and makes spaces safer and more livable and are healthier options for shorter journeys.

Efficient public transport is central to this TFA, achieved through integrated spatial planning that prioritizes it over private transport. This reduces congestion, lowers carbon emissions, and enhances transport efficiency. Public transport supports economic growth by enabling the efficient movement of people and goods, making it essential for creating viable and vibrant cities.

2.3.1 Contribution to Growth for Jobs priority

The Department’s contribution to the G4J Priority is outlined in the table below:

Table 1: G4J departmental contributions

Priority Focus Area	Project Name	Intervention
Infrastructure and Connected Economy (including mobility and logistics, broadband and digital transformation)	Freight Rail Revitalisation Framework	Development and Implementation of a Freight Rail Revitalisation Framework
Infrastructure and Connected Economy (including mobility and logistics, broadband and digital transformation)	NMT Demonstration Town	INF: Harness digital and mobility infrastructure
Infrastructure and Connected Economy (including mobility and logistics, broadband and digital transformation)	Intertown Rural Transport Solution	INF: Harness digital and mobility infrastructure
Infrastructure and Connected Economy (including mobility and logistics, broadband and digital transformation)	Public transport monitoring technology	INF: Shayela Smart Programme
Energy resilience and transition to net zero carbon	New energy vehicle transition	ENE: Planning for an enabling environment for electric vehicles

Freight Rail Revitalisation Framework

The Freight Rail Revitalisation Framework demonstrates the Department’s proactive approach to improving freight rail. This Framework will serve as the basis for advancing initiatives to improve the efficiency of freight rail and unlock economic potential across the province.

Port Management Unit

The Department established a new Port of Cape Town Logistics Development Project Management Unit (PoCT LDPMU) to support improved port performance and address key bottlenecks. This includes measures to alleviate congestion around the port and to improve coordination and communication between port users and Transnet. Specific initiatives include:

- Investigating the feasibility of establishing a Transporter Representative Organisation for road-based transporters;
- Improving communication between transporters representing the Western Cape Fruit Growers through a WhatsApp-based community group; and
- Institutional Mapping of the logistics ecosystem across the province to identify the key stakeholders, their roles, and the coordination mechanisms necessary for a seamless logistics network.

Collaborate with stakeholders to revitalise passenger rail

In the face of crippling congestion on our roads, the Department plans to enter into a Memorandum of Understanding (MoU) with PRASA to support the ongoing restoration of rail. It also aims to pilot a park and ride initiative to enable and encourage modal shift from road to rail.

Monitoring of Public Transport Services through the Shayela Smart Programme

One of the G4J focus areas includes promoting safety and an improved commuter experience through technology interventions. Minibus Taxis (MBTs) are the most widely used mode of public transport in the province, accounting for 75 percent of public transport trips. The Western Cape economy relies on these services, yet MBTs receive no subsidy and face numerous challenges, including poor service quality and a fragmented structure.

The introduction of technologies such as vehicle monitoring or cashless payments on MBTs will help mitigate these challenges, leading to potential service quality enhancements and safety improvements. Given the current state of the MBT industry, a phased approach is necessary, with vehicle monitoring as the first step, paving the way for cashless payments and other innovations. The mechanism for introducing vehicle monitoring technology will be through the Shayela Smart Programme.

The Mobility Department is working together with the City of Cape Town and SANTACO WC to develop the Shayela Smart Programme, which comprises a suite of interventions designed to address key issues in the MBT industry. Initial interventions would include the fitment of trackers and branding on MBTs, registering and training drivers, and measures to address severe capacity constraints at key public transport interchanges. Technology will form the backbone of many of these interventions. Apart from vehicle monitoring, examples of technology-based interventions that would support the Shayela Smart Programme include:

- Public transport users being able to provide feedback on services through a user feedback system (e.g. USSD),
- Regular feedback reports on driving performance being shared directly with vehicle operators, and
- Driver registration through an online portal.

Additionally, the Department would collect valuable public transport data, which would support improved planning, coordination, and identification of illegal operators. The Programme will continue to be developed, with efforts to secure funding to support its implementation.

2.3.2 Contribution to Safety Priority

Provincial Safety Strategy 2019 focuses on prevention, enforcement and systems integration.

Prevention

- Road safety education and awareness as a prevention strategy to combat road fatalities and injuries among the broader public with a focus on pedestrians;
- Communication through the Safely Home Programme; Road safety education and awareness amongst learners and the youth to change road use behaviour and negative culture.

Enforcement

The Department land transport enforcement contributions include:

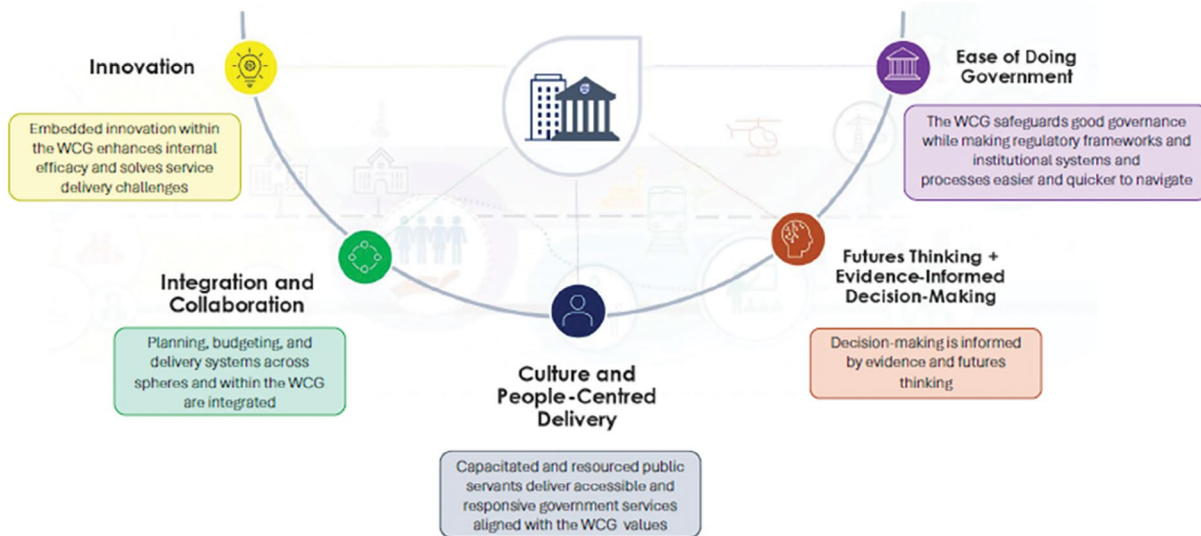
- Coordinating law enforcement on a regional level to align operations with local law enforcement agencies and municipalities.
- Improved regulation of driver and vehicle testing and compliance of testing and issuing institutions.
- Training of Traffic Law Enforcement Officers, and
- Traffic law enforcement with a specific focus on alcohol-related offences, drunk driving, youth and pedestrians.
- Halving road fatalities through targeted operations to combat:
 - Drinking and driving to reduce alcohol-related harms, reckless and/or negligent driving, habitual driver offenders, transportation of illegal substances, and driving with false documentation and
 - Coordinating law enforcement on a regional level to align operations with local law enforcement agencies and municipalities.

Systems integration

The Department will support the establishment of the Provincial Citizen Emergency and Safety Systems (ProCESS). The system will enable a more comprehensive and rapid response to the safety needs of citizens by integrating separate emergency and incident systems of various departments and the City of Cape Town into an integrated platform to respond to citizens emergency needs. The full establishment of the Integrated Transport Hub as a platform for integrating systems and sharing data to improve operations and analysis with stakeholders.

2.3.3 Contribution to Innovation, Culture and Governance (ICG)

The WCG Provincial Strategic Plan motivates that the Innovation Culture and Governance (ICG) portfolio drives the optimisation of internal operations within the Western Cape Government to enhance service delivery. The intent is that it should achieve this by focusing on the implementation of five strategic enablers (see Figure 5 below) that support both the Department's internal and external ICG delivery portfolios.

Figure 5: ICG's five Strategic Enablers

Source: Draft Provincial Strategic Plan (PSP) 2025-30

The following five strategic enablers are highlighted as leading the path:

- Innovation
- Integration and Collaboration
- Culture and People-Centred Delivery
- Future Thinking and Evidence-Informed Decision-Making
- Ease of Doing Government

The WCMD intrinsically embraces these enablers and advocates that technology can uplift the Ease-of-Doing-Government by having the Ease-of-Doing-Technology. In supporting the ICG Portfolio, which promotes a forward-looking governance model centred on responsiveness and impact.

2.3.3.1 Integrated Transport Hub (ITH)

The Integrated Transport Hub (ITH) is a critical component of the WCMD's strategic ICT Operational Plan. The ITH aims to create a unified and interconnected ICT environment that supports seamless data exchange, enhances operational efficiency, improve citizen mobility experiences, becomes an aspiration to advance global standards and enables better decision-making for multiple optimisation scenarios. The ITH is an essential platform for transforming urban mobility in the Western Cape and ensuring an integrated approach with different spheres of government and client functional areas.

To effectively manage mobility services, the complexity of transportation challenges and the need for a unified approach that consolidates disparate data, technology and services from multiple departments and sectors must be recognised. The ITH is designed to address these complexities by integrating systems, data and analysing data from diverse sources, enabling more informed decision-making, better management of transport systems, and ultimately, improved outcomes for residents, commuters, and operators. In addition, it is supporting the development towards an interoperable public transport network for smart mobility and sustainable urban transport.

2.3.3.2 Value and Benefits Realisation from ICT Investment

Further to the aspiration for mobilising the WCG ICG Priority towards driving impact from within, the Department embarked on the Value and Benefits project to both drive internal financial efficiency for technology spend and subscribe to required governance. The WCMD adheres to the Department of Public Service and Administration's (DPSA) Corporate Governance of ICT (CGICT) Policy Framework – Principle 3 (Value and benefit realisation from ICT investment) which requires that 'All ICT investments must achieve the predetermined value and benefits'. This Principle mandates that all strategic ICT initiatives must be supported by qualified business cases for investment estimated to be over R10 million. This principle also ensures that ICT projects are aligned with the department's strategic objectives and delivers measurable value. Qualified business cases provide a comprehensive analysis of the project's benefits, costs, risks, and alignment with strategic goals, ensuring that resources are allocated effectively and that projects are viable and sustainable.

2.4 Local government interface Review

The Department aims to align its plans and programmes with those of local government by giving effect to strategies and methodologies that enhance the capacity, sustainability, efficiency and effectiveness of local government. Considerations include the following:

The PLTF provides a high-level strategic framework to serve as an overarching guide for all modes and levels of land transport planning in the Western Cape. It integrates planning across the three tiers of government, State entities responsible for transport and related agencies, such as the National Department of Transport, Transnet, the Passenger Rail Agency South Africa, Metrorail, the Western Cape Mobility Department and Department of Infrastructure and all local government planning authorities (Cape Metro, district and local municipalities).

To support sustainable transport, the Department will continue to assist district and local municipalities in developing, reviewing, and assessing their integrated transport plans (ITPs). The lack of municipal resources and capacity affects their ability to plan for freight movement. Mechanisms to mitigate capacity constraints at municipalities will be explored.

A coordinated approach with local authorities and traffic law enforcement agencies is essential to address road safety and enforcement challenges locally. Reactivating the Provincial Road Traffic Management Coordinating Committee (PRTMCC) and District Road Traffic Management Coordinating structures, along with implementing violence prevention and conflict mediation, is necessary.

The Provincial Spatial Development Framework, led by DEA&DP, identifies three urban areas as key economic growth engines: The Greater Cape Town region, the Greater Saldanha region, and the Garden Route region. Joint regional planning and management in these areas can leverage growth opportunities.

The Joint District and Metro Approach (JDMA), led by the Department of Local Government (DLG), aims to enhance municipal collaboration and integrated planning across municipal, provincial, and national levels. JDMA promotes developmental local government and sustainable service delivery, grounded in good governance.

The Department plays a supportive role regarding the implementation of the municipal planning priorities, if approached in this regard, and if these are outlined in the Comprehensive Integrated Transport Plans and ITPs.

The inadequate transport infrastructure in the Western Cape, especially in non-metropolitan areas, hinders economic growth and job creation, exacerbating inequality, poverty, and unemployment. Non-metropolitan areas face several transport challenges, including insufficient public transport facilities, limited access to and rising costs of public transport, inadequate support for non-motorised transport improvements, unsafe learner

transport, and poorly lit infrastructure. Enhancing transport options is essential for improving livelihoods and socio-economic outcomes in the non-metropolitan areas.

2.5 Ministerial priorities

The Executive Authority has committed the Western Cape Mobility Department to constructive engagements with key stakeholders and partners towards achieving the following priorities for his term of office:

Ensure passenger rail is the backbone of urban public transport

- Increase public transport access and choice to reduce congestion.
- Ensure affordable public transport services in regions and across the province.

Drive coordination in order to improve the efficient movement of goods

- Logistics planning to support logistic hubs and private sector participation.
- Coordination to improve port efficiency and facilitate rail revitalisation.

Halve the number of fatalities

- Reduce pedestrian fatalities in targeted areas.
- Data driven analysis and technology to support enforcement and road safety management.
- Build a safety culture amongst youth.
- Plan to install trackers in public transport vehicles.

Empower a dynamic Team Mobility

- A team who supports, trust and succeed

3 Departmental policies and strategy initiatives governing the five-year period

The Department envisions mobility as a connector of people, goods, and institutions that will drive socio-economic development and job creation, attract investment through enhanced economic competitiveness and connectivity, and improve the safety, well-being and dignity of the province’s citizens.

The Department’s vision will be delivered through eight focus areas, illustrated in Figure 6 below with each focus area comprising several initiatives. Significant progress has already been made in many areas, with initiatives underway and a strong foundation in place to enable the Western Cape Mobility Department to ramp up delivery into the future.

Figure 6: Western Cape Mobility Department Focus Areas



To respond to these focus areas, the Department will drive integrated planning, coordination and delivery of transport and related services in partnership with other spheres of government and other stakeholders guided by the Provincial Land Transport Framework (PLTF).

The Department intends to implement the PLTF upon its approval by Cabinet. The primary objective of the PLTF is to inform and guide all provincial and municipal land transport decision-making and delivery in the Western Cape, including for road and rail infrastructure, public transport, non-motorised transport and freight. Through the PLTF, the WCMD will lead and coordinate the institutionalisation, planning, implementation, and reporting of land transport planning in the Western Cape, fostering collaboration among stakeholders and municipalities.

The objectives that the PLTF wants to achieve are:

- Move towards a low-carbon transport system that enables growth and inclusion,
- Prioritise and improve public transport, walking and cycling,
- Increase the efficiency of freight transport,
- Accelerate progress towards Vision Zero for road safety,
- Reduce transport greenhouse gas (GHG) emissions and enhance climate resilience, and
- Ensure that transport infrastructure is fit-for-purpose and well-maintained.

The Department will continue to implement its cabinet approved Provincial Sustainable Transport Programme (PSTP) strategy which is directed at: improve public transport, walking, cycling and freight in the Western Cape; respond to the key transport challenges in the province as well as establish the enabling institutional arrangements, funding sources and systems needed for sustainable transport services.

To improve public transport services, the department will implement the following strategic initiatives:

- Develop a long-term Public Transport Strategy,
- Continue engagements to support restoration of rail as the backbone of public transport in the province,
- Continued engagements and collaboration with PRASA, City of Cape Town and other key stakeholders to support the devolution of rail,
- Continued efforts to transform the MBT sector in the Western Cape and incrementally improve MBT services, strengthen regulation, and address key industry issues, given the vital role of these services. This will be done through the Shayela Smart Programme, a joint initiative with the City of Cape Town and the MBT industry, with efforts underway to secure funding,
- Establish a MBT Training Academy to improve driving behaviour and customer service in the industry,
- Continue with the e-MBT pilot with the GMT to learn and understand lessons in order to transition to new energy vehicles,
- Ongoing management and oversight of subsidised bus service linked to an improvement programme,
- Continued support to the George Integrated Public Transport Network and management of Go George (including the roll-out of additional services to improve access to key economic nodes), safety and security enhancements and minibus taxi (MBT) co-existence model.

- Continued support to local municipalities to improve public transport and NMT infrastructure, including investigating a targeted approach through an NMT Improvement Pilot Town,
- Continued support for national and provincial bicycle distribution programmes,
- Develop a rural transport solution to improve access to opportunities in rural areas,
- Continued support for the Dial- a-Ride service to support for priority groups,
- Investigate implementing a park-and-ride solution to encourage public transport use in congested urban areas, such as Cape Town and Stellenbosch,
- To improve freight transport services, the Department will implement the following strategic initiatives:
 - Improve freight transportation through supporting municipalities to review and update their freight plans in the Integrated Transport Plans;
 - Continue implementation of freight strategy and implementation programme which includes the Western Cape Freight Demand Model, the Freight Rail Revitalisation Framework, Road Transport Management System, and co-implementation strategies to address inefficiencies in the logistics chain in the Port of Cape Town through the Project Management Unit, partnering with Department of Economic Development and Tourism (DEDAT), Department of Agriculture (DoA) and City of Cape Town.
 - Develop a provincial policy performance-based standard for freight industry.
- Continued implementation of the Integrated Transport Hub (ITH);
- Continued support for City of Cape Town's Public Transport Interchange (PTI) Roving Unit;
- Strengthen mediation and stakeholder coordination role between enforcement, regulation and planning when engaging public transport associations, their representatives and other external role players;
- Ensure proactive planning for Provincial Regulatory Entity (PRE) operating licenses by municipalities;
- Registration of Minibus taxi associations and members;
- AARTO Tactical Planning and Coordination Rollout of phase 1 across the province and envisaged future phases. Training back office and officers and ring-fencing of collection of fines;
- Integration of overload control management system into ITH;
- Abnormal Loads current and future project demands;
- Implement the Non-Motorised Strategy providing for a collaborative approach with municipalities, using accident statistics and predictive analysis to focus enforcement and advocacy in areas most vulnerable to accidents;
- Identify and address high risk road accident locations;
- Conduct free vehicle safety inspections ahead of school terms and holiday seasons to ensure safety of commuters;
- Improve road user attitude and behaviour and involve communities in road safety;

- Partnerships with the provincial Department of Social Development and Department of Health and Wellness to address substance abuse in addition to Safely Home campaign and increased enforcement;
- Continued efforts to reach the target market of young males and pedestrians with a safety message;
- Reactivate the Provincial Road Traffic Management Coordinating Committee (PRTMCC) and District Road Traffic Management Coordinating;
- Violence prevention and conflict mediation.

4 Relevant court rulings

On 12 July 2023, the Constitutional Court handed down its judgment in a matter concerning the constitutional invalidity of the Administrative Adjudication of Road Traffic Offences Act 46 of 1998 (AARTO Act) and the Administrative Adjudication of the Road Traffic Offences Amendment Act 4 of 2019 (AARTO Amendment Act). The two Acts will be referred to collectively as the AARTO legislation. The Constitutional Court overturned a previous order of invalidity made by the Gauteng North High Court and instead declared the Act to be consistent with the Constitution. The AARTO legislation provides for the penalising of drivers and operators of motor vehicles who are guilty of traffic or road infringements. This is done through a system of demerit points that may lead to the suspension and ultimately the cancellation of a driving license. It establishes a single national system for enforcement. The demerit system is scheduled to be rolled out nationally between April and mid-2025, but it is expected that the rollout will be delayed again as all systems for implementation are not in place yet.



**Strategic
focus**

Part B: Strategic focus

1 Vision



The Department's vision is:

Mobility as a connector of people, goods, and institutions.

#CreatingConnections.

2 Mission



Leverage public and private partnerships to unleash the Western Cape's economic potential by developing a safe, dignified, and fit-for-purpose transport system which provides transformative access to opportunities for the citizens of the province.





3 Values



The core values of the Western Cape Government, to which the Department subscribes, are depicted on the table below. These values are all underpinned by teamwork. A detailed explanation of the meaning of each core value follows in Table 2.

Table 2: Detailed explanation of the meaning of each core value of the WCG

Value		Behavioural statement
Caring		<p>We endeavour to understand people's needs and pay attention to them;</p> <p>We will show respect for others;</p> <p>We will treat staff members as more than just workers and value them as people;</p> <p>We will empathise with staff members;</p> <p>We will emphasise positive features of the workplace; and</p> <p>We will provide constructive criticism when needed.</p>
Competence		<p>We will endeavour to ensure that staff members are able to do the tasks they are appointed to do, that they internalise the Western Cape Mobility Department's values, and that they always strive for excellence;</p> <p>We will deliver on our outcomes and targets with quality work, within budget, and on time;</p> <p>We will strive to achieve the best results in the service of all the people in the Western Cape; and</p> <p>We will work together to meet our constitutional and electoral mandate commitments.</p>

Accountability		<p>We fully understand our objectives, roles, delegations, and responsibilities;</p> <p>We are committed to delivering all agreed outputs on time;</p> <p>We will hold each other accountable in the spirit of mutual trust in honouring all our commitments; and</p> <p>As individuals, we take responsibility for and ownership of our outcomes and accept the consequences of failure to do so.</p>
Integrity		<p>We will seek greater understanding of the truth in every situation and act with integrity at all times;</p> <p>We will be honest, show respect, and practice positive values;</p> <p>We will be reliable and trustworthy, at all times, doing what we say we will do; and</p> <p>We will act with integrity at all times and in all instances, ensuring that we remain corruption-free.</p>
Innovation		<p>We seek to implement new ideas, create dynamic service options and improve services;</p> <p>We strive to be creative thinkers who view challenges and opportunities from all possible perspectives;</p> <p>We are citizen-centric and have the ability to consider all options and find a resourceful solution;</p> <p>We value employees who question existing practices with the aim of renewing, rejuvenating and improving them;</p> <p>We foster an environment where innovative ideas are encouraged and rewarded;</p> <p>We understand mistakes made in good faith, and allow employees to learn from them; and</p> <p>We solve problems collaboratively to realise our strategic organisational goals.</p>
Responsiveness		<p>We will take public opinion seriously, listening to and hearing the voice of the people (more listening and less talking);</p> <p>We will respond to all situations timely, always asking ourselves whether it is the right response, where we could go wrong, and how we can provide better service;</p> <p>We will engage collaboratively with each other, our stakeholders, and the media, providing full information; and</p> <p>We will strive to achieve the best results for the people we serve and to act on their feedback.</p>

In addition to these core values, the Western Cape Mobility Department subscribes to an ethos that defines who we are and what we stand for. In this regard, respect is for us an all-encompassing value that guides how we deal with citizens, operators, industry, how we treat staff, colleagues and ourselves. To build trust, the Department subscribes to open communication, active listening and honesty in how we interact with citizens, staff and stakeholders.

