



KWAZULU-NATAL PROVINCE

TRANSPORT
REPUBLIC OF SOUTH AFRICA

KWAZULU-NATAL DEPARTMENT OF TRANSPORT

CONCEPT DOCUMENT FOR TRANSPORT INDABA

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KWAZULU-NATAL PROVINCE
TRANSPORT
REPUBLIC OF SOUTH AFRICA

HEAD OF DEPARTMENT

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DATE

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1. INTRODUCTION

- 1.1. The KwaZulu-Natal Department of Transport (KZNDOT) plays a critical role in enabling economic growth, spatial transformation and social connectivity through the planning, development and maintenance of an integrated and sustainable transport system. As the province continues to evolve within a dynamic economic and infrastructure landscape, the need for coordinated, forward-looking and evidence-based engagement across the transport sector has become increasingly imperative.
- 1.2. The Indaba will serve to interrogate current transport challenges, explore innovative solutions, strengthen institutional coordination and align infrastructure investment priorities with provincial and national development objectives across the road, rail, maritime and aviation sectors, including the enabling systems required to support trade, logistics, industrial growth, energy transition and climate resilience.
- 1.3. The platform is further intended to strengthen institutional coordination, promote policy coherence, and unlock opportunities for collaboration and investment within the transport sector. Through structured engagements and thematic discussions, the Indaba will contribute towards shaping a more resilient, efficient and sustainable transport system that supports long-term economic development and improved service delivery outcomes within the province.

2. BACKGROUND

- 2.1. KwaZulu-Natal occupies a strategically significant position within South Africa's transport and logistics network, serving as a key economic gateway through the Port of Durban, major freight corridors and an extensive provincial road network that supports trade, tourism and rural accessibility.
- 2.2. This positioning places considerable demand on the province's transport infrastructure, requiring continuous investment, maintenance and optimisation to sustain economic performance.
- 2.3. However, the transport sector is currently confronted with a range of systemic challenges, including increasing maintenance backlogs, declining road network conditions in certain areas, capacity constraints within freight and passenger systems, and the growing impact of climate-related risks on infrastructure resilience. These pressures are further compounded by rapid urbanisation, rising freight volumes and the need to modernise public transport operations.
- 2.4. These pressures are further compounded by the increasing need to strengthen aviation safety preparedness, improve air freight efficiency, support port and corridor logistics, and prepare the provincial transport system for low-carbon mobility and associated energy infrastructure transitions.
- 2.5. At the same time, there is a global and national shift towards more integrated, sustainable and technology-enabled transport systems. This includes a focus on green transport solutions, climate adaptation, electric mobility infrastructure, aviation resilience, digitisation, data-driven infrastructure planning, and increased private sector participation in infrastructure delivery and operations.

- 2.6. Within this context, the proposed Transport Indaba provides a strategic opportunity to reflect on these challenges, align stakeholders around common priorities, and identify practical, scalable interventions that can strengthen the performance, sustainability and resilience of the provincial transport system.

3. DEFINITIONS

- 3.1. “Air Freight” refers to the movement of goods by air, including time-sensitive, high-value, perishable, strategic and emergency cargo, through airport, logistics and supporting transport systems.
- 3.2. “Aviation Safety and Emergency Preparedness” refers to the coordinated planning, infrastructure readiness, regulatory oversight, incident response, disaster management and institutional arrangements required to support safe, resilient and efficient aviation operations within the province.
- 3.3. “Concept Document” refers to the formal document outlining the purpose, scope, structure, themes and implementation approach for the Transport Indaba.
- 3.4. “Corridor Development” refers to the integrated planning and development of transport routes that facilitate economic activity, logistics efficiency and regional connectivity.
- 3.5. “Department” refers to the KwaZulu-Natal Department of Transport (KZNDOT), being the provincial authority responsible for the strategic planning, regulation, coordination, facilitation, delivery, oversight and management of an integrated transport system within KwaZulu-Natal. This includes, where applicable within its legislative mandate, the road, public transport, freight, rail, aviation and maritime transport sectors, together with related transport infrastructure, mobility services, safety oversight, institutional coordination and sector development functions within the province.
- 3.6. “Digitisation” refers to the integration of digital technologies, data systems and intelligent transport solutions into infrastructure planning, operations and service delivery.
- 3.7. “Data Insight Driven Planning” refers to the use of data, analytics and asset management systems to inform infrastructure investment decisions, prioritisation and lifecycle management.
- 3.8. “Electric Mobility Infrastructure” refers to the systems, facilities and enabling infrastructure required to support electric transport technologies, including charging infrastructure, power supply interfaces, grid readiness, operational systems and associated support services.
- 3.9. “Freight Modal Shift” refers to the strategic transition of freight movement from road-based transport to more efficient and sustainable modes, particularly rail, to improve logistics efficiency and reduce infrastructure strain.
- 3.10. “Green Transport” refers to environmentally sustainable transport systems and infrastructure designed to reduce carbon emissions, improve energy efficiency and enhance climate resilience.
- 3.11. “Infrastructure Delivery Management System (IDMS)” refers to the government-wide framework that provides a structured approach to infrastructure planning,

