DEPARTMENT OF ROADS AND TRANSPORT

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ANNUAL REPORT







GAUTENG PROVINCE
ROADS AND TRANSPORT
REPUBLIC OF SOUTH AFRICA

GaUTEnG pRovincE
Roads and TRanspoRT
REPUBLIC OF SOUTH AFRICA

Vote 9
Annual Report
2021/22 Financial Year

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DEPARTMENT OF ROADS AND TRANSPORT

PART A: GENERAL INFORMATION

licence applications
received

10 road
safety
campaigns
held

EPWP job
opportunities
created –
Total - 3,358
1,929 youth and
1,587 women

242,023
Learner
licences
issued

5,638km of
provincial road
network
maintained

HIGHLIGHTS

DEPARTMENT OF ROADS AND TRANSPORT

356,637 Learner

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Johannesburg
2000

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Marshalltown
2107

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2. LIST OF ABBREVIATIONS/ACRONYMS

Auditor-General South Africa

Basic Accounting System

Broad-Based Black Economic Empowerment Bus

Rapid Transit

Chief Executive Officer

Chief Financial Officer

Construction Industry Development Board

Computerised Learners Licence Testing

City of Johannesburg

City of Tshwane

Council for Scientific and Industrial Research

Committee for Scrutiny on Subordinate Legislation

Deputy Director General

Gauteng Department of Infrastructure Development

Driver Learner Testing Center

Department of Health

Division of Revenue Act

Department of Public Service and Administration

Ethics, Anti-fraud and Corruption Unit

electronic Document Record Management Solution

electronic National Traffic Information System Europay

Master card and Visa

Growing Gauteng Together 2030

Gender, Youth and People with Disabilities

Government Immovable Asset Management Act

Gauteng Infrastructure Finance Agency

Gauteng Integrated Public Transport

Administration System Green Logistics Indicator

System

Gautrain Management Agency

Gauteng Provincial Government

Gauteng Transport Authority

General Transit Feed Specification

Historically Disadvantaged Individuals

Human Immune Deficiency Virus/ Acquired

Immune Deficiency Syndrome Head of

Department

Human Resource Development

Infrastructure Asset Management Plan

Information and Communication Technology

Information Communication Technology Management

Infrastructure Delivery Management System

Infrastructure Programme Management Plan

Information Technology

25-Year Integrated Transport Master Plan

10

Expanded Public Works Programme

Gauteng Department of Roads and Transport

Integrated Transport Services Centres

Member of Executive Council

Midi bus Feeder and Distribution Services

Memorandum of Agreement

Memorandum of Understanding

Medium-Term Expenditure Framework

Medium-Term Strategic Framework

Motor Vehicle Registration Authority

National Department of Transport

National Land Transport Act

National Land Transport Information System

Occupational Health and Safety Act

O.R. Tambo International Airport

Public Finance Management Act

Provincial Land Transport Framework

Performance Management Development System

Public Private Partnership

Provincial Regulatory Entity

Provincial Roads Management Grant

Professional Service Provider

Public Transport COVID-19

Public Transport Operations Grant

People with Disabilities

Road Traffic Management Corporation

Systems Applications and Products in

Data Processing South African National

Roads Agency Limited Supply Chain

Management

Socio-Economic Development

Supervisory Monitoring Firms

Senior Management Service

Small Medium Micro Enterprises

Transport Authority of Gauteng

Transport Operating Licence

Administrative Bodies Technical Manual

for Highways

Vehicle Testing Centre

MR JACOB MAMABOLO

MEMBER OF THE EXECUTIVE COUNCIL (MEC)

The financial year under review has been critical in the Department of Roads and Transport's efforts as the catalyst towards the country's economic recovery following the devastating effects of the COVID-19 lockdowns and the consequent low levels of economic activities. The pandemic and the conditions it imposed on the Gauteng economy necessitated that we adopt an approach that is not business as usual.

In the 2022/23 period, we have started making significant progress in reconfiguring our institutional arrangements, one of the key pillars of our "Growing Gauteng Together Through Smart Mobility" plan – our own contribution to the sixth administration's Growing Gauteng Together Vision 2030.

We have finalized the appointment of the Board of the Transport Authority of Gauteng (TAG), a critical institution in coordinating and integrating our public transport system so that it is efficient, reliable, safe, and affordable. The board is now in the process of recruiting the right skills to support its mandate. The TAG is set to deliver the Provincial Land Transport Framework, a planning framework that will guide the province and municipalities on Transport elements as required by the National Land Transport Act (NLTA). The TAG will also begin the updating of the Integrated Transport Master Plan (ITMP25) and creating projects that will assist in fulfilling its mandate of integrating Transport in Gauteng.

We have also come a long way since the 2019 Taxi Summit made its resolution, and the year under review has seen the Department hasten the implementation of the recommendations ensued from the Commission of Inquiry into Taxi Violence. With the Gauteng Provincial Legislature having passed the regulations establishing the Public Transport Arbitration Office, work is underway to ensure that this important office plays its role. This office will deal with public transport-related disputes and conflicts.

Internally, we have made very significant strides in bringing about stability in our leadership. All Deputy Director General posts have been filled, with Dr Darion Barclay being appointed as the new Head of Department. Dr Barclay has brought with him a new vigour and has been the powerhouse behind the organisational design process that will ensure that the GDRT has the right skills to drive smart mobility.

MEC FOREWORD

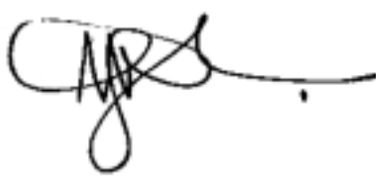
Internally, the Transport Infrastructure House (TIH) is proving to be the very forum we needed to unblock the project delivery pipeline and ensure that transport infrastructure is delivered efficiently and cost effectively. We have also bolstered the work of the TIH through the appointment of the Transport Infrastructure Compliance office, dedicated to ensuring that projects are delivered at the right quality and that committed funds are spent effectively. The

Compliance office is also tasked with ensuring that our service providers deliver according to contractual obligations and that those who fail to do so are dealt with swiftly without wasting taxpayer's funds.

During the period under review, the TIH has done remarkable work in ensuring that Public Private Partnership projects are cleared through all critical stages so that they are ready to go to construction. Due to progress made in the TIH, we have unlocked the delivery of the following projects: Vaal River City, in Vereeniging, K101 (the Old Pretoria /Johannesburg Road) Phase 1, the K46 (William Nicol) Phase 2, and the K73 (Allandale Road) amongst others.

In the period under review, the GDRT has continued with supporting local municipalities on their maintenance backlogs through Smart Mobility Weekends, our intergovernmental relations in action programme. Through this programme, we have assisted municipalities across the city region as part of giving relief to road users, especially following the disruptions imposed by the COVID-19 lockdowns.

In conclusion, I would like to thank the GDRT staff and the Head of Department, Dr Darion Barclay, for their incessant hard work and support.



Mr J Mamabolo

MEC: Department of Roads and Transport

Date: 31 July 2022

DR DARION BARCLAY

ACCOUNTING OFFICER

Overview of Department's operations

The financial year, 2021/22 continued to be a challenging year as the COVID-19 pandemic progressed into its second year. Economies of the world continued to be negatively impacted by the ongoing devastation brought by the socio economic effects of the pandemic.

In response to the challenge, the President, Mr Cyril Ramaphosa introduced the Economic Recovery Plan which ushered the country towards recovery from the negative effects of the pandemic.

As the province remains the economic centre, it was vital its road infrastructure, an asset spanning 5 638kms of network, continued to be upgraded and maintained to support the smart mobility of people and goods. This also meant ensuring commuters' safety whilst affordable transport was a constant priority as commuters' transport modes and frequency began to increase. Thus, to achieve these imperatives, the introduction of smart mobility technologies, improved services and strengthened good governance to support socio-economic sustainability became the ethos for the Department.

The Department's 2021/22 Annual Report provides a snapshot of its navigation towards a smart, modernised, integrated, safe and accessible transport network as articulated in its Smart Mobility Plan 2030. The progress made in the previous financial year amid the scourge of COVID-19 was built upon during the financial year, 2021/22. It is, therefore, with pleasure that the Department presents its 2021/22 Annual Report which outlines progress towards achieving set goals in the revised Annual Performance Plan for 2021/22. It also articulates the significant contribution to the Sixth Administration's Growing Gauteng Together 2030 (GGT2030) Plan.

The GGT2030 Plan articulates the path towards a 'Gauteng of our Dreams' – "The Gauteng we want by 2030" and identifies key goals to be achieved. Amongst the priorities is an efficient, reliable, safe and affordable public transport covering every part of the province. The Smart Mobility Plan 2030 is the Departmental response to the GGT2030 Plan and the Department has continued with the implementation of the 2030 Plan during the financial year and its achievements are presented below.

Transport Authority of Gauteng

The Transport Authority has been established with a functional board whose mandate is to lead the strategic direction of the entity. It has commenced with the development of several strategic transport planning documents which include the Provincial Land Transport Framework (PLTF) and the Review of the 25-Year Integrated Transport Master Plan (ITMP25). These strategic plans are expected to be completed in the next financial years and, thereafter, the Authority is expected to implement various strategies towards the attainment of smart mobility in the province. Currently, the Transport Authority of Gauteng (TAG) has embarked on a recruitment drive to fill key strategic positions to enable delivery of its mandate.

Restructured Urban Form – Smart Roads System

The Gauteng Provincial Government's (GPG's) vision of Growing Gauteng Together 2030 (GGT2030) through the delivery of world-class road infrastructure which promotes economic growth, social cohesion and inclusivity remains the priority of the Department. It recognises that smart road infrastructure as the dominant mode of transport in Gauteng, is integral to the efficient movement of people and goods. The Provincial Road Network also connects with other road networks of other provinces to move people and goods and ensuring continued socio-economic activity. Thus, the focus has been on improving the road infrastructure to facilitate the smart, convenient and efficient movement of people and goods. This is in line with the province's Economic Recovery Plan which also recognises that the country's future lies in a smart road infrastructure network. The financial year 2021/22, was a time for implementing multi-year ongoing road construction projects to achieve this aim. The following road upgrades continued during the financial year:

- **K69 (Upgrading and doubling of Hans Strijdom (Solomon Mahlangu) from the N4 to Mamelodi to K54** – The upgraded road will increase capacity, safety and accessibility for existing and future developments.
- **K46 (P79): Upgrading from single to dual carriageway of Road K46 (P79/1) William Nicol from PWV5 to**

Diepsloot/N14 Phase 2 - The road will provide a link between Diepsloot and Johannesburg. It will also act as access for developments along the Central Corridor (Lanseria, Fourways, Hartbeespoort Dam and Sandton) and improve accessibility to surrounding areas (Diepsloot, Fourways and Randburg).

Significant progress continued on various multi-year road maintenance rehabilitation projects, whilst with new projects were being unveiled to improve the provincial road infrastructure.

- **K54: Mamelodi (Tsamaya Road) to R104 Pretoria Bronkhorstspruit Road** - This road will be an important link between Mamelodi, Moloto Road and the N4.
- **Rehabilitation of Roads P241/1 (R554) from 15.7km to 19.75km and road D405 (R554) from 0.00km to 8.75km (R82)**. The rehabilitated road will improve accessibility as it serves as one of two main link roads between Johannesburg and Lenasia.
- **P156/3 (R42) from P155/1 to D2563 Vanderbijlpark**. The project involves the rehabilitation of 5.8km of road P156/3 with the aim of enhancing the current economic activities in Vereeniging and Vanderbijlpark.

- **P39/1 Heavy Rehabilitation from Diepsloot to Muldersdrift**. The rehabilitation of road P39/1 will increase structural capacity and safety on the road through the reconstruction of the gravel shoulders.
- **Rehabilitation of Road D483 between P6/1 (Bapsfontein) and D713 Culiinan** - entails the rehabilitation of a single carriageway with gravel shoulders, located between P6/1 (Bapsfontein) and D713 (Cullinan).

Due to various challenges including inclement weather, poor contractor performance, community stoppages and road reserve encroachments, some projects could not be completed as planned. The Department envisages launching the completed projects with communities during the financial year, 2022/23.

Smart Mobility Weekends Campaign: Intergovernmental Relations in Action

A key programme of the Department during the financial year has been the #SmartMobilityWeekends campaign. It is dedicated to address maintenance backlogs ensuing from the COVID-19 lockdowns which adversely affected the Department's Road Maintenance Programme. It was critical to address these backlogs as a means of contributing and supporting the economic recovery of the province. The lowering of the lockdown levels meant more people travelling thereby, increasing socio-economic activities.

The #SmartMobilityWeekends initiative was truly an intergovernmental service delivery collaboration, with the Department coordinating and promoting partnerships with municipalities. The focus was on existing road maintenance activities and the promotion of traffic safety on provincial and municipal roads, taxi ranks and Driving Learner Testing Centers (DLTCs).

As part of the #SmartMobilityWeekend Programme, the Department undertook the rehabilitation of Road P24 in the Magalies Central Business District. The road is a major East-West route in the Gauteng and North-West Provinces, linking the OR Tambo International Airport with Rustenburg via Johannesburg and Magaliesburg. The rehabilitation commenced in June and was launched in October 2021 as part of October Transport Month activities.

Supporting District Municipality Road Infrastructure Rehabilitation

In February 2021, the Department assisted the Sedibeng District Municipality with the Emfuleni Road Upgrade Programme focused on rehabilitation of its roads' infrastructure. Aligned to the Smart Mobility Plan 2030 priorities, the objective was the delivery of an improved, quality state of road infrastructure and contributed to the Emfuleni Local Municipality's economic growth. The projects continued into the financial year, 2021/22 in the following townships, namely: (1) Three Rivers; (2) Vereeniging; (3) Vanderbiljpark and Bophelong; (4) Sharpeville, Boipatong and Tshepiso; and (5) Sebokeng. A total of 23 streets were rehabilitated at a cost of R168,969 million. The rehabilitation projects were successfully completed and handed over to the Emfuleni Local Municipality.

Developing Future Road Construction Entrepreneurs

To ensure a safe and reliable road network, competent road construction companies are required as part of a competitive infrastructure market. This enables the Department to source contractors for its road network

construction and maintenance. Thus, the Department, in its commitment and contribution to address the high levels of unemployment in the province and create job opportunities, has continued to support Small Medium Micro Enterprises (SMME) contractors, in particular, with upgrading their Construction Industry Development Board (CIDB) levels. In the financial year, 2020/21 36 learner contractors were appointed as part of Contractor Development Programme with five Consultant Engineers as mentors and supervisors. Twenty contractors were youth-led/owned whilst 11 were women managed/owned. The programme completed in June 2021 with contractors successfully upgrading their CIDB levels to level 4, thus, making them competitive entrepreneurs who could tender for applicable projects in the Department and beyond. An upscaled Contractor Development Programme will commence in the financial year, 2023/24 to further contribute to the Economic Recovery Plan of the province.