4 Situational analysis

The WCMD is aware of the volatile and uncertain environment in which it operates, particularly concerning the global economic outlook. This includes a series of disruptive social and economic shocks, such as fluctuating global inflation, significant disturbances in commodity and energy markets, and supply chain interruptions.

According to the 2024 Provincial Economic Review and Outlook (PERO), the South African economy faces ongoing structural challenges, including high unemployment, stark inequality, frequent power outages, and infrastructure bottlenecks in ports and railways.

The Western Cape's economy relies on effective and efficient transport networks and services for the movement of people and goods. This includes providing safe, reliable, and affordable transport to access opportunities such as work, education, and other amenities.

Urbanisation is a major driver of economic and social change, particularly in the developing world, significantly impacting the demand for mobility services. This trend is evident in the Western Cape, which, according to the 2022 Census, is the third most populated province in South Africa. The population has grown from 5.8 million in 2011 to 7.43 million in 2022, representing a 27.7 percent increase. Inter-provincial and international migrations have greatly influenced these numbers.

The Provincial economic growth depends on an efficient, competitive, and affordable freight logistics system to support exports and create jobs. The Department has limited direct influence over several important levers required to change the future landscape of freight transport, but fostering coordination and integrated planning of strategic changes can yield significant impact.

4.1 External environment analysis

4.1.1 Political Environment

Post the May 2024 elections, the Government of National Unity (GNU) was established to govern the country with the objective to drive inclusive growth and job creation, reduce poverty and tackle the high cost of living. A GNU is viewed with optimism and engenders investor and business confidence and is viewed to result in increased accountability within government with diverse political parties forming part of the government framework. The 2026 local government election is anticipated to bring a certain level of instability at municipal level, and to the extent that it will impact on this department, will be managed through the necessary intergovernmental protocols governing delivery of our services.

Government fiscal policies influence budget allocations and financial regulations affecting the WCMD deliverables. Uncertainty within the national policy environment may affect several key departmental delivery areas, including rail improvement and devolution and the subsidisation of the minibus taxi industry. Governance and delivery failures at state-owned enterprises (SOEs), including PRASA and Transnet, remain a concern. The commuter rail improvements are bringing essential relief for poor commuters and must be sustained.

The mobility system is characterised by a complex institutional context. Many functional areas cut across administrative and institutional boundaries and are consequentially clouded by various policy, planning and delivery challenges. The WCMD is positioned to play a central role in resolving institutional challenges and playing a leading role in supporting delivery and catalysing mobility across administrative and jurisdictional boundaries.

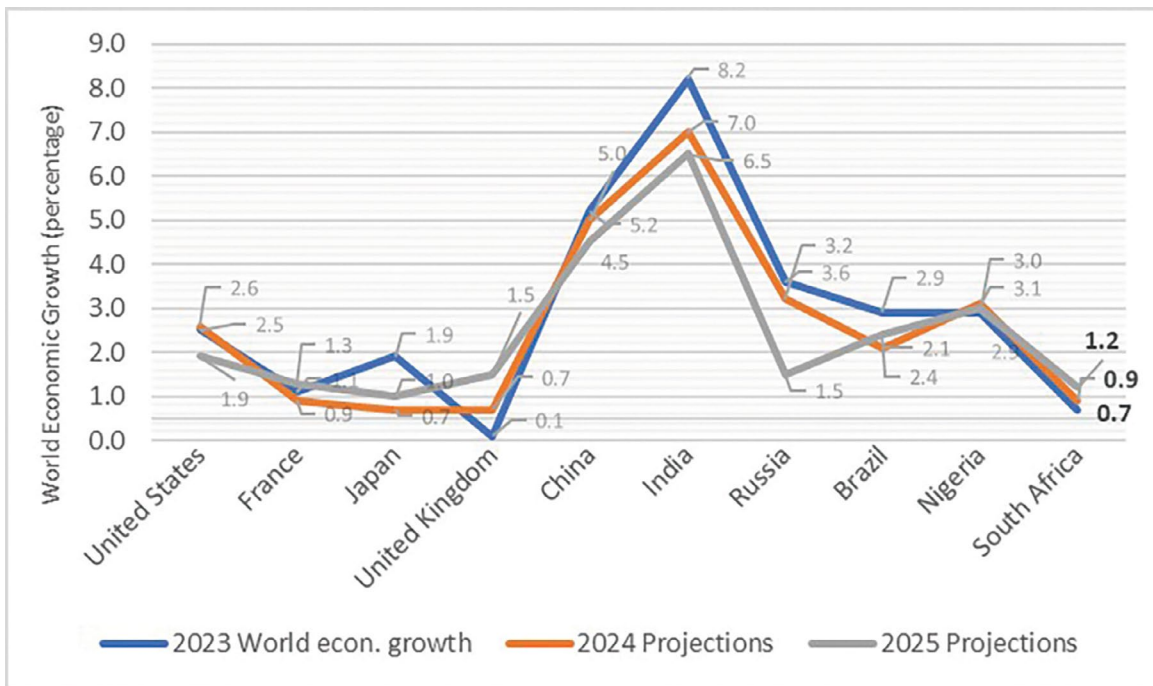
The WCMD realises the importance of rail and ports and the critical role they play to ensuring mining, manufacturing and agricultural exports reach their markets. The WCMD will collaborate with national counterparts to provide an efficient freight and rail system that will ease the congestion of trucks and the destruction this has on the road network.

4.1.2 Economic Environment

According to the PERO, 2024 the world economy has demonstrated notable resilience, despite the recent difficulties. Approximately worldwide growth was 3.3 percent in 2023 and is anticipated to increase by 3.2 percent in 2024 and by 3.3 percent in 2025.

South African economy is at 0.6 percent to the overall global Gross Domestic Product (GDP) share. The country had an economic growth of 0.7 percent in 2023 and is anticipated to increase by 0.9 percent in 2024 and by 1.2 percent in 2025 as depicted in Figure 7 below. South Africa has considerable economic development ahead to ensure it can achieve growth comparable to other nations.

Figure 7: Overview of the World Economic Growth Projections



Source: International Monetary Fund (IMF) World Economic Outlook Database, January 2024.

The economy of the Western Cape is afflicted by the same obstacles and challenges as the South African economy, and it is largely following its underlying trends. Structural energy, logistics, and mobility constraints associated with the Eskom energy crisis, Port of Cape Town inefficiencies, and the degradation of the transport system (including rail), which is primarily governed and controlled at a national level, have severely impeded economic growth in the province. According to the Provincial Treasury, the Western Cape’s economy is set to grow at 2.2 per cent in 2025, somewhat outpacing the national average, with the Finance sector as a key driver (MTEF Allocation, February 2025).

Transport is a key enabler in any successful economy in that it provides the means of moving people and goods. An ineffective transport system stifles economic growth in that access to opportunities may be restricted and mobility may be costly from a financial, social and/or environmental perspective. As an example, congestion drives up fuel consumption, increases emissions and is extremely time consuming (NLTSF: 2023). The NLTSF aims to enable economic growth, development and job creation by connecting nodes as development corridors and by making better use of transport systems.

The WCG Growth for Jobs Strategy: 2035 (G4J) identifies improved mobility, through improving the public transport system and locating economic activities closer to where people live, to raise total factor productivity. Further, cost-effective domestic and international logistics are a prerequisite of regional

competitiveness and require hard infrastructure, as well as a range of services that facilitate the efficient transportation of goods. Its importance is underpinned by the fact that the Western Cape is far from many strategically important markets.

4.1.3 Social Environment

Inflation and rising living costs have the most severe impact on the poorest households. The Western Cape experiences persistently high levels of poverty, inequality and unemployment. Real incomes and living standards have declined over the last decade, while a recent period of high inflation has weakened the purchasing power of many consumers. Therefore, the need for affordable transport to access opportunities, including employment, is greater than ever. The poor households are made more vulnerable by the mobility constraints related to limited access to reliable and affordable public transport. This reinforces the need to subsidies to keep fares at reasonable levels, while balancing the need to generate enough revenue to sustain service levels.

Disruptions in public transportation highlight increased social injustice, especially impacting individuals without private vehicles, which further exacerbates the gap between social classes. When public transit is interrupted, commuters frequently must find alternative means that are more costly. Instability of the Minibus Taxi Industry negatively impacts on the already limited public transport services and on the strained law enforcement resources, often having to be diverted to attend to instability areas. A culture of fear and dominance continues to manifest in the sub-sector.

The taxi strikes have a significant effect on the economy, social stability, safety and mobility. Damage to and destruction of public transport facilities carry high economic, financial and societal costs, particularly for poor people who are struggling to access services to go to work and go to school. Ongoing dialogue and mediation will be key in resolving industry concerns before they escalate.

Vandalism of the rail system has resulted in a dramatic loss of passenger numbers leaving commuters reliant on more expensive, inefficient and time-consuming road-based options. The result is that citizens spending more of their disposable income on transport contributing to an increase in the cost of living. Extended travel time due to inefficiencies in public transport may result in loss of productivity and to greater extent lower economic growth. The inability to transport goods efficiently and securely has had a direct impact on sectors which rely on the freight rail network, including mining, agriculture and automotive manufacturing, among others. It has also had a cascading impact on the economy as a whole, as a result of declining tax revenues and stalled investment.

Cape Town has been identified as the ninth most congested city globally, according to data from INRIX. The cause of traffic congestion occurs when the demand for road usage exceeds the supply of available roadways. As congestion intensifies, it results in lost time and inefficient fuel consumption for drivers, freight carriers, and bus passengers. Furthermore, traffic congestion generates negative externalities due to the delays it causes.

There is concern about the lawless behaviour of some people across the mobility sector. While the public and private transport services are regulated, there is illegality in the form of vehicles operating without a valid license or licensed vehicles, unlicensed drivers, corruption in the licensing institutions and people disregarding traffic laws and rules. Addressing these issues requires a comprehensive approach involving better regulation across sphere of government, improved communication, education, awareness, and law enforcement.

4.1.4 Technological

Digital systems and technology play an important role in transport management and their functionality is evolving rapidly in the era of artificial intelligence (AI), big data and automation. A range of systems and technologies are in use in the Western Cape, including the WCMD's Integrated Transport Hub (ITH). Going forward, technology will continue to be leveraged in a way that supports a more inclusive and sustainable transport system (Draft PLTF: 2025).

Integrated Transport Hub (ITH): The WCMD will continue to develop and enhance the capabilities of the ITH and its subsystems to support improved transport planning, operations, regulation, enforcement and asset management and enable greater integration across modes and between different stakeholders. This includes pursuing opportunities to help local authorities and other stakeholders improve their performance and delivery using systems and technology, and the further development of Intelligent Transport System (ITS) capabilities to enable greater modal integration and service monitoring. The foundation of the ITH's value lies in its ability to bring together diverse technology stacks and data streams, creating a holistic, data-driven solution for transport management and related services. Supporting the continuous evolution and development of the ITH will not only address immediate challenges such as traffic law enforcement, road safety, regulatory management, freight management, and public transport coordination, but will also ensure the basis for long-term, future-focused transport solutions.

The ITH is also a cornerstone in achieving broader strategic goals, particularly those outlined in the Shayela Smart Mobility Initiative. This initiative emphasizes the importance of data-driven decision-making, smart technologies, and sustainable transport solutions.

WCMD Strategic focus:

- **Intelligent Traffic Management:** By integrating real-time data from various transport modes, the ITH can enable more effective traffic management, reducing congestion and improving the flow of commuters.
- **Mobility-as-a-Service (MaaS):** This will enable the development of MaaS platforms, where users can plan and pay for their journeys across different transport providers through a single, integrated system.
- **Environmental Sustainability:** By optimising transport operations and reducing congestion, this initiative will be key to lowering carbon emissions and improving air quality, aligning with the province's sustainability goals.

Electronic ticketing: Building on the successful deployment of smartcards on MyCiTi, GABS and Go George bus services, there are opportunities to deploy electronic ticketing to other modes of public transport, including rail and minibus taxis, to make progress toward integrated ticketing systems and to introduce other payment media, such as bank cards and smartphones. These initiatives must align with the national requirements for Account-Based Ticketing (ABT), which is designed to ensure interoperability between different electronic ticketing systems.

Technology for minibus taxis: In addition to electronic ticketing, other technologies have the potential to improve minibus taxi services and their management, including vehicle trackers and monitoring solutions. This is a feature of the Shayela Smart Programme.

Research and innovation: The WCMD will continue to keep abreast of the latest technology developments and assess and test their potential for application in the Western Cape context. This includes innovations such as artificial intelligence and autonomous vehicles.

Digital maturity assessment

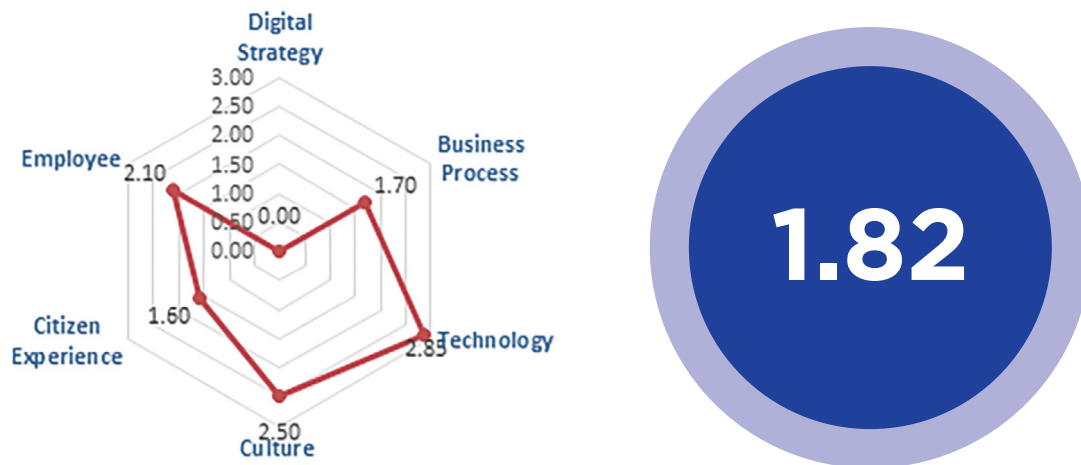
The stabilisation of cloud computing within the Western Cape Government (WCG), along with strong Department of Public Service and Administration (DPSA) compliance scores for the Centre for e-Innovation (Cel), highlights the importance of regulatory adherence. However, the rapid advancement of artificial intelligence is outpacing South Africa's technological delivery capabilities, creating a pressing need for enhanced ICT strategies and investments.

The DPSA undertook a digital maturity assessment nationally and provincially to evaluate the departments' readiness of systems, services and digital capabilities in aligning with the National Development Plan (NDP)

Vision 2030 that emphasizes the need for robust ICT infrastructure to enhance online service access. The outcome of this maturity assessment is required nationally to provide insight in the development of the DPSA digital government policy framework and the roadmap to digitalise public services.

In this Department, the DPSA digital transformation maturity assessment has identified a deficit in the departmental digital strategy and its associated financial portfolio, highlighting the need for comprehensive regulatory and strategic adjustments. The WCMD scored 1,82 out of a potential maximum score of 4. Figure 8 below indicates the departmental strengths and improvement focus areas.

Figure 8: DPSA Digital Maturity Assessment, 2024



Source: DPSA Digital Maturity Assessment, 2024 for WCMD.

4.1.5 Environmental Factors

The second-largest emitter of emissions is the transportation industry. The mobility system's carbon pollution is becoming a significant worldwide climate change risk element. According to the Green Transport Strategy for South Africa (2018-2050) the transportation sector is accountable for 91.2 percent of greenhouse gas emissions. The heavy reliance of the sector on fossil fuels contributes significantly to total GHG emissions. In 2023, nations collaborated in previously unheard-of ways to address the triple planetary crises of pollution and waste, biodiversity loss, and climate change. Among many other historic achievements, environmental multilateralism resulted in agreements to stop chemical pollution and move the globe away from fossil fuels. Many of these were backed by the United Nations Environment Programme (UNEP).

The Western Cape's Climate Change Response Strategy: Vision 2050 addresses the global climate emergency that has emerged since 2020-2021. It considers the most recent findings as well as the vast amount of evidence indicating the need for a low-carbon and green economic recovery. The updated plan aims to address an urgent 2030 deadline, and create a trajectory for strategic goals in 2050, and acknowledge the progress made since the 2014 release of its predecessor. The Department supports Western Cape Climate Change Response Strategy 2050 (WCCRS) and its implementation plan.

Changing to cleaner fuels, adopting new technologies like alternative energy vehicles, moving freight from the road to the rail, and moving passengers from private to public transportation is a sustainable way to lower gas emissions while improving the quality of life for citizens. New business models and a global drive to reduce carbon emissions require constant adaptation. Reducing emissions and traffic congestion is a positive spinoff of the work-from-home model, with the benefit of less congested road networks and improved air quality and public health.

In response to the Paris Agreement, more and more governments, associations, and businesses are setting bold climate targets. The WCMD will continue to introduce NEV through the GMT NEV programme.

In parallel to the development of lower and zero-exhaust emission vehicles and low-emission energy, it is fundamental to leverage opportunities for increased logistics efficiency. Value creation through efficiency should be used to speed up the transition to greener and cleaner assets. The existing idle capacity of assets in all modes of transport and storage could be better utilised, and flows could be managed in a more consolidated way using and combining transport modes and other logistics assets smartly. Open and interconnected logistics services and networks will maximise the capacity utilisation meeting current and future demands.

4.1.6 Legal Environment

The Department continually scans the environment for changes in the law that may have an impact on its mandate and operations. It seeks legal opinions where necessary regarding the interpretation of changes in the law and the implementation of necessary changes in its operations. The most fundamental legislative changes are outlined below:

The National Land Transport Amendment Act (NLTA), primarily Act 23 of 2023, aims to enable regulations for non-motorised and accessible transport, and updating the Act to align with recent developments in the transport sector, including provisions for regulating e-hailing services and enhancing safety measures; essentially aiming to improve the overall efficiency and accessibility of South Africa's public transportation system.

The National Railway Safety Regulator Act 16 of 2002 (NRSRA) established the Railway Safety Regulator (RSR) in South Africa. The Act defines the RSR's authority, functions, and management. It also sets out safety standards and regulatory practices to protect people, property, and the environment.

The AARTO system, which streamlines traffic offences and introduces a demerit points system that could lead to suspended or cancelled licenses. As the WCMD, processes and plans will need to be put in place to ensure adherence and compliance to this legislation. The Department will engage national, provincial and local spheres to allow for a synchronised rollout within the Western Cape.

The Economic Regulation of Transport Act (Act No. 6 of 2024) establishes the Transport Economic Regulator (TER) as a single regulator across road, rail, shipping, ports, and aviation, with the power to control prices across the transport sector. It also introduces provisions governing access to rail infrastructure (which is currently under Transnet's control) by third parties, including private sector players.

The White Paper on National Rail Policy of 2022 outlines a clear policy direction for the rail sector, where state ownership remains important, but efficiency is improved through the introduction of private investment and competition (together with an enabling regulatory environment). The policy aims to establish an integrated freight and passenger mobility system that strengthens economic growth and social development, positioning rail as the backbone of South Africa's land transport. The policy aims to revitalise the railway sector, promoting rail as the most viable logistics and mobility solution. It also seeks to introduce competition for services provided by PRASA and allow third-party access. The National Commercial Ports Policy and the National Ports Act aims to facilitate improved port performance by enhancing the independence of the National Ports Authority and promote competition and private sector participation in port operations.

The Freight Logistics Roadmap of 2023 translates policy commitments into reality, including the restructuring of Transnet Freight Rail to create a separate infrastructure manager, and the implementation of an open access regime for the freight rail network. The roadmap outlines a range of actions required to restore the efficiency and competitiveness of key industry supply chains, as well as ports and rail more generally. It is also a fundamental guiding document which articulates both the challenges to be solved in the freight logistics system and the role and positioning of Transnet within this system. This provides an opportunity to improve the transportation of goods across the province, reduce pressure on the roads and reduce congestion.

The 2022 National Infrastructure Plan is much more comprehensive and provides real insights into plans for better modal integration. This requires the construction of freight villages and terminals; cooperation between modes and spheres of government; and the necessary detailed planning data to do the work.