budgeting, procurement, delivery and lifecycle management to ensure value-for-money and improved service delivery.

- 3.12. “Medium Term Budget Policy Statement (MTBPS)” refers to the National Treasury policy document that outlines government’s medium-term fiscal framework, expenditure priorities and infrastructure investment allocations.
- 3.13. “National Development Plan (NDP) 2030” refers to South Africa’s long-term strategic framework aimed at eliminating poverty and reducing inequality through inclusive economic growth and infrastructure development.
- 3.14. “National Transport Master Plan (NATMAP 2050)” refers to the long-term transport planning framework guiding the development of integrated, efficient and sustainable transport systems in South Africa.
- 3.15. “Provincial Growth and Development Strategy (PGDS)” refers to the KwaZulu-Natal provincial strategic framework that guides economic development, infrastructure investment and spatial transformation.
- 3.16. “Public Private Partnership (PPP)” refers to a contractual arrangement between a public sector institution and a private sector party, where the private party performs an institutional function and/or uses state property in terms of agreed risk allocation and performance standards.
- 3.17. “Research and Innovation Stakeholders” refers to institutions, entities and knowledge partners involved in applied research, technology development, pilot implementation, systems innovation, modelling and evidence-based support relevant to transport planning, operations and infrastructure delivery.
- 3.18. “Stakeholders” refers to all parties involved in or affected by the transport sector, including government institutions, private sector entities, academia, civil society and development partners.
- 3.19. “Transport Indaba” refers to the proposed high-level strategic engagement platform convened by the Department to facilitate dialogue, knowledge exchange and collaboration among stakeholders within the transport sector.

4. ACRONYMS

4.1.	ACSA	Airports Company South Africa
4.2.	AGSA	Auditor-General of South Africa
4.3.	AI	Artificial Intelligence
4.4.	API	Application Programming Interface
4.5.	ATNS	Air Traffic and Navigations Services
4.6.	DoRA	Division of Revenue Act
4.7.	DOT	Department of Transport
4.8.	DTIC	Department of Trade, Industry and Competition
4.9.	EV	Electric Vehicle
4.10.	EVSE	Electric Vehicle Supply Equipment
4.11.	EXCO	Executive Committee
4.12.	GIS	Geographic Information System
4.13.	GPD	Gross Domestic Product
4.14.	ICT	Information and Communications Technology
4.15.	IDMS	Infrastructure Delivery Management System
4.16.	ITS	Intelligent Transport Systems

4.17.	KZNDOT	KwaZulu-Natal Department of Transport
4.18.	KZNDOT MTP	KwaZulu-Natal Department of Transport Master Transport Plan
4.19.	KPI	Key Performance Indicator
4.20.	MER	Monitoring, Evaluation and Reporting
4.21.	MoU	Memorandum of Understanding
4.22.	MTBPS	Medium Term Budget Policy Statement
4.23.	NATMAP	National Transport Master Plan 2050
4.24.	NDP 2030	National Development Plan 2030
4.25.	PFMA	Public Finance Management Act, 1999 (Act No. 1 of 1999)
4.26.	PGDS	Provincial Growth and Development Strategy
4.27.	PPP	Public Private Partnership
4.28.	RAMP	Road Asset Management Plan
4.29.	RAMS	Road Asset Management System
4.30.	SACAA	South Africa Civil Aviation Authority
4.31.	SANRAL	South African National Roads Agency Limited
4.32.	SLA	Service Level Agreement
4.33.	SMART	Specific, Measurable, Achievable, Relevant and Timebound
4.34.	SOE	State-Owned Entity
4.35.	TIDS	Transport Infrastructure and District Services