Public Transport COVID-19 Programme

As the scourge of COVID-19 pandemic continued into its second year, it remained imperative for the Public Transport COVID-19 (PTC-19) Programme to be successfully executed throughout the five Provincial Corridors (Ekurhuleni, Johannesburg, Tshwane, West Rand District Municipality (WRDM) and Sedibeng) during the various national alert level lockdowns. Keeping commuters safe on the various public transport modes called for decisive adherence to the National Transport Regulations issued to manage the pandemic. The National Department of Transport (NDoT) agreed to allocate 5% of the Public Transport Operations Grant (PTOG) for Personal Protective Equipment (PPE) covering all public transport vehicles. This welcomed augmentation of the PTC-19 Programme through the PTOG, meant that the programme was efficiently funded to achieve its objectives. The sanitisation programme of minibus taxis and busses was sustained with the support of both the taxi and bus industries. A NO Mask-NO Ride policy, sanitising of commuters and social distancing were enforced by queue and rank marshals with compliance assessments undertaken by Departmental officials and industry stakeholders. To further ensure the safety of learners on their way to and from school, the C19 Learner Transport Vehicles and Learners' Compliance Programme were successfully implemented. The Department also facilitated and supported the vaccination drive by introducing pop-up vaccination sites at all Departmental public transport events.

Job creation

The economic downturn due to the COVID-19 pandemic has seen the highest increase in unemployment rate to 35.3%. To address this issue, the Department implemented various infrastructure projects through the Expanded Public Works Programme (EPWP) and created job opportunities for the most vulnerable of Gauteng citizens in local communities. A total of 3 358 job opportunities were created giving economic relief to many households. This included 1 929 youth and 1 587 women.

Further, to sustain job opportunities provided during the previous year, the Department continued its COVID-19 Public Transport Cadet Programme in financial year, 2021/22 with 552 Military Veterans (MV) employed.

Forty-eight youth brigades were recruited for the COVID-19 Compliance Programme within the Department. A further 72 interns were employed on 2-year Internship Programme thereby contributing to youth employment initiatives.

Restructured road-based subsidised Public Transport System - Public Transport Transformation Minimum of 30% of individual subsidised bus contracts to previously disadvantaged operators

The Gauteng Household Travel Survey of 2019 revealed that commuter trips were generally dominated by the use of bus services, which recorded a substantial 54% for work purposes. To improve satisfaction levels of the subsidised commuter bus service in the province, mainly plagued by challenges of reliability and breakdowns of buses, a new subsidised bus tender was advertised for subsidised bus contracts. Amongst the conditions of these contracts was that a minimum of 30% of individual subsidised bus contracts' monetary value be allocated to

previously disadvantaged public transport operators (i.e., taxi and small bus operators, women and youth). This is by far one of the biggest empowerment initiatives in the public transport sector ever witnessed in the province, in particular, and South Africa in general. The fleet operated will be electronically monitored within the Transport Management Centre. However, a court hearing held on 17-18 March 2022 halted the project, with judgement on the matter reserved. Based on the outcome of the court judgment, the project will continue into the next financial year.

Empowerment of Previously Disadvantaged Public Transport Operators

A major contribution towards empowerment of previously disadvantaged public tansport operators initiative in the Public Transport Subsidy Programme was achieved during the financial year. The new Meyerton Bus Contract, a joint venture contract, commenced operations in May 2021. The joint venture operations are between Gauteng Coaches (49%), Meyerton Taxi Association (30%) and the Triponza Bus Company (21%). The contract includes the Meyerton Taxi Association having a 30% contract value allocation.This is a first of its kind, with both the bus and taxi industries jointly providing a more efficient, subsidised service to the community. The contract ensured services resumed in the Meyerton community in the Sedibeng Municipality after it was stopped in 2017 due to the surrendering of its contract by the previously contracted operator.

Modernisation of Public Transport Systems and Infrastructure

The policy blueprint of the Department is to build strong institutions and create data-centric mobility through the modernisation of transport systems and infrastructure. Thus, automation and real time digitisation of Departmental services and processes are a key priority. The Department developed the following online digital systems with the objective of ensuring strong institutional digitisation and data-centric transport systems within the province.

1. **Gauteng Integrated Public Transport Administration System (GIPTAS)**. The sytem will be a repository of information required to execute the mandate of registration and licencing of public transport modes and operators.
2. **Online Renewal of the Motor Vehicle Licences System**. The Road Traffic Management Corporation (RTMC) launched the online system providing greater efficiencies and ease of convenience for citizens to transact online in renewing motor vehicle licences.
3. **Pothole Management System Application**. The Application (App) was created as a tool for management of turnaround times in attending and patching identified potholes on provincial roads. The system has been launched and system users have been trained.
4. **Contractor's Site Construction Daily Reporting Tool**. The reporting tool launched a Maintenance and Construction Digital Platform to better manage and respond to challenges experienced in the reporting of activities completed by service providers or Departmental teams. The application which is live and in use, encourages real time data capturing and reporting, thereby, improving the business intelligence of project implementation and delivery to the public.
5. Improved service through modernisation and automation of the provincial and municipal licencing services.

Transport Registration and Licencing Backlog Mitigation Strategy

To address the backlog resulting in the National Transport Regulations extension on driver licences renewal, the Department introduced various strategies to assist the public in renewing their driver licences before the cut-off date.

New DLTCs to address backlog

The Gautrain Management Agency (GMA) and Road Traffic Management Corporation (RTMC) were registered as Registering Authorities. The GMA has developed the first of its pilot Driver Learner Testing Center (DLTC) sites on the path to establishing DLTCs in its stations and create a new way of managing these sites. The first was opened in its Midrand Station. The RTMC opened two Grade F DLTCs, one in Eco Park (Centurion) and the second in Midrand. These centres provide renewal of driver licences eligible for 12 months. The rollout of DLTCs to other sites in the next financial, 2022/23 adds to the potential of creating much- needed job opportunities, providing a more efficient service and creating commercial opportunities for exploitation by GMA.

Driver licences backlog project

To address the driver licences renewal backlog due to the COVID-19 lockdown, transport regulations were issued which provided extensions for the renewal of driver licences. The Department also introduced overtime work at six of its provincial DLTCs, resulting in extended working hours. The extended working hours introduced are from 06h00 to 18h00 during the week and 08h00 to 12h00 on weekends.

Addressing the backlog on applications for operating licences

On 10 December 2021, the Department issued a notice on the immediate suspension of new applications on operating licences. The suspension excludes new applications for contracted services. This was one of initiatives the Department implemented to manage and address the increasing backlog on applications.

The Department further embarked on an overtime process to reduce the increasing backlog on applications submitted. The last phase of the project is envisaged to be concluded at the end of August 2022.

These initiatives have assisted the public in renewing their driver licences and public transport operator licences with ease and at their convenience. This has also enabled the Department to collect much needed revenue for the province.

Revenue Maximisation

Despite the challenges experienced with the COVID-19 pandemic impacting negatively the Driver Learner Licencing Testing Centres and Registering Authorities during the financial year, 2020/21 the Department successfully achieved its revenue target of R4.4 billion through implementing revenue generating strategies. This makes the Department the highest revenue contributor to the Gauteng Provincial Government.

The continued growth in revenue collection reflects the effectiveness and efficiencies of the Department's Revenue Maximisation Strategy. The strategy will continue to ensure alignment and contribution to Medium-Term Strategic Framework (MTSF) priorities and the Province's Growing Gauteng Together 2030 (GGT2030) Plan.

Payment of Suppliers

Due to the sluggish economy, the critical priority for the Department was ensuring efficiency in the delivery of projects and sustainability of Small Medium and Micro Enterprises (SMMEs) in line with GGT2030 priorities. As part of its contribution to the economic recovery of the province, the Department paid 100% of service providers within the 30 days and 92% of those invoices were paid within 15 days as required by legislative prescripts. The objective remains to continue building the public's confidence in the Department and fast tracking of service delivery.

Aligned to the Smart Mobility Plan 2030's Key Pillar of building a strong institution, the Department introduced the electronic invoicing systems and implemented the Financial Automation Management System to refine its payment processes to ensure SMMEs and township business' verified invoices are paid within 15 days. Further efficiencies will be achieved with the introduction of mandatory electronic invoicing in the financial year, 2022/23.

Ensuring Good Governance

Good corporate governance remains the cornerstone of the Department's service delivery efforts. Good governance ensures effective and efficient utilszation of resources in delivering quality services and supports the sustainable development priority of the Growing Gauteng Together plan. Thus, the Department has achieved the following towards ensuring good corporate governance during the financial year:

- The Department achieved a 100% compliance with its Senior Management on e-financial disclosure.
- Financial disclosure for middle management positions (levels 9-11) is ongoing and will be completed in the financial year, 2022/23 with an anticipated 100% disclosure at these levels.

Challenges Navigated

The financial year, 2021/22 however, was not without its challenges. The Department experienced severe external pressures which negatively impacted on its transport infrastructure projects implementation. Projects experienced delays due to community unrest and work stoppages. Social facilitation programmes were upscaled with communities/stakeholders to address issues and concerns. Increased stakeholder engagements on projects have also been implemented to ensure an integrated approach to project delivery.

During the financial year, several projects were halted due to court interdicts on open tender projects resulting in projects not being awarded. This has resulted in a number of projects not being implemented and impacting negatively on the condition of these roads, thereby, leading to delays in unlocking the socio-economic potential of upgraded roads. Encroachment on road reserves and limited support from municipalities on relocating illegal dwellers also resulted in projects not realising their delivery date.

Construction companies on the other hand also experienced cash flow challenges due to the negative impact of the COVID-19 pandemic on the economy. This resulted in contractors not being able to complete projects on time, even with timeous payments made by the Department for completed works.

COVID-19 continued to have a severe effect on public transport services. The alert lockdown levels and the various COVID-19 infection waves resulted in lower ridership, particularly on subsidised public transport.

The Gautrain Rapid Rail Link, like all other rail systems in the world, continued to grapple with reduced passenger demands due to COVID-19. While good recovery in passenger revenue was achieved during the financial year as the alert levels were reduced, the patronage guarantee - “government’s ongoing financial contribution to the project” - continues to be higher than budgeted for. The Gautrain Management Agency continues to implement plans to manage lower levels of ridership and regain pre-COVID-19 levels.

The COVID-19 negative impact on the issuance of driver licences continued from the previous financial year, 2020/21. Lockdown levels affected the ability of vehicle owners and driving license holders to renew their driver licence cards. Various mitigation strategies as outlined in the report were implemented to address and manage the backlogs which comprised of firstly, the extension of operating hours of various DLTCs, including during weekends. Secondly, the driving licence cards, which expired between March 2020 up to and including August 2021, were deemed to be valid and their validity period was extended by the Minister of Transport, ending 05 May 2022.

As a result of COVID-19, new public transport operating licence applications were temporarily suspended in order to process and finalise those already submitted. The suspension will be lifted in August 2022.

The Department experienced a number of mini-bus taxi disputes, some of which were cross-border disputes. To ensure sustainable solutions, the Department formulated draft amendments to the Gauteng Public Transport Regulatory Entity Regulations, 2011, extending the Member of Executive Council’s (MEC’s) powers to appoint the arbitrator as an alternative dispute resolution mechanism. The draft regulations were approved in principle by the Committee for Scrutiny on Subordinate Legislation (CSSL).

The Department was also a casualty of the July 2021 riots as the Kliptown Driver Learner Testing Center (DLTC) was vandalised. Thus, lisensing services to the surrounding communities were halted. The refurbishment of the Center was fast tracked to ensure services resume in the next financial year.

OVERVIEW OF THE FINANCIAL RESULTS OF THE DEPARTMENT:

Departmental receipts

Tax receipts	4,480,127	4,407,797	72,330	3,977,523	4,357,924	(380,401)
Casino taxes						
Horse racing taxes						
Liquor licences						
Motor vehicle licences	4,480,127	4,407,797	72,330	3,977,523	4,357,924	(380,401)
Sale of goods and services other than capital assets	93,485	62,959	30,526	88,611	48,402	40,209
Transfers received						
Fines penalties and forfeits						
Interest dividends and rent on land	75	5	70	71	8	63
Sale of capital assets						
Financial transactions in assets and liabilities	1,865	590	1,275	1,768	251	1,517

The Department is the major contributor to the Provincial Revenue Fund (PRF) and thus accounts for over half of GPG's own revenue collection. The revenue is primarily generated through tax receipts arising from motor vehicle registration and licencing fees. In generating this revenue, the Department is also liable for direct charges including amounts deducted from collected revenue to reimburse primary collectors/agents. Other Departmental revenue items are minor in comparison. Motor vehicle licencing is by far the most productive source of revenue for the Department. In conclusion, the following factors were considered;

- The Consumer Price Inflation Index (CPIX);
- Vehicles on the road;
- Direct cost expected to be paid from the revenue account;
- Interest and penalties expected to be received;
- Previous revenues collected; and
- Trends in the motor industry in the country.

The revenue increased from R4 billion in the financial year, 2018/19 to R4.6 billion in the financial year, 2020/21. This increase is attributed to increase in vehicles on the road, the Department's efforts to unblock bottlenecks on licence renewals such as the Book a Slot Campaign and the Queue Management System that was launched at a number of DLTCs to reduce service delivery turnaround times. The effects of the COVID-19 pandemic are that the revenue has declined significantly, hence, there was a less than 1% increase in revenue collection from financial years, 2018/19 to 2021/22. The revenue collecting centers are now fully operational since the lowering of lockdown regulations, therefore collection of revenues is gradually increasing through implementing traditional strategies of rigorous follow-ups to enforce municipalities (agents) to surrender the revenues collected.

The Department has collected (98% of its target set for the financial year, 2021/22. Challenges impacting the Department's ability to collect full amounts are a combination of non-or-slow payment of invoices by several

municipalities rendering services on behalf of the Department and the fact that the validity of the Motor Vehicle License (MVL) and the renewal period were extended from March 2020 to August 2020. In addition, another factor was the non-implementation of the Road Traffic Act (RTA) fee increment which was postponed to the next financial year. The Provincial Legislature has approved the request for the Department to extend the implementation of 2021 RTA fees to April 2022, leaving some municipalities struggling.

Over the 2021 Medium-Term Revenue Framework (MTRF) period, revenue is estimated to increase from R4.8 billion in 2022/23 to R5.2 billion in the financial year, 2024/25.

The second contributor to revenue generation is sales of goods and services other than capital assets consisting of sales of tender documents. Growth in revenue from this source over the years was due to high sales of documents to prospective tenderers.

Interest, dividends and rent on land mainly consists of items such as interest on staff debt, a minor contributor to the total revenue collection. The inconsistent trend can be attributed to the difficulty in accurately projecting for these items owing to their uncertain nature.

The Department also collects revenue from transactions in financial assets and liabilities which consists of fees for the recovery of debts. The variations over the seven years under review can be attributed to the difficulty in budgeting for this, owing to its uncertain nature.

Programme expenditure

1. Administration	381,216	361,499	19,717	334,933	314,878	20,055
2. Transport Infrastructure	1,824,973	1,681,772	143,201	2,182,619	1,790,721	391,898
3. Transport Operations	3,194,900	2,621,494	573,406	2,854,953	2,083,940	771,013
4. Transport Regulation	337,819	299,682	38,137	324,733	251,765	72,968
5. Gautrain	2,776,816	2,776,816	-	2,680,758	2,680,758	-

The table above indicates services of the Department categorised under programmes, which are fully aligned to the uniform budget and programme structure for the transport sector. The Department continuously aims to spend the total allocated budget to ensure delivery of quality services.

The Department is continuing with implementation of the GGT2030 Programme, and all the allocations are geared towards contributing to the roads and transport perspective.