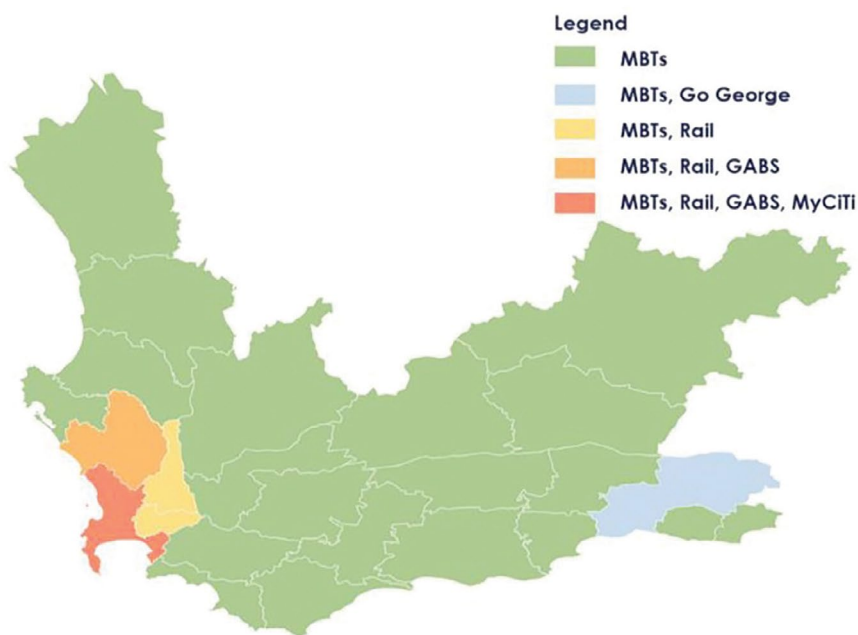
4.2 Performance environment

Public transport status quo

A safe, reliable, and affordable mobility system lies at the heart of economic growth, social transformation, job creation, well-being and safety for the Province. Public transport is a vital component of mobility, as it is how approximately 30 percent of people in the province get to work. The public transport system in the Western Cape is comprised of passenger rail, minibus taxis, and subsidised bus services, namely, Golden Arrow Bus Services (GABS), Go George and MyCiTi Bus Rapid Transit (BRT). Collectively, these services account for nearly 2 million daily passenger trips to work, school, hospitals and other opportunities.

Outside of the greater Cape Town metro region and George, minibus taxis are typically the only mode of public transport service available, as illustrated in Figure 9. In addition to these public transport modes, parts of the province have access to learner transport, Dial-a-Ride, metered taxis, e-hailing, long-haul buses, staff transport, three-wheelers (tuk-tuks) and shared private vehicles. Other transport modes with a more substantial percentage of ridership in rural areas include NMT, donkey carts, bakkies and motorbikes.

Figure 9: Public transport footprint across municipalities in the Western Cape



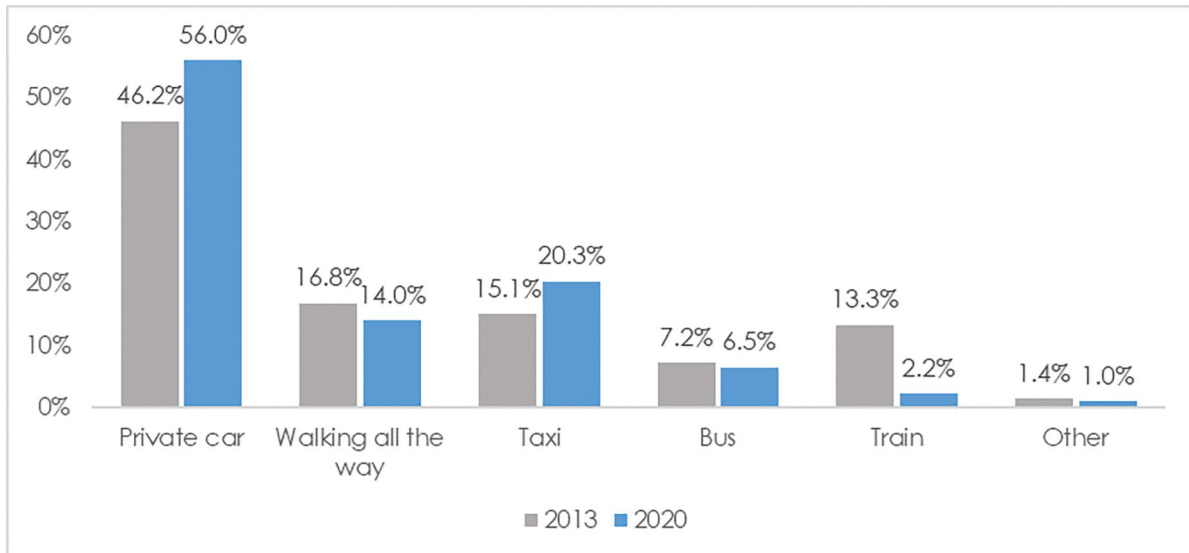
Source: Draft Provincial Land Transport Framework, 2024-2028.

Despite the importance of public transport in the province, the sector faces serious challenges. Rail was once the backbone of public transport, providing over 600,000 passenger trips daily. However, due to years of underinvestment and vandalism, ridership has declined to fewer than 50,000 trips per day and key rail lines are non-operational. While there have been some improvements, the rail service remains severely constrained and it will take years before it can function as the backbone of public transport in the Western Cape.

With the decline of rail, passengers have had to shift to road-based modes. Those who can afford to are now using private vehicles, whose mode share increased by 10 percent between 2013 and 2020, as shown in Figure 10. Road congestion is worse than ever, impacting the effectiveness and competitiveness of the economy.

Those who cannot afford private transport have mainly shifted to minibus taxis, which are now the primary mode of public transport in the province. Minibus taxis are available throughout the Western Cape and provide 1.5 million passenger trips per day. However, this informal mode receives no operating subsidy and derives its income solely from fare revenue. This leads to higher fares for passengers, reckless driving to chase fares, and poorly maintained vehicles.

Figure 10: Main mode of travel for workers in the Western Cape, 2013 and 2020



Source: National household Travel Survey: Western Cape Profile (2014 and 2022)

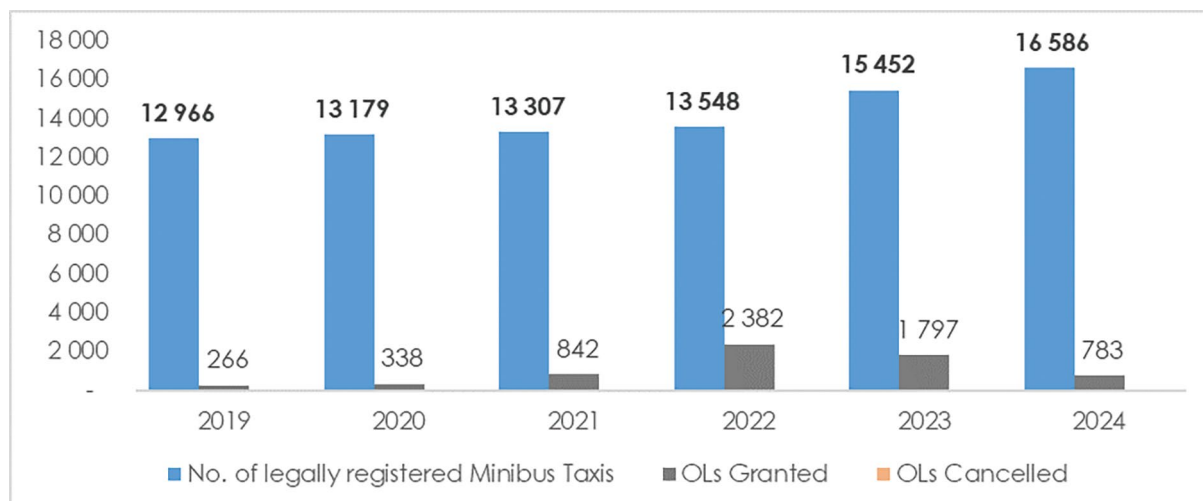
Bus services are generally safer and more reliable, but they have limited coverage and ridership and are also facing a number of challenges. GABS mainly operates in Cape Town, providing about 230,000 passenger trips per day. Key funding sources for GABS have reduced in real terms, creating a financial challenge. MyCiTi BRT, which also operates in Cape Town, provides about 70,000 passenger trips per day. While this service ensures faster and more reliable travel by operating in dedicated bus lanes, the expansion of the MyCiTi network has been delayed by several years. Go George transports about 21,000 passengers per day, but its coverage is limited to George and it, too, faces budget constraints.

While strides have been made in improving public transport across the province, addressing these core mobility challenges is key to unlocking economic growth in the province. Key public transport initiatives include continued efforts to formalise and improve minibus taxis in the Western Cape, given the vital role of these services; continued support for the management of Go George (including the roll-out of additional services to improve access to key economic nodes); continued oversight of GABS services; and support for PRASA to restore key rail lines. More detail on these modes and improvement initiatives is included below.

Minibus taxis

MBTs are the most-widely used mode of public transport in the province and play a vital role in enabling economic activity and access to opportunities. These services are regulated by the Provincial Regulatory Entity (PRE) through a system of operating licenses, which dictate the routes on which a vehicle may operate legally and the service conditions to which they must adhere. The industry is considered informal and services are provided in all districts of the province in response to local demand.

As shown in Figure 11, the number of licensed MBTs in the Western Cape has increased from 13,000 in 2019 to over 16,500 in 2024, representing an average annual growth rate of 5 percent over the past six years. A significant number of additional licenses were awarded in 2022 and 2023, as part of COCT's Special Regulatory Process (SRP).

Figure 11: Number of minibus taxi operating licenses in the Western Cape

Source: National household Travel Survey: Western Cape Profile (2014 and 2022)

Despite providing a well-used and vital service, the industry is characterised by several key challenges:

- **Dangerous driving:** The business and economic model of the industry incentivises drivers to maximise passenger numbers resulting in reckless driving, overloading and a poor passenger experience.
- **Marginal finances:** Services do not receive an operating subsidy and fare levels are constrained by the need to maintain affordability. The cost of vehicle finance is also prohibitively high. As a result, taxi services often produce marginal profits, without enough income to cover costs such as regular vehicle maintenance.
- **Service coverage gaps:** Services are delivered in response to passenger demand, with limited or no provision on low-demand routes or during off-peak hours.
- **Illegal operations and oversupply:** While the service is regulated, there is widespread illegality in the form of vehicles operating without a valid license or licensed vehicles operating on unauthorised routes. As a result, many routes experience a surplus of vehicles competing for a limited pool of passengers.
- **Violent conflict:** Competition between associations for control over routes and geographies often results in violence.

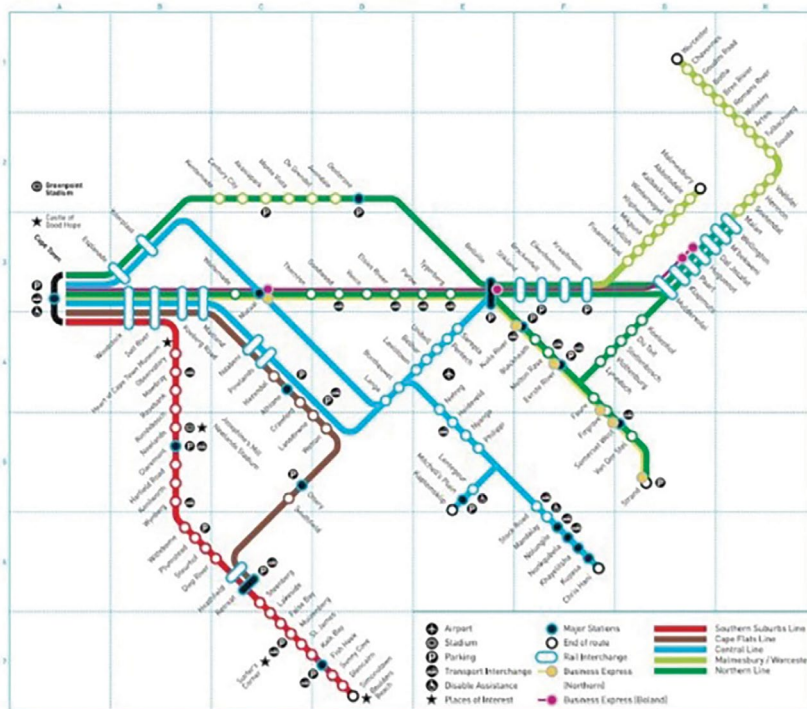
Given the vital role of MBTs and the significant challenges faced by the industry, the Department will continue to focus on strategic interventions that aim to improve the quality and safety of services, working with the minibus taxi industry. It will continue efforts to formalise the minibus taxi sector in the Western Cape and incrementally improve MBT services, strengthen regulation, and address key industry issues. Key interventions include:

- Implementation of the Shayela Smart programme as the foundation for long-term industry reform, working with the City of Cape Town and the minibus taxi industry.
- Establishment of a Training Academy initially focused on improving minibus taxi service safety and quality, in alignment with Shayela Smart.

Commuter Rail

Urban passenger or suburban rail operates in Cape Town and into several neighbouring municipalities. These services are provided by Metrorail, a division of PRASA, on a 175km network, which is divided into 5 lines - the Southern, Cape Flats, Central, Northern and Malmesbury / Worcester Lines - with 121 stations. The network is shown in Figure 12 below.

Figure 12: Commuter rail corridors



Source: Draft Provincial Land Transport Framework, 2024-2028.

Category A corridors

- Kraaifontein-Bellville to CBD (via Thornton and Monte Vista)
- Simon's Town to CBD (including the Cape Flats Line)
- Khayelitsha to CBD (including Kapteinsklop-Philippi)

Category B corridors

- Strand-Bellville to CBD
- Bellville-Serepta-Langa to CBD (including Pinelands link)
- Worcester-Wellington-Kraaifontein

Category C corridors

- Muldersvlei-Eersterivier via Stellenbosch
- Malmesbury-CBD

The network has 125 rail stations

At its peak, Metrorail transported over 600,000 passengers per day and was the main mode of public transport in Cape Town, providing affordable access to opportunities for some of the city's most deprived and far-flung communities. However, over the last decade ridership declined substantially, falling from 130 million passengers in 2009 to 15 million passengers in 2018, as a result of mismanagement, poor maintenance, insufficient infrastructure investment, vandalism, theft and a series of arson attacks on trains. The Central Line, the busiest on the network, was shut down in 2019 due to severe infrastructure failings.

The situation worsened during the COVID-19 pandemic, which saw incidents of vandalism and theft increase to unprecedented levels and the establishment of new informal settlements on the Central Line in Philippi. In 2022, PRASA's passenger lines were given an 'E' grade by the South Africa Institute of Civil Engineers (SAICE), indicating that the general condition of the network was very poor (i.e., unfit for purpose), especially its signalling equipment and station-building structures.

In recent years, PRASA has been implementing a rebuilding and recovery programme, successfully spending R18.6 billion on their capital programme nationally in 2023/24, which includes rolling stock renewal; electrical, signalling, telecommunications infrastructure; and general coach overhaul. A priority is the restoration of the Central Line, which PRASA is hoping to have fully operational in 2025.

Ridership has slowly been recovering towards pre-COVID levels, increasing from 4 million passenger trips in 2022/23 to 13 million in 2023/24. However, the frequency of services on operational lines remains limited (30 minutes to 1 hour) and reliability remains a challenge.

A key strategic focus for the Department is to continue support for the restoration of passenger rail services to the backbone of public transport for the Cape Town metropolitan area. This will include:

- Continued engagement with relevant stakeholders, and entering into an agreement with PRASA aimed at sharing information and working to identify workable measures to support rail restoration.
- Continued engagement and support for devolution of rail to the appropriate level of government.
- Investigation of opportunities for park and ride facilities to support a shift in modal choice back to rail.

Bus Services

There are three main bus services in the province: Golden Arrow Bus Service (GABS), MyCiTi, and Go George.

GABS provide a scheduled, quality bus service across the greater Cape Town area. It operates a network of over 1 100 buses, servicing approximately 1 300 routes that link key economic hubs, residential areas and outlying communities from its six depots. The service caters to over 230 000 passengers daily, offering affordable transport to access employment, education, services and other opportunities.

The Department will continue to oversee the provision of these vital services, and seek ways to expand and improve them. The Department has also partnered with GABS to launch “Getting YOU to Work” – a Jobseeker Travel Voucher Programme that helped jobseekers find work by providing free transport vouchers for use on any GABS bus. The Department will seek to improve this programme in order to provide transport and access to vulnerable groups.

MyCiTi is a BRT system provided by the City of Cape Town, comprising trunk, feeder and direct services. It is designed to prioritise speed and efficiency, leveraging dedicated bus lanes and stations, automated fare collection (AFC), signal prioritisation and frequent services to minimise travel times for passengers. MyCiTi provides about 70,000 passenger trips per day. While this service ensures faster and more reliable travel by operating in dedicated bus lanes, the expansion of the MyCiTi network has been delayed by several years.

The Go George bus service is the first non-metro Integrated Public Transport Network (IPTN) in the country to be successfully established. It is considered an infrastructure-light service because it does not include the dedicated lanes and stations which characterise BRT. Key features of the Go George service include automated fare collection and universal accessibility.

The Department, alongside George Municipality, will continue managing the Go George bus service. Following the successful roll-out of two main-line routes from Thembalethu, the Department plans to complete the roll-out of the remaining routes for Thembalethu residents. Thereafter, the focus will shift to Phases 5 and 6, connecting the Go George bus service to Victoria Bay, Wilderness, Herold’s Bay and George Airport. The operator contract is due to come to an end in December 2026, and work is underway to ensure a smooth transition to a new operator contract and to draft updated agreements between the WCMD and the Municipality, specifying their respective roles and responsibilities under the new operator contract.

The Department, through continued partnership with the Municipality, also plans to implement a George Co-Existence Programme to facilitate safe and effective MBT services provided by licensed operators on GIPTN routes. This programme will improve the overall quality of public transport services in the area and support proactive enforcement.

Non-Motorised Transport

Non-motorised transport plays a critical role in the transport system of the Western Cape – most people will rely on it for some part of their journey, either for first and last-mile connections or as their main mode to work, school or other destinations. However, there are several significant challenges facing NMT in the Western Cape:

- **Unsafe and unwelcoming conditions for NMT users:** NMT facilities are often inadequate or non-existent. Urban sprawl increases journey distances for those who have no choice but to walk to their destinations, while discouraging choice users from travelling by foot.
- **Increasing pedestrian fatalities:** Due to the poor state of NMT infrastructure and other factors, pedestrian fatalities resulting from road crashes are high and increasing. According to the Western Cape Forensic Pathology Services (FPS), NMT fatalities account for 49.8 percent of all road fatalities in the Western Cape, and pedestrian fatalities alone account for 47.9 percent. While the number and proportion of fatalities for other road-user types decreased from 2011 to 2023, safety issues for pedestrians have worsened over time, with pedestrian fatalities having increased by 20.6 percent over the same period.
- **Limited role of cycling:** While cycling has significant potential to improve access to opportunities, particularly over longer distances unsuitable for walking, it currently plays a negligible role, and many low-income households who could benefit from access to a bicycle cannot afford to purchase or maintain one.
- **Exposure to crime:** NMT users are highly susceptible to crime, especially when travelling on foot after dark. This is most prevalent on quiet routes that are poorly lit and poorly maintained, with limited or no visible policing.
- **Institutional challenges:** Most municipalities lack the capacity and resources needed to deliver much-needed improvements to NMT facilities.

To address these challenges, the WCMD developed the Provincial Sustainable Transport Programme (PSTP), through which it established strong partnerships with municipalities to improve the conditions for non-motorised transport. The support provided includes the development of NMT Master Plans and the planning, design, funding and implementation of NMT infrastructure projects.

Through the PSTP, the Department will continue working with local municipalities to improve walking and cycling. The Department is also investigating the development of an NMT demonstration town to test and demonstrate a range of NMT improvements and impact.

The Department will also continue to implement the Provincial Bicycle Distribution Programme which provides community organisations, school learners, neighbourhood watches and other organisations with access to bicycles, training and maintenance support. The Department will also continue to distribute bicycles allocated to the Western Cape through the National Department of Transport's Shova Kalula Bicycle Programme.

On-demand services

These services include metered taxis and e-hailing services generally providing a door-to-door service. The National Land Transport Amendment Act (NLTA) No. 23 of 2023 introduces formal regulations for e-hailing services, requiring operators to obtain operating licenses similar to those mandated for traditional metered taxis. This regulatory framework ensures that e-hailing services adhere to standardised legal and safety protocols, thus integrating them more cohesively into the public transport system. The current number of Metered Taxi Licenses amounts to 5 514, inclusive of all Metered Taxi services such as the rank-base and e-hailing services offered.

The NLTA empowers the Minister of Transport to prescribe specific requirements and standards for e-hailing operations. This includes the use of technology-enabled applications, which not only streamline the service, but also enhance transparency and accountability. In addition, the Act provides for a more efficient process for obtaining temporary licenses, which simplifies compliance for operators.

E-hailing technology, represented by services like Uber and Bolt, has significant potential to enhance the efficiency of last-mile transport. These platforms facilitate seamless connections between passengers and drivers using app-based systems, making transportation more accessible and convenient.

The Western Cape Mobility Department has established a relatively balanced working relationship with various institutions such as Western Cape E-hailing Association, (WCEA) and City of Cape Town. To recognize the continued precarious socio-economic position of all operators in the e-hailing sector, especially drivers who are subject to gross exploitation by trans-national technical companies. Under the established relationship, the major app companies have management to have several drivers who were blocked on BOLT Platform reinstated.

Private transport

With the decline of rail, passengers have had to shift to road-based modes. Those who can afford to are now using private vehicles, whose mode share increased by 10 percent between 2013 and 2020. Road congestion is worse than ever, impacting on the effectiveness and competitiveness of the economy. The 2023 INRIX Global Traffic Scorecard ranked Cape Town as the top 9 most congested urban area in the global congestion impact ranking, with the typical driver losing 83 hours to traffic congestion in 2023. Traffic can also be seen as a barometer for the economy. The movement of people, goods and services create demand for road travel, but when demand exceeds the supply of road space, it results in congestion.

Increased private vehicle/car use is unsustainable. Road crash fatalities remain unacceptably high, especially for pedestrians. Challenges with drinking and driving and speeding continue.