5. PURPOSE AND CONTEXT

- 5.1. KwaZulu-Natal occupies a strategically significant position within South Africa's transport and logistics network, serving as a key economic gateway through the Port of Durban, major freight corridors and an extensive provincial road network that supports trade, tourism and rural accessibility. This positioning places considerable demand on the province's transport infrastructure, requiring continuous investment, maintenance and optimisation to sustain economic performance.
- 5.2. However, the transport sector is currently confronted with a range of systemic challenges, including increasing maintenance backlogs, declining road network conditions in certain areas, capacity constraints within freight and passenger systems, and the growing impact of climate-related risks on infrastructure resilience. These pressures are further compounded by rapid urbanisation, rising freight volumes and the need to modernise public transport operations.
- 5.3. At the same time, there is a global and national shift towards more integrated, sustainable and technology-enabled transport systems. This includes a focus on green transport solutions, digitisation, data-driven infrastructure planning, and increased private sector participation in infrastructure delivery.
- 5.4. Within this context, the proposed Transport Indaba provides a strategic opportunity to reflect on these challenges, align stakeholders around common priorities, and identify practical, scalable interventions that can strengthen the performance, sustainability and resilience of the provincial transport system.

6. LEGISLATIVE MANDATES

- 6.1. Annual Budget Prioritisation Framework: Towards Budget 2022
- 6.2. Civil Aviation Act, 2009 (Act No. 13 of 2009)
- 6.3. Climate Change Act, 2024 (Act No. 22 of 2024)
- 6.4. Comprehensive Maritime Transport Policy for South Africa; 2017

- 6.5. Constitution of the Republic of South Africa, 1996 (Act No. 108 of 1996)
- 6.6. Division of Revenue Act (DoRA) (as enacted annually)
- 6.7. Draft Medium Term Development Framework; 2024
- 6.8. Draft National Rail Policy; 2017
- 6.9. Draft Non-Motorised Transport Policy; December 2008
- 6.10. Disaster Management Act; 2002 (Act No. 57 of 2002)
- 6.11. Economic Regulation of Transport Bill; 2020 International Maritime Organisation under the International Convention named Safety of Life at Sea (SOLAS); 1974
- 6.12. Electricity Regulation Act, 2006 (Act No. 4 of 2006)
- 6.13. Engineering Profession Act; 2000 (Act 46 of 2000)
- 6.14. Framework on Gender Responsive Planning, Budgeting, Monitoring, Evaluation and Auditing; 2018
- 6.15. Framework for Infrastructure Delivery and Procurement Management, May 2019" (FIDPM) as issued by National Treasury, October 2019
- 6.16. Gender Equality Strategic Framework; 2015
- 6.17. Government Immovable Asset Management Act; 2007 (Act No.17 of 2007)
- 6.18. Infrastructure Development Act, 2014 (Act No. 23 of 2014)
- 6.19. Infrastructure Delivery Management System (IDMS) (National Treasury Framework)
- 6.20. KwaZulu-Natal Learner Transport Policy; 1 July 2021
- 6.21. KwaZulu-Natal Provincial Land Transport Framework; March 2004
- 6.22. KZN Provincial Roads Act; 2001 (Act No.4 of 2001)
- 6.23. KZN Road Traffic Act; 1997 (Act No.7 of 1997)
- 6.24. KwaZulu-Natal White Paper on Freight Transport Policy; October 2004
- 6.25. Legal Succession to the South African Transport Services Act, 1989 (Act No. 9 of 1989)
- 6.26. Merchant Shipping Act, 1951 (Act No. 57 of 1951) (Maritime)
- 6.27. Medium Term Budget Policy Statement (MTBPS) (National Treasury Policy Framework)
- 6.28. Mineral Petroleum Resource and Development Act, 2002 (Act No. 28 of 2002)
- 6.29. National Commercial Ports Policy; 2002
- 6.30. National Development Plan (NDP) 2030
- 6.31. National Energy Act, 2008 (Act No. 34 of 2008)
- 6.32. National Environmental Management Act, 1998 (Act No. 107 of 1998)
- 6.33. National Freight Logistics Strategy; October 2005
- 6.34. National Infrastructure Plan 2050
- 6.35. National Land Transport Act, 2009 (Act No. 5 of 2009)
- 6.36. National Ports Act, 2005 (Act No. 12 of 2005) (Maritime)
- 6.37. National Railway Safety Regulator Act, 2002 (Act No. 16 of 2002) (Rail)
- 6.38. National Transport Master Plan (NATMAP 2050)
- 6.39. National Water Act, 1998 (Act No. 36 of 1998)
- 6.40. Occupational Health and Safety Act, 1993 (Act No. 85 of 1993)
- 6.41. Provincial Growth and Development Strategy (PGDS) (KwaZulu-Natal Strategic Framework)
- 6.42. Public Finance Management Act, 1999 (Act No. 1 of 1999)