Programme 1: Administration: This is the administrative hub of the Department and provides support to core programmes. The underspending was due to the delay in the filling of posts as the organisational structure process was not finalised during the year as well as savings realised on other items in line with cost containment. The Department will continue supporting the core programmes while committed to managing expenditure in line with national and provincial cost containment measures.

Programme 2: Transport infrastructure: This is one of the core programmes of the Department and is funded through both the equitable share and two of the conditional grants: the Provincial Road Maintenance Grant (PRMG) and the Expanded Public Works Programme (EPWP) Incentive Grant. The main cause of the underspending within this programme was the delay in the appointment of new road maintenance contractors, which also adversely affected infrastructure delivery throughout the provincial road network.

Programme 3: Transport Operations: This programme is responsible for the managing integrated land transport contracts to provide mobility to commuters as well as co-ordinate and facilitate transport safety and compliance in all modes with related legislation, regulations and policies. The bus subsidies (both PTOG and NW Star) allocations make up the majority of the budget within this programme, and regrettably accounted for the underspending within the programme because of the delays in finalising new bus tenders, the DNOs (Did Not Operate) and the decrease of services by operators due to lower than usual travel usage by commuters.

Programme 4: Transport Regulation: The major deliverable of this programme is the monitoring and controlling of the registration and licencing of all motor vehicles and the rendering of services regarding the administration of applications in terms of applicable legislation. The underspending within this programme was due to the delay in the filling of posts because the organisational structure process was not finalised during the year, as well as the lower-than expected spending on the gazetting budget due to delays at Government Printing Works (GPW).

Programme 5: Gautrain: The budget was fully transferred to Gautrain in line with the financial year, 2021/22 payment schedule.

Rollovers: R94,5 million

The rollover of R94.5 million was allocated to ensure that the second set of the March 2021 claims that were only received after the last payment run for the 2020/21 financial year, was closed, were settled accordingly with financial resources from the financial year, 2020/21.

Unauthorised expenditure

The Department has effectively monitored and controlled its spending patterns to ensure prevention of unauthorised expenditure. There is no unauthorised expenditure for financial year, 2021/22.

- **Public Private Partnerships**

  ◊ The Department did not enter into Public Private Partnerships (PPPs) during the year under review. ◊ The existing PPP is the Gautrain Rapid Link Project with the Bombela Consortium.

- **Discontinued key activities/ activities to be discontinued**

  None

- **New or proposed key activities**

  ◊ **The Supply Chain Management Unit Turnaround Strategy**

  The scope of services rendered by the Transport Infrastructure House (TIH), introduced last year, was expanded to include turn-around interventions in Supply Chain Management (SCM), which included reprioritisation of projects to be fast tracked, innovative interventions to accelerate bid evaluations such as introducing the bubble concepts and extended overtime, training and retraining of officials.

◊ **Revitalisation of the Koedoespoort Laboratory**

The Department is working to revitalise the use of Koedoespoort Laboratory and has teamed up with the University of Pretoria on this project. The full functioning laboratory will enable the Department to conduct its own research on materials to be used on site, to conduct its own research during feasibility studies and be able to facilitate the compilation of properly researched bill of quantities during bid specifications and monitoring thereof.

◊ **Automation of Inventory Management**

Koedoespoort, an inventory management hub of the Department has been managed manually. In financial year 2021/22, the Department initiated a project of migrating inventory management to System Application and Product (SAP). This project is at the advanced stages of completion. The greater benefit of this automation is that inventory procurement, safekeeping, issuing and reporting will be one integrated process and will eliminate much of the challenges around pilferage on inventory.

◊ **Migration of Immovable Asset Management to SAP**

The Department used to manage safekeeping and reporting of movable and immovable assets on Barcode Asset Audit System (BAUD)**.** This application has since been discontinued when the company discontinued its operations during financial year, 2020/21. The Department has since commenced the process of migrating the management of movable and immovable assets to SAP.

◊ **The Infrastructure Compliance Office**

Department acknowledges the need to address challenges of capacity in core units impacting infrastructure such as the Legal, Supply Chain Management, Risk and Infrastructure units. These challenges, however, cannot be addressed overnight because of different variables impacting the process. Concurrently, the Department must address the issue of service delivery, especially around infrastructure which is predominantly impacted by legal issues. It is against this backdrop that the Department had to introduce the Infrastructure Compliance Office to fast track and unlock the many bottlenecks that require legal intervention.

• **Supply Chain Management**

◊ **List all unsolicited bid proposals concluded for the year under review**

There were no unsolicited bids concluded during the year under review.

◊ **Indicate whether SCM processes and systems are in place to prevent irregular expenditure.** Processes and systems in place are adequate to prevent irregular expenditure. That is evidenced by the reduction in irregular expenditure that the Department recorded at the end of the financial year.

◊ **Challenges experienced in SCM and how they were resolved.**

1.	Vacancies at management level	The Chief Financial Officer was appointed during May 2021.
2.	Capacity constraints in Supply Chain Management unit	Critical positions were advertised and are in the process of being filled.
3.	Prolonged turnaround times of procurement processes	Turn around interventions were introduced addressing prolonged procurement processes.
4.	Control deficiencies in supply chain management processes	Turn around interventions were introduced to address control deficiencies.

• **Gifts and donations received in kind from non-related parties**

No gifts or donations were received for the financial year under review.

- **Exemptions and deviations received from the National Treasury**

  Security Contracts – The contract for security services that was awarded several years ago was subjected to legal battles through the courts, and as a result, the normal procurement process for security services was affected. Approval was sought and obtained from Provincial Treasury to procure the services by way of deviation.

- **Events after the reporting date**

  None

- **Other**

  None

Acknowledgement/s or Appreciation

I wish to put on record and convey my sincere thanks and appreciation to the transport fraternity for their continued support and engagement with the Department during the second challenging year of the COVID-19 pandemic. The success we have achieved is entirely due to the integrated approach and dedicated commitment from all our stakeholders towards the common aim of saving lives and supporting the provincial economic recovery efforts.

My gratitude also extends to the valuable Departmental staff for their tireless commitment and dedication to working during difficult and testing times.

We also look forward to a new year with increased vigour of building the vision of a world class transport network and systems for citizens of Gauteng.

Approval and sign off.

Dr. D. Barclay
Accounting Officer
Department of Roads and Transport

Date: 31 July 2022

5. STATEMENT OF RESPONSIBILITY AND CONFIRMATION OF ACCURACY FOR THE ANNUAL REPORT

To the best of my knowledge and belief, I confirm the following:

All information and amounts disclosed throughout the Annual Report are consistent.

The Annual Report is complete, accurate and is free of any omissions.

The Annual Report has been prepared in accordance with the guidelines on the Annual Report as issued by National Treasury.

The Annual Financial Statements (Part E) have been prepared in accordance with the modified cash standard and relevant frameworks and guidelines issued by the National Treasury.

The Accounting Officer is responsible for the preparation of the annual financial statements and for judgements

made in this information.

The Accounting Officer is responsible for establishing and implementing a system of internal control that has been designed to provide reasonable assurance as to the integrity and reliability of the performance information, the human resources information and the annual financial statements.

The external auditors are engaged to express an independent opinion on the annual financial statements.

In my opinion, the Annual Report fairly reflects operations, performance information, human resources information and the financial affairs of the Department for the financial year ended 31 March 2022.

Yours faithfully

Dr. D. Barclay
Accounting Officer
Department of Roads and Transport

Date: 31 July 2022

6. STRATEGIC OVERVIEW

Vision

Growing Gauteng Together through Smart Mobility 2030

Mission

To facilitate and provide an integrated transport system that:

- Is reliable, accessible, safe and affordable;
- Promotes seamless mobility and social inclusion;
- Is environmentally sustainable; and
- Supports industrialisation and radical socio-economic transformation.

Values

The Department of Roads and Transport is guided by the following values:

Innovative	Continuously exploring new and creative methods to improve and fast-track service delivery.
Good governance	Facilitate an inclusive government that ensures integrity, transparency, accountability, and trustworthiness.
Teamwork	Promote consultation, accessibility and cooperation in our activities.
Professionalism	Ensure high level of competence, efficiency, and good work ethic in executing our duties.
Commitment	To remain dedicated in rendering high quality services to the citizens.
Ethical	We commit to be principled, fair and just in our conduct and in service to the people of Gauteng.
Responsiveness	Our staff will be proactive, approachable, receptive, and be quick to respond to needs of the citizens.

7. LEGISLATIVE AND OTHER MANDATES

The Republic of South Africa Constitution (1996) grants all provinces with concurrent competencies. The Department's mandate is derived by the following list of National and Provincial laws and policies.

National Policy and Legislative Mandates

Administrative Adjudication of Road Traffic Offences Act	Act 46 of 1998
Advertising on Roads and Ribbon Development Act	Act 21 of 1940
Construction Industry Development Board Act	Act 38 or 2000
Cross-Border Road Transport Act	Act 4 of 1998
Deeds Registration Act	Act 47 of 1937
Division of Revenue Act (DORA)	Act 1 of 2010
Environmental Conservation Act	Act 73 of 1989
Government Immoveable Assets Management Act	Act 19 of 2007
Inter -Governmental Relations Act	Act 97 of 1997
National Land Transport Act	Act 5 of 2009
National Land Transport Strategic Framework	Section 21 of Act 22 of 2000
National Road Traffic Act	Act 93 of 1996
National Road Traffic Safety Act	Act 12 of 1972
Preferential Procurement Policy Framework Act	Act 5 of 2000
Promotion of Access to Information Act, (PAIA)	Act 2 of 2000

Promotion of Administrative Justice Act (PAJA)	Act 3 of 2000
Public Administration Management Act	Act 11 of 2014

Provincial Policy and Legislative Mandates

Gauteng Planning and Development Act	Act 3 of 2003
Gauteng Road Infrastructure Act	Act 8 of 2001
Gauteng Transport Framework Revision Act	Act 8 of 2002
Gauteng Transport Infrastructure Act	Act 8 of 2001
Gautrain Management Agency Act	Act 5 of 2007
Gauteng Transport Authority (GTA) Act	Act 2 of 2019
Growing Gauteng Together 2030	Policy
Provincial Road Traffic Act	Act 10 of 1997

8. ORGANISATIONAL STRUCTURE

MEC

CEO (GMA)

HoD (GDRT)

Interim CEO (TAG)

DDG
Public & Freight Transport

30

DDG
Road
Infrastructure
Acting DDG
Corporate Services

CFO
Finance

CEO
g-Fleet
Management

9. ENTITIES REPORTING TO THE MEC

Gautrain Management Agency (GMA)

The Gautrain Management Agency (GMA) is a Schedule 3(C) public entity that is under the oversight of the MEC for Public Transport and Roads Infrastructure. The MEC is the Executive Authority of the GMA where in the GMA Board is the Accounting Authority as contemplated in the Public Finance Management Act (PFMA). The GMA Board is appointed by the MEC.

Gautrain Management Agency	Gautrain Management Agency (GMA) has been established in terms of the GMA Act and listed under Schedule 3 (c) of the Public Finance Management Act (PFMA) as a Provincial Public Entity. National Policy and Legislative Mandates: • Constitution of the Republic of South Africa (1996) • National Land Transport Act, Act No. 5 of 2009 • Public Finance Management Act No. 1 of 1999 • Environmental Conservation Act No. 73 of 1989 • National Railway Safety Regulator Act No. 16 of 2002 • National Treasury Regulations • Division of Revenue Act • Consumer Protection Act No. 68 of 2008 • Preferential Procurement Policy Framework, Act No. 5 of 2000 • Protection of Personal Information Act, Act No. 4 of 2013 • Employment Equity Act, Act No. 55 of 1998 • Companies Act, Act No. 71 of 2008 • Minimum Information Security Standards Act • Electronic Communications and Transactions Act, Act No. 25 of 2002	The GMA receives its MTEF funds through the Department's vote.	The main objective of the GMA is to manage, co ordinate and oversee the Gautrain Rapid Rail Link Project. It is also responsible for additional related projects and provision of assistance to other organs of state to realise the integration and coordination of public transport, essentially contributing to the Programme of Growing Gauteng Together through Smart Mobility and its pillars.

	Provincial Policy and Legislative Mandate • Gauteng Transport Infrastructure Act, Act No. 8 of 2001 • Gauteng White Paper on Transport Policy • Gauteng Transport Framework Revision Act No. 8 of 2002 • Gauteng Legislation on Development Planning. • Gautrain Management Agency Amendment Act No. 6 of 2008 • Provincial Growth and Development Strategy (PGDS) • Gauteng Spatial Development Perspective • Gauteng Transport Authority Act, Act No. 2 of 2019 (the GTA Act) Other Policy and Strategy Frameworks impacting on GMA are found in the GMA Strategy Plan 2022/23 to 2023/24.		

SUMMARY OF THE INTEGRATED ANNUAL REPORT

FINANCIAL YEAR 2021/22

The Gautrain Management Agency's strategy is aligned to the Gauteng Medium-Term Strategic Framework as well as the Growing Gauteng Together 2030 plan. The Gautrain strategy is also a key component of the smart mobility objectives of the Gauteng Department of Transport and Road Infrastructure as captured in the "Growing Gauteng Together Through Smart Mobility 2030" strategy. To contribute to the smart mobility objective, the GMA is focused on enhancing service excellence through innovation on the existing system and by leveraging the benefits of the planned Gauteng Rapid Rail Network extensions. The Gautrain is part of the greater vision of the province which focuses on restructuring urban areas through smart investments in transport and creating an effective and efficient mobility system with the use of appropriate technologies.The GMA Board completed the first year of its term and continued to provide governance oversight to the Agency. The GMA continued to move towards an outcome-based approach in terms of application of King IV principles. The GMA Board is committed to ensuring that the Gautrain operates in a sustainable manner with clear commitment to governance and in support of the Provincial Government's economic and social imperatives.

The GMA Board completed the first year of its term and provided governance and oversight to the Agency. The GMA also continued to move towards an outcome-based approach in terms of the application of the King IV principles.

The GMA made good progress across several areas in the financial year, 2021/22 especially in terms of oversight of the Concessionaire where the GMA ensured high levels of operational efficiency.

The overall system performance in the financial year, was of an exceptionally high standard, with only a few system failures that resulted in the penalties imposed. The train service operations achieved an average availability of 99.48% and 98.73% punctuality over the review period. The train service operation maintained a high level on aggregated monthly performance. The fare evasion rate applicable during this period remained below the 4% norm. The average fare evasion rate stood at 0.01% in financial year, 2021/22 which is in line with the fare evasion rate recorded in financial year, 2020/21.

In terms of passenger safety, several measures were put in place to comply with the regulations for the continued operations during and after the implemented lockdown levels. As per the amended National Railway Safety Regulator Act (Act 16 of 2002), several directives were passed by the Department of Transport regarding actions to manage COVID 19-related matters in railway operations. COVID-19 risk assessments, in accordance with the Department of Employment and Labour (DoEL) guidelines and draft National Health Regulations, continued to be reviewed to ensure compliance.

Since the start of the reporting financial year, there has been a significant increase in passenger trips in comparison

to the previous financial year. This can be attributed to changes in COVID-19 restrictions in the country.

Table 1: Passenger trips on the airport service, the general passenger service and the buses.