The Department is investigating potential opportunities for park and ride facilities to help alleviate congestion, and to encourage a shift from private transport to public transport. These investigations are being undertaken in Cape Town, linked to the rail system and restoration of services, and in Stellenbosch Municipality.

Universal Accessibility

The physical environment often restricts access to vital possibilities for people with disabilities, including employment, healthcare, education, and recreation. According to StatsSA, 2022, the Western Cape had slight rise in the broad disability measure of 2.1 percentage (from 13.9 percent in 2011 to 16.0 percent in 2022) and in the moderate to severe disability measure of 0.1 percentage points (from 5.3 percent in 2011 to 5.4 percent in 2022).

WCMD follows the various policies, framework and strategies based on reasonable accommodation and universal design and access provision. The Department grants access to the transportation system for persons with disabilities through the Go George bus services which have special features to accommodate people with disabilities, as well as through supporting Dial-a-Ride. Dial-a-Ride (DAR) is a dedicated transport service provided by the City of Cape Town (and co-funded by the Department) for disabled individuals. The service has a fleet of about 15 universally accessible vehicles, which service just over 2 200 passengers a month.

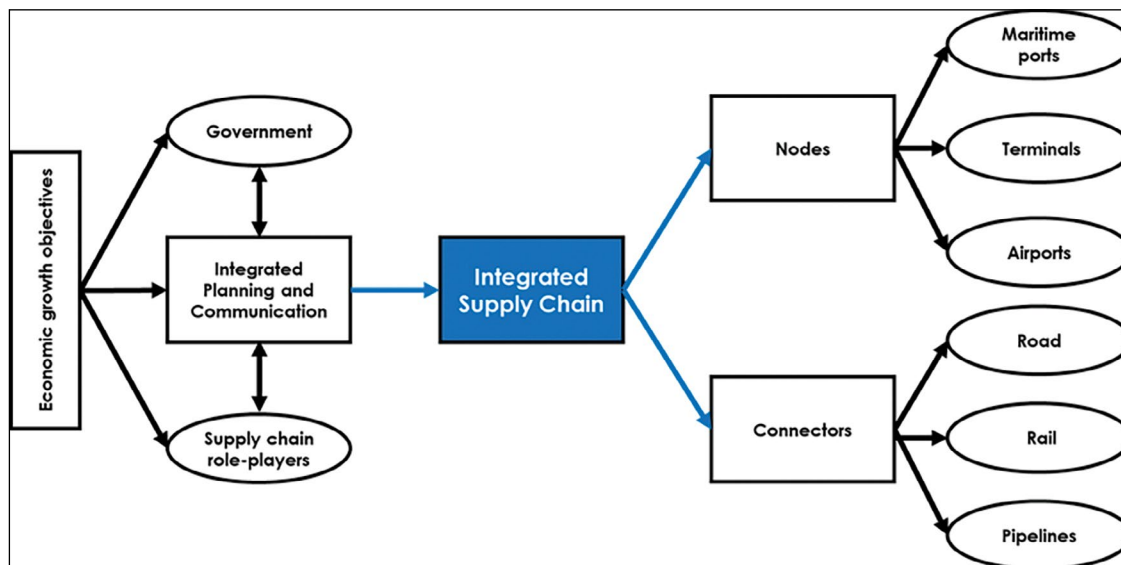
Freight and logistics status

Freight Logistics forms a very important element of the economic growth in the country. Rail freight has significantly deteriorated over the last decade making road freight the dominant mode. According to the NLTSF, this has resulted in underutilised rail infrastructure and intermodal facilities with excessive pressure on road infrastructure to carry freight that could be on rail. Freight movement by road has a significant impact on the road network and results in high transport cost in the logistics value chain. This prevents the economy from being competitive. The NLTSF envisages the primary objective of freight strategy to be to reduce the cost of freight logistics and influence market forces to transform industry practice and behaviour, while maintaining profitable operations.

Western Cape freight infrastructure includes 32 219 kilometres of provincial road network, 8 weighbridges, 3 seaports, 2 airports, 2991 km freight rail network, 1 intermodal terminal – Belcon and Privately owned warehouses, depots, cold stores, distribution centres and rail sidings.

The efficiency of logistics systems is integral to the functioning of all economies. The services which move goods should be provided in a safe, efficient, and cost-effective manner, and designed to address policy objectives such as promoting economic growth and eradicating economic inequality. Figure 13 below, depicts the value of an integrated supply chain, assembling the various nodes and connectors essential for the successful operation of the system through interface between land, maritime and aviation transport, and insight into integration and intermodal dependencies. Improved efficiency in logistics can unlock the potential of the rest of the economy, as the cost of logistics affects all other sectors.

Figure 13: Integrated supply chain as part of a logistics strategy



Source: Draft Provincial Land Transport Framework 2024-2028

A well-functioning logistics system is particularly important for the provincial and greater economy of South Africa, given the geographical distribution of economic activity in the country, given the reliance on commodity and other exports, and the distance from key export markets.

Cape Town is the main destination for agricultural, manufacturing and mining goods. Mining is largely destined for Saldanha Port as iron ore is exported from there whilst Mossel Bay Port is largely used for petroleum products and fishing products. When iron ore is excluded (bulk exports) then manufacturing is the key sector responsible for freight movement in the province, 48.7 percent of all goods moved being manufacturing goods.

Since the deregulation of freight in 1988, there has been a decline in freight rail services for container freight/ general freight business (GFB). Moving to freight rail will save transport costs and save emissions.

High freight costs are due to long distances to move goods as well as the volumes of goods moved in the province. The WC is responsible for 21 percent of tonne per kilometre cost of the country. If iron ore is included 60 percent of freight moves on roads and 40 percent on rail. However, if iron ore is excluded 98 percent of freight moves on roads, with nearly all of it being container freight.

Building on existing efforts implemented through the Western Cape Freight Strategy and Implementation Programme, the Department will work with Transnet, private and public sector stakeholders, including municipalities, and road hauliers to increase efficiencies, reduce costs and improve reliability.

This will include efforts to address bottlenecks in the freight network, develop new intermodal transfer facilities, increase the availability and reliability of freight rail services, revive branch lines and support improvements to air and marine cargo logistics. The need to shift freight from road to rail has added urgency, given the increased cost of fuel and the resultant impact on consumer prices.

Increased private sector participation in port management and freight rail in the Western Cape will be central to this agenda, in line with tentative moves being made towards private sector participation in freight rail in other parts of South Africa.

The Department will use the Western Cape Freight Demand Model and existing software to help improve freight management and enforcement. This will include a freight management system linked to enforcement to incentivise compliance with the law on matters such as overloading. The Department will also work closely with the Department of Infrastructure to improve the efficiency of weighbridges.

The National Land Transport Act No. 5 of 2009, as amended, tasks municipalities with developing freight strategy plans and the province to support the regulation of the movement of freight to limit the impact on roads.

Maritime freight transport

According to the draft PLTF 2024 -2028, In 2021, South Africa's maritime (port-related) import freight was approximately 55.46 million tonnes with the Western Cape ports namely, the Port of Cape Town (PoCT), Port of Saldanha and Port of Mossel Bay together represented about 15 percent of overall maritime imports. The PoCT handled 7.26 mt, which represented 84 percent of the province's maritime imports, while the Ports of Mossel Bay and Saldanha contributed 9 percent (0.74 mt) and 7 percent (0.6 mt) respectively.

The country's maritime exports were more than three times that of its imports in 2021, with 175.81 mt freight moving out via its ports representing over 22 percent of the country's 791.91 mt freight demand. The Western Cape ports are also more prominent, with the province's 64.35 mt export freight representing 37 percent of overall maritime exports. Exports are greatly influenced by the country's bulk mining exports, namely coal via Richards Bay and iron ore via Saldanha - with Saldanha's 60.79 mt maritime exports representing 94 percent of that of the Western Cape province. The remaining 3.56 mt maritime exports (6 percent of the Western Cape total) were handled through the PoCT as the Port of Mossel Bay had no exports in 2021.

Given the Western Cape's distance challenges, being far from the economic heartland of the country and far from overseas markets, a well-developed port system is required, especially considering the relatively small contribution of the PoCT maritime freight. The Port of Saldanha is the largest and deepest natural port in the Southern Hemisphere, able to accommodate large vessels. In addition to it moving 27 percent of the country's maritime freight, largely iron ore from the Northern Cape, the port has become significant for receiving abnormal loads supporting the renewable energy programme. Wind turbine generators are currently limited to Saldanha or the Port of Ngqura. The Port of Mossel Bay contributed less than 1 mt to the country's maritime freight.

A world-class integrated maritime transport system that promotes growth through the efficient movement of a diversity of freight domestically and internationally is envisaged in the province. These include strategies to counter deteriorating performance and enhance functionality and efficiency of Western Cape maritime

ports, expand the capabilities and capacity of Western Cape maritime ports to promote and meet growing and diversifying demand as well as enhance integration, connectivity, and coordination of Western Cape maritime ports with other ports, transport modes, and logistics systems.

Aviation Freight transport

According to the Western Cape Freight Demand Model 2021 Report, the aviation freight through the Cape Town International Airport (CTIA) amounted to 41 665 tonnes in 2021, where most movements were related to exports (52 percent). This represented a significant increase of 30.5 percent from the 31 929 tonnes in 2020, despite aviation freight transport volumes still being much lower than the 63 015 tonnes transported in 2019. Although exports contributed to the majority of the CTIA's aviation freight trade, the export-import split has grown closer during 2021.

In terms of total volumes, food was the most prevalent aviation freight commodity (18 percent) in 2021, with CTIA predominantly exporting food in its role as a facilitator of international trade. This food trade represents fresh food, frozen food, and foodstuff and beverages. Apart from food-related commodities, the most aviation trade volumes in 2021 were related to perishable non-foods (such as flowers), clothing and accessories, and consumer goods for household consumption. Furthermore, in 2021, CTIA's biggest trading partner for export aviation freight was the Netherlands, followed by the United Kingdom, which was true for overall food-related trade as well. Germany and China were the CTIA's biggest trading partners in 2021 for aviation freight imports. Most freight moving in and out of CTIA is perishable.

Currently, all aviation freight is transported in the belly of passenger planes in the absence of dedicated cargo carriers. There is a need for dedicated cargo carriers and facilities to support growing aviation freight, especially dedicated e-commerce and perishable freight facilities. Infrastructure improvements are required inside and outside CTIA to support growing aviation freight volumes transported in and around the airport. The required infrastructure improvements include land development along with upgrading facilities and roads.

Considering the pressing need for expanded capacity at CTIA, it's essential to consider the potential role of existing aviation freight infrastructure – such as George Airport – in alleviating the pressure on CTIA's cargo capacity, particularly concerning the high volume of perishable cargo movement. New infrastructure developments, such as the Winelands Airport, will only become imperative if there is a significant increase in aviation freight demand. Perishable exports originating from George are currently constrained by the necessity to access the international market via CTIA. Integrating an international status for George Airport into the overarching strategy could offer direct access to the international market, thereby becoming a substantial contributor and a strategic factor for the economy of the Garden Route and the Western Cape Province.

A world-class and sustainable aviation transport system that promotes growth through facilitation of efficient movement of cargo and people domestically and internationally is envisaged in the province. These include strategies to increase and diversify domestic and international air connection options, develop and maintain multi-model airport access to support air freight and passenger growth, grow air freight capability and capacity, improve sustainability, reduce emissions of air transport systems and ensure optimal integration of potential new modes of aviation transport.

Road Safety, Regulation and Law Enforcement

The Global status report on road safety 2023 affirms that road traffic deaths and injuries remain a major global health and development challenge. Road crashes are a significant socio-economic challenge both locally and globally. Annually, they result in numerous fatalities and injuries, placing a substantial burden on social security and welfare systems. This leads to a loss of skills and rising economic costs. More importantly, the loss of lives and the impact on families are profound. Research indicates that human factors account for a large percentage of road crashes, suggesting that these incidents are avoidable and preventable with appropriate strategies.

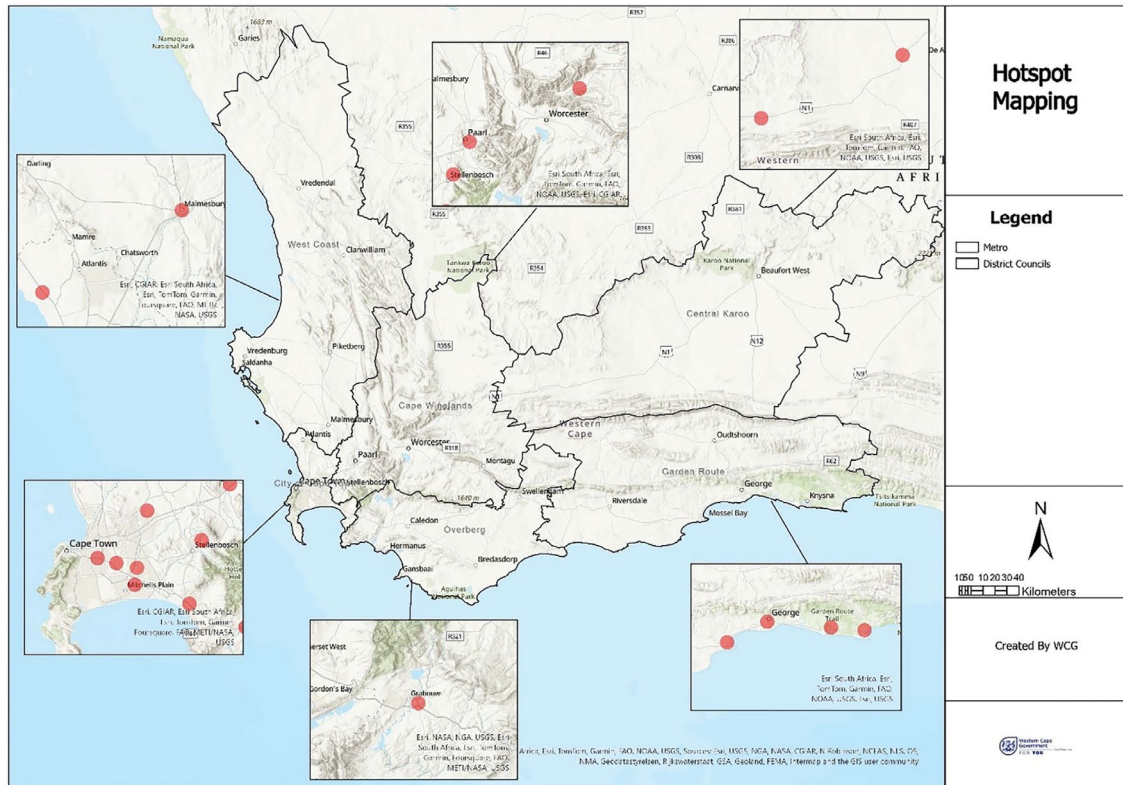
Road user behaviour is the primary contributing factor to road crashes. Changing this behaviour requires educating users about road safety, training them to act appropriately, and enforcing laws to discourage violations. This includes reducing incidents of drunk driving, preventing jaywalking in poorly lit areas, and creating a safer road environment for all users.

A safe systems approach aims to achieve zero road fatalities and serious injuries by designing road systems that anticipate and accommodate human error. This holistic view considers the interactions between roads, roadsides, travel speeds, vehicles, and road users. It is inclusive, catering to all groups such as drivers, motorcyclists, pedestrians, cyclists, and commercial and heavy vehicle operators. Recognising that mistakes will happen, the system should be forgiving, ensuring that crashes do not result in death or serious injury. Human population growth, vehicle population and driver population are important indicators to determine the ratios and/or percentages that highlight the severity of the problem. The number of road crash fatalities is one of many indicators used when assessing the state of road safety in a country.

The Western Cape population increase has led to an increase in road traffic, with nearly 2.2 million vehicles in the province as of January 31, 2025. To ensure the vehicles operating within the province remain roadworthy, there are various testing stations across the province. These include a total of 77 Testing Stations of which 26 are Municipal Testing Stations and the remainder of 51 are Private Testing Stations. There are 88 Registering Authorities (R/A's) and 69 Driving Licence Testing Centres (DLTC's). Our focus in regulating and licensing motor vehicles, drivers, operators and associations along with enforcing traffic laws, will significantly enhance road safety. These initiatives enhance the Department's dedication to fostering a safe environment. Speeding, driving under the influence of alcohol and pedestrian fatalities are amongst the significant social challenges that the WCG faces on our roads. Even though the Department is proactively addressing these challenges through road safety management initiatives and has implemented preventative measures, speeding and driving under the influence of alcohol remain the primary cause of a high number of road crashes and fatalities. Citizens must recognise that the impacts of driving under the influence can only increase the possibility of accidents.

While driving under the influence of alcohol, the driver faces reduced motor skills, less concentration, impaired vision, and poor judgment. All these have an adverse impact on the driver, passengers, other vehicles and pedestrians on the road. Pedestrian fatalities alone account for 56 percent of traffic fatalities and continue to be the most at-risk group of road users. The Department continuously analyses the historic fatality data to determine hazardous locations for pedestrians and to ensure education and awareness programmes are focused on these locations.

Figure 14: Fatality hotspot areas



Source: Own mapping, data from WCMD Road Safety Management.

Figure 14 above displays the number of areas in the Western Cape where the greatest number of fatalities have occurred, during the 2024 festive season. Every one of these hotspots is essential for creating site-specific, effective methods. Given the frequency of accidents in those areas, the Department will continue to monitor other areas that may be at risk of becoming new hotspots and increase its efforts in the current hotspots. The Department will endeavour to lower the province’s overall fatality rate by tackling the root cause of these accidents in these areas and putting targeted interventions into place.

Improving road safety and ensuring effective law enforcement cannot be done by one single institution. The Department is establishing the District and Regional Safety Coordinating Committees to bring all relevant role-players together to focus attention on a single District Safety Plan for maximum effect. The Department needs the support and efforts of all municipalities and agencies to prevent accidents on our roads. In addition, instilling a culture of road safety through road safety education, awareness and communication is critical to reverse this social scourge.

4.3 Internal environment

4.3.1 Organisational environment

The WCMD has been established after separating from the previous Departments (DTPW and Human Settlements). WCMD includes Administration, Transport Operations, Transport Regulation and Traffic Management, with Government Motor Transport (GMT) as a trading entity reporting to the Department. This Department will concentrate on developing unique approaches to enhance transportation in the Western Cape, particularly in Cape Town, due to the significant shortcomings of the national rail system. The Department will take the lead in addressing mobility issues by collaborating with national and local governments, as well as key national entities like PRASA.

The Mobility Department is in the early stages of development with an extensive and complex mandate, but its impact is constrained by the inappropriate functional and post designs and very limited resources to

establish itself and to fully deliver on its mandate. An Organisational Development Design process started with the aim to recommend an appropriate organisational design and post structure, and subsequent job evaluation for the WCMD. Recent amendments to legislation governing the Provincial Regulatory Entity (PRE) and Transport Administration and Licensing (TAL) require the Department to perform new functions, which demands for an urgent structure review. While that is underway, provision must be made for contract appointments additional to the establishment in the interim, to enable the Department to execute its legal mandate. The OD process will also assess the need for effective data and information management functions within the Traffic Management space, restructuring of the safety training function within the Directorate Traffic Training and Development as well as the need for additional provision on a tactical level within the Traffic Law Enforcement space.

This OD process is anticipated to provide the necessary capacity to deliver and provide the critical skills including transport management, transport economics, transport policy, town planning, urban design, transport planning, network operations management, complexity and systems analysts, programme and project management, and public transport industry negotiators and mediators.

The Western Cape Mobility Department acknowledges the potential impact of the various stages of restructuring on staff morale and undertakes to make every effort to ensure that the processes are well-managed and cause minimal disruption.

As at 31 January 2025, the departmental vacancy rate was 32.2 percent based on the approved establishment. However, when considering the total number of funded posts for the 2024/25 period, the vacancy rate was 3 percent. This significantly hampers the already stretched team's ability to manage and execute new initiatives.

Table 3: Vacancy rate per Programme

Programme	Establishment approved posts	Establishment funded posts	Filled on establishment	Vacancy rate (%)	Additional to establishment
1 Administration	2 00	150	141	6,0	1
2 Transport Operations	226	160	157	1,9	1
3 Transport Regulation	1 050	847	824	2,7	119
Total	1 476	1 157	1 122	3,0	121

Source: CSC: People Management Practices as at 31 January 2025

Table 4: Vacancy rate per salary band

Salary Band	Establishment approved posts	Establishment funded posts	Filled on establishment	Vacancy rate (%)	Additional to establishment
Lower skilled (Levels 1-2)	25	12	12	0,0	-
Skilled (Levels 3-5)	196	248	244	1,6	120
Highly skilled production (Levels 6-8)	1 063	764	738	3,4	-
Highly skilled supervision (Levels 9-12)	172	117	113	3,4	1
Senior Management (Levels 13-16)	20	16	15	6,3	-
Total	1 476	1 157	1 122	3,0	121

Source: CSC: People Management Practices as at 31 January 2025

Below shows the ages of staff per Programme currently in the employment of the Department.

Table 5: Age brackets of staff per Programme

Programme	Age brackets							Count	(%)
	10-19	20-29	30-39	40-49	50-59	60-69	70-79		
Administration	-	15	48	41	34	3	-	141	12,6
Transport Operations	-	10	38	68	30	11	-	157	14,0
Transport Regulation	-	191	278	202	129	24	-	824	73,4
Total		216	364	311	193	38		1 122	
%	0,0	19,3	32,4	27,7	17,2	3,4	0,0	-	-

Source: CSC: People Management Practices as at 31 January 2025

The age brackets of staff per salary band are provided in Table 6 below.