7. SCOPE OF APPLICABILITY

- 7.1. This Concept Document applies to all officials, stakeholders and institutions involved in the planning, coordination, implementation and reporting of the KwaZulu-Natal Transport Indaba. This includes, but is not limited to, Executive Management, Chief Directorates and Directorates within the KwaZulu-Natal Department of Transport, specifically the DDG: Transport Infrastructure and District Services (TIDS), DDG: Transportation, as well as all supporting branches

responsible for finance, communications, stakeholder engagement, strategic management and programme coordination. The scope further extends to participation and collaboration with national departments, state-owned entities, private sector partners, academia and other key stakeholders identified as contributors to the Indaba.

- 7.2. The provisions of this document apply to all activities associated with the conceptualisation, development, approval and execution of the Transport Indaba. This includes strategic framing, programme development, stakeholder engagement, logistical planning, communication, and post-event reporting. The scope is applicable across all locations where planning and implementation activities are undertaken, including departmental offices and the designated Indaba venue, anticipated to be within KwaZulu-Natal, specifically Pietermaritzburg.
- 7.3. This document shall take effect from the date of EXCO approval and will remain applicable throughout the full lifecycle of the Transport Indaba, including pre-event planning, event execution and post-event evaluation phases. All officials and stakeholders are required to adhere to the principles, processes and guidelines outlined herein to ensure a coordinated, compliant and outcome-driven delivery of the Indaba.

8. CONCEPT PROVISIONS

8.1. Strategic Themes and Focus Areas

- 8.1.1. The Transport Indaba shall be structured around key strategic themes that are policy-relevant, investment-oriented and actionable, ensuring alignment with national and provincial development priorities, including the NDP 2030, PGDS and MTBPS. These themes are intended to address critical infrastructure challenges, unlock economic opportunities and support the transformation of the transport sector within KwaZulu-Natal.

- 8.1.2. The primary thematic areas for discussion shall include:

8.1.2.1. Green Transport and Climate-Resilient Infrastructure

This thematic area shall focus on the transition towards environmentally sustainable, low-carbon and climate-resilient transport systems across KwaZulu-Natal. It shall consider how transport infrastructure and operations can be planned, upgraded and managed to withstand the growing impacts of climate change, including extreme rainfall events, flooding, coastal vulnerability, heat stress and infrastructure deterioration, while also advancing cleaner mobility solutions and resource-efficient transport investments.

The theme shall further explore how green infrastructure principles, resilient engineering design, nature-based solutions, energy-efficient technologies and low-emission transport systems can be embedded into provincial transport planning, infrastructure delivery and operational management. Particular attention shall be given to roads, bridges, rail support infrastructure, maritime interfaces, aviation-related access systems and public transport networks that are exposed to climate and environmental risks.

8.1.2.1.1. Key policy questions

- Policy Question 1: How can KwaZulu-Natal integrate climate resilience and environmental sustainability into the planning, design, rehabilitation and maintenance of transport infrastructure across all modes?
- Policy Question 2: What policy, funding and institutional mechanisms are required to accelerate the adoption of low-carbon and energy-efficient transport systems within the province?
- Policy Question 3: How can the Department strengthen its readiness to respond to climate-related infrastructure risks while reducing long-term lifecycle costs and service disruptions?