Financial Year 2020/21	204,434	2,448,726	2,653,160
Financial Year 2021/22	455,658	3,920,793	4,336,451
% change	118.00%	60.12%	64.58%

The GMA continued to engage with the Concessionaire to implement Operation Shift - a strategy to attract passengers to use the Gautrain services and increase ridership. This is done to reverse the growth trajectory of the Gautrain passenger demand. Numerous communication and marketing initiatives were implemented to target potential and current users of the Gautrain with the endeavour to attract passengers onto the system.

The planning of network extensions continued with the route alignment for Phase 1 of the extensions. The Route Alignment Study for Phase 1 was completed, and the preliminary route alignment report was submitted to the Office of the MEC. Engagements with the National Treasury and National Department of Transport on the approval of the feasibility study were pursued.

The GMA has continued with the process to prepare for the post-2026 Gautrain period, once the current concession ends in March 2026; to ensure that the Gautrain operations remain uninterrupted post the current Concession Agreement. The preparatory work involves the development of a detailed feasibility study which is in accordance with Treasury Regulation 16.

There has been an increase in the number of routes based on passenger demand for transport and to promote growth on existing Midi-bus Feeder and Distribution Services (MFDS) routes. The performance of MFDS routes exceeded projected demand and management expectations and GMA continues to ensure that there is enough capacity to carry passengers and that the minibus taxi industry provides required standard of service. This community partnership with the taxi industry has been streamlined to enable the rollout of additional routes and facilitate integration with other public transport services.

Socio-Economic Development (SED) targets were met and exceeded as the Gautrain continued to contribute positively to the Gauteng economy. SED deliverables directly demonstrate the benefits of the Gautrain in terms of shareholding by black persons and black women, procurement, sub-contracting and employment equity elements. From a GMA expenditure perspective, the target for expenditure through Emerging Micro Enterprises (EMEs) and Broad-Based Black Economic Entities (B-BBEEs) were met and exceeded.

The GMA continued to embed an Enterprise-Wide Risk Management System within the Agency. This has marked a continuous improvement in the maturity of the risk management system, with a clear allocation of responsibilities across the GMA Board and Committees, management and employees. Policies and frameworks were developed and implemented, including the continued rollout of the Enterprise-Wide Risk Management System; the development of an Operational Tolerance Dashboard and monitoring and reporting thereof and the improvement in the risk maturity of the Agency from 86% to 88%.

Information and Communications Technology (ICT) strategic initiatives planned for the financial year 2021/22 were completed. The unit continued to support the GMA to function in a seamless, secure and reliable manner, while allowing for organisational knowledge to be preserved and shared.

Knowledge Management (KM) activities linked to the strategic outcomes of the Agency continued to be on

track. **The Gautrain Management Agency complete 2021/22 Annual Report is available.**

g-FleeT Management

g-FleeT Management is a trading entity of the Gauteng Department of Roads and Transport and is under the

oversight of the Head of Department. The entity is managed by the Chief Executive Officer.

g-FleeT Management	• Public Finance Management Act (PFMA) • Treasury Regulations • Treasury Practice Notes • Public Service Act • Public Service Regulations. • Cabinet Memo of 1988 • Transport Circular 4 of 2000 • National Road Traffic Act of 1996	g-FleeT Management is a trading entity of the Department and it is formally known as the government motor-Transport.	The entity's operations are largely regulated by the National Transport Circular No. 4 of 2000, which governs all matters relating to the utilisation of government owned transport and related transport.

The Annual Report for g-FleeT Management is included on page 266 of this report.

DEPARTMENT OF ROADS AND TRANSPORT

PART B: PERFORMANCE INFORMATION


ISUZU
MUTUAL SAFES
METROBUS

122,000.00m^2 of surfaced roads resealed

HIGHLIGHTS

DEPARTMENT OF ROADS AND TRANSPORT

176 youth
were employed
in various programmes

01

133,805.46 m^2 Blacktop patching completed

200,319
Driver licences issued
263,210 driver licence tests applications processed

R657,985 million
spent on
Road maintenance activities

02

1. AUDITOR-GENERAL'S REPORT: PREDETERMINED OBJECTIVES

AGSA currently performs certain audit procedures on the performance information to provide reasonable assurance in the form of an audit conclusion. The audit conclusion on the performance against predetermined objectives is included in the report to management, with material findings being reported under the Predetermined Objectives heading in the Report on other legal and regulatory requirements section of the auditor's report.

Refer to page 170 to 176 of the Report of the Auditor-General, published as Part E: Financial

2. OVERVIEW OF DEPARTMENTAL PERFORMANCE

2.1 Service Delivery Environment

Intergovernmental relations supporting Road Infrastructure Rehabilitation

As part of the significant progress made in the implementation of the Department's Smart Mobility Plan 2030, the Department commenced with assisting the Sedibeng District Municipality with the Emfuleni Road Upgrade Programme in February 2021. The aim was on the delivery of an improved, quality state of road infrastructure and contribute to the Emfuleni Local Municipality economic growth. The road rehabilitation projects continued into the financial year, 2021/22 in five Townships as outlined below:

- **Three Rivers Townships** – Gen Hertzog, Blackwood/Klipriver and Maribou;
- **Vereeniging Township** – Houtkop, Bobby Locke, Amm and Kwertal Streets;
- **Vanderbijlpark Township** - Frikkie Meyer, Delfos and Qamata Streets;
- **Sharpville Township** – K55, Mareka, X1 Road B, X1 Road C & X3, Road A; and
- **Sebokeng Township** – Moshoeshoe, Pilanesberg, Lombard Mbatha, Bonatla, Road 7 and Evaton Streets.

A total of 23 streets were rehabilitated at a cost of R168.969 million. The rehabilitation projects were successfully completed and handed over to the Emfuleni Local Municipality.

Road Maintenance Smart Mobility Weekends Campaign

Smart Mobility Weekend Campaigns were launched in April 2021 aimed at improving the overall conditions of the province's road network and municipal roads in collaboration with the three Cities of Johannesburg, Tshwane, Ekurhuleni and the two District Municipalities of Sedibeng and West Rand. The campaigns undertaken jointly with municipalities, sought to build partnerships to seamlessly attend to the important task of enhancing road maintenance of provincial and local networks. This is in line with the Gauteng Provincial Government's vision of Growing Gauteng Together (GGT2030) through the delivery of a world-class road infrastructure that promotes economic growth, social cohesion and inclusivity.

The rehabilitation projects aimed to ensure that all public roads in Gauteng are kept to acceptable standards, are safe and allow for smart, easy movement of people and goods as part of the Department's strategy of Growing Gauteng Together through Smart Mobility. The activities included focus on pothole patching, vegetation clearing, road markings, replacing and installing signages and fixing traffic lights. The projects were executed with joint teams from the Provincial Department's Road Maintenance, the Cities and District Municipalities to prioritise maintenance of the road network. Under the auspices of the Smart Mobility Weekends Campaign, the Department completed the road rehabilitation project on the P24 road in the Magalies Central Business District and sections of the Golden Highway were rehabilitated due to the high traffic volumes on the road, heavy rainfalls and the growing need for improved safety measures.

Repair and Maintenance of Traffic Lights

The Gauteng Department of Roads and Transport (GGDRT) was hard at work in its maintenance and repairs of defective traffic signals along the provincial roads. The Department procured the services of a contractor in the financial year, 2021/22 to conduct repairs and render maintenance services. The maintenance contract will proceed for a period of three years. The contractor concluded an audit with maintenance and repairs of defective signals and commenced with repairs from January 2022.

Public Transport COVID-19 Action Plan

The COVID-19 pandemic continued into its second year with ongoing waves of infections across the province. Thus, the Department implemented its Public Transport COVID-19 (PTC-19) Programme throughout the five Provincial Corridors (Ekurhuleni, Johannesburg, Tshwane, WRDM and Sedibeng) during the various national alert level lockdowns. Decisive adherence to the National Transport Regulations issued were maintained to manage the pandemic during the various alert level lockdowns. The aim was to keep commuters safe on the various public transport modes and reduce the transmission of the virus. The sanitisation programme of minibus taxis and busses was sustained with the support of both taxi and bus industries. The NO Mask NO Ride Policy, sanitising of commuters and social distancing were enforced by queue and rank marshals. Compliance assessments were undertaken at public transport transit sites by key departmental officials and industry stakeholders to monitor compliance with COVID-19 transport regulations and health and safety protocols. The Department also ensured the safety of learners on their way to and from school through the implementation of the C19 Learner Transport Vehicles and Leaners' Compliance Programme. The Provincial Vaccination Drive was also supported with the pop-up vaccination sites at all Departmental public transport events and road safety campaigns. This was in support of the provincial government's COVID-19 vaccination drive to encourage eligible persons to register and get vaccinated.

Transport Licencing Services

A part of the transport regulations mandate of the Department, the issuance of driver and motor vehicle licencing are key services delivered to the public The registration and renewal of motor licences completed during the financial resulted in **1,951,307** motor vehicle licences registered and **4,809,223** motor vehicle licences renewed. The Department received **356,637** learner licence applications with **242,023** learner licences issued. A total of **263,210** driver licence tests applications were processed with **200,319** driver licences issued.

Provincial Road Safety Campaigns

The festive holiday campaigns were conducted during the April, June and December holidays, jointly with law enforcement agencies and focused on road safety interventions. It was aimed at encouraging motorists to adhere to road signages/ rules, rest during trips to lessen driver fatigue as well as checking vehicles for overloading and roadworthiness. The ten holiday campaigns were carried out at various provincial roads and public transport sites in the province where traffic volumes were high.

Ceasefire agreement by Internal Taxi Association and Evaton West Taxi Association

In another win for dialogue over conflict and violence, the Gauteng taxi industry presented a Memorandum of Agreement reached between Internal Taxi Association (ITA) and Evaton West Taxi Association (EWTA) in the Sedibeng District Municipality. Both associations reached an agreement on a ceasefire to end conflicts, stop damage of vehicles and ensure passengers' safety in and around taxi ranks. This follows the outbreak of violence over routes in the previous weeks. The agreement came after the Department served both associations with a letter of intent to summarily shut down their operations for six months following the violent clashes. The Department lauded the provincial taxi leadership for taking responsibility for the violence that has plagued the area.

Women in the Taxi Industry appeal for government support, education skills

The Department hosted its annual Women in Taxi Industry seminar where female taxi operators were given an opportunity to engage with the Provincial Government on various issues affecting them and the industry. The Provincial Government recognises that empowering women in the economy and closing gender gaps in the world of work are key to achieving the 2030 Agenda for Sustainable Development Goals, particularly Goal 5 of achieving gender equality.

The Department reiterated its commitment towards continued efforts in addressing the challenges of the taxi industry and those that were experienced by women in the industry. One of the initiatives being developed is the implementation of the 50-50 rule in the industry's constitution to ensure that women are given their rightful position in the leadership structures and are not just co-opted. The Department further highlighted the importance of establishing cooperatives by women in the taxi industry and also to ensure they participate actively in the economy.

Supporting People with Disabilities in transport

Persons with Disabilities face many barriers that hinder full and equal access to their enjoyment of human rights. Thus, various initiatives were undertaken during the financial year to support and bring attention to their needs and improved transport mobility.

- Site visits of the Constitutional Hill and Park Station precincts were conducted to assess the precincts compliance with the minimum standards of universal access. This was completed in conjunction with CoJ and NDoT.
- Developed a communication strategy to share information on the free transport service for elderly persons, (i.e., pamphlets in different languages).
- Coordinated a campaign to distribute pamphlets at taxi ranks to inform elderly persons on the availability of free transport.

The Department, Office of the Premier (OoP), National Department of Transport (NDoT) and the City of Johannesburg (CoJ) organised virtual meetings on 5th and 12th May 2021 followed by a site visit on 25th May 2021 with municipal officials and the Integrated Public Transport Network (IPTN) Project Management Unit (PMU). The purpose was to discuss universal design and access interventions at the Station 14 River Crossing precinct in Tembisa. The meetings followed an earlier National Department of Transport (NDoT) site visit on 9 December 2020.

Gauteng and Disabled People International Japan special feeder project

South Africa had already promoted universal access concept in its transportation policy. Gauteng is ensuring accessible public transportation modes such as Gautrain and Rea Vaya for commuters. The Disabled People International -Japan and Japan International Cooperation Agency (JICA) engaged the Department on a pilot project which would link people with disabilities to the Gauteng's accessible transport network. DPI-Japan donated two lift-equipped minibuses from Japan to the pilot project. These buses run between Bramfischerville, Soweto and Germiston, ferrying people with disabilities to Rea Vaya and Gautrain stations. This feeder is not a "door-to-door" service like dial-a-ride. However, "door-to transport" is available on-demand basis, to that end, service operator and drivers have been hired. To be eligible for the service, the client must be a registered passenger with the two centres and unable to use taxis or other public transport. People who meet the afore mentioned criteria can enjoy the special feeder service to avoid the conflict of interest with taxi industry. These passengers are requested to pay for fare that is almost equivalent to that of taxis in respective areas.

Senior citizens

The Department continued with a campaign to provide elderly persons with information regarding public transport service for senior citizens. To achieve universal access, the City of Johannesburg's Rea Vaya Bus Service offered free rides for pensioners and people with disabilities. As part of the "Joburg Cares" campaign, the free rides are available to the city's pensioners and people with disabilities during off-peak times between 08:30 and 15:00 weekdays as well as on weekends and public holidays.

The Department also facilitated bilateral meetings with the City of Tshwane (CoT) and the Office of the Premier (OoP) to discuss possibilities of introducing free transport for elderly persons.

Datathon: Resolving problems through application of data science tools, techniques

The Department's Gauteng Smart Mobility 2030 Vision pushes for smart mobility involving connected and integrated transport systems, offering flexibility and efficiency. As part of October Transport Month, the Gauteng Department of Public Transport and Roads Infrastructure hosted a two-day Smarter Mobility Transport Datathon on 26-27 October 2021 at the Council for Scientific and Industrial Research (CSIR) International Convention Centre in the City of Tshwane.

The objective of these events was to encourage participants to develop mobility solutions to modernise transport networks and ensure a smart transport system for the province. Several exhibitions and presentations were delivered by representatives from the Department, CSIR as well as invited entrepreneurs and delegates.

The importance of building partnerships between government and the private sector was emphasised in achieving priority projects of the Department such as the integrated ticketing, promoting Gauteng as a freight logistics hub; fully integrated Intelligent Transport System (ITS); supporting and regulating the taxi industry: Smart Apps websites and Gau-Lifts.

2.2 Service Delivery Improvement Plan (SDIP)

The submission of the Service Delivery Improvement Plan (SDIP) for the financial year, 2021/22 was suspended via Circular 1 of 2021 by the Department of Public Service and Administration (DPSA).

2.3 Organisational Environment

Organisational Structure and Human Capital

Organisational Structure

The Department undertook a review of its organisational structure to ensure alignment with its Growing Gauteng Together Smart Mobility Plan 2030. The structural review ensures a balance of critical skills acquired to support improved service delivery and administrative capacity to effectively support the core business of the Department. The restructuring process is informed by Public Service Regulations, 2016 as prescribed and the strategic posture of the Sixth Administration. The restructuring process commenced in the financial year, 2019 and continued during the financial year under review. The following progress was achieved in the review and realignment of the structure. The review of the organisational structure has been completed and positions created.