Table 6: Age brackets of staff per salary band

Salary Band	Age brackets							Count	(%)
	10-19	20-29	30-39	40-49	50-59	60-69	70-79		
Lower skilled (Levels 1-2)	-	1	1	3	5	2	-	12	1,1
Skilled (Levels 3-5)	-	115	70	39	18	2	-	244	21,7
Highly skilled production (Levels 6-8)	-	98	274	221	125	20	-	738	65,8
Highly skilled supervision (Levels 9-12)	-	2	19	44	38	10	-	113	10,1
Senior Management (Levels 13-16)	-	-	-	4	7	4	-	15	1,3
Total	0	216	364	311	193	38	0	1 122	

Source: Source: CSC: People management Practices at as 31 January 2025

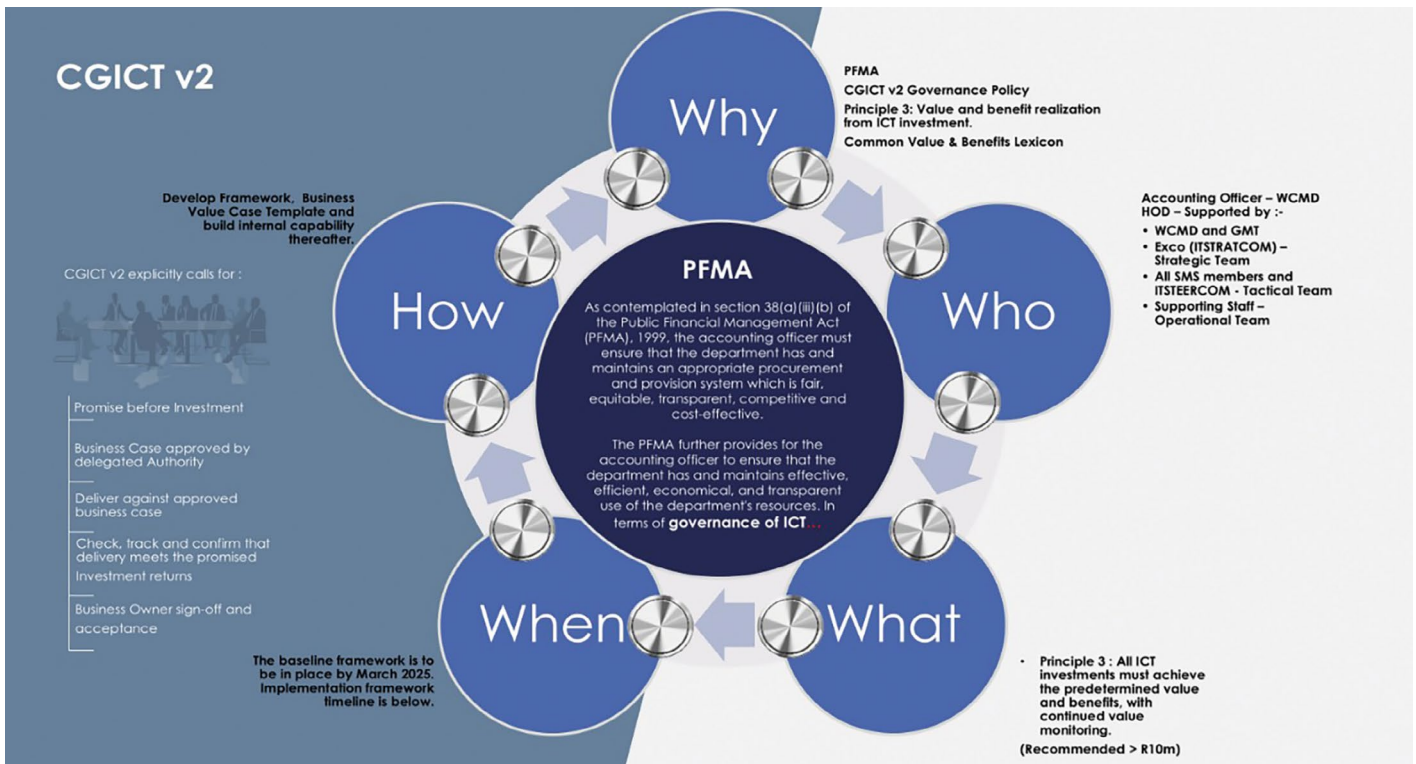
4.3.2 Long-term ICT Investment and alignment

The annual budget allocation process presents a significant risk to the WCMD's strategic vision, particularly in supporting Vision 2030 commitments and beyond. Without insight into future fiscal allocations, the department struggles to plan and execute long-term ICT projects. This uncertainty challenges the department's ability to commit to multi-year initiatives, which are often necessary for achieving strategic ICT outcomes. The dilemma remains: either start a project and risk an abnormal termination when funding is not confirmed, or not start the project and risk failing to achieve the best financial year outcomes. To address these constraints, the WCMD advocates for a three- or five-year budget commitment, providing the financial stability and predictability needed for long-term ICT projects. This approach would enable the department to invest in strategic initiatives that deliver significant value over time. Additionally, the current practice of annual budget allocations under the Medium-Term Expenditure Framework (MTEF) significantly constrains the department's ability to deliver impactful ICT outcomes. A shift towards multi-year budget commitments, with appropriate risk measures, is necessary to ensure effective planning, execution, and completion of ICT initiatives. It is further important that financial models be developed to enable private sector partnerships for longer-term ICT funding cycles.

Improved ICT Governance: Value and Benefits Realisation from ICT Investment

The department embarked on the Value and Benefits project to both drive internal financial efficiency for technology spend, support evidence-informed decision-making and adhere to required governance. This initiative is in alignment with the DPISA's Corporate Governance of ICT (CGICT) Policy Framework – Principle 3 Value and benefit realisation from ICT investment - All ICT investments must achieve the predetermined value and benefits. This principle mandates that all strategic ICT initiatives must be supported by qualified business cases for investment estimated to be over R10m. This principle ensures that ICT projects are aligned with the department's strategic objectives and deliver measurable value. Qualified business cases provide a comprehensive analysis of the project's benefits, costs, risks, and alignment with strategic goals, ensuring that resources are allocated effectively and that projects are viable and sustainable. See Figure 15 below for CGICT v2 Principle requirements.

Figure 15: An Overview of the DPSA CGICT v2 Principle 3 requirements



Source: DPSA's Corporate Governance of ICT (CGICT)

The Phase 2 of the Value and Benefits Framework aims to enhance the Department’s capabilities in attracting private sector investment. This will improve the operationalisation of the value framework, thereby de-risking responsibilities for key departmental stakeholders. The Framework will further:

- Enable government projects with business case financial metrics of industry standard that can further attract private sector investment to encourage public-private sector co-operation for citizen benefit.
- Enable the department operationally for CGICTPF v2 so that long-term external skills reliance is reduced.
- Reduce executional resistance-to-change for the financial requirements related to Principle 3, via knowledge transfer.
- Enable hands-on, practical business case training for selected staff.
- Empower ICT project reporting by including financial reporting metrics within project status reports for key project stakeholders and the IT Steering Committee.

Growth of WCMD Data Wealth: #GoData

In line with the National Knowledge Management Strategy Framework and DPSA Determination and Directive on the Implementation of the Knowledge and Data Management in the Public Service, the Department aims to leverage advanced Knowledge Management (KM) and Data Management (DM) strategies to enhance decision-making, drive innovation, maintain a competitive edge and strengthen data governance. Our Data Management Framework will set the guidelines and procedures to manage and share our data. Each dataset holds intrinsic value. Its true potential is unlocked when combined and integrated, creating Data Wealth. Our aim is to ensure that our data is accurate, consistent, and reliable, so that it can be used to drive management and operational decisions.

Part of this approach is foreseen investment in Integrated Transport Hub (ITH) for artificial intelligence (AI) and machine learning (ML) to automate data analysis and generate actionable insights. We will develop centralised data repositories and data lakes to facilitate easy access and retrieval and sharing of information.

Feedback mechanisms are also critical to continuously assess and improve KM and Data Management (DM) practices. Ongoing training and development programs will also be implemented to enhance employees' data literacy and knowledge management skills.

The Department will continue to grow its knowledge base by conducting regular evaluations on its mandate to improve service delivery, and host knowledge sharing sessions within its programmes on issues related to the Mobility environment and thus aiding decision making in the Department.

Cyber Security

Comprehensive cybersecurity measures to protect sensitive information and ensure compliance with data protection regulations are also critical areas that will receive continuous attention, led by the department Police Oversight and community safety (POCS) and the Ce-I.

Supply Chain Management (SCM) Improvement

The Department will continue to prioritise categories of preference in contract allocation and support the protection and advancement of individuals or groups disadvantaged by unfair discrimination. This will be achieved by awarding contracts based on price and preference, in accordance with the Preferential Procurement Policy Framework Act 5 of 2000 and the Broad-Based Black Economic Empowerment Act 53 of 2003, along with their relevant regulations.

The Department also awaits strategic direction from the Western Cape Government Provincial Treasury on the selection and measurement of specific goals, utilising SMART principles, in accordance with section 2(1) (d) of the PPPFA, as well as guidance on the impact of the Public Procurement Act 28 of 2024, promulgated on July 23, 2024.

Given the Department's recent establishment, the objective is to enhance the Supply Chain Management (SCM) strategy to fulfil its legislative mandate and further promote fairness, equity, transparency, competitiveness, and cost-effectiveness in daily SCM operations. This will be achieved through enhancement of the Departmental SCM policy and business process tailored to the context of the new department.

One of the SCM priorities is to implement a commodity-based procurement strategy that consolidates the procurement of similar commodities, achieving economies of scale and minimising smaller procurement activities, thereby promoting value for money. Additionally, the value for money principle will be further promoted through the improvement of contract and data management strategies and practices.



Measuring our performance

Part C: Measuring our performance

5 Institutional performance information

5.1 Measuring the impact

The Department's impact statement is guided by the Theory of Change (TOC) methodology, resulting in a results-based strategic plan. This plan is designed to achieve specific outcomes by setting clear, measurable goals and outlining the necessary steps to reach them. It also includes methods for tracking progress and evaluating success.

The desired impact is centred on citizens, measuring the effect of programmes on their lives. While some service delivery and behavioural changes may be evident in the short term, achieving the WCMD's desired impact requires a 20 to 30-year horizon. Therefore, it is crucial to monitor and periodically evaluate meaningful, measurable change pathways over the next five years. Impact can be localized and spatially represented, as people and communities within the intervention areas will experience both intended and unintended effects.

Impact statement

A sustainable, safe, dignified and fit-for-purpose transport system

The Department has identified the impact statement and four strategic outcomes to receive specific attention during the planning period to address the gaps identified in the situational analysis. These will be underpinned by spatial transformation, infrastructure and mobility that support integrated land-use, transport planning and delivery as well as strong and collaborative partnerships stretching across the Department's mandate and the broader mobility eco-system, that includes private sector participation.

5.2 Measuring the outcomes

The Department developed the following strategic outcomes to give effect to the impact it wants to achieve and focus areas it wants to address:

Table 7: Outcomes

Outcome 1	A better and dignified transport system
Outcome 2	A freight system that is efficient, reliable, and cost effective
Outcome 3	Coherent regulation of mobility sector
Outcome 4	Enhanced safety for road users

1. A better and dignified transport system

The Department envisions a capable, reliable, affordable, inclusive and transformed mobility system which drives socio-economic development and job creation, attracts investment through enhanced economic competitiveness and connectivity, and improves the safety, and dignity of the province's citizens.

Access to good quality sustainable transport options will be facilitated by this outcome. The Department will continue to support the restoration of rail services to the backbone of public transport, including through an investigation of opportunities for Park-and-Ride facilities linked to rail. Furthermore, the Department will work alongside the City of Cape Town, PRASA and other key stakeholders to progress the devolution of rail to the appropriate level of government.

The Department will continue managing and monitoring subsidised bus services operated by Golden Arrow Bus Services (GABS), as well as the disbursement of the associated Public Transport Operations Grant (PTOG) allocated from the National Department of Transport.

The Department will continue to work with the minibus taxi industry to improve the quality and safety of services. It will continue efforts to transform the sector in the Western Cape and incrementally improve MBT services, strengthen regulation, and address key industry issues, given the vital role of these services. The Shayela Smart Programme, a joint initiative with the City of Cape Town and the MBT industry, will begin a long-term, bottom-up process of industry reform. This will be supported by the establishment of an MBT Training Academy to equip the industry with essential skills in safe driving, customer service and business management.

The Department, alongside George Municipality, will continue managing the Go George bus service which provides a high-quality, reliable public transport service to communities in George. Following the successful roll-out of two main-line routes from Thembalethu, the Department plans to complete the roll-out of the remaining routes for Thembalethu residents. Thereafter, the focus will shift to Phases 5 and 6, connecting the Go George bus service to Victoria Bay, Wilderness, Herold's Bay and George Airport.

The Department, through continued partnership with the Municipality, also plans to implement a George Co-Existence Programme to facilitate safe and effective MBT services provided by licensed operators on GIPTN routes. This programme will improve the overall quality of public transport services in the area and support proactive enforcement.

The Department will continue working with local municipalities to improve walking and cycling. This includes planning, design and/or implementation of safer and dignified NMT infrastructure, including provision for universal accessibility, informed by NMT Master Plans and the PSTP. Furthermore, the Department plans to investigate the development of an NMT demonstration town where investment will be concentrated to test a range of NMT improvement measures and demonstrate impact. This will create a model that can be replicated across the province.

To promote the use of NMT and improve access and mobility, the Department will continue to implement the Provincial Bicycle Distribution Programme which provides community organisations, school learners, neighbourhood watches and other organisations with access to bicycles, training and maintenance support. The Department will also continue to distribute bicycles allocated to the Western Cape through the National Department of Transport's Shova Kalula Bicycle Programme.

Universal accessibility in the mobility sector will be facilitated through this outcome through continued support for the Dial-a-Ride services provided by the City of Cape Town.

2. A freight system that is efficient, reliable, and cost effective

Provincial economic growth depends on an efficient, competitive, and affordable freight logistics system to support exports and create jobs. The Department has limited direct influence over several important levers required to change the future landscape of freight transport, but fostering coordination and integrated planning of strategic changes can yield significant impact.

The Department will lead efforts to enhance the efficiency, cost-effectiveness, and reliability of the Western Cape's freight network by working closely with public and private sector stakeholders, including the DoT, Department of Economic Development and Tourism (DEDAT), Department of Agriculture (DoA), Department of Infrastructure (DOI), municipalities, and road transporters. This will involve addressing bottlenecks in the freight network to improve goods movement, increasing the number of intermodal facilities to enhance road-rail-port integration, and supporting improvements in air and marine cargo logistics to strengthen the overall supply chain.

The Department will implement the Freight Rail Revitalisation Framework in recognition of the urgency of shifting freight from road to rail due to rising fuel costs. This will include the Overberg rail pilot project to establish a basis for private sector-led freight rail operations and exploring opportunities to revitalise branch lines with private sector participation. The Department will also work to remove key infrastructure and regulatory constraints that impacts rail viability, while improving coordination and planning through existing structures to ensure a well-integrated freight system. In addition, efforts will be made to enhance the efficiency of the Port of Cape Town through an integrated supply chain approach that improves freight movement and reduces costs.

To strengthen freight management, enforcement, and safety, the Department will leverage the Western Cape Freight Demand Model and data-driven approaches to improve freight planning and operations. A freight management system will be implemented to support law enforcement efforts and encourage compliance with regulations, particularly regarding overloading, to improve road freight operator safety and efficiency. The Department will also collaborate with the Department of Infrastructure to enhance the efficiency of weighbridges and enforcement operations

3. Coherent regulation of mobility sector

The Department envisages to strengthen regulation of the mobility sector through review of legislation and policies as well as improve institutional service level agreements with registering authorities and vehicle testing agencies. Improved efficiency will maximise revenue generation in the regulatory space.

The outcome envisages improved data and intelligence sharing for effective planning and regulation. Effective balance of supply and demand in public transport operations and guidance to municipalities on developing their transport plans will be a key focus under this outcome. Continued support will be provided to the public transport industry including the minibus and metered taxi sectors to improve internal governance and democratisation.

4. Enhanced safety for road users

Partnerships to ensure safety in public transport is key with stakeholders such as SAPS and regional based local enforcement units and other stakeholders. In this regard, continued effort will be placed in establishing and re-energising inter-governmental coordination structures to align planning and implementation for maximised impact of sustained reduction in fatalities.

The overall objective of this outcome is to strengthen law enforcement to half the number of fatalities in the province. Strategies to reduce pedestrian fatalities in targeted areas, data driven analysis and technology to support enforcement and road safety management, installation of trackers in public transport vehicles and building a safety culture amongst youth will be the key strategic levers for enhanced road safety. Further, alcohol and driving as well walking under the influence remain key challenges to address road safety.

The Department will leverage its existing technology and systems to partner with the City of Cape Town, SAPS, Department of Health and Wellness and the Department of Infrastructure to curb road fatalities through predictive modelling including Metro and Non-Metro, to incorporate crash modelling. This will be facilitated through data enrichment of the model through facilitating data sharing and incorporating new data sets and enhance the current model to support various partner requirements. System integration with the Department of Health and Wellness, POCS and the City of Cape Town will be pursued to enable rapid incident response for citizen emergency needs.

The Department will work with the Western Cape Education Department to advance education and awareness at schools.

Awareness and education programmes amongst the youth and pedestrians will be key initiatives under this outcome.

Digital Strategy

The Digital Strategy remains the area of investment as it enables a broader Department strategy and creates wealth.

In the mobility sector, technology enables access to high quality data availability which is required for integration of transport services, facilitate multimodal and user-centric mobility systems. In addition, continued focus will be placed on the governance, value and benefit realisation of ICT investments, growth of the WCMD data wealth and cybersecurity measures needed to protect information and data. The strategic approach to ICT enablement of the Department outcomes include:

1. Leverage existing and emerging technologies to improve transport delivery and outcomes, including establishing integrated, electronic ticketing systems.
2. Maintain and enhance ITS capabilities as the basis for integrated service monitoring and delivery.
3. Integration and growth of the WCMD data wealth.
4. Governance, value and benefit realisation of ICT investments.
5. Implement cybersecurity and governance measures needed to protect information and data.

See Annexure D for further exposition.

5.3 Linkages of the national, provincial and department's outcomes

The linkage of the Medium-Term Development Plan (MTDP) and Provincial priorities to the department's outcomes, outcome indicators, baseline and 5-year targets is shown in the Table 8 below.

Establishing a baseline and 5-year targets for key outcomes is important to direct efforts and monitor progress. It is also important to recognize that achieving these targets will require progress and collaboration from multiple stakeholders as the Mobility Department does not have the authority for all contributing functions. For example, to achieve increased use of public transport it is essential that PRASA ensure that rail services continue to improve, and ridership continues to grow. The Mobility Department will collaborate with relevant stakeholders to support these outcomes as far as possible.

Table 8: Linkages of the MTDP and Priorities to the Western Cape Mobility Department's Outcome, Outcome Indicators and five-year Targets

MTDP	Provincial Priorities	Outcome	No.	Outcome Indicator	Baseline	Five-year Target
Inclusive Growth and Job Creation.	Growth for Jobs.	1. A better and dignified transport system.	1.1	Improved public transport.	Draft Provincial Public Transport Strategy (PPTS) developed.	Implementation of the PPTS.
		2. A freight system that is efficient, reliable, and cost effective.	2.1	Improved freight system.	Freight Implementation Programme (FIP) initiated.	Medium-term implementation of the FIP.
Reduce Poverty and tackle the high cost of living.	Safety	3. Coherent regulation of mobility sector.	3.1	Implementation of regulatory initiatives to ensure compliance.	2	6
		4. Enhanced safety for road users.	4.1	Reduce Road Traffic Fatalities per 100,000 of the population in the Western Cape.	21	19.2

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

Outcome 1: A better and dignified transport system

The Western Cape Mobility Department's Outcome 1: A better and dignified transport system is aligned to MTDP 1: Inclusive growth and job creation. This outcome contributes to sector priority: Increased Infrastructure, Investment, Access, Efficiency and Cost.

The Department's Outcome 1 contributes to the WCG PSP Provincial Portfolio: Growth for Jobs. In addition, the Department contributes to the Transversal Focus Area: Spatial Transformation, Infrastructure and Mobility.

The outcome envisages:

- Access to good quality, sustainable, affordable and integrated transport options,
- A devolved and fully restored urban passenger rail service,
- A transformed minibus industry providing better and safer services,
- Better bus services,
- Support resilient and responsive transport infrastructure that enhances connectivity for all modes and supports economic growth,
- Integrated NMT networks, with walking and cycling as the first choice for shorter journeys,
- Shift towards low-carbon net-zero emissions transport,
- Better learner transport.

Enablers of the outcome:

- Integrated land-use and transport planning,
- Greater integration of NMT in road and public transport planning,
- Technological innovation, support and integration through the ITH,
- Low-carbon public transport,
- Support the transition of minibus taxis, buses, public and government fleets to NEVs,
- Support municipalities to improve minibus and NMT infrastructure,
- Support initiatives for rail restoration and devolution,
- Support road improvements for public transport dedicated lanes and to limit congestion,
- Long-term programme of incremental minibus taxi reform,
- Subsidised bus service management, improvement and integration,
- Full implementation of GIPTN,
- Safe and connected walking and cycling networks,
- Learner transport reform, and
- Expand the bicycle distribution programmes.
- Sustainable funding for public transport and capacity building.

The outcome contributes to intended impact:

- Improved access to opportunities,
- A dignified, affordable and sustainable transport system,
- Economic growth, improved productivity and job creation,
- Reduced transport GHG emissions, and
- Spatial transformation.

Risks related to this outcome:

- Currently, each formal mode of public transport is managed by a different sphere of government (rail by national, BRT by local government, and subsidised bus by province). This leads to fragmented decision-making and makes it difficult for the Province to achieve its objective of an integrated and efficient public transport system.