8.1.2.1.2. Economic Impact

This theme directly supports economic resilience by reducing the cost of infrastructure failure, minimising disruption to trade and logistics corridors, improving the reliability of passenger and freight movement, stimulating green investment, and creating employment opportunities linked to resilient infrastructure upgrades, environmental rehabilitation and clean transport technologies.

8.1.2.1.3. Infrastructure and transport operations outcomes

This theme supports improved infrastructure resilience, reduced climate vulnerability, better network availability, stronger continuity of road, rail, aviation and maritime access, improved asset life, and more reliable transport operations during adverse weather and disaster events.

8.1.2.1.4. Investment Opportunities

- Climate-resilient road and bridge upgrades
- Slope stabilisation, flood protection and improved stormwater systems
- Coastal and port access resilience interventions
- Green public transport technologies and supporting infrastructure
- Energy-efficient transport facilities and operational systems
- Climate-risk data, modelling and infrastructure vulnerability assessments

8.1.2.1.5. Investment Pathways

- Integrate climate-risk screening into transport planning and project appraisal
- Prioritise vulnerable corridors, bridges and access routes for resilience investment
- Align resilience interventions to disaster management, maintenance and capital programmes
- Develop blended funding models for green and resilient infrastructure
- Strengthen intergovernmental coordination with environmental, disaster and infrastructure institutions
- Establish technical guidelines for resilient transport design, rehabilitation and maintenance

8.1.2.1.6. Actionable Outputs

- Output 1: Provincial Green Transport and Climate Resilience Framework

- Output 2: Priority Resilience Investment Pipeline for vulnerable transport assets
- Output 3: Climate Risk and Infrastructure Vulnerability Assessment Plan
- Output 4: Green mobility and low-emission transport opportunities roadmap
- Output 5: Implementation plan for integrating resilience into infrastructure delivery and asset management

8.1.2.2. Strategic Transport Corridor Development

This thematic area shall focus on the coordinated planning, protection, upgrading and optimisation of strategic transport corridors that enable economic growth, trade efficiency, regional integration and improved mobility across KwaZulu-Natal. It shall consider the role of transport corridors in linking ports, industrial zones, logistics hubs, border routes, urban centres, rural production areas and tourism destinations.

The theme shall examine how corridor-based planning can improve infrastructure sequencing, investment coordination, intermodal connectivity, land use integration, freight efficiency and service delivery across road, rail, maritime and aviation-linked systems. Particular attention shall be given to ensuring that strategic corridors are not treated as isolated infrastructure projects, but as integrated economic enablers requiring coordinated governance, infrastructure protection, operational efficiency and long-term investment planning.

8.1.2.2.1. Key policy questions

- Policy Question 1: How can KwaZulu-Natal strengthen integrated corridor planning to improve trade competitiveness, logistics efficiency and regional connectivity?
- Policy Question 2: What institutional and infrastructure interventions are required to improve the performance, resilience and capacity of strategic freight and passenger corridors?
- Policy Question 3: How can corridor development be used to unlock inclusive economic activity, investment and job creation across both urban and rural areas?

8.1.2.2.2. Economic Impact

This theme supports economic growth by improving freight reliability, lowering transport costs, unlocking investment along key corridors, improving access to markets, supporting industrial development, stimulating construction and logistics employment, and enhancing the province's competitiveness as a national and regional gateway economy.

8.1.2.2.3. Infrastructure and transport operations outcomes

This theme supports improved corridor condition, increased network capacity, stronger intermodal integration, reduced bottlenecks, better travel time reliability, improved freight movement, and enhanced operational performance across road, rail, port access and airport-linked routes.