- The costing of the structure to be finalised as the last hurdle. Thereafter, confirmation from Provincial Treasury to be received prior to the Memorandum being submitted to the Office of the Premier (OoP).
- The draft functional structure has been developed. The functional structure has been aligned to the National Department of Transport (NDoT) Sector Structure Model, which addresses the Infrastructure Delivery Management System (IDMS) incorporation into the structure. The functional structure has been aligned to the Department of Public Services and Administration (DPSA) Corporate Service Model.
- The Job Evaluation Phase has commenced to grade positions in line with the proposed

changes. • The Change Management Strategy had been developed and implementation is

on-going.

- Consultation sessions with Departmental stakeholders to obtain inputs on the organisational structure has been concluded.
- The Department has also conducted five Change Management Roadshows with all five Branches of the Department.

Furthermore, to ensure all employees were well informed and part of the process Physical Logistical Support Employees Change Management Roadshows were conducted at departmental offices and regions. The readiness assessment survey was published and change management articles were published weekly to keep stakeholders informed about the progress.

Employee Health and Wellness (EHW)

The negative impact of COVID-19 on the departmental empolyees remained of critical concern. The main objective was on providing a safe and supportive work environment for the employeess during the pandemic. The Department implemented various interventions to support the well being of its human resources during these challenging times. A total number of 172 employees and their immediate family members utilised counselling and referral services. One hundred and fifty-one employees were affected by COVID-19, of this number97 tested positive and 54 were placed in quarantine. Daily COVID-19 screening was conducted in all 18 worksites. COVID -19 vaccine door-to-door campaigns were conducted at Head Office, Temba and Mabopane DLTCs in March 2022. A total number of 761 employees were vaccinated for COVID-19, including the boosters. Trauma debriefing was conducted in two regional offices. Two policies on Personal Protective Equipment (PPE) and Clean Desk were developed and approved. COVID -19 compliance audit was conducted in all 19 worksites and the report was presented to the Occupational Health and Safety (OHS) Committee.

A total 70 risk assesments were completed for vulnerability to COVID-19. The assessments were conducted by the Occupational Medical Officer from the Office of the Premier (OoP). All EHW Operational Plans were developed and approved for submission to the Department of Public Service and Administration (DPSA) as per the directive on the submission of the Employee Health and Wellness Operational Plans.

Safety, Health, Environment, Risk and Quality (SHERQ)

To maintain the safety and health of employees during the financial year required various SHERQ interventions to be implemented the work environment. Three Departmental SHERQ Commitee meetings were held during the financial year. Five regional SHERQ Committees were established in line with the Departmental SHERQ Policy. The Terms of Reference (TOR) for the SHERQ Committee was reviewed and approved. Three SHERQ inspections were conducted in various regions and DLTCs. Three draft Risk Assesment Reports were developed for Head Office, DLTCs and regions. Personal Protective Equipment was distributed to employees including 2,232 cloth masks. A total of 74 employees were inducted on COVID-19 policies, protocols and procedures.

Counselling

A total 41 employees who tested positive for COVID-19 were referred to Careways for counselling. A further 35 employees received counselling for other personal issues. There were two trauma debrifieng sessions for employees at Mabopane DLTC and Provincial Regulatory Entity (PRE).

Gender, Youth and People with Disabilities

The Department developed the Draft Gender, Youth and People with Disabilities (GEYODI) Strategy. It will serve as a framework to drive the Department towards the realisation of the rights of the targeted groups (women, youth, people with disabilities, older persons, Lesbian, Gay, Bisexual, Transgender, Intersex, Queer, Asexual and other sexually or gender diverse (LGBTIQA plus), and Military Veterans into the Departmental plans, programmes and projects.

The Department also completed the following projects:

- GEYODI Strategy was drafted.
- Public Service Report was finalised and submitted to DPSA.
- Sexual Harassment Policy was reviewed.
- Culture Champion programme was launched.
- HoD's eight principles discussion forum was facilitated with women in Senior Management and the report submitted to DPSA.
- Gender responsive budgeting was finalised and shared with stakeholders.

• Taxi health and wellness was finalised and shared with stakeholders.

• JICA concept was finalised.

Facilities Management

Providing a safe and conducive work environment for its employees is a critical priority of the Department. During the year under review, the maintenance of its facilities, regional offices and service centres were undertaken to ensure employees are enabled to deliver effective service delivery to citizens.

Upgrades and Additions of Departmental Regional Offices

Facilities Management supports one of the core functions of the Department through , the maintenance of the Road Construction and Maintenance regional facilities in support of decentralisation of services and spatial transformation in the various corridors. These Regional Offices consist of workshop areas, which houses the maintenance and construction material as well as makes provision for mechanical repair areas. Owing to financial constraints, the proper maintenance of Regional Offices structures to acceptable Occupational, Health and Safety (OHS) conditions could not be achieved. The Department, has therefore, undertaken an upgrades and additions project of these Regional Offices. Ten affected Regional Offices and Road Camps were identified for this exercise. Through the Department of Infrastructure Development which is the Implementing Agent (IA) of the Department, Professional Service Providers (PSPs) have been appointed to conduct assessments, draw up plans, and develop the Bill of Quantities (BOQs). The project is at the Design Documentation stage in terms of the Framework for Infrastructure Delivery Project Management Processes (FIDPM).

To ensure compliance to Occupational Health and Safety (OHS) and building legislation, the Department is continuing with the maintenance work at Departmental Regional Offices, Transport Operating Licence Administrative Bodies (TOLABs) and Driver Learner Testing Centres (DLTCs). Once the upgrades and additions project alluded to afore have been completed and the facilities restored to required standards for occupation, minimal maintenance work will be required.

Zwartkop Training Centre Upgrade/Construction

The Zwartkop Training Centre has been earmarked as one of the key developmental projects of the Department. The Centre will be developed into a fully fledged, South African Qualifications Authority (SAQA) accredited training facility in the artisans field. To achieve this, new additional structures will be built. Other existing structures will be upgraded and refurbished. The PSPs have been appointed to oversee the implementation of this project.

Infrastructure Asset Management Plan

The Department is a custodian of government infrastructure assets and to ensures the safe guarding of these assets through compliance with the Government Immovable Asset Management Act (GIAMA) Act 2007. The Infrastructure Asset Management Plan (I-AMP) for the Department was developed in compliance the Act The I-AMP ensures the effective and efficient immovable asset management planning and coordination of the user immovable assets with the service delivery objectives of the Department.

Infrastructure Programme Management Plan

The Infrastructure Programme Management Plan (IPMP) is a formally approved document prepared by the Client Department that specifies how the infrastructure programme will be executed, monitored and controlled over the current Medium-Term Expenditure Framework (MTEF) period. For its Facilities Capital Expenditure (CapEx) projects, GGDRT appointed the Gauteng Department of Infrastructure Development (GDID) as its Implementing Agent (IA). The infrastructure programme containing all projects that the Department will undertake over the MTEF is outlined in detail in the IPMP, which was approved by the Accounting Officer and communicated to both the Gauteng Provincial Treasury (GPT) and GDID. The project is still at initiation stage in terms of the Framework for Infrastructure Delivery Project Management Processes (FIDPM).

Building Strong Institution

The Department stabilised its Executive management with the appointment of its Head of Department, Dr Darion Barclay. The positions of the Deputy Director Generals were filled with the appointment of Mr Mmaphuti Mokobane as the Deputy Director General of Roads and Mr Aubrey Motubatse the Deputy Director General of Transport. The Executives bring a wealth of experience and knowledge to provide the Department with a competitive edge to ensure the optimum delivery of its mandate and the Smart Mobility Plan 2030 and contribute towards the Growing Gauteng Together Vision 2030. The Department welcomes the Head of Department and the Deputy Directors General and looks forward to their successful tenure and the wealth of experience and expertise they bring to the organisation.

Farewell to Executive of the Department

The Department bid farewell to its Head of Department, Mr M. Mampuru during the financial year, 2021/22. Mr Mampuru was appointed as the Director General in the Office of the Premier of the Mpumalanga Province. His commitment and contributions to service delivery are commended and the Department wished him well in his new position.

2.4 Key policy developments and legislative changes

The Department developed the following Acts and Regulations during the year under review, to guide the implementation and regulation of transport in the province.

Gauteng Transport Infrastructure Amendement Bill

The purpose of the principal Act was intended to consolidate the laws relating to roads and other types of transport infrastructure in Gauteng and to provide for the planning, design, development, construction, financing, management, control, maintenance, protection and rehabilitation of provincial roads, railway lines and other transport infrastructure; and to provide for matters connected therewith. Internal consultations are continuing on the amendments.

Drafted Regulations

Gauteng Provincial Tow Truck Regulations

The purpose of the Regulations is to regulate the operations of Tow Truck services, currently operating in an unregulated manner. Internal consultations were held on the drafting of the regulations.

Gauteng Public Transport Regulatory Entity First Amendment Regulations

The current Regulations fell short of providing for an alternative mechanism of public transport dispute resolution to ensure public transport safety and stability. It, therefore, became essential to introduce an alternative mechanism which will address public transport disputes/conflicts/violence and inculcate behavioural changes within the public transport industry, hence, the proposed amendments to the Regulations.

The Department was issued with a Socio-Economic Impact Assessment System (SEIAS) Certificate on the said Regulations by the Office of the Premier. Thereafter, the Regulations were submitted to the State Law Advisor for final certification. The SEIAS assessment passed the legislative and constitutionality test and a final certificate was issued. The draft Regulations were submitted to the Speaker's Office on 26 April 2022 and will be scheduled for presentation at the Legislature Committee on Scrutiny of Subordinate Legislation (CSSL). Following the CSSL process, a letter of approval shall be issued to the Department and Regulations shall be promulgated in

accordance with the process.

Gauteng Public Transport Regulatory Entity (PRE) Second Amendment Regulations

The purpose of the amendments to the Regulations is to provide a mechanism for combating violence, criminal activity and other instances of non-compliance with legal requirements by taxi associations and operators of minibus taxi-type services. Essentially, the amendments to the Regulations extends the powers and competencies of the Provncial Regulatory Entity (PRE)and closes the gaps that existed in the initial draft by making provision for the following:

- The constitutions of taxi associations, the registration of taxi associations and a code of conduct applicable to all persons providing minibus taxi-type services.
- Taxi Associations' Code of Conduct and clarification of the monitoring role of PRE which includes its competency to adjudicate cases of non-compliance with the Code of Conduct.
- The PRE reporting mechanism to the MEC.
- The mandate of PRE to formalise engagements with Consultative Fora and to establish an engagement forum with planning authorities provided for in the amendment Regulations.
- The powers of the PRE to maintain an efficient information system for the performance of its functions.
- The powers to monitor the implementation of Cooperation Agreements entered into by a local authority and operators, drivers or any voluntary association.
- The mechanism of internal appeals against decisions of the PRE.
- The duties and obligations of Operators and Associations.

The drafting process on the Regulations were finalised. Further processes regarding the Socio-Economic Impact Assessment and consultations with stakeholders will unfold and be concluded by the end of Quarter 2 in the financial year, 2022/23.

Regulations Relating to Advertisements on or Visible from Provincial Roads, 2019

The objective of the Regulations is to define procedures to be followed in dealing with advertising on or visible from provincial roads. The Department requested the Speaker to withdraw regulations from the Committee on Scrutiny of Subordinate Legislation to explore revenue generation which had not been provided for, in the current Regulations.

Regulations reviewed

Regulations on the Adjustment of the Motor Vehicle Licence fees

In line with the Treasury Regulations and Section 25 of the Gauteng Road Traffic Act, the Motor Vehicles Licence Fees must be increased annually. The Regulations have been approved by the Committee on Scrutiny of Subordinate Legislation (CSSL) for implementation.

3. ACHIEVEMENT OF INSTITUTIONAL IMPACTS AND OUTCOMES

During the financial year under review, the Department of Roads and Transport revised its Five-Year Strategic Plan in line with the directive from the Department of Performance Monitoring and Evaluation in response to the COVID-19 pandemic. The pandemic's impact on the country resulted in Government having to re-align and reprioritise its services due to the critical emerging priorities to address the challenges. Thus, a risk adjusted revised 5-Year Strategic Plan and 2021/22 Annual Performance Plan were developed and implemented during the financial year under review. The revised outcomes aligned to the Department's Growing Gauteng together Smart Mobility Plan-2030 are outlined below.

	Clean Audit Opinion.
	Unqualified Report.
	Clean Audit Opinion by 2025.

	Percentage of B-BBEE procurement expenditure awarded to HDIs
	80%
	80%

	Percentage of surfaced roads good condition.
	66%
	70%
	Percentage of surfaced roads in poor and very poor condition.
	11%

	<10%

	Number of policy planning documents completed .
	ITMP25 and PLTF (GTIP5).
	A long-term planning Updated ITMP25 Master Plan and PLTF indicating planning and implementation projects in the province over the next five years.
	Gauteng Transport Authority (GTA) operationalised.
	Based on Section 12 of the National Land Transport Act, the transport challenges that Gauteng is facing can be ascribed to the lack of cross-municipal boundary integration of public transport services. Improved public transport accessibility, affordability, reliability, interoperability and safety are required to give effect to redressing apartheid spatial planning, allowing economic growth and reducing economic and social opportunity costs for communities to access economic opportunities.
	Fully operational GTA established to address smart mobility in terms of its mandate.
	Number of seamless platforms of e-Services supporting smart mobility.
	2
	3 seamless platforms of e-Services supporting smart mobility.

	% reliability of subsidised bus services.
	50% reliability of subsidised bus services.
	80% reliability of subsidised bus services.

	Transport Management Centre Operationalised.
	Transport Centre Business Case and Plans finalised.
	Transport Management Centre Operationalised.
	Number of mobility card centric systems integrated into 1 Account Based Ticketing (ABT) system.
	Gauteng On The Move APP Launched.
	1 Account Based Ticketing (ABT) system integrated with all public transport modes operationalised.

	Average waiting times at Transport Service Centres. Average service times at Transport Service Centres.
	None, will be conducted during the 2021/22 financial year.
	15% reduction for Motor Vehicle Licence Renewal. 15% reduction for (Learner Licence and Driver Licence Application). 10% for (Driver Licence Renewal). 10% for PrDP Applications. 90 Days Public Transport Operator Licences. 20% Online Renewal of Driver and Motor Vehicle Licences.

	Percentage of freight on roads.
	80%
	78.5%

The Performance Information by Programme section, which follows, outlines the Department's contribution to the above outcomes during the year under review.

4. INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

As part of being an accountable and transparent Department, the performance of the Department is monitored, measured and reported upon against its revised Annual Performance Plan 2021/22 both internally and externally to all stakeholders. The performance outputs and its respective indicators which align to its outcomes, is organized under four institutional programmes. This section outlines the progress achieved in each programme as outlined in the revised Annual Performance Plan 2021/22.

4.1 Programme 1: Administration

Purpose

The purpose of the Programme is to conduct the overall management and administrative support function to the Office of the MEC and the Department.

Objectives of the programme

To provide advisory, secretarial, administrative and office support service to the MEC, and to render strategic support to the Department in the areas of finance, human resources, procurement, information and communication systems and policy development. It comprises of the following Sub-Programmes:

List of Sub-Programmes:

- Office of the MEC.
- Management of the Department.
- Corporate Support.
- Departmental Strategy.

Institutional Outcomes:

Outcome 1: Improved good governance and accountability in the management of state resources by 2025. Outcome 2: Increased Socio-Economic Development (SED) in Broad-Based Black Economic Enterprises.