- The MBT industry remains unsubsidised. Insufficient funding for MBT service improvement initiatives means little progress is made, and the most used form of public transport continues to face challenges with safety, quality and reliability of services.
- Insufficient funding to support and expand existing formalised PT services (GIPTN, GABS).
- Insufficient funding to support non-motorised transport (NMT) initiatives, including walking and cycling.
- Budget reductions over the planning period will significantly undermine existing initiatives and the progress that has already been made.
- Violence and vandalism of public transport, undermining service availability and safety.

Assumptions related to this outcome:

- Integrate land-use planning is prioritised.
- Due to improved safety and reliability, more people choose to use public transport rather than private motor vehicles, leading to more viable public transport services and less traffic congestion over time.
- The impact of organised crime syndicates that target public transport is reduced substantially.
- Economic productivity increases as a result of a reliable and effective integrated public transport system.
- The accountability of drivers to their passengers is enhanced and driver behaviour improves by a driver registration process linked to training and development programmes.
- ICT investment and capacity is secured over the planning period.

Key stakeholders required for the success of the outcome:

- National government: NDOT, National Treasury and PRASA have key roles to play in the Department's efforts to improve rail and public transport services and for securing adequate funding for public transport services.
- Western Cape Government: In addition to the WCMD, the Department of Infrastructure, DEA&DP and DLG have key roles to play in actively planning to ensure integration and densification strategies are developed and implemented, and Provincial Treasury has a key role to play in securing adequate funding for public transport, walking and cycling. Partnerships with the Department of Health and Wellness and WCED are necessary to facilitate the provision of transport services for school learners and patients who are not in critical condition.
- Local government: The local sphere of government has a critical role to play in planning, implementation and management of public transport services. Partnership agreements are already in place with the City of Cape Town, George, Overstrand, Stellenbosch, and Swartland.
- Service providers: The system relies on the ability of transport service providers to supply safe, quality transport services in a stable, violence-free environment.

Table 9: Digitalisation of Outcome 1

WCMD Outcome	Description of the Digitalisation of Interventions	Responsible Lead Chief Directorate	Target (2029/2030)
Outcome 1: A better and dignified transport system	Integrated Transport Hub (ITH) is a smart system that leverages the digital opportunities of the 21st century to improve transport outcomes. Maintain and enhance ITS capabilities as the basis for integrated service monitoring and delivery. Establish integrated, electronic ticketing systems.	Chief Directorate: Transport Operations	ITH aims to enhance accessibility, safety, and efficiency through advancement of existing technologies or leverage new technologies. <ul style="list-style-type: none"> • Number of innovative technology solutions supported. <i>Commitment per the annual budget allocation. Refer to 4.3.2 Long-term ICT Investment and alignment Page 43.</i>

Outcome 2: A freight system that is efficient, reliable, and cost effective.

The Western Cape Mobility Department's Outcome 2: A freight system that is efficient, reliable, and cost effective is aligned to MTDP 1: Inclusive growth and job creation. This outcome contributes to sector priority outcome: Enabling Environment for Investment and Improved Competitiveness through Structural Reforms.

The Department's Outcome 2 contributes to the WCG PSP Provincial Portfolio: Growth for Jobs. In addition, the Department contributes to the Transversal Focus Area: Spatial Transformation, Infrastructure and Mobility.

The outcome envisages:

- An efficient, safe and accessible freight transport/logistics network that ensures goods get to market at the right time and at a reasonable cost with private sector participation.
- An incremental shift of freight from road to rail where feasible.

Enablers of the outcome:

- The Department is continuing to implement the Western Cape Freight Strategy and Implementation Programme to improve freight systems in conjunction with key stakeholders in the public and private sector.
- Develop a Freight Rail Revitalisation Framework to promote shift of freight from road to rail, to promote modal rebalancing and improve the sustainability of freight transport provision in the province.
- Develop and implement a provincial rail strategy to prepare for a new involvement in rail on a provincial level.
- Ensuring that the Western Cape Freight Demand Model is enhanced and updated to inform freight transport planning by providing accurate data and information on freight flows and trends, as well as modal shift opportunities.
- Develop an integrated freight transport planning and coordination mechanism to form partnerships to facilitate the efficient movement of freight transportation. This includes support to municipalities who are the planning authorities, to enable them to carry out their planning responsibilities for freight movement, as part of their Integrated Transport Plans.
- Co-implementing improvements to the logistics chain in the Port of Cape Town through partnering with DEDAT and DoA with regard to the establishment of a Project Management Unit.
- Developing measures to support the competitiveness of rail freight against the road freight market and promote the increased participation of the private sector in port management and freight rail.
- Increase road freight transport efficiency by advocating for the importance of self-regulation in the road transport sector and support road freight stakeholders as they adopt the Road Transport Management System (RTMS) and performance-based standards (PBS).
- Improve heavy goods vehicle safety performance and roadworthiness.
- Collaborate with municipalities to provide alternative routes for the transport of hazardous materials.
- Collaborate with partners to improve the efficiency of weighbridges; investigating the need for additional ones at strategic locations on the provincial and national road network; maximising the number of heavy goods vehicles being weighed; improving inspection of overloaded freight vehicles; and enforcing the law on overloading.
- Working with private and public stakeholders to develop solutions that promote road freight safety. This includes education and awareness programmes and programmes that improve truck driver skills and competencies, the promotion of industry self-regulation schemes, and the establishment of additional safe truck stops.
- Leveraging technology and innovation opportunities to improve freight transport delivery, management, and enforcement.
- Engaging the relevant partners to improve the capacity, condition, and interconnectivity of freight transport infrastructure to meet demand in a sustainable manner, including establishing multimodal transfer facilities at strategic freight haulage location.
- Improving freight transport data collection, analysis and information systems management; and bringing this data stream into the ITH.

The outcome contributes to:

- An effective and efficient freight transport network that delivers goods to the market on time.
- Reduced congestion through modal balancing (shifting goods that are suited to being transported by rail, from road to rail).
- Safe transport of freight goods with a manageable impact on provincial road infrastructure.
- Reduced carbon emissions through an optimised freight system.
- Lower costs and better availability of goods through improved freight transportation efficiency.
- Increased investment, improved economic growth and job creation as a result of more effective and reliable transportation of goods to market.

Risks related to this outcome:

- Failure to influence the shift of freight from road to rail will lead to further deterioration in the road network and negative externalities such as carbon emissions, traffic congestion, and crashes.
- Failure to provide the necessary capacitation and coordination will lead to an inefficient freight network that hampers the potential for economic growth.
- Local authorities may lack the capacity to effectively plan and budget for freight infrastructure in their areas of jurisdiction.

Assumptions related to this outcome:

- An innovative attitude, including the deployment of appropriate technology, will lead to a more efficient freight network.
- Improved availability of, access to, and use of freight data and information will result in improved planning, coordination, and balancing of freight moving supply and demand.
- The necessary infrastructure capacity and conditions are in place at government and state entities to enable an efficient freight network.
- The Department of Mobility has adequate capacity to execute the Western Cape Freight Strategy.
- ICT investment and capacity is secured over the planning period.

Key stakeholders required for the success of the outcome:

- National government: National Department of Transport has a key role to play by providing effective policy, planning and coordination. The Department of Public Enterprises has a role to play in ensuring good governance in SOEs, particularly Transnet and providing funding via the National Treasury. Planning must be done in collaboration with the Presidency: Operation Vulindlela which aims to modernise and transform network industries, including transport and digital communications, and Transnet for operations.
- Western Cape Government: The Department of Infrastructure has a role to play by providing efficient freight infrastructure. DEDAT has a key role to play because it is responsible for driving economic growth strategies in the Western Cape.
- Municipalities: To exercise planning responsibilities as part of the ITPs.
- The private sector: Private freight companies (road haulers) have a key role to play by providing road freight services to the market.

Table 10: Digitalisation of Outcome 2

WCMD Outcome	Description of the Digitalisation of Interventions	Responsible Lead Chief Directorate	Target (2029/2030)
Outcome 2: A freight system that is efficient, reliable, and cost effective	e-Freight System Enhancement for better freight conversion within the ecosystem.	Chief Directorate: Transport Operations	Facilitate efficient movement of goods through ITH enhancements of the e-Freight System to improve freight operations, increasing visibility of compliance and operations within the sector. <ul style="list-style-type: none"> Number of innovative e-freight technology solutions supported. <i>Commitment per the annual budget allocation. Refer to 4.3.2 Long-term ICT Investment and alignment Page 43.</i>

Outcome 3: Coherent regulation of mobility sector

The Western Cape Mobility Department's Outcome 3: A coherent regulation of mobility sector is aligned to MTDP 3: Building a capable, ethical and developmental state. This outcome contributes to sector priority: Safer Communities and Increased Business Confidence.

The Department's Outcome 3 contributes to the WCG PSP Provincial Portfolio: Safety. In addition, the Department contributes to the Transversal Focus Area: Spatial Transformation, Infrastructure and Mobility.

The outcome envisages:

- Improved policy coherence of the regulatory system.
- Systemic coherence in the functioning across the regulatory environment.
- Effective regulation of the mobility system.
- Improved governance and compliance of the institutions responsible for regulation of the transport system.
- Improved road safety.

Enablers of the outcome:

- Review and development of provincial policies and legislation, as well as the development of appropriate standard operating procedures for effective regulation of the mobility sector.
- Comment and influence national legislation and policies.
- Improved planning and integration with municipalities, other regulatory institutions and agencies.
- Support to municipalities to improve their capacity for planning by integrating with the Public Transport Regulation System through the ITH for operational and adjudication systems.
- Support municipalities to create an effective balance between demand and supply of operating licenses on transport routes through improved data and information systems and sharing.
- Improved technology to monitor public transport modes, for compliance with operating license conditions in respect of routes.
- Digitisation of the registration and application systems across the regulatory system, with on-line access and capabilities.
- Improved public transport industry governance and empowerment.
- Improved governance and oversight of vehicle and driver testing systems and facilities.
- Public transport driver registration Programme to ensure safety and quality services.
- Review Code of Conduct for public transport operators and drivers.
- Foster compliance to the taxi associations standard minimum constitution.
- Review of the Western Cape Road Transportation Act, Amendment Law 1996.
- Effective implementation of the NLTA 23 of 2023.

The outcome contributes to intended impact:

- Strengthened levers for effective regulation will contribute to a safe and dignified transport system for users.
- Collaboration between spheres of government, private sector stakeholders, and civil society to develop and implement cohesive mobility policies and regulations.
- A coherent regulatory system will provide sustainable transport as regulatory institutions play their part in carrying out their mandate within a framework of policy certainty and consistency.
- Policy certainty and effective functioning of the regulatory system will further contribute to conditions for maximum revenue generation.

Risks related to this outcome:

- Lack of coordinated spatial planning at provincial and municipal level,
- Lack of municipal resources and capacity, and resistance to change.
- System failures and cybercrime,
- Resistance to change, and
- Corruption in the regulatory system.

Assumptions related to this outcome:

- Support of regulatory bodies and institutions,
- Improve collaboration with municipalities in public transport planning and operating license strategies, and
- Support from the taxi associations and drivers.

Key stakeholders required for the success of the outcome:

- National government: National Department of Transport has a key role to play by providing effective policy, planning and coordination.
- Provincial Departments: DoI, DEADP, WCED and POCS.
- Local government: Municipalities as the planning authorities at local level, have a key role to play through effective planning and management of transport integration and compliance with policies and plans.
- Private sector: Institutions responsible for compliance testing. Bus and minibus taxi operators and businesses are key partners in the regulatory process.
- Citizens: Change behaviours and support regulatory initiatives.

Table 11: Digitalisation of Outcome 3

WCMD Strategic Outcome	Description of the Digitalisation of Interventions	Responsible Lead Chief Directorate	Target (2029/2030)
Outcome 3: Coherent regulation of mobility sector	Public Transport Regulation System (PTRS) and transport Administration and Licencing System (TALS) Enhancements.	Chief Directorate: Transport Regulations	Enhanced integration of regulatory systems ensuring regulatory processes are fully compliant with legislative amendments supporting improved service delivery to citizens. <ul style="list-style-type: none"> • Number of innovative regulatory technology solutions supported. <i>Commitment per the annual budget allocation. Refer to 4.3.2 Long-term ICT Investment and alignment Page 43.</i>

Outcome 4: Enhanced safety for road users

The Western Cape Mobility Department's Outcome 4: Enhanced safety for road users is aligned to MTDP 3: Building a capable, ethical and developmental state. This outcome contributes to sector priority: Safer Communities and Increased Business Confidence.

The Department's Outcome 4 contributes to the WCG PSP Provincial Portfolio: Safety. In addition, the Department contributes to the Transversal Focus Area: Spatial Transformation, Infrastructure and Mobility.

The outcome envisages:

- Reduced high number of road crashes and fatalities.
- Reduced high number of pedestrian fatalities.
- Changed road-use behaviour, especially amongst drivers, youth and pedestrians.
- Safety on different modes of road transport.

Enablers of the outcome:

- Implementation of the Non-Motorised Transport Safety Strategy for the Western Cape to improve walking as a primary mode of transport and reduce the risk of crashes involving NMT road users.
- Implementation of National Road Safety Strategy 2016-2030.
- Improved Traffic Law Enforcement through area-based approach.
- Development of a framework of collaboration across road safety agencies.
- Integrated enforcement with municipalities, traffic law enforcement, SAPS, and other stakeholders through the PRTMCC coordination structures.
- Data-driven transversal plans across the traffic law enforcement community, linked to ITH technology that helps to identify high-risk locations and times of day, and assists with prioritising specific road user groups and demographics.
- Increase data sharing, system interoperability and integration.
- Digitising road safety management to create road safety awareness through technology
- Participate in integrated systems enabling rapid incident response for citizen emergency needs.
- In-vehicle cameras which have been connected via the ITH to thousands of other law enforcement and neighbourhood watch cameras across the province allow for electronic tracking of offenders.
- App-based passenger panic buttons and on-vehicle license plate readers expand the capacities of the crime-fighting camera network.
- Specialised law enforcement operations to address specific priorities such as mobile vehicle testing units, alcohol-related traffic injuries and fatalities.
- Comprehensive awareness programmes and road safety campaigns focusing on the youth, pedestrians and learners to improve safety and responsible road-use.

The outcome contributes to intended impact:

- Improved road safety.
- Reduction in pedestrian fatalities.
- Safety culture amongst youth.
- Reduce alcohol related injuries and fatalities.
- Sustained framework of collaboration amongst road safety agencies.

Risks related to this outcome:

- Continued negative road-use behaviour including drinking and driving.
- Partnerships are not in place to support integrated efforts.
- Inadequate budgets.

Assumptions related to this outcome:

- The increased deployment of technology and innovation will lead to improved road user behaviour.
- The increased use of technology will result in data and information that can be used for planning, analysis and assessment of the impact of various interventions.
- Crime in public transport is addressed
- ICT investment and capacity is secured over the planning period.

Key stakeholders required for the success of the outcome:

- National government: NDOT has a key role to play by providing an effective policy framework for road safety and road regulation. The SAPS have a key role to play in preventing crime in the sector and investigating offences. The NPA has the legal authority to prosecute crimes related to the transport network.
- Western Cape Government: The Department of Police Oversight and Community Safety, the Department of Health and Wellness and the Department of Infrastructure has a key role to play through supporting integrated planning of safety strategies, after-crash responses, and the provision of road and technology infrastructure.
- Local government: Municipalities have a key role to play through district-based planning to improve road safety.

Table 12: Digitalisation of Outcome 4

WCMD Strategic Outcome	Description of the Digitalisation of Interventions	Responsible Lead Chief Directorate	Target (2029/2030)
Outcome 4: Enhanced safety for road users	Enhancement to core applications supporting traffic safety initiatives	Chief Directorate: Traffic Management	Enhancement of technology and data-driven solutions to support improved enforcement, road safety, and traffic management system capabilities. <ul style="list-style-type: none"> • Number of innovative technology solutions supported. <i>Commitment per the annual budget allocation. Refer to 4.3.2 Long-term ICT Investment and alignment Page 43.</i>

6 Key risks and mitigations

Outcome	Key risks	Risk mitigations
<p>1. A better and dignified transport system</p>	<ul style="list-style-type: none"> • Failure to integrate and coordinate transport planning with spatial, land-use planning, modal and sectoral planning elements will negatively impact on the viability of the mobility system. • Fragmented decision-making in the public transport, specifically per mode, makes it difficult to achieve interoperability. Existing competition on routes can lead to violence and vandalism of public transport • The MBT industry remains unsubsidised. Insufficient funding for MBT service improvement initiatives means little progress is made. • Insufficient funding to support and expand existing formalised PT services (GIPTN, GABS). • Insufficient funding to support Non-Motorized Transport (NMT) initiatives, walking and cycling, leads to Inadequate implementation to service for the vulnerable and dependent users. • Lack of multi-year budget commitments to ensure effective planning, execution, and completion of ICT Strategic and long-term initiatives. 	<ul style="list-style-type: none"> • Ensure Provincial Spatial Development Plan and Provincial Land Transport Framework alignment across the Mobility ecosystem. • Advocacy with Local Government on planning alignment through the establishment of the Municipal Transport forum. • Development of the Provincial Public Transport Strategy. • Explore funding alternatives, additional revenue sources and partnerships. • The department engages with national policy and grant framework on public transport subsidisation for the MBT sector and NMT. • Influence relevant stakeholders to realise longer term ICT investment.
<p>2. A freight system that is efficient, reliable, and cost effective.</p>	<ul style="list-style-type: none"> • Lack of collaboration with other spheres of government leads to inefficient freight planning and movement. • Inability to improve existing road freight leads to road congestion, negative environmental impact, deteriorating road network quality and safety conditions. • The unreliability of the rail system prevents the migration of appropriate freight to rail which limits the ability for WC to be economically competitive. • Port inefficiency leads to reduced competitiveness and economic losses and reduced investment. • Lack of multi-year budget commitments to ensure effective planning, execution, and completion of ICT Strategic and long-term initiatives. 	<ul style="list-style-type: none"> • Freight strategy and implementation plan. • Establishment of the Provincial Transport forum for improved collaboration. • Continued participation in the Port Coordinating Committee for improved efficiency, and support through the Project Management Unit for access operational support. • Develop the Freight Databank and Demand Model and share information and data for improved planning and setting industry standards. • Influence relevant stakeholders to realise long-term ICT investment.

Outcome	Key risks	Risk mitigations
<p>3. Coherent regulation of mobility sector</p>	<ul style="list-style-type: none"> • Lack of coordinated public transport planning. • Limited capacity and resources to: <ul style="list-style-type: none"> o regulate mobility in the province, and o formalise and support the public transport industry. • Illegal public transport operators lead to violence. • Destructive competition and over-trading on routes lead to violence and vandalism in the public transport sector impacting on commuters' safety. • Inter-association and intra-association conflict and violence which impacts on safety of commuters and the public. • Aging vehicle fleet leads to unsafe conditions and road accidents. • Fraud and corruption at driver and vehicle fitness centres leads to unsafe conditions and road accidents. • Lack of multi-year budget commitments to ensure effective planning, execution, and completion of ICT Strategic and long-term initiatives. 	<ul style="list-style-type: none"> • Integrated planning committee established in terms of the NLTA. • Ongoing public transport rationalization surveys to inform planning processes. • Formalisation of PRE engagement with Local Government on demand management. • PRE oversight on Local Government Moratoriums. • Provide dispute prevention and establish mediation panel to respond to conflict. • Enforce adherence to the code of conduct and standard constitution by the MBT industry. • Registration of local associations and members deregister inactive members. • Formalization and empowerment of industry. • Continued DLTC and VTS registration, inspection and authorization to detect fraud and corruption. • Influence relevant stakeholders to realise long-term ICT investment.
<p>4. Enhance safety for road users</p>	<ul style="list-style-type: none"> • Lack of road safety culture undermines public safety. • Road crashes and fatalities lead to an economic costs and burden on health services. • Inadequate funding for road safety awareness and education targeting youth and drinking and driving, will not result in the required behavioural change. • Limited funding and municipal support for the NMT Road Safety strategy will lead to increased pedestrian fatalities and accidents. • Partnerships and institutional arrangements to facilitate system integration and implementation of road safety management are not in place, with the consequences of fragmented data management, and an inability to effectively enforce road traffic regulations. • Lack of multi-year budget commitments to ensure effective planning, execution, and completion of ICT Strategic and long-term initiatives. 	<ul style="list-style-type: none"> • Improved law enforcement operations, road safety management initiatives, awareness and education, road safety audits and technology driven operations. • Prioritise engagements on road safety with MINMAY, MINMEC and Committee of Transport Officials to prioritise and align provincial road safety initiatives. • Improved collaboration through the Road Traffic Management Committee. • Influence relevant stakeholders to realise long-term ICT investment.

7 Public and trading entities

Name	Mandate	Outcomes
Government Motor Transport Trading Entity (GMT)	The purpose of GMT is to provide quality, integrated, cost-effective motor transport to state clients.	<ul style="list-style-type: none"> • Leaders in mobility solutions (R&D); • Greening the fleet; and • Satisfied stakeholders.

Note: GMT is not a Public Entity but a trading entity under the PFMA.