8.1.2.2.4. Investment Opportunities

- Corridor rehabilitation and targeted capacity upgrades
- Freight logistics nodes, interchanges and supporting infrastructure
- Rail-connected freight and industrial corridor initiatives
- Intelligent corridor monitoring and traffic management systems
- Access improvements to ports, terminals, airports and logistics hubs
- Corridor safety, resilience and maintenance optimisation interventions

8.1.2.2.5. Investment Pathways

- Develop corridor-specific planning and investment frameworks
- Align corridor priorities with PGDS, NATMAP, logistics strategies and infrastructure plans
- Sequence capital and maintenance investments along high-demand corridors
- Coordinate planning with municipalities, SOEs, logistics operators and investors
- Integrate corridor monitoring, freight data and asset condition intelligence into decision-making
- Establish governance structures for corridor oversight and implementation tracking

8.1.2.2.6. Actionable Outputs

- Output 1: Provincial Strategic Corridor Development Framework
- Output 2: Corridor investment and prioritisation pipeline
- Output 3: Multi-modal corridor performance monitoring model
- Output 4: Strategic corridor partnership and governance framework
- Output 5: Corridor implementation roadmap linked to infrastructure and logistics planning

8.1.2.3. Freight Modal Shift: Transitioning Freight from Road to Rail

This thematic area shall focus on the policy, infrastructure, operational and institutional reforms required to facilitate a more efficient modal balance within the freight system, particularly through the strategic migration of suitable freight from road to rail. The theme shall consider the current strain placed on the provincial and national road network by heavy freight movement, and the need to improve logistics efficiency, reduce road deterioration, strengthen corridor performance and support a more sustainable freight economy.

The theme shall further explore the conditions necessary to make rail-supported freight movement more competitive, reliable and attractive to logistics users, while improving first-mile and last-mile connectivity to road, port and terminal infrastructure. It shall assess how provincial planning, state-owned entities, private operators and logistics stakeholders can collaborate to strengthen freight integration and reduce systemic inefficiencies across the transport value chain.

8.1.2.3.1. Key policy questions

- Policy Question 1: What infrastructure, regulatory and operational constraints must be addressed to enable greater freight movement from road to rail in KwaZulu-Natal?
- Policy Question 2: How can the province support more efficient road-rail-port integration to reduce logistics costs and improve corridor performance?
- Policy Question 3: What interventions are required to balance freight demand, protect the road asset base and improve long-term logistics sustainability?

8.1.2.3.2. Economic Impact

This theme supports logistics efficiency, lowers freight transport costs over time, improves export competitiveness, reduces road maintenance burdens caused by heavy vehicles, enhances supply chain reliability, stimulates investment in terminals and logistics infrastructure, and creates jobs linked to freight handling, intermodal operations and corridor development.

8.1.2.3.3. Infrastructure and transport operations outcomes

This theme supports reduced road wear, improved road network preservation, stronger rail utilisation, enhanced terminal efficiency, better freight flow management, improved access to ports and logistics hubs, and more balanced use of the province's freight infrastructure systems.

8.1.2.3.4. Investment Opportunities

- Intermodal freight terminals and logistics hubs
- Rail siding rehabilitation and terminal access upgrades
- First-mile and last-mile freight connectivity improvements
- Freight data and corridor analytics platforms
- Port-rail-road integration projects
- Heavy vehicle management, enforcement and road preservation systems

8.1.2.3.5. Investment Pathways

- Identify freight corridors and commodities suitable for modal shift
- Engage Transnet, logistics operators, industry and investors on delivery mechanisms
- Strengthen alignment between road maintenance planning and freight demand management
- Develop incentive and partnership models to support intermodal freight use
- Improve infrastructure connections between industrial areas, rail facilities and ports
- Establish performance measures for freight flow, road preservation and logistics efficiency

8.1.2.3.6. Actionable Outputs

- Output 1: Provincial Freight Modal Shift Strategy
- Output 2: Priority intermodal logistics and terminal investment plan
- Output 3: Freight corridor road preservation and demand management framework

- Output 4: Port-rail-road integration action plan
- Output 5: Monitoring model for freight efficiency, modal balance and infrastructure impacts

8.1.2.4. Digitisation of Transport Infrastructure and Public Transport Operations

This thematic area will focus on the role of digital technologies, intelligent transport systems, real-time data, automation and integrated platforms in modernising transport infrastructure management and public transport operations in KwaZulu-Natal. The theme will explore how digitisation can enhance infrastructure planning, asset monitoring, operational efficiency, commuter experience, regulatory oversight, safety management and evidence-based decision-making across the transport sector.

Particular attention will be given to the use of digital tools to improve the lifecycle management of transport infrastructure, optimise public transport operations, strengthen incident response, enable real-time visibility of services, and support integrated mobility planning. The theme will further examine the departments readiness, data governance, interoperability, financing requirements and implementation partnerships required to scale transport digitisation within the province.