Outcomes, outputs, output indicators, targets and actual achievements

Outcome 1: Improved good governance and accountability in the management of state resources by 2025

The following human resources management projects were executed:

Human Capital Development

A key intervention in the building strong insitution Pillar of the Smart Mobility Plan 2030 is the building of organizational capacity to be effective. The Department remained agile in investing in the training and development of its human capital and organisational performance based issues despite the challenges imposed by the COVID-19 pandemic. Modernising and automation of systems and processes assisted in achieving the planned objectives.

Skills Training and Development

To capacitate the Department with the required skills, 418 employees were trained on various courses. Out of 418 employees, a total of 177 recieved e-Learning training interventions due to COVID-19 restrictions.

Furthermore, Zwartkop Training Centre provided 30 officials with theoretical and practical assessments.

Bursary programme

Bursary policies were reviewed and presented to the Labour Summit for recommendation. Ammendments and corrections were effected by members of the Labour Summit. The Human Resource Development (HRD) Unit presented the amended policies to the Labour Standing Committee and the Executive Management Committee (EMC) for final recommendations before approval by the HoD. Once the policies are approved, the Department will place an advert to invite applications for bursary funding.

Performance Management and Development System

The Departmental Moderation Committee convened on 19 and 23 November 2021 for the moderation of employees on levels 2-12 and Senior Management Service (SMS) members on levels 13-14 respectively for the finalisation of the 2020/21 performance cycle. Approval was granted by the HoD for the payment of performance bonuses to qualifying employees on levels 2-12. The Department of Public Service and Administration (DPSA) implemented an automatic once
off pensionable salary adjustment of 1.5% in lieu of pay progression to all SMS members and employees on levels 2-12 for the 2020/21 performance cycle.

The Performance Management and Development System (PMDS) unit embarked on a grade progression process in 2021 and 24 employees qualified for grade progression according to DPSA criteria.

The Department in collaboration with Department of e-Government (e-Gov), introduced the Electronic Performance Management Development System (e-PMDS) to Senior Management to be implemented for the 2022-2023 performance cycle. Training sessions were held with the senior managers on the application of the system.

Women Training and Development in Transport

Twenty-six employees attended the Women in Engineering Conference to obtain CPD points.

Supporting Youth Development

A total of 176 youth were employed in various programmes in the Department.

COVID-19 Cadet Programme

A total 48 youth brigades have been recruited for a COVID-19 Compliance Programme within the Department.

Internship Programme

A total 72 interns were employed in the Department. Eight interns were placed in the Office of the MEC to assist with the drivers licence booking backlog and four interns are at the verification process. Sixty interns were recruited by various units for job skills training.

The following initiatives were executed regarding Information and Communication Technology (ICT):

Automation of business process towards efficiencies

Information Communication Technology Management (ICTM) was embraced by the Department as a catalyst for delivery of services to the public. ICTM will enable online tracking, monitoring and reporting on Departmental programmes and projects. It will improve the response time to customer requests and complaints. The ICT landscape will promote transparency in the Departmental processes by disseminating government information to the public. To achieve the above, the following initiatives were implemented.

Gauteng digital platform

The Department, as part of its modernisation of service delivery initiative, developed a Maintenance and Construction Digital Platforms due to challenges experienced in the reporting of activities completed by the service providers or Departmental teams. The applications were developed using the CMore platform, which encourages instant data capturing and reporting. The below mentioned applications are on a live environment and in use.

The maintenance applications are made up of seven tools which will be reported on, are as

follows: • Grass Cutting - activities completed for the grass cutting work.

• Gravel Road Grading –kilometers completed on grading of gravel roads.

• Pothole –potholes patched as well as the volume of materials used during the work.

• Road Markings – work completed related to maintenance of road markings.

• Road Signs –road signs fixed or erected.

• Traffic Signs –work completed in relation to traffic signs.

• V-Drains – work completed on v-drains.

The Construction application is made up of one tool which will be used:

• Road Construction.

Modernisation and Digitisation of Information and Communication Technology

The Department is utilising ICT as a catalyst for the delivery of government services as derived in Department of Public Service and Administration's (DPSA's) Corporate Governance ICTM Policy Framework. One of the modernisation technologies being expanded to improve waiting and service times to citizens is the Queue Management System.

Queue Management System

Queue Management is the process of managing and optimising queues to improve end-user waiting times and team productivity. The Queue Management System (QMS) is fully functional in the following frontline service sites:

• Temba DLTC and MVRA.

• Kagiso DLTC.

• Mabopane DLTC and MVRA.

• 45 Commissioner TOLAB.

• Germiston TOLAB.

The Department will proceed with the installation of the QMS in the following service sites during the financial year, 2022/23:

• **Kliptown**: Due to the July 2021 riots, the system is still not functional. However, the relevant equipment has been procured and awaiting Facilities Management to resolve the power issues, thereafter, the QMS will be configured and installed.

• **Tshwane TOLAB**: The hardware was received but the system could not be configured due to renovations.

Furthermore, the Department is working on installing the QMS at Xavier DLTC and migrating the system from the DPSA system at the Maponya DLTC to the Deparmental system in the financial year, 2022/23.

e-DRMS

The electronic retrieval, management and storage of documentation was implemented through the e-DRMS system to safeguard and enable easy access of information to employees and the public. The e-DRMS business processes have been developed and completed for the g-FleeT Management Entity and was deployed in the live environment. The Department has procured 14 scanners for back scanning and allocated these in various units to allow the commencement of capturing/scanning documents for uploading onto the system. To date, 35 cadets have been appointed and have commenced with the scanning of historical documents of the Department.

Project Online

Project Online has been deployed on the live environment. The project was launched on 2 March 2022. The system is currently customised as per Departmental requirements. All the Roads Branch project details have been captured on the system and user training is continuing. The system will be rolled out to all other branches in phases.

Knowledge Management Improvement

The Online Knowledge Management Forum seeks to provide a platform to share experiences, tools and information about the support and encouragement of the implementation of Knowledge Management (KM) practices in the Department, considering the “new normal” working environment and Fourth Industrial Revolution (4IR) initiative. In pursuing the above, the Departmental Knowledge Management Forum has been established, members were appointed and an introductory meeting held.

Strategy to Overcome Areas of Underperformance

Number of research/surveys completed annually.	The research survey to be completed in the next financial year, 2022/23.

The Department has initiated the following Communication and Media events:

Media Liaison

The following media liaison activities were undertaken by the Department during the financial year under review:

Media Advisories	37
Media Statements/Key Messages	46
Interviews	359
Media Enquiries	10
Speeches	152
Stakeholder Engagements	37

The Department undertook the following events during the period under review:

Smart Mobility Weekends	40
Vaccination Drive	19
Road Safety Campaigns	7
Request A SlotGP Campaign	10
Sod-Turning Ceremonies	3
Social Facilitation	7
Other	40

COVID-19 Vaccination Programme

Keeping transport operators and commuters safe during the second year of the COVID-19 pandemic remained a critical concern. The Department joined forces with the Health Department and partnered with the transport industry to roll out the vaccination programme at various taxi ranks and freight stops. The Department mobilised the taxi industry and ward councillors for the taxi vaccination programme.

The following Pop-Up vaccination sites were mobilised:

- Roodepoort Taxi Rank.
- Esangweni Taxi Rank.
- Ivory Park Taxi Rank.
- Bosman Taxi Rank.
- Bree Taxi Rank.
- Protea Glen Shopping Mall.
- Florida Taxi Rank.

• Partnering with the Freight industry the Department set up Pop-up vaccination sites at various freight stops. • Sasol Petrol Station on N12 East and West.

• Heidelberg Weighbridge.

• Petro Port N1.

• Imperial Cargo Solutions, Alrode.

Sod-Turning Ceremonies

The Department launched new road construction projects during the financial year. The sod-turning ceremonies included the official launch of the K73 and D483 road construction projects.

Road Safety Campaign

The Department is, amongst other responsibilities, mandated to assess road safety requirements and implement measures to provide education and promote safer utilisation of the road infrastructure. Scaling up efforts to reduce fatalities during the festive season, the Department partnered with law enforcement agencies and various other key stakeholders concentrating on road safety interventions. The multifaceted campaign included:

• Law-enforcement operations.

• Road safety awareness.

• Vaccination drive (registration & vaccination of public transport operators, commuters as part of Provincial Vaccination Drive).

• #RequestASlotGP Campaign (addressing backlogs on driving licence card renewals).

• Road Safety Campaigns conducted during the period under review:

• October 2021: Golden Highway, City of Johannesburg.

• 19 November 2021: N12 Fochville, Merafong Local Municipality.

• 26 November 2021: Big Tree Mall, R573, City of Tshwane.

• 03 December 2021: N4 Donkerhoek Weighbridge, City of Tshwane.

• 03 December 2021: Denlyn Mall, Mamelodi. City of Tshwane.

• N3 Weighbridge, Heidelberg.

• R101 Border Gauteng, Limpopo and Northwest.

• N1 South, Grasmere.

• N1 North, Midrand.

• N17, Devon.

Social Facilitation

Social facilitation involves the process of consulting or communicating with all affected stakeholders/communities when the Department implements any infrastructure projects, whether construction or maintenance. It seeks to facilitate the recruitment process (community beneficiaries) and ensuring equal access to skills development, job and economic opportunities. The following social facilitations were conducted for the following construction projects within the financial year:

• K101;
• K46;
• K73;
• D483; and
• P156.

The engagements have assisted in developing stronger community and stakeholder relationships and in addressing community issues related to infrastructure projects.

Public Meetings and Stakeholder Engagements

The Department understands the importance of building strong stakeholder relations and is focused on developing a collaborative approach with stakeholders to introduce and support new infrastructure projects in their communities. The Department held public meetings/stakeholder engagements to introduce the construction of Road K101 from Road D795 (Midrand) to the N1 (Brakfontein Road) project to the affected wards:

• 6 March 2022: Ward 77, City of Johannesburg.

• 19 March 2022: Ward 65, City of Tshwane.

• 26 March 2022: Ward 92, City of Johannesburg.

The K46 upgrading from single to dual carriageway of Road K46 (P79/1) William Nicol from PWV5 to Diepsloot/ N14 Phase 2. The road-construction cuts across four wards, namely, Wards 94, 95, 96 and 113 in the City of Johannesburg. For the period under review the following engagements/public meetings were held:

• 21 January 2022: Public meeting in with Ward 113 residents.

• 25 January 2022: Stakeholders Engagement at Site Camp.

• 28 January 2022: Public meeting with Ward 94 residents (Incubation Hub).

Ntirhisano Outreach Programme

The GPG-wide Pre/Post SOPA Ntirhisano Outreach Programme was implemented with the objective of engaging communities and implementation of programmes and projects at local level. The programme also aimed at informing communities about programmes and opportunities offered by government.

The programme focused on the following projects during the period under review:

- Road construction of new K73 (1.446 KM) between Montrose Road and K58 (Allandale Road), upgrading of 0.590km section of K71 (Woodmead Drive) through the intersection with new K73, upgrading of K58 (Allandale Road) (2.859 KM) between Harry Galaun Drive and K71 (Pitts Avenue) Rehabilitation of Road D483 between P6/1 (Bapsfontein) and D713 Culiinan Rainbow Junction.

Communities and stakeholders were also informed about the following projects:

- Tshwane Automotive City.
- K217 from K8 (R566) to K4 (Ruth first Road) Phase 1 road construction project.

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Tagesaktuelle Nachrichten aus Deutschland und der Welt

Aktuelle Meinungen und Kommentare zu Politik, Wirtschaft, Kultur und Sport

Redaktionsbüro Berlin

Chefredakteur: Dr. Hans-Peter Wolfram

Redaktionsleitung Politik: Sabine Kreuzberg

Redaktionsleitung Wirtschaft: Dr. Ulrich Meyer-Hansen

Redaktionsleitung Kultur: Anja Weber

Redaktionsleitung Sport: Thomas Berger

Redaktionsleitung Online: Nina Schwarz

Redaktionsleitung Leserbriefe: Dr. Hans-Peter Wolfram

Outcome 2: Increased Socio-Economic Development (SED) in Broad-Based Black Economic Enterprises

The following Supply Chain Management activities were executed:

The procurement spend for financial year, 2021/22		
Township Economic Revitalisation (TER)	-	-
B-BBEE	891,708,294	72%
Women	213,578,971	17%
Youth	140,314,496	11%
PwD	7,068,968	1%

Open Tender

1	GDRT37/01/2020	Construction of road K46 (P79/1) phase 2 between PWV 5 and N14 (P158/2) Diepsloot.
2	GDRT20/03/2019	Rehabilitation of provincial road D483 between P6-1 (Bapsfontein) (km 0.00) and D713 (Cullinan) (km 27.85).
3	GDRT05/04/2019	Supply and Application of Crack Sealing for a Period of three years in all five regions in the Gauteng Province.
4	GDRT28/08/2019	Supply and delivery of Guardrails for a period of three years in all five regions in the Gauteng Province.
5	GDRT26/07/2019	Construction of new K73 (1.446km) between Montrose Road and K58 (Allandale Road), upgrading of 0.590km section of K71 (Woodmead Drive) through the intersection with new K73, upgrading of K58 (Allandale Road) (2.859km) between Harry Galaun Drive and K71 (Pitts Avenue).
6	GDRT29/08/2019	Appointment of a service provider to perform specialised traffic surveying on provincial roads in the Gauteng Province for a period of three years.
7	GDRT03/04/2019	Supply of bitumen related products for a period of three years in the Department for the supply of cold and hot mix asphalt.
8	GDRT07/04/2019	Supply and installation of bridge rails for a period of three years in all the five regions in Gauteng.
9	GDRT38/11/2019	Construction of road K60 between Maxwell Drive and Allandale Road.
10	GDRT 11/08/2018	The construction of road K101 from Road D795 (Midrand) to the N1 (Brakfontein Road) approximately 5.4km.
11	GDRT34/09/2019	Professional consulting engineering services for the preliminary design and full environmental impact assessment of K54 phase 2 expressway from PWV 17 to K101, approximately 28km long for the duration of 36 months.
12	GDRT36/11/2019	Construction of road P1-1 (R82) (K57) phase 2 from D1037 (Walkerville) to K164 (De Deur) - approximately 11.3km and road K164 between road D904 and road D905 approximately 4.1km. A total of approximately 15.4km.
13	GDRT03/09/2020	The construction of Vaal River Interchange (K174/R42) with Vaal River City Link Road (1.37km) and the upgrading and construction of intersections on Ascot on Vaal Road.
14	GDRT02/09/2020	The rehabilitation of road P122/1 from 8.4km (Olifantsfontein) to 17.8km (Solomon Mahlangu Drive) - approximately 9.4km.
15	GDRT41/02/2020	Traffic signal maintenance, technology upgrades in all five regions in Gauteng.
16	GDRT04/04/2019	Provision of grass cutting and tree felling in all five regions in Gauteng.
17	GDRT16/07/2019	Appointment of a panel of service specialists for road infrastructure planning, design and

		supervision.