Technical indicator descriptions

Part D: Technical indicator descriptions

Outcome 1: A better and dignified transport system

Indicator number	1.1		
Indicator title	Improved public transport.		
Short definition	Implementing the Provincial Sustainable Transport Programme through the development and implementation of the Provincial Public Transport Strategy and in partnership with stakeholders, the Department is supporting the planning, implementation and management of public transport initiatives across the Western Cape.		
Purpose	To increase transport through mobility and access enhancement interventions.		
Strategic link Provincial Strategic Plan (PSP)	Transversal Focus Area: Spatial Transformation, Infrastructure and Mobility	Output(s): Public Transport plans and projects	Intervention(s): Provincial Sustainable Transport Programme
Provincial Strategic Implementation Plan (PSIP)	<input checked="" type="checkbox"/> Growth for Jobs <input checked="" type="checkbox"/> Safety <input checked="" type="checkbox"/> Educated, Healthy and Caring Society <input checked="" type="checkbox"/> Innovation, Culture and Governance		
Source of data	Provincial Sustainable Transport Programme (PSTP) Transport Plans Project Reports Infrastructure Designs		
Method of calculation	A simple count of number of enhancement interventions supported		
Data limitations	None		
Type of indicator	Input:	Activities:	Output:
	Service Delivery Indicator:		<input checked="" type="checkbox"/> Direct Service Delivery <input type="checkbox"/> Indirect Service Delivery
	Demand Driven Indicator:		<input checked="" type="checkbox"/> Yes, demand-driven <input type="checkbox"/> No, not demand-driven
Desired performance	<input type="checkbox"/> Higher than target <input checked="" type="checkbox"/> On target <input type="checkbox"/> Lower than target		
Indicator responsibility	Chief Director: Transport Operations		
Spatial transformation (where applicable)	Improved public transport will support spatial transformation across the Province.		
Disaggregation of beneficiaries (where applicable)	Target for women:	N/A	
	Target for youth:	N/A	
	Target for people with disabilities:	N/A	
	Target for older persons:	N/A	
Assumptions	None.		
Means of verification	Provincial Public Transport Strategy and implementation reports, project reports, infrastructure designs.		

Outcome 2: A freight system that is efficient, reliable, and cost effective.

Indicator number	2.1		
Indicator title	Improved freight system.		
Short definition	A provincial Freight Strategy has been developed to enhance the Western Cape Government's strategic approach to freight. It is supported by a Freight Implementation Programme (FIP) with interventions that give effect to the objectives of the strategy.		
Purpose	The Western Cape Government has a responsibility for provincial freight transport planning, strategy and coordination. At the same time, sustainable economic growth and development will require effective freight and logistics systems in the Western Cape. Therefore, the Western Cape Government has a responsibility to fully deliver on its mandate and coordinate a move toward more effective, efficient, sustainable and safe freight systems in the Province.		
Strategic link Provincial Strategic Plan (PSP)	Transversal Focus Area: Spatial Transformation, Infrastructure and Mobility.	Output(s): Freight Implementation Programme (FIP).	Intervention(s): To coordinate a move toward more effective, efficient, sustainable and safe freight systems in the Province.
Provincial Strategic Implementation Plan (PSIP)	<input checked="" type="checkbox"/> Growth for Jobs <input type="checkbox"/> Safety <input type="checkbox"/> Educated, Healthy and Caring Society <input checked="" type="checkbox"/> Innovation, Culture and Governance		
Source of data	Freight Implementation Programme		
Method of calculation	A simple count of interventions implemented		
Data limitations	None		
Type of indicator	Input:	Activities:	Output:
	Service Delivery Indicator:	<input type="checkbox"/> Direct Service Delivery <input checked="" type="checkbox"/> Indirect Service Delivery	
	Demand Driven Indicator:	<input type="checkbox"/> Yes, demand-driven <input checked="" type="checkbox"/> No, not demand-driven	
Desired performance	<input type="checkbox"/> Higher than target <input checked="" type="checkbox"/> On target <input type="checkbox"/> Lower than target		
Indicator responsibility	Chief Director: Transport Operations		
Spatial transformation (where applicable)	Provincial wide.		
Disaggregation of beneficiaries (where applicable)	Target for women:	N/A	
	Target for youth:	N/A	
	Target for people with disabilities:	N/A	
	Target for older persons:	N/A	
Assumptions	Sufficient resources and budget, cooperation from stakeholders, availability and access to freight data and information.		
Means of verification	Freight Implementation Programme Progress Report		

Outcome 3: Coherent regulation of mobility sector

Indicator number	3.1		
Indicator title	Implementation of regulatory initiatives to ensure compliance.		
Short definition	To ensure compliance with transport regulatory responsibilities within the mobility sector and an oversight role to ensure continuous improvement.		
Purpose	To implement measures to ensure transport regulations are enforced and monitored.		
Strategic link Provincial Strategic Plan (PSP)	Transversal Focus Area: Spatial Transformation, Infrastructure and Mobility.	Output(s): Compliance to Transport Regulations.	Intervention(s): <ul style="list-style-type: none"> • Compliance inspections • SOP's and legislation assessed • PRE Hearings • Municipalities supported • MBT drivers registered
Provincial Strategic Implementation Plan (PSIP)	<input checked="" type="checkbox"/> Growth for Jobs <input checked="" type="checkbox"/> Safety <input checked="" type="checkbox"/> Educated, Healthy & Caring Society <input type="checkbox"/> Innovation, Culture and Governance		
Source of data	Public Transport Regulation System Request for hearing		
Method of calculation	Implementation of regulatory initiatives		
Data limitations	Data loss of the electronic system. Assurance of accurate and up-to-date data.		
Type of indicator	Input: <input type="checkbox"/>	Activities: <input type="checkbox"/>	Output: <input type="checkbox"/> Outcome: <input checked="" type="checkbox"/>
	Service Delivery Indicator:	<input checked="" type="checkbox"/> Direct Service Delivery <input type="checkbox"/> Indirect Service Delivery	
	Demand Driven Indicator:	<input type="checkbox"/> Yes, demand-driven <input checked="" type="checkbox"/> No, not demand-driven	
Desired performance	<input type="checkbox"/> Higher than target <input checked="" type="checkbox"/> On target <input type="checkbox"/> Lower than target		
Indicator responsibility	Chief Director: Transport Regulation		
Spatial transformation (where applicable)	All Western Cape roads.		
Disaggregation of beneficiaries (where applicable)	Target for women:	N/A	
	Target for youth:	N/A	
	Target for people with disabilities:	N/A	
	Target for older persons:	N/A	
Assumptions	None		
Means of verification	Consolidated report on Transport Regulatory initiatives implemented to ensure compliance.		

Outcome 4: Enhance safety for road users

Indicator number	4.1		
Indicator title	Reduce Road Traffic Fatalities per 100 000 of the population in the Western Cape.		
Short definition	This indicator refers to the number of traffic road crash fatalities per 100 000 population in the Western Cape. Road crash fatalities refers to any person(s) killed immediately or dying within 30 days as a result of a road crash.		
Purpose	To measure progress towards a reduction in the number of traffic road crash fatalities.		
Strategic link Provincial Strategic Plan (PSP)	Transversal Focus Area: Spatial Transformation, Infrastructure and Mobility	Output(s): Lives saved	Intervention(s): <ul style="list-style-type: none"> • Traffic enforcement operations • Road safety management interventions for pedestrians & scholars
Provincial Strategic Implementation Plan (PSIP)	<input type="checkbox"/> Growth for Jobs <input checked="" type="checkbox"/> Safety <input checked="" type="checkbox"/> Educated, Healthy and Caring Society <input type="checkbox"/> Innovation, Culture and Governance		
Source of data	Department of Health and Wellness (Forensic Pathology Services) reports on road crash fatalities. Stats SA provides population data. Provincial Economic Review Outlook (PERO). South African Police Service (SAPS)		
Method of calculation	Simple count of total number of road fatalities occurring on national and provincial roads. Formula = (Number of road fatalities / population) X 100 000		
Data limitations	Data loss of the electronic system and assurance of up-to-date data. Data synchronization errors.		
Type of indicator	Input:	Activities:	Output:
			Outcome: <input checked="" type="checkbox"/>
	Service Delivery Indicator:	<input checked="" type="checkbox"/> Direct Service Delivery <input type="checkbox"/> Indirect Service Delivery	
Demand Driven Indicator:	<input type="checkbox"/> Yes, demand-driven <input checked="" type="checkbox"/> No, not demand-driven		
Desired performance	<input type="checkbox"/> Higher than target <input type="checkbox"/> On target <input checked="" type="checkbox"/> Lower than target		
Indicator responsibility	Chief Director: Traffic Management		
Spatial transformation (where applicable)	All Western Cape roads.		
Disaggregation of beneficiaries (where applicable)	Target for women:	N/A	
	Target for youth:	N/A	
	Target for people with disabilities:	N/A	
	Target for older persons:	N/A	
Assumptions	Achievement is dependent on the Whole of Society Approach to fundamentally change road user behaviour		
Means of verification	List of recorded road crash fatalities/ Department of Health and Wellness (Forensic Pathology Services) reports Western Cape Mobility Department reports on road crash fatalities.		

Annexures

Annexure A: Legislative mandates

In the main, the following national and provincial legislation guides the department in the discharge of its responsibilities.

Function	Legislation
Transport	<p>Administrative Adjudication of Road Traffic Offences Act, 1998 (Act 46 of 1998) Promotes road traffic quality by providing for a scheme to discourage road traffic contraventions; facilitates the adjudication of road traffic infringements; supports the prosecution of offenders in terms of national and provincial laws relating to road traffic; implements a points demerit system; provides for the establishment of an agency to administer the scheme; provides for the establishment of a board to represent the agency; and provides for related matters.</p>
	<p>National Land Transport Amendment Act, 2023 (Act 23 of 2023) To amend the National Land Transport Act, 2009, to insert certain definitions and amend others; to provide for non-motorised and accessible transport; to bring the Act up to date with developments since the implementation of the Act; to provide for certain powers of provinces to conclude contracts for public transport services; to expand the powers of the Minister to make regulations and introduce safety measures; to amend other transport-related legislation to bring it in line with the Act; to clarify or simplify various provisions or solve problems that have arisen since the implementation of the Act and to provide for matters connected therewith.</p>
	<p>National Land Transport Amendment Act, 2023 (Act 23 of 2023) To amend the National Land Transport Act, 2009, to insert certain definitions and amend others; to provide for non-motorised and accessible transport; to bring the Act up to date with developments since the implementation of the Act; to provide for certain powers of provinces to conclude contracts for public transport services; to expand the powers of the Minister to make regulations and introduce safety measures; to amend other transport-related legislation to bring it in line with the Act; to clarify or simplify various provisions or solve problems that have arisen since the implementation of the Act and to provide for matters connected therewith.</p>
	<p>National Road Traffic Act, 1996 (Act 93 of 1996) The Department, with the Member of the Executive Council (MEC) [Provincial Minister] as designated authority, must ensure that all functions relating to the registration and licensing of motor vehicles, driver fitness testing and vehicle fitness testing are performed. In addition, the Department is responsible for the management of events that take place on public roads. The Act regulates registration and licensing of motor vehicles, manufacturers, builders and importers; fitness of drivers; operator fitness; road safety; road traffic signs; speed limits; accidents and accident reports; reckless or negligent driving; inconsiderate driving; driving while under the influence of intoxicating liquor or a drug having a narcotic effect; and miscellaneous road traffic offences.</p>
	<p>Road Safety Act, 1972 (Act 9 of 1972) Aims to promote road safety through determining the powers and functions of the Minister and Director-General of the Department of Transport.</p>
	<p>Road Traffic Act, 1989 (Act 29 of 1989) Promotes and regulates road safety.</p>
	<p>Road Traffic Management Corporation Act, 1999 (Act 20 of 1999) Provides, in the public interest, for cooperative and coordinated strategic planning, regulation, facilitation, and law enforcement in respect of road traffic matters by the national, provincial, and local spheres of government; regulates the contracting out of road traffic services; provides for the phasing in of private investment in road traffic and, to that end, provides for the establishment of the RTMC and related matters.</p>
<p>Road Transportation Act, 1977 (Act 74 of 1977) Provides for the control of certain forms of road transportation and related matters.</p>	

Function	Legislation
Transport	<p>Western Cape Provincial Road Traffic Administration Act, 2012 (Act 6 of 2012) To regulate certain road traffic matters in the province.</p>
	<p>Western Cape Road Transportation Act Amendment Law (Law 8 of 1996) Makes provision for the establishment of a provincial transport registrar and the registration of minibus taxi associations, operators, and vehicles.</p>
	<p>Western Cape Toll Road Act, 1999 (Act 11 of 1999) Provides for the tolling of provincial public roads in the Western Cape and for the planning, design, declaration, construction, operation, management, control, maintenance, and rehabilitation of provincial toll roads.</p>
	<p>Cape Roads Ordinance, 1976 (Ordinance 19 of 1976) Provides that the province has sole authority over relaxations of the statutory 5.0 metre and 95 metre building lines pertaining to various classes of provincially proclaimed roads and provides for the alteration/change of a road's classification (section 4). Such applications are usually received from the district municipality with jurisdiction over the area in question via the District Roads Engineer, but they can also originate from the Department's head office.</p>
Transversal	<p>Basic Conditions of Employment Act, 1997 (Act 75 of 1997) Gives effect to fair labour practices referred to in section 23(1) of the Constitution by establishing and making provision for the regulation of basic conditions of employment, and thereby to comply with the obligations of the Republic as a member state of the International Labour Organization.</p>
	<p>Basic Conditions of Employment Act, 1997 (Act of 1997): Ministerial Determination 4: EPWP (Expanded Public Works Programme), gazetted 4 May 2012 Contains the standard terms and conditions for workers employed in elementary occupations in an EPWP project.</p>
	<p>Broad-Based Black Economic Empowerment (BB-BEE) Act, 2003 (Act 53 of 2003) Establishes a legislative framework for the promotion of BB-BEE; empowers the Minister to issue codes of good practice and to publish transformation charters; and establishes the Black Economic Empowerment Advisory Council.</p>
	<p>Competition Act, 1998 (Act 89 of 1998) Provides for the establishment of a Competition Commission responsible for the investigation, control and evaluation of restrictive practices, abuse of dominant position, and mergers; for the establishment of a Competition Tribunal responsible for adjudicating such matters; for the establishment of a Competition Appeal Court; and for related matters.</p>
	<p>Consumer Protection Act, 2008 (Act 68 of 2008) Constitutes an overarching framework for consumer protection. All other laws which provide for consumer protection (usually within a particular sector) must be read together with the Act to ensure a common standard of protection. The Act applies to all suppliers of goods and services.</p>
	<p>Control of Access to Public Premises and Vehicles Act, 1985 (Act 53 of 1985) Provides for the safeguarding of certain public premises and vehicles and for the protection of the people therein or thereon, and for related matters.</p>
	<p>Criminal Procedure Act, 1977 (Act 51 of 1977) Makes provision for procedures and related matters in criminal proceedings.</p>
	<p>Division of Revenue Act (DoRA) An annual Act of Parliament which provides, inter alia, for the equitable division of revenue anticipated to be raised nationally among the national, provincial, and local spheres of government and for Conditional Grants to provinces to achieve government's policy objectives. It further promotes predictability and certainty in respect of all allocations to provinces and municipalities so that such administrations can plan their budgets over a multi-year period.</p>

Function	Legislation
Transversal	<p>Employment Equity Act, 1998 (Act 55 of 1998) Aims to achieve equity in the workplace by: 1) promoting equal opportunity and fair treatment in employment through the elimination of unfair discrimination; and 2) implementing affirmative action measures to provide redress for the disadvantages in employment experienced by designated groups, in order to ensure their equitable representation in all occupational categories and levels in the workforce.</p>
	<p>Firearms Control Act, 2000 (Act 60 of 2000) Establishes a comprehensive, effective system of firearms control and related matters.</p>
	<p>Intergovernmental Relations Framework Act, 2005 (Act 13 of 2005) Provides for: the establishment of a framework for national government, provincial governments, and local governments to promote intergovernmental relations; mechanisms and procedures to facilitate the settlement of intergovernmental disputes; and related matters.</p>
	<p>Labour Relations Act, 1995 (Act 66 of 1995) Enables the Department to advance economic development, social justice, labour peace, and the democratisation of the workplace through giving effect to the purpose of the Act which includes providing a framework within which employees and their trade unions, employers and employers' organisations can: collectively bargain to determine wages, terms and conditions of employment and other matters of mutual interest; effectively resolve labour disputes; and provide for employee participation in decision-making in the workplace.</p>
	<p>Local Government: Municipal Systems Act, 2000 (Act 32 of 2000) Provide for the core principles, mechanisms and processes that are necessary to enable municipalities to move progressively towards the social and economic upliftment of local communities, and ensure universal access to essential services that are affordable to all; defines the legal nature of a municipality as including the local community within the municipal area, working in partnership with the municipality's political and administrative structures; provides for the manner in which municipal powers and functions are exercised and performed; provides for community participation; establishes a simple and enabling framework for the core processes of planning, performance management, resource mobilisation and organisational change which underpin the notion of developmental local government; provides a framework for local public administration and human resource development; empowers the poor and ensures that municipalities put in place service tariffs and credit control policies that take their needs into account by establishing a framework for the provision of services, service delivery agreements and municipal service districts; provides for credit control and debt collection; and establishes a framework for support, monitoring and standard-setting by other spheres of government in order to progressively build local government into an efficient, frontline development agency capable of progressively integrating the activities of all spheres of government for the overall social and economic upliftment of communities in harmony with their local natural environment.</p>
	<p>National Environmental Management Act, 1998 (Act 107 of 1998) Provides for cooperative environmental governance by establishing principles for decision-making on matters affecting the environment, institutions that promote cooperative governance, and procedures for coordinating environmental functions exercised by organs of state; and provides for related matters.</p>
	<p>Preferential Procurement Policy Framework Act, 2000 (Act 5 of 2000) Provides that an organ of state must determine its preferential procurement policy and implement a preference points system whose aims may include contracting with persons, or categories of persons, historically disadvantaged by unfair discrimination on the basis of race, gender or disability.</p>
	<p>Prevention and Combating of Corrupt Activities Act, 2004 (Act 12 of 2004) Provides for the strengthening of measures to prevent and combat corruption and corrupt activities.</p>

Function	Legislation
Transversal	<p>Promotion of Access to Information Act, 2000 (Act 2 of 2000) (PAIA) Fosters a culture of transparency and accountability in public and private bodies by giving effect to the right of access to information (provided by section 32 of the Constitution) and actively promoting a society in which people have effective access to information to enable them to more fully exercise and protect all their rights.</p>
	<p>Promotion of Administrative Justice Act, 2000 (Act 3 of 2000) (PAJA) Gives effect to section 33 of the Constitution which provides that everyone has the right to administrative action that is lawful, reasonable, and procedurally fair. Anyone whose rights have been adversely affected by administrative action has the right to be given reasons. PAJA deals with general administrative law and therefore binds the entire administration at all levels of government.</p>
	<p>Protection of Personal Information Act, 2013 (Act 4 of 2013) Promotes the protection of personal information processed by public and private bodies; introduces certain conditions so as to establish minimum requirements for the processing of personal information; provides for the establishment of an Information Regulator to exercise certain powers and to perform certain duties and functions in terms of this Act and PAIA; provides for the issuing of codes of conduct; provides for the rights of persons regarding unsolicited electronic communications and automated decision-making; regulates the flow of personal information across the borders of the Republic; and provides for related matters.</p>
	<p>Provincial Archives and Records Service of the Western Cape Act, 2005 (Act 3 of 2005) Preserves archival heritage for use by the government and people of South Africa, and promotes efficient, accountable, transparent government through the proper management and care of government records.</p>
	<p>Public Finance Management Act, 1999 (Act 1 of 1999) (PFMA) Supports transparency, accountability, and sound management of the revenue, expenditure, assets, and liabilities of the Department.</p>
	<p>Public Service Act, 1994 ((Proclamation 103 published in Government Gazette 15791 of 3 June 1994) This is the principal act governing public administration. It provides the administrative and operational framework for government departments by providing guidelines on employment and human resource practices, i.e., conditions of employment, terms of office, discipline, retirement, and discharge of members of the public service, and related matters.</p>
	<p>Public Administration Management Act, 2014 (Act 11 of 2014) Promotes the basic values and principles governing the public administration referred to in section 195(1) of the Constitution; provides for the transfer and secondment of employees in the public administration; regulates conducting business with the State; provides for capacity development and training; provides for the establishment of the National School of Government; provides for the use of information and communication technologies in the public administration; and provides for the Minister to set minimum norms and standards for public administration.</p>
	<p>Skills Development Act, 1998 (Act 97 of 1998) Provides an institutional framework to devise and implement national, sector and workplace strategies to development and improve the skills in the workplace, and to integrate those strategies in the National Qualifications Framework. As the lead employer, the Department has to ensure compliance with the employer's duties in terms of the workplace agreement and to ensure the implementation of the agreement in the workplace. Through the EPWP, the Department implements learnership and skills development programmes to participants in artisan-related fields.</p>
	<p>Radio Act, 1952 (Act 3 of 1952) Controls radio activities and related matters.</p>

Function	Legislation
Transversal	<p>Radio Amendment Act, 1991 (Act No. 99 of 1991) To consolidate and amend the laws relating to the control of radio activities and matters incidental thereto.</p>
	<p>Western Cape Land Use Planning Ordinance Amendment Act, 2009 (Act 1 of 2009) Regulates land use planning in the Western Cape and related matters.</p>
	<p>Western Cape Procurement Act, 2010 (Business Interests of Employees) (Act 8 of 2010) This Act restricts the business interests of employees of the Western Cape Government and of provincial public entities, as well as members of controlling bodies of such entities, in entities conducting business with the WCG and provincial public entities. The Act provides for the disclosure of such interests and for incidental matters.</p>
	<p>Western Cape Monitoring and Support of Municipalities Act, 2014 (Act 4 of 2014) Gives effect to sections 154(1) and 155(6) of the Constitution by making further provision for measures to support municipalities, to develop and strengthen the capacity of municipalities, and to improve their performance. Also gives effect to section 106(1) of the Local Government: Municipal Systems Act by providing for the monitoring of suspected non-performance and maladministration in municipalities, and for related matters.</p>

Annexure B: Policy mandates

In the main, the following national and provincial policies guide the Department in the discharge of its responsibilities:

Function	Policies
Transport	<p>National Freight Logistics Strategy, 2005 Reduces inland freight costs through lower system costs that result from increased efficiency, reliability, and lower transit times, thus offering the customer viable modal choices between road and rail.</p>
	<p>National Public Transport Strategy, 2007 This strategy has two key thrusts, namely:</p> <ul style="list-style-type: none"> • Accelerated modal upgrading, which aims to provide for new, more efficient, universally accessible, and safe public transport vehicles and skilled operators; and • Integrated rapid public transport networks which aim to develop and optimise integrated public transport solutions.
	<p>National Rural Transport Strategy, 2007 Provides guidance to all three spheres of government on dealing with challenges of mobility and access to mobility experienced in rural areas in an integrated, aligned, coordinated manner. Its two main strategic thrusts are: promoting coordinated rural nodal and linkage development; and developing demand-responsive, balanced, sustainable rural transport systems.</p>
	<p>National Road Safety Strategy, 2016–2030 Informs a national coordinated effort to improve education and enforcement regarding poor road use behaviour in line with international best practices and recommendations from the World Health Organization for developing countries.</p>
	<p>White Paper on National Transport Policy, 1996 Deals with safe, reliable, effective, efficient, fully integrated transport operations and infrastructure. These should meet the needs of freight and passenger customers in a way that supports government strategies for economic and social development while also being environmentally and economically sustainable.</p>
	<p>White Paper on Provincial Transport Policy, 1997 Builds on the foundation created by the White Paper on National Transport Policy by providing details of specific interventions responsive to the needs and opportunities in the Western Cape; and recognises current and future competencies assigned to provinces and other spheres of government under the Constitution.</p>
	<p>Road Access Guidelines Provides guidelines to assist practising engineers and planners, as well as property developers, to develop acceptable road access standards.</p>
	<p>Road Infrastructure Strategic Framework for South Africa (RISFSA) Provides guidelines for the redefinition of the South African road network; and assists roads authorities to reclassify existing road networks.</p>
	<p>Road Safety Strategy for the Western Cape Province, 2005 Encourages a safer road environment by promoting road safety throughout the province, focusing on national and provincial routes; and is responsible for the basic training of traffic officer recruits in the province in order to ensure uniformity and professionalism.</p>
	<p>Western Cape Policy Statement on Transport for Special Needs Passengers, 2009 Places certain responsibilities on the Department to:</p> <ul style="list-style-type: none"> • Encourage the incremental accessibility of rail infrastructure and providing training to operators and their staff on dealing sensitively with special needs persons; • Support the provision of universally accessible public transport information services; • In association with the National Department of Transport, prepare and publish guideline requirements for accessible public transport vehicles; • Ensure that all new public transport facilities cater for special needs persons; and • Ensure that all future contracted public transport services in the province progressively include the operation of accessible services until all contracted services are either accessible and/or an alternative demand-responsive service is available.