8.2.1.4.1 Key policy questions

- Policy Question 1: How can KwaZulu-Natal institutionalise the digitisation of transport infrastructure planning, monitoring and maintenance to improve asset performance, resilience and investment prioritisation?
- Policy Question 2: What digital capabilities and operating models are required to modernise public transport operations, improve service reliability and support safe, commuter-centred mobility services?
- Policy Question 3: How can the province enable integrated transport data systems and interoperable digital platforms across road infrastructure, public transport, traffic operations and regulatory services?

8.1.2.4.2. Economic Impact

- This theme supports productivity and economic growth by advancing the Department's Digital Strategy, particularly **Pillar 5: Smart Road Infrastructure** and **Pillars 2, 3 and 4: Smart Road Safety, Smart Public Transport and Digital Traffic Management Operations**.
- Through the digitisation of transport infrastructure and operations, the Department will improve operational efficiency by enabling real-time monitoring, automated data collection and predictive maintenance of road assets under **Pillar 5**. This reduces unplanned maintenance costs and shifts expenditure from reactive repairs to planned, cost-effective interventions.
- In parallel, the digitisation of transport systems under **Pillars 2, 3 and 4** will enhance service reliability, optimise traffic flow, and improve public transport performance through integrated platforms, real-time data and intelligent transport systems. These capabilities enable smarter, data-driven investment decisions, improved prioritisation of infrastructure interventions and more efficient allocation of limited resources.

- The theme further contributes to economic growth by attracting technology investment, enabling public-private partnerships, and supporting the development of innovation ecosystems within the province. It also creates opportunities for skilled employment in transport technology, data analytics, artificial intelligence, and systems management, thereby strengthening the province's digital and economic competitiveness.

8.1.2.4.3. Infrastructure and transport operations outcomes

- Infrastructure and transport operations outcomes for the KwaZulu-Natal Department of Transport are centred on achieving a safe, efficient, reliable and integrated transport system. This includes improved infrastructure condition and lifecycle management, real-time network visibility, faster incident response, enhanced road safety, and more reliable public transport services.
- The Department aims to reduce congestion, optimise infrastructure investment, strengthen operational efficiency and enable seamless coordination across all transport modes.
- These outcomes are underpinned by digital enablement, data-driven decision-making and integrated systems, positioning the Department to deliver sustainable mobility and economic value for the province.
- The economic impact of improved infrastructure and transport operations is realised through increased efficiency, reduced costs and enhanced productivity across the provincial economy. By enabling predictive maintenance, optimised traffic flow and reliable public transport services, the Department reduces infrastructure lifecycle costs, lowers the cost of doing business and improves logistics efficiency. These outcomes support economic growth by enhancing labour productivity, attracting investment, enabling public-private partnerships and creating skilled employment opportunities in digital transport systems.
- Furthermore, improved accessibility and mobility contribute to inclusive economic participation, while data-driven planning ensures more efficient allocation of public resources and greater return on infrastructure investment.

8.2.1.4.4 Investment Opportunities

- **Smart Road Infrastructure Technologies**
 - ARID-enabled automated road condition assessment
 - AI-based defect detection and classification
 - Predictive maintenance analytics
 - Digital twin models for bridges and critical infrastructure
- **This directly supports:**
 - Early defect detection
 - Risk-based prioritisation
 - Cost avoidance (moving from reactive to planned maintenance)
- **Intelligent Transport Systems (ITS)**
 - Real-time traffic monitoring and congestion analytics
 - Incident detection and response systems
 - Corridor and network performance monitoring
- **Public Transport Digitisation**

- Digital fleet management systems (buses, taxis)
- Real-time passenger information platforms
- Electronic fare/payment integration
- Route optimisation and scheduling tools

○ **Integrated Transport Data Platforms**

- Centralised data repositories (single source of truth)
- Dashboards (operational + executive level)
- API-enabled integration with GIS, RAMS, and asset systems

The departments Smart Road solution already demonstrates this capability:

- Dashboards
- Geospatial analytics
- Integration into mobility ecosystem

○ **Mobility Command Centre Enablement**

- Integrated control room capability
- Real-time visibility of infrastructure, traffic and transport operations
- Decision-support systems

8.2.1.4.5 Implementation pathways

- Phased pilot-to-scale approach in high-demand corridors;
- PPP or blended funding models for digital platforms and infrastructure;
- Collaboration with municipalities, academia, SOEs and private technology providers;
- Integration into existing departmental infrastructure and transport programmes;
- Clear standards for data, interoperability and cybersecurity;
- Change management and user adoption plans for officials and operators.