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		i f x i R i e e e n i d a g r n n n e D e i t i d d i a e o m i i s u s o i s H u o i e r r n c v v t o i m 6 r v p i o e a a e o o o o i s h 3 w a r r r o p b h e e h T p a y a y h t m p w a R p O p		
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		% 0 4	% 0 1	% 2

Strategy to Overcome Areas of Underperformance

Percentage of discretionary expenditure awarded to Historically Disadvantaged Individuals (HDI's) (Non-cumulative).	The Department awarded about R3.777 billion worth of tenders in financial year, 2021/22 to predominantly Black Owned companies, whose expenditure in financial year, 2022/23 will start to impact on the HDI spending. Management is developing a framework to drive HDI procurement in line with infrastructure projects, to address challenges. An HDI champion was appointed to monitor the implementation of the HDI Framework from the beginning of financial year, 2022/23.
Percentage of discretionary expenditure awarded to women (non cumulative).	Management is developing a framework to drive PwDs procurement in line with infrastructure projects, to address challenges. An HDI champion was appointed to monitor the implementation of HDI Framework from the beginning of financial year, 2022/23.
Percentage of discretionary expenditure awarded to people with disabilities (non-cumulative).	

Performance in relation to Standardised Outputs and Output Indicators for Sectors with Concurrent Functions

The Department does not have a core set of standardised sector indicators. The province specific indicators are provided for and reported on, in tables 2.4.4.1 and 2.4.4.2 above.

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	Sergio Cortina	Testa	Corporate Training	Teachers Academy	Andrea Conti Sara Neri	Istituto Bertaldi Epp	Tempo Civico Podcast
	Corporate Training						

Linking performance with budgets

Programme expenditure

	13,195	12,154	1,041	11,135	10,678	457
	26,924	22,823	4,101	49,691	49,122	569
	337,324	323,454	13,870	270,915	252,016	18,899
	3,773	3,068	705	3,192	3,063	129

The Sub-programmes within this Programme are administrative in nature; therefore, allocations are funded from the equitable share portion of the Departmental allocation. The under spending within this Programme is as a result of delays in implementing the organisational structure review.

4.2 Programme 2: Transport Infrastructure

Purpose

The purpose of the Programme is to provide a balanced equitable road network in the province by promoting accessibility that is sustainable, integrated and environmentally sensitive, which supports economic growth and social empowerment.

The Programme is aimed at determining the needs for the development of infrastructure, implementing maintenance and construction programmes and providing access to communities to unlock economic potential, as well as promoting community development. The Programme consists of four Sub-programmes, namely:

List of Sub-programmes

- Infrastructure Planning.
- Infrastructure Design.
- Construction.
- Maintenance.

Institutional Outcomes:

- **Outcome 3: Improved Gauteng provincial road network by 2025.**
- **Outcome 4: Strong Institutions supporting smart mobility in Gauteng.**

Outcomes, outputs, output indicators, targets and actual achievements

Outcome 3: Improved Gauteng provincial road network by 2025

SUB-PROGRAMME: INFRASTRUCTURE DESIGN

Road Designs completed this financial year (2021/22)

Eastern/Southern Corridors

• Bridge Management System: BMS 3 (8 bridges)

The road infrastructure comprises several components such as bridge over rivers and other structures. Due to the continuous traffic impact on the structures, the condition of bridges deteriorates over time and requires rehabilitation to ensure safety standards are maintained. The identified bridges in the Vereeniging and Benoni regions will improve safety and support strategic economic development projects like the Vaal River City, Aerotropolis and Tambo Springs Freight Hub.

Completed Bridges

Bridge No. B4585	Demolish existing structure and construct new bridge.
Bridge No. B843A	Rehabilitation design of damaged beams.
Bridge No. B843B	Rehabilitation design of damaged beams.
Bridge No. C0984	Demolish existing structure and construct new bridge.
Bridge No. 1138	Guardrails and parapets to be replaced. Embankments are to be protected and gabion mattresses to be replaced. Concrete repair work to be undertaken on cracked and damaged abutments.
Bridge No. B743	Edge protection will be undertaken for vehicles travelling over the culvert. The expansion joints will be repaired. One wing wall will be demolished and reconstructed, and minor concrete repair work is required on the structure.
Bridge No. B3691	Rehabilitation design of damaged beams.
Bridge No. B483	The bridge will have guardrails reinstated. Concrete repair work to be done on cracked and damaged elements. Road will be resurfaced.

Multi-year Projects in financial year, 2021/22

BUILDING OF A NEW FREEWAY – PWV15

PWV15 is a 35.5km dual carriageway road located east of the OR Tambo International Airport in the Ekurhuleni Metropolitan Municipality. The purpose of the project is to provide a link between Pomona via the new cargo terminal, new passenger terminal at OR Tambo International Airport via the Green Reef Development and the Tambo Springs Freight Hub to reduce congestion on some of the freeways in the province (e.g., Geldenhys-Gilloly's). The preliminary design for PWV15 was previously completed.

The project will be completed in three phases due to the development changes in land use, environmental impacts and the amendment of the Ekurhuleni Master Plan. The Department liaised with the Gauteng Infrastructure Finance Agency (GIFA) to explore a possible Public Private Partnerships (PPP) to assist in funding the project, completing the design for all phases and the construction of the 35.4km freeway. GIFA established a Bid Specification Committee (BSC) consisting of representatives of GIFA, the GGDRT and South African National Road Agency Limited (SANRAL). Advertisement for the appointment of a Transaction Advisor will continue in the financial year, 2022/23.

Southern Corridor

• R59 Pedestrian Bridge construction (Ntirhisano Project)

The pedestrian bridge on R59 will be a new construction located in the Meyerton area in the Sedibeng District Municipality. The bridge was identified by the Ntirhisano Programme to provide safety to community members when crossing the R59 Road.

The approval of the conceptual and detail design of the bridge was delayed due to the objections raised by the property owner on portion 25 of 79. The Department is liaising with the property owner to identify mitigations which will be acceptable to all stakeholders.

K43 (P219) from K142 to K122 approximately 6.24km

Road K43 Phase 1 is a portion of the North South Corridor of K43 alignment. Phase 1 of the road will be constructed to develop the Gauteng Strategic Road Network (GSRN). The road alignment is planned to provide the link between the areas of Lenasia, Eldorado Park and Walter Sisulu Square (Kliptown). The upgrade and new construction is aimed at alleviating traffic congestion and improving mobility leading to reduced emissions and travel times. Plans (layout, long section and line) were submitted for reviewing. The completion of th road design were delayed due to the Professional Service Provider (PSP) being unable to access the bridge to commence with drilling due to heavy rains. The heavy rains resulted in high water levels which hindered the commencement of the drilling.

Multi-year projects completing in the financial year, 2022/23

K217 from K8 (R566) to K4 (Ruth	Northern Corridor	The Department is in the process of

First Road) Phase 1.		finalising compensations to property owners.
D2150 from P73/1 (Golden Highway) and Link Road Transport Corridor.	Central Corridor	The project was finalised for advertisement and is awaiting the finalisation of the panel for PSP.
D2204: Construction of road D2204 over rail.		The project was advertised and awaiting the final Probity Auditor (PA) and the Bid Evaluation Committee (BEC) Report.
P66/1/ (K71 Phase 3) – between road P71/1 and road D795) links Kyalami in Midrand and Noordwyk R562.		The project was finalised for advertisement and is awaiting the finalisation of the panel for PSP.
P241/1 from K15 (R558) to K11 (R28) Bekkersdal approximately 19km.	Western Corridor	The project is at evaluation stage which commenced on 1 April 2022.

Strategy to Overcome Areas of Underperformance

Number of designs completed.	R59: The Department is liaising with the property owner to identify an acceptable mitigation plan. The bridge design will be completed in the financial year, 2022/23. K43: The water levels have decreased and the drilling has commenced to allow the detailed designs to be completed in the financial year, 2022/23.

The Department has upgraded the following surfaced roads:

SUB-PROGRAMME: CONSTRUCTION

Ongoing projects in the financial year, 2021/22

Surfaced Roads Upgraded

Northern corridor

- **K69 (Upgrading and doubling of Hans Strijdom (Solomon Mahlangu) from the N4 to Mamelodi to K54)**

The project involves the doubling of 9km of an existing single carriageway with the aim of increasing capacity, safety and accessibility for existing and future developments along the K69. The road connects the Pretoria Central Business District (CBD) and other areas of economic activity to Pretoria East (Mamelodi). It also carries a significant volume of traffic (significant mix of pedestrians, cyclists and motorists, alike) for work purposes to Pretoria. The project is 57% completed. The construction is ongoing and the contractor is busy with layer works. Due to delays relating to encroachment of the road reserve, the project could not be achieved in this financial year. It will be completed in the financial year, 2022/23.

Surfaced Roads Upgraded

The Department commenced with the implementation of a number of multi-year road upgrade projects during the financial year:

Multi-year projects to be completed in the financial year, 2022/23

K54: Mamelodi (Tsamaya Road) to R104 Pretoria Bronkhorstspruit	Northern corridor	The project is at 76% completion.

Road.		
Upgrading of Road K148: Intersection with N3.	Eastern Corridor	The contract was terminated by the Department and the contractor due to the protracted encroachment of 1 000 illegal dwellings on the road reserve resulting in the road reserve being unavailable for construction.
Vaal River City Interchange.	Southern Corridor	The project was awarded to a successful bidder. A letter of appointment was not issued by the Department due to the court interdict on the project award. The project is on hold until legal issues have been resolved.
K31 access to Green Gate Development: Reconstruction and upgrade of the M5 Beyers Naude Road.		The letter of award was issued to the contractor. The project will commence in the financial year, 2022/23.
Upgrading of K73 between Woodmead Drive and Allandale Road (D58) Mushroom Farm.		The Bid Acquisition Committee (BAC) has recommended the project for award to the successful bidder during the public adjudication meeting. The project will commence in the financial year, 2022/23.

K46 (P79): Upgrading from single to dual carriageway of Road K46 (P79/1) William Nicol from PWV5 to Diepsloot/ N14 Phase 2.	Central Corridor	The contractor has completed 70% of site establishment and re-establishment of the missing survey benchmarks, which must be approved by the PSP.

Multi-year projects to be completed in the financial year, 2023-2025

K60 Waterfall City: Construction of new link between R55 Woodmead Drive and Allandale Road,	Central and Eastern Corridors	The Department received the application for a court interdict to stop the commencement of work and set aside the appointment of successful bidder. The Department is awaiting the resolution of the legal matter.
Upgrade of K101 from D795 Olifantsfontein to N1 Brakfontein.	Central Corridors	Construction has commenced and the contractor is busy with site establishment.
Construction of New K56 between K46 (William Nicol Drive) and P79/1(Main RD) as well as the extension of Erling Rd between Dorothy Rd and K56.		The Department received the application for a court interdict to stop the commencement work and set aside the appointment of the successful bidder. The Department is awaiting resolution of the legal matter.
Upgrading of K15 (D524) (R558) Adcock Street between Dobsonville (K102) (Main Street) and Protea Glen (Wild Chestnut Street): Doubling of the road.		The project is at advertising stage in the procurement process.
K14 between Cullinan and Rayton Road (D483).	Northern Corridor	The Department is awaiting designs from the developers and will also finalise the Memorandum of Agreement (MoA) with Petra Mines.

R82 phase 3 (between D1073 (Walkerville) and K164 (De Deur).	Southern Corridor	The letter of award was issued to the contractor. The consultant is in the process of applying for the labour work permit for construction to commence.

• Construction of new Sebokeng DLTC and TOLAB

A new integrated Transport Service Centre (Including Driver Learner Testing Centre and TOLAB services) will be established in the Sebokeng Township Zone 10 Extension. The Centre aims to bring services closer to previously marginalised townships, boosting the local economy and creating job opportunities for the people of Sebokeng and surrounding areas within the Emfuleni Local Municipality.

The new DLTC will improve accessibility to licence services for the community. It will serve as a prototype model for all new DLTCs to be established in the future. The building will be functional for both DLTC and Motor Vehicle Registration Authority (MVRA) functions, including a new Vehicle Testing Station (VTS) for issuing of roadworthy certificates.

The TOLAB will service public transport operators within the Sebokeng and surrounding areas. The building will be established within the DLTC precinct to create a one-stop shop facility. The Department is finalising specification requirements for the appointment of PSPs from the panel of service providers.

Strategy to Overcome Areas of Underperformance

Number of m^2 of surfaced roads upgraded.	City of Tshwane to complete the relocation of the encroachment to facilitate the completion of the project.
Number of construction jobs created through the implementation of EPWP principles.	More jobs will be created during the financial year 2022/23 upon the resolutions of the court interdicts and continued social facilitation with communities to resolve challenges identified.

The Department has executed the following road maintenance projects:

Provincial Road Maintenance Grant

The National Department of Transport (NDoT) allocated **R767,135 million** for the Provincial Road Maintenance Grant (PRMG) to alleviate the backlog of road maintenance. Based on Section 18 of Division of Revenue Act, 2021 (Act No. 9 of 2021), as amended, the allocation was adjusted by **R51,773 million** resulting in the revised annual amount of **R715,362 million**. This was due to the delay in the procurement of the outsourced maintenance tenders. Various activities and functions implemented includes reseal, potholes patching and re-gravelling. The annual expenditure was **R657,985 million** which is **92%** of the annual adjusted allocation.

Periodic Assessment of the Provincial Roads

The Department experienced a delay with the procurement for the visual conditioning assessment tender and anticipates appointing a service provider in the next financial year, 2022/23 to complete the assessments.

Routine Maintenance

The Provincial Road network has been classified in the Road Infrastructure Strategic Framework for South Africa (RISFSA) Classification models with classes ranging from 1 to 6. The roads for classes 1-3 are maintained through outsourced maintenance programme whereas classes 4-6 are maintained through in-house teams. The provincial roads network consists of **5,638km** of roads (**4,248.44km** surfaced and **1,389.10km**). Sixty-five percent is implemented through outsourced maintenance whereas **35%** is completed in-house.

Periodic Road Maintenance

The Department appointed service providers for the supply of material as part of supporting the Maintenance programme. The material term contracts awarded included supply of bridge rails, supply of G-materials, application of crack sealing, grass cutting, supply of guard rails and supply of bitumen products.

Smart Mobility Weekends

Smart Mobility Weekends campaign aims to ensure that all public roads in the province are maintained to acceptable standards, are safe and allow for smart, easy movement of goods and people as part of the Department's strategy of Growing Gauteng Together through Smart Mobility. Public roads in the following municipalities were maintained in the period under review:

- Sedibeng District Municipality (Emfuleni and Midvaal).
- West Rand District Municipality (Mogale, Westonaria and RandWest).
- City of Ekurhuleni (Kempton Park, Tembisa, Germiston, Benoni, Springs, Tsakane, Duduza, Geluksdal, Vosloorus, Thokoza, Brakpan and Etwatwa).
- City of Tshwane (Bronkhorstspruit, Zithobeni, Enkangala, Hamanskraal, Temba and MAWIGA Mabopane, Winterveldt, Garankuwa, Mamelodi, Mamelodi East, Olievenhoutbosch and Soshanguve).
- Lesedi Local Municipality (Heidelberg and Devon).
- City of Johannesburg (Westbury, Golden Highway).

The success of the campaign has resulted in improved road conditions and ease of mobility for the local communities and will continue into the next financial year.

Road Rehabilitation

Ongoing Projects in financial year, 2021/22

Central Corridor

• Rehabilitation of Roads P241/1 (R554) from 15.7km to 19.75km and road D405 (R554) from 0.00km to 8.75km (R82)

Road P241/1 serves as one of two main link roads between Johannesburg and Lenasia, which forms part of Central Corridor. The section of road commences at roads P1/1 (R82) intersection and ends at the municipal boundary, just past the M10 in Lenasia. P241/1 (R554) is a pavement rehabilitation project and has no upgrade of structure nor widening of carriageway, although most of its gravel shoulders will require re-gravelling. The project is at 96.5% completion. Inclement weather and community protests delayed the project.