Function	Policies
Transversal	<p>National Development Plan 2030: Our Future: Make it Work The NDP is the long-term South African development plan. It aims to eliminate poverty and reduce inequality by 2030. It envisages these goals to be realised by drawing on the energies of its people, growing an inclusive economy, building capabilities, enhancing the capacity of the state, and promoting leadership and partnership throughout society.</p>
	<p>Revised Framework for Strategic Plans and Annual Performance Plans Provides direction to national and provincial government institutions in respect of short- and medium-term planning. Institutionalises government's national development planning agenda through institutional plans. Provides planning tools for different types of plans and outlines the alignment between planning, budgeting, reporting, monitoring and evaluation.</p>
	<p>Budget Prioritization Framework Seeks to establish a systematic basis for making strategic choices among competing priorities and limited resources, in order to better optimise budgets as a key lever for driving the NDP.</p>
	<p>Framework for Managing Programme Performance Information (FMPPi) 2007 The aims of the FMPPi are to:</p> <ul style="list-style-type: none"> • Improve integrated structures, systems and processes required to manage performance information; • Clarify definitions and standards for performance information in support of regular audits of such information where appropriate; • Define roles and responsibilities for managing performance information; and • Promote accountability and transparency by providing Parliament, provincial legislatures, municipal councils and the public with timely, accessible and accurate performance information.
	<p>Departmental Monitoring and Evaluation Framework and Manual Describes what monitoring and evaluation entails, as well as monitoring and evaluation systems and tools for results-based management.</p>
	<p>National Treasury Asset Management Framework v3.3, 2003 Provides broad guidelines for asset management.</p>
	<p>Provincial Spatial Development Framework The framework seeks to guide, overall spatial distribution of current and desirable land uses within a municipality in order to give effect to the vision, goals and objectives of the municipal Integrated Development Plan.</p>
	<p>South African Statistical Quality Assessment Framework 2010 2nd Ed. This is Statistics South Africa's official guide for data producers and assessors regarding the quality of statistics across eight dimensions: relevance, accuracy, timeliness, accessibility, interpretability, comparability and coherence, methodological soundness, and integrity.</p>
	<p>Western Cape Government Transversal Management System Aims to achieve measurable outcomes through the facilitation of sectoral clusters addressing issues transversally with individual line departments as the implementing agents; and manages the implementation of the Provincial Strategic Priorities transversally throughout the WCG. The Executive Project Dashboard is the information management tool for the system.</p>
	<p>Departmental Records Management Policy Provides the foundation for a corporate culture of responsibility for the management of information and records as an essential requirement for effective service delivery.</p>
	<p>White Paper on Human Resource Management, 1997 Focuses on the essential role of developing and transforming human resource capacity in order to meet the goals of efficient service delivery and transforming the public service.</p>
<p>Corporate Governance of ICT Policy Framework v2 (CGICTPF v2) The Public Service Corporate Governance of ICT Policy Framework version 2 aims to guide departments in implementing corporate governance of ICT within their areas of accountability and responsibility. Leadership is expected to provide the essential business-enabling policies, frameworks, plans, structures, and other relevant resources to support this implementation.</p>	

Function	Policies
Transversal	<p>WCG CGICT Policy Framework 2024/25 - 2028/29 In line with the purpose and objectives of the National CGICTPF, the purpose of the WCG CGIT Policy is to guide CGIT in the WCG, transversally and in each of the provincial departments.</p>
	<p>National Knowledge Management Strategy Framework (NKMSF) The objective of this framework is to create, store, share and use information tactfully.</p>
	<p>Determination and Directive on the Implementation of Knowledge and Data Management in the Public Service Aims to provide direction on institutionalising and standardising the implementation of Knowledge Management (KM) to attain at a minimum level 2 (Initiation Phase) of maturity supported by Phase 1 foundational Data Management (DM) knowledge areas in the Public Service.</p>
	<p>Western Cape Governance Policy Framework, March 2024 Outlines the Western Cape Government’s Data Governance Policy Framework, detailing principles, structures, and practices for effective data management and governance.</p>

Annexure C: District Development Model

The Western Cape Government is applying the Joint District and Metro Approach as its response to the District Development Model.

Areas of Intervention	MTEF planning period		
	Project description	Budget allocation R'000	Municipality
Transport Operations	C2.1 Dial-a-Ride	10 000	City of Cape Town
Transport Operations	C2.3 Project Management for PTOG	9 842	Across districts
Transport Operations	C2.4 Prof. Fees & Distribution for George	64 284	George
Transport Operations	C2.5 Payment of bus operations for George	263 075	George
Transport Operations	C2.6 Provincial Land Transport Law and Regulations	8 430	Across districts
Transport Operations	C2.10 Gabs rationalisation	4 000	Across districts
Transport Operations	C3.2 Road Safety Implementation Programme	1 265	Across districts
Transport Operations	C3.3 Road Safety Awareness Interventions	403	Across districts
Transport Operations	C4.1 Electronic Monitoring	35 230	Across districts
Transport Operations	C4.2 PSTP Institutionalisation and Implementation (Formerly PPTIF)	102 000	Across districts
Transport Operations	C4.3 Data Hub	112 590	Across districts
Transport Regulation	Metered Taxi Regulation & Policy	1 559	Across districts
Transport Regulation	Minibus Taxi Office Bearers and Support for Meeting allowances	6 225	Across districts
Transport Regulation	Maintenance of Transport Administration and Licensing System (TALS)	2 474	Across districts
Transport Regulation	Development of Transport Administration and Licensing System (TALS)	2 698	Across districts
Traffic Management	Participatory Education Techniques (PET)	19	Across districts
Traffic Management	Scholar Patrol	1 147	Across districts
Traffic Management	C3.1 Safely Home	27 310	Across districts
Traffic Management	Road Safety Debate Competition	208	City of Cape Town

Annexure D: Digitalising the Outcomes

Over the years, government is demonstrating promising progress towards establishing technology as a significant enabler for citizen-first delivery. Joining this global trend, national and the Western Cape government has made substantial progress towards using cloud-first technology for delivery, embracing the digital transformation and sparking multiple initiatives towards embracing the technological industrial revolution that is unfolding globally.

During the unfolding of this new era, the Western Cape Mobility Department (WCMD) faces some constraints that impact the effective implementation of its strategic ICT initiatives.

One of the primary governmental constraints is the fragmented budget allocation process. Budgets are confirmed on an annual basis, which limits the department's ability to plan and execute long-term technology projects. This short-term fiscal planning creates uncertainty and hinders the department's capacity to commit to multi-year projects that are essential for achieving impactful ICT strategic outcomes. Additionally, the lack of insight into future government fiscal allocations further complicates the planning process, increases the department's risk profile and makes it challenging to align ICT initiatives with long-term strategic goals.

Essentially, whilst the pace of technology deployment is fast improving globally, it is unlikely that the business and technological outcomes of key departmental projects can be promised and delivered within a year with confirmed budget in hand, one year at a time. It will remain the risk of the department to confirm multi-year projects despite potential beneficial business cases prevailing for citizen benefit and have future year budgets provided.

As articulated in Section 4.3 Internal Environment, page 43, the WCMD faces significant challenges due to the uncertainty of annual budget allocations. This uncertainty hampers our ability to plan and execute long-term ICT projects, which are essential for achieving our strategic outcomes. To overcome these constraints, the Department advocate for multi-year budget commitments or exploring private sector partnerships to ensure the financial stability and predictability needed for successful long-term ICT investments.

Interrelated and integrated systems to support the department's strategic objectives is core to working together with both internal and external stakeholders. With some constraints forcing a siloed approach, this leads to inefficiencies and difficulties, amongst which is data sharing and system interoperability – a key requirement for widescale artificial intelligence enablement.

The Integrated Systems Hub (ITH) at the department aims to overcome these challenges, together with the assistance of other supporting provincial enablers. The long-term success of the ITH vision would require definitive investment and long-term commitment, which are constrained by the annual budget allocation process albeit planning prevails at risk for the MTEF cycles.

Our strategic outcomes include:

1. **A Better and Dignified Transport System:** We are implementing digital solutions to enhance the quality and accessibility of our transport services, ensuring a dignified experience for all users.
2. **A Freight System that is Efficient, Reliable, and Cost-Effective:** Through the use of advanced technologies, we aim to optimize our freight operations, making them more efficient and cost-effective.
3. **Coherent Regulation of the Mobility Sector:** Digital tools are being deployed to streamline regulatory processes, ensuring coherent and effective governance of the mobility sector.
4. **Enhanced Safety for Road Users:** We are leveraging data analytics and smart technologies to improve road safety, reducing accidents and enhancing the overall safety of our transport network.

By embracing digitalisation, WCMD is committed to transforming strategic outcomes into actionable, measurable, and impactful initiatives that will drive progress and deliver tangible benefits to the people of the Western Cape.

8 Corporate Governance of ICT (CGICT)

In alignment with the directives set forth by the Department of Public Service and Administration (DPSA) under the Corporate Governance of ICT Policy Framework (CGICTPF) Version 2 (CGICTv2), the Western Cape Mobility Department (WCMD) is committed to the digitalisation of strategic outcomes. This initiative is a crucial component of the main departmental strategic plan, aimed at enhancing efficiency, transparency, and effectiveness in achieving goals.

The CGICTv2 framework emphasizes the importance of integrating digital technologies into the strategic planning processes of government departments. This approach not only modernizes operations but also ensures that the Department is better equipped to meet the evolving needs of the stakeholders. By digitalising the strategic outcomes, The Department aims to leverage technology to drive innovation, improve service delivery, and achieve our long-term objectives.

9 CGICTv2 Principle 3 Value & Benefits Realisation from ICT Investment- Qualified Business Cases for Strategic ICT Initiatives

The WCMD adheres to the DPSA's, Corporate Governance of ICT (CGICT) Policy Framework - Principle (2024), which mandates that all strategic ICT initiatives must be supported by qualified business cases for investment estimated to be over R10 million. This principle ensures that ICT projects are aligned with the department's strategic objectives and delivers measurable value. Qualified business cases provide a comprehensive analysis of the project's benefits, costs, risks, and alignment with strategic goals, ensuring that resources are allocated effectively and that projects are viable and sustainable.

10 ICT Situational Analysis

The following provides a brief situational analysis of both the internal and external environmental factors.

Analysis Focus Area Impact	WCMD Assessment consideration
Technology for organizational outcomes and solutions.	<p>WCMD has an established technology vision towards being world class for transportation within a city and province that was voted as one of the best places to live. The digital strategy plan will follow in due course albeit initiatives are already underway to deliver technologically led interventions.</p>
Technology to achieve efficiencies.	<p>The department has assessed how technology will be used to render more efficient and effective services</p> <ul style="list-style-type: none"> - these spans through the initiatives mentioned for each Strategic Outcome and within a brewing modern mobility portfolio that has cursory research done on innovative mobility interventions in different parts of the world.
ICT Infrastructure	<p>The WCMD is proud to be a part of the country's cloud first infrastructure motions. This has platformed the department to springboard initiatives using Cloud borne technologies like AI whilst further limiting on-premise computing with large CAPEX outlays.</p> <p>The department has licensed necessary Microsoft software to cater for immediate enhancements but understands there are gaps to further key initiatives like:</p> <ul style="list-style-type: none"> - More pervasive networking and WIFI - Formalised Enterprise Architectures for technical debt mitigation - Sustainability platform - Project Management systems - CCTV and monitoring systems etc <p>To that end, these are expected to be mitigate within the budget of strategic projects whilst also looking to achieve enhancements via operational best practices.</p>
ICT staff skills and user competence	<p>ICT skills in the department have substantial experience and have recognised that there are key staffing and skills uplift that must prevail within the period of this planning. This includes:</p> <ul style="list-style-type: none"> - Business case and financial skills to mitigate muscle building for CGICT v2 - Project Management skills to drive execution together with business - Enterprise architecture skills and more - A further skill assessment is foreseen once the WCMD has made key decisions of build versus buy and configure versus develop technology solutions. <p>Projects to address these requirements are already motivated within the department.</p>
ICT Governance and Policies	<p>The department has mobilised towards a robust ICT governance framework with clear policies to guide decision-making, align ICT initiatives with strategic goals, and ensure accountability and compliance across all operations.</p> <p>The department embraces the aspect of continuous improvement and seeks to both maintain and grow its governance position as more strategic projects stretch the governance landscape requirements. To that end, recent compliance and governance scores have remained positive.</p>
Current Systems and Processes: business applications, digitalisation of processes, integration and interoperability.	<p>The Department is aware of its current systems and the ICT enablers of our key outcomes. Plans are underway to improve on digitalisation of existing Mobility Systems. Streamline administrative workflows to enhance the efficiency, supporting improved service delivery to citizens. The mobilisation of many outcomes driven by cloud computing will have the department rely on a SaaS first approach, prior to PaaS and IaaS solutions.</p> <p>Upgrading of existing systems will not gain preference to cloud as the department seeks to sunset older technology stacks. Modern platforms are being investigated (Mobility-As-A-Service) and other platforms will facilitate native communication across the value chain within the platform and beyond to external stakeholders. The digitalisation of key Mobility experiences for citizens has also been considered.</p>

Analysis Focus Area Impact	WCMD Assessment consideration
Cybersecurity and Risk Management	The Western Cape Mobility Department (WCMD) effectively manages ICT risks through various governance, risk, and ICT committees within the department. These committees ensure that all potential risks are identified, assessed, and mitigated in a structured manner. Additionally, WCMD collaborates closely with Centre for e-Innovation (Ce-I) and Police Oversight and Community Safety (POCS) to manage information and cyber security. This partnership ensures that robust security measures are in place to protect the department's digital assets and sensitive information.
ICT Budget and Funding (current ICT spending and funding gaps)	The department has completed the Value and Benefits framework to mitigate requirements within CGICTv2 Principle 3. During the next year, the department will mobilise to qualify ICT priorities with business cases and create a financial portfolio for the delivery of ICT related projects. Further context above delineates the funding challenges at a macro level.
Stakeholder Needs and Expectations – internal and external stakeholders	A substantial analysis of stakeholder needs and expectations related to ICT was conducted. ICT initiatives were listed with stakeholder priorities for strategic initiatives, operational requirements and further. Some of these projects are listed below and are subject to securing funding. In addition, the department has drafted a Modern Mobility Portfolio which contains a brief backlog of aspirations that are not within the envisaged immediate horizons.
Benchmarking: ICT capabilities compared to industry benchmarks, best practices and departments providing similar types of services.	<p>The Department has outlined its ICT technology and systems and also identified which Departments and municipalities it will partner with to address the needs of the public.</p> <p>The Department has mobilised the introduction of financial benchmarking in its Benefits and Realisation Framework.</p> <p>Further the Department has started its Modern Mobility Portfolio that has an initial aspirational list of modern mobility scenarios and what best transport scenarios are prevailing globally.</p>

11 Further Digitalisation Qualification

Whilst the Digitalisation of our Strategic Outcomes supports our execution mandate, the initiatives below will have to still follow necessary governance by operationalising the WCMD Value and Benefits Realisation Framework for strategic assessment and qualification within the department, prior to the project being technologically commissioned into the sections higher up in the Strategic Plan. In addition, the Department has mobilised a draft modern mobility portfolio that also benchmarks some of the global transport interventions in cities around the world that the Department could aspire to by growing the list below in due course.

Outcome	Description of the Digitalisation of interventions	Responsible Lead Directorate	Target (2029/2030)
Outcome 1: A better and dignified transport system	Provincial Land Transport Framework (PLTF)	Chief Directorate: Transport Operations	Digitalise a high-level strategic framework to serve as an overarching guide for all modes and levels of land transport planning in the Western Cape. Various systems could be commissioned to support this initiative, including developing and maintain digital platforms for public transport information and services that create multi-modal management of different modes of provincial transport.
Outcome 1: A better and dignified transport system	Mobility-As-A-Service Platform	Chief Directorate: Transport Operations	Aims to service multiple mobility outcomes utilising the leading technological interventions to progress an advanced technology position for the department with tools like Artificial Intelligence (AI), Blockchain, and IoT devices.
Outcome 1: A better and dignified transport system	Infrastructure and Connected Mobility Projects	Chief Directorate: Transport Operations	Department's contribution to the G4J Priority. This focus area could have multiple technology interventions such as Shayela Smart which is a joint programme with the City of Cape Town and the Minibus Taxi industry to formalise the taxi industry in multiple ways for the betterment of citizen mobility.
Outcome 4: Enhanced safety for road users	Citizen and Social Engagement Platform	Chief Directorate: Traffic Management	The WCMD aims at Road User Behaviour Change with the Safely Home social media platforms. This management platform for monthly content and widespread citizen engagement is being considered to increase active participation of citizens in discussions, surveys, and feedback mechanisms, ensure that feedback reflects the diversity of the community and collect detailed and constructive feedback that provides actionable insights.
Outcome 4: Enhanced safety for road users	Sustainability Platform	Chief Directorate: Traffic Management	Emanating from the Provincial Traffic Management Strategy, with the aim towards innovation and green transport, the department also endeavours towards various sustainability goals and carbon outcomes. The department will plan for sustainable outcomes across the mobility value chain and aim to further improve accountability. This includes aspirational pilots towards drone traffic monitoring system pilots , and Electric Patrol vehicle pilots .
Outcome 4: Enhanced safety for road users	Regional Road Safety Planning (RSP)	Chief Directorate: Traffic Management	Technological planning and development of the RSP Monitoring System.
Outcome 4: Enhanced safety for road users	Intelligence and Data Management (IDM)	Chief Directorate: Traffic Management	Capacitation of additional data assets to support informed decision-making through the integration of Data and Technology capabilities.
Outcome 4: Enhanced safety for road users	Provincial Citizen Emergency and Safety Systems (ProCESS)	Chief Directorate: Traffic Management	In line with the provincial vision to establish a Provincial Citizen Emergency and Safety Systems (ProCESS). The system will enable a more comprehensive and rapid response to the safety needs of citizens by integrating separate emergency and incident systems from various departments and the City of Cape Town into an integrated platform to respond to citizens' emergency needs.

Outcome	Description of the Digitalisation of interventions	Responsible Lead Directorate	Target (2029/2030)
Outcomes: All	Integrated Data Wealth	Chief Directorate: Transport Operations	The department will aim to grow its data wealth portfolio by actively managing its data assets and data useful life cycles to empower a multitude of internal and external capabilities via data insights and transactions. WCMD as a data-driven, data-empowered organization will make informed decisions that enhance citizen and government services, by leveraging technology capabilities.
Outcomes: All	Enterprise Architecture Capability Project	Chief Directorate: Management Support Services	Using enterprise architecture (EA) in a Modern Mobility department offers numerous benefits. It improves decision-making by aligning IT investments with strategic goals, ensuring effective technology resource use. EA enhances operational efficiency by streamlining processes, optimising technology design and eliminating redundancies. Additionally, EA promotes transparency and accountability by providing a clear technological operational blueprint, while fostering a culture of continuous improvement and innovation to keep the department agile and responsive.

Note: The above initiatives will be qualified with requirements of CGICT v2 Principle 3, appropriate enterprise architecture considerations, budget confirmation and other key criteria prior to commencement. The Department is aware that platform projects could service a few of these projects with common architectural outcomes.

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