8.2.1.4.6 Actionable Outputs

Output 1: Provincial Digital Transport Roadmap

- clear plan for digitising infrastructure + operations
- phased implementation plan

Output 2: Priority Digital Projects Pipeline

- Smart Road scale-up
- ITS deployment
- Public transport digital systems
- Command centre enablement

Output 3: Data & Platform Integration Framework

- Single source of truth
- Interoperability standards
- Data governance model

Output 4: Pilot-to-Scale Implementation Plan

- Expand ARID + predictive maintenance
- Identify priority corridors
- Define rollout timeline

Output 5: PPP & Funding Model

- Identify funding mechanisms
- Define private sector participation
- Align to MTBPS and infrastructure pipeline

8.1.2.5. Data Insight based Infrastructure Planning and Asset Management

This thematic area shall focus on strengthening the use of data, evidence, analytics and asset management intelligence to improve infrastructure planning, maintenance prioritisation, lifecycle decision-making and investment efficiency across the provincial transport system. It shall consider how the Department can transition from reactive and fragmented decision-making towards a more integrated, data-driven planning environment that supports long-term serviceability, resilience and fiscal sustainability.

The theme shall examine the use of asset condition data, traffic information, safety indicators, utilisation trends, risk profiling, lifecycle models and performance analytics to inform the planning and management of roads, bridges, freight routes, public transport infrastructure and supporting transport facilities. It shall also explore the institutional and systems requirements necessary to embed data insight into planning, budgeting, maintenance and infrastructure governance processes.

8.1.2.5.1. Key policy questions

- Policy Question 1: How can KwaZulu-Natal institutionalise data-driven planning and asset management to improve infrastructure performance, budgeting credibility and long-term value-for-money?
- Policy Question 2: What data, systems and technical capabilities are required to support predictive maintenance, lifecycle planning and risk-based prioritisation across the transport network?
- Policy Question 3: How can the Department strengthen the integration of asset intelligence into infrastructure planning, programme management and operational decision-making?

8.1.2.5.2. Economic Impact

This theme supports economic efficiency by improving maintenance timing, reducing avoidable rehabilitation costs, strengthening budget prioritisation, protecting infrastructure investment, improving service reliability and supporting more credible long-term capital and maintenance planning. It also creates technical and professional opportunities in data collection, analytics, engineering assessment and asset management.

8.1.2.5.3. Infrastructure and transport operations outcomes

This theme supports improved network condition, longer asset life, better maintenance targeting, reduced infrastructure failure, stronger bridge and corridor monitoring, improved service planning, better risk visibility and enhanced resilience across road and related transport infrastructure systems.

8.1.2.5.4. Investment Opportunities

- Network-wide asset condition surveys and analytics

- Bridge, pavement and corridor monitoring systems
- Traffic, safety and utilisation data integration platforms
- Lifecycle modelling and predictive maintenance tools
- Centralised infrastructure dashboards and reporting systems
- Data quality, governance and standards enablement

8.1.2.5.5. Investment Pathways

- Standardise transport asset data collection and condition monitoring practices
- Integrate data insight into RAMPs, project prioritisation and budget submissions
- Strengthen links between engineering data, finance, planning and programme governance
- Establish centralised repositories and executive reporting dashboards
- Build technical capacity in data analytics, modelling and asset management
- Introduce performance-based review mechanisms linked to asset outcomes and investment efficiency
-

8.1.2.5.6. Actionable Outputs

- Output 1: Provincial transport asset intelligence framework
- Output 2: Priority asset management and data improvement plan
- Output 3: Lifecycle planning and predictive maintenance roadmap
- Output 4: Integrated infrastructure performance dashboard model
- Output 5: Data governance and standards framework for transport planning and