• P39/1 Heavy Rehabilitation from Diepsloot to Muldersdrift

The road forms part of the Central and Western Corridors. The project involves rehabilitation of 14.45kms of road P39/1 between Diepsloot and Muldersdrift in the West Rand. The rehabilitation of road P39/1 will increase structural capacity and safety on the road through the reconstruction of the gravel shoulders. The project is 90% completed and it is anticipated to be opened to traffic in June 2022.

Southern Corridor

• P156/3 (R42) from P155/1 to D2563 Vanderbijlpark

P156/3 is in Vanderbijlpark, Emfuleni Local Municipality and forms part of the Southern Corridor. The project involves rehabilitation of 5.8km which will include sidewalks. The road will maintain current and enhance future economic activities around Vereeniging/Vanderbijlpark. The project is 91% completed, and the contractor is busy with surfacing. The weather conditions (excessive rainfall) delayed construction activities and completion of the project during the financial year 2021/22. The project will be completed in June 2022.

Northern Corridor

• Rehabilitation of road D483 between P6/1 (Bapsfontein) and D713 Culiinan

The project entails the rehabilitation of road D483 between P6/1 Bapsfontien and D713 Cullinan. The road predominantly serves as a class 2 road with the aim of serving users between the various small towns in the area (Bapsfontein, Bronkhorstspruit and Cullinan), in the North of Gauteng just West of Pretoria. The project is 27% completed.

Multi-year Projects rehabilitation commenced

The Department has commenced with the implementation of the following multi-year road rehabilitation projects:

Rehabilitation of P122/1 from P36/1 (R10) Solomon Mahlangu Drive Olifantsfontein.	Northern Corridor	The project was awarded and construction to commence in the financial year, 2022/23.
K175: Rehabilitation of the road from N4/2 to D670 (8.1km).		The project is at advertising stage in the procurement process.

Strategy to Overcome Areas of Underperformance

Number of m^2 of surfaced roads rehabilitated.	The Department imposed penalties for late completion of the projects. The project will be completed in the next financial year, 2022/23.
Number of EPWP Preventative Maintenance Job opportunities created.	The outstanding jobs will be created through the awarding of the Outsourced Routine Maintenance tenders in the financial year, 2022/23.

Outcome 4: Strong Institutions supporting smart mobility in Gauteng.

The Department has compiled the following Policy Planning documents:

Transport Authority for Gauteng

One of the major strategic interventions of the 25-Year Integrated Transport Master Plan (ITMP25) is the establishment of the Gauteng Transport Authority (GTA). The Transport Authority will align the fragmented and conflicting interests of multiple transport authorities, each with separate funding mandates.

The Authority seeks to transform the current fragmentation of public transport governance and the management of institutions into coordinated transport planning. The Authority is also aimed at supporting the Gauteng Global City Region Strategy as planning for the transport sector will be focused in a cohesive manner. The Department has made major strides in the establishment of the GTA with the policy framework for a single Transport Authority and the Gauteng Transport Authority Bill signed by the Premier in 2019. The establishment and the operationalisation of the TAG was implemented in financial year, 2021/22 with the appointment of the TAG Board. Engagements between TAG and the Department are continuing towards the alignment of functions.

Review of the 25-Year Integrated Transport Master Plan and Provincial Land Transport Framework

The Gauteng Integrated Transport Master Plan (ITMP25) approved in 2013 is in process to be reviewed due to the Gautrain Extension Study (Gautrain II) that needs to be included as well as the latest Gauteng Household Travel Survey data. Consequently, the provincial-wide transport model needs to be updated to support any transport study being conducted. This will include the intervention of the smart mobility through the integrated public transport system for the Gauteng Smart City Region priority outcome improvement plan.

A Five-Year Plan is required for short-term planning and implementation of transport initiatives in the province and therefore a revision of the original Gauteng Five-Year Transport Implementation Plan (GTIP5) will be completed. However, it will be in the legislated required format of the Provincial Land Transport Framework (PLTF) for 2020–2024 and once approved, it will enable TAG to develop a Strategic Transport Plan and an Integrated Implementation Plan.

The TAG has been requested to review the ITMP25 and to develop a new five-year PLTF. Although TAG through the Gautrain Management Authority (GMA) will lead the PLTF/ITMP25 review process, the Department will contribute from a transport planning integration perspective to ensure that all provincial and municipal transport planning initiatives are captured in the PLTF and ITMP25 review as far as possible.

The PLTF tender was awarded. A commencement meeting was held with the service provider in January 2022 and the Service Level Agreement (SLA) was finalised. The project was delayed due to procurement processes which took longer than anticipated. The project will be completed in the next financial year, 2022/23. The Terms of Reference for the review of the ITMP25 was finalised and the Bid Specification Committee process completed.

Household Travel Survey to measure the impact of COVID-19 on mobility patterns

The Department completed the field data collection for the 2019/20 Household Travel Survey in March 2020 before the commencement of the National State of Disaster which was declared in terms of the Disaster Management Act, which became effective from 27 March 2020.

The regulations promulgated in line with the State of Disaster included imposition of travel restrictions as well as the closure of schools, and minimisation of "non-essential" travel. Loading of public transport vehicles was also restricted. A risk-based relaxation of nationwide lockdown regulations was implemented over time, from Alert Level 5 (intensive restrictions) to Level 1 (minimal restrictions). Ordinarily, each alert level affected household travel differently. Fundamentally, travel behaviour of households in the province may have been significantly altered, temporarily and permanently.

Due to the consequential changes in the travel behaviour the Department sought to carry out a supplementary Household Travel Survey which is reflective of the impact of the COVID-19 pandemic. The Supplementary Household Survey is intended to measure the extent to which travel behaviour has changed during the Nationwide State of Disaster Lockdown Regulations and the different alert levels, relative to the 2019/20 survey baseline and how these travel choices and patterns are likely to change mobility into the future.

A pilot survey was carried out and completed to evaluate the survey instrument and to identify the necessary adjustments required on the questionnaire. The main full survey commenced on 23 March 2022 in all regions, and will be completed in the financial year, 2022/23.

Feasibility of BRT Integration between Cities of Ekurhuleni and Johannesburg

The Department investigated possible options for an Inter-Municipal Bus Rapid Transport (BRT) integration service concept in the province. The 2017/18 inter-municipal travel patterns investigation report revealed that the East-West corridor between the cities of Ekurhuleni and Johannesburg appears the most suitable for a starter service, given the relatively large volumes of passenger trips and proximity of BRT services in neighbouring municipalities. However, the investigation pointed out that having a relatively large travel demand does not imply that any BRT service implemented in the corridor will necessarily be viable.

The current investigation, therefore, sought to establish the feasibility of such an inter-municipal BRT service. The draft feasibility and service design are complete and the focus in the financial year, 2021/22 was on consultations with the relevant municipalities on the proposed BRT integrated service design concept between the Cities of Ekurhuleni and Johannesburg.

A draft Memorandum of Understanding (MoU) was compiled as an outcome of the meetings held with the Cities to prepare for further engagements with Council structures.

Integrated Transport Services Centre

The Department developed a Master Plan for Integrated Transport Services Centre (ITSC) in the financial year, 2017/18 to address challenges in the planning, construction and management of these transport services centres. The ITSC, "a one stop shop" concept includes facilities which combine one or more of the following functions: Driver Licencing and Testing Centres (DLTCs), Motor Vehicle Registration Authorities (MVRAs), Transport Operating Licencing Administrative Boards (TOLABs) and Vehicle Testing Stations (VTS). Among other things, the Master Plan recommended design and functional principles for ITSCs.

A Phase 2 report was completed indicating the findings and recommendations of the feasibility study in support of the design and establishment of a comprehensive Integrated Transport Customer Service Centre.

Phase 3 of the project, which commenced in the financial year, 2019/20, sought to develop a prototype 3D model architectural design of the facility., However, detailed designs for the pilot site are still to be finalised due to the delays in finalising a suitable site for the ITSC. The Department has been in consultation with the City of Tshwane to identify an alternate suitable site for the ITSC development as the previous identified land was not approved.

A suitable site was finally identified. Sketch plans for the site have been submitted to the Property division of the city and a letter of request for acquisition of land sent to the Property Group Head. The application for land request is being circulated within the city's internal departments for comments prior to preparation for Council approval.

Green Logistics Indicators (GLIX Smart Freight Corridor development)

In 2016, the Department signed a Joint Declaration of Intent with the German Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety to co-create solutions for the movement of freight in Gauteng. This resulted in the building of a Green Logistics Indicator System (GLIX) to measure efficiencies in the freight system and progress made to make the system better.

The Green Logistics Indicator System has the capability to measure the efficiency, reliability and sustainability of the freight logistics movements and seeks to increase economic growth and competitiveness at every node of the freight value chain. The project mapped out the freight value chain in Gauteng as part of GLIX I and GLIX II phases. It seeks to further map out efficiencies to other provinces where freight originates to improve the movement of freight in what will be called GLIX III Smart Freight Corridors.

To achieve the above strategies and the next phase of GLIX (GLIX III), the GGDRT engaged the KwaZulu-Natal (KZN) Department of Transport, Community Safety and Liaison seeking to build a strong partnership on developing the freight corridor between Gauteng and KZN. The engagements culminated in a partnership which resolved to explore collaboration on the development of a Smart Corridor between KZN and Gauteng.

The Department continues to strengthen the partnership with the KZN Department of Transport, Transnet and the German Federal Ministry of Environment represented by GESI and NEXUS to collaborate on the development of a Road Map for a Smart Corridor solution between KZN and Gauteng. Engagements continued with the German team on the development of a Smart Corridor and the concept of securing and restoring the N3 Corridor whilst a draft Corridor Roadmap was finalised.

Investigation into an appropriate network hierarchy and associated support infrastructure for minibus taxi operations in the Gauteng Province

One of the main interventions proposed in the Smart Mobility Plan 2030 is the mapping and digitisation of the minibus taxi industry as a mechanism towards a modernised and transformed industry. The Department commissioned the Council for Scientific and Industrial Research (CSIR) to undertake the primary data collection exercise relating to minibus taxi facilities and ranks operated by registered taxi associations in Gauteng, as well as to support the Department in the analysis and reporting of this information.

The proposed minibus taxi facilities survey is primarily required for strategic transport planning purposes as part of the legislated requirement of authorities to maintain adequate records keeping practices that aid the development of operational designs of transport infrastructure and services and decision-making processes. The project will be implemented in two phases, as follows:

- Phase 1 entails the survey of minibus taxi facilities in the province.
- Phase 2 is an investigation into an appropriate network hierarchy and associated infrastructure necessary to support safe, effective and efficient minibus taxi operations in the province.

In the year under review, surveys for mapping of taxi facilities were executed for the West Rand, Sedibeng, Tshwane and Ekurhuleni regions.

The analysis of the surveyed datasets was undertaken, and a draft report chart generated. Engagements with the Taxi industry in the Johannesburg region was delayed. However, a consultation session with relevant stakeholders in March 2022 paved the way for Johannesburg field survey activities to commence.

Route Determinations

The Gauteng Road Network is the most important infrastructure asset in the province which underpins and supports local economic growth resulting in the creation of job opportunities within the identified corridors (inclusive of freight corridors supporting freight hubs) and nodes.

Route Determination focuses on refining and amending the provincial road network for the province to ensure alignment to the Gauteng Spatial Development Framework. These routes will provide future support to land use development especially the establishment of mega settlements, the OR Tambo International Airport (ORTIA), Aerotropolis and Freight Hubs.

Nineteen routes were identified for Route Determination to be conducted over the Medium-Term Expenditure Framework (MTEF) for amendments to include support for road freight hubs. The procurement process is at a planning/initiation phase. The verification of these route extents, legal status and grouping were concluded. Proposed amendments to the Standard Operating Procedure (SOP) as informed by the proposed amendments to Section 6 of the Gauteng Transport Infrastructure Act (GTIA) have been concluded and is awaiting approval. Four draft Business Case reports have been completed and were approved.

Outcome 8: Reduction of freight on the Gauteng Road network by 2025

The reduction of road-based freight transport to rail will reduce congestions on the road network and contribute to more efficient travel times of road- based public transport. To achieve this, the Department has executed the following projects:

Gauteng Integrated Smart City Modelling Centre for Road, Rail and Transport Planning (maintain functionality)

The Department identified a tool which is being utilised to meet the growing set of functional requirements required for transportation system modelling called the Transport Modelling Centre. This tool will provide transport evidence-based decision-making capabilities required to improve mobility of goods and people in the province. The Transport Model requires updating annually to include new transport links, traffic information, land use information, demographics and economic data.

The data collection process is ongoing from the metro municipalities to obtain necessary datasets for scenario development (these include housing projects, mega projects, transport expansions, urban edge, priority areas, etc.).

To standardise the format of public transport data, the Department and CSIR initiated a process to collect and convert public transport data into General Transit Feed Specification (GTFS) format so that it can ultimately be loaded on google maps.

Continuous updates are made to the metro model based on the scenarios developed with the cities. The CSIR is working through the various datasets and documents of the municipalities to create datasets required to set up scenarios in the cloud platform and capturing all the development projects and transport network expansions.

Regarding the GTFS format, a process to convert subsidised busses data is on-going and the service provider has collected data from several operators. Ongoing engagements with other operators are in progress.

Efficient Freight and Logistics Hubs

• Tambo Springs Intermodal Gateway Development

The Tambo Springs Freight and Logistics Intermodal Hub has been identified to address the need to expand container capacity within Gauteng and optimise the migration of containerised cargo from road to rail. The Tambo-Springs site is in the Southern parts of Johannesburg, within the Johannesburg/ Durban Road Freight and Rail Corridor. The site has access to important road networks including the N3 freeway to Durban; the N1 to Cape Town; the R390 to Port Elizabeth and East London, as well as to the industrial centres in Johannesburg and Ekurhuleni.

The coordination of investment activities between Transnet, the Gauteng Province, City of Ekurhuleni and the South African National Roads Agency remain crucial in the provision of required roads and bulk infrastructure. As such, a multi disciplinary Steering Committee was established, led by the Department of Roads and Transport to ensure that all relevant project management issues are addressed to support the effective implementation of the project. To date significant progress has been made in the design of the road network:

- The primary link to the proposed Tambo Springs Logistics Gateway from the N3 includes the planned K148/N3 Interchange.
- Designs for K148/N3 interchange which is the primary link to Tambo Springs Logistics Gateway are complete.

The construction of the K148 interchange is on hold due to a pending court interdict.

The Department continued to monitor progress in the implementation of infrastructure necessary for the establishment of the Tambo Springs Hub in the financial year, 2021/22.

• Pyramid Freight Hub

Pyramid is a super terminal located in the Northern parts of Tshwane, on the Hammanskraal/Zimbabwe Rail line with access to the N1 freeway to Polokwane. This Freight Hub is projected to handle freight moving in and out of the Tshwane region. It will address the current capacity constraints at existing terminals (Pretcon, Roscon, etc.) by increasing container, automotive and pallet handling capacity beyond 2043 in the Pretoria region.

The Department continued to monitor progress in the implementation of infrastructure necessary for the establishment of the Pyramid Hub in the financial year, 2021/22.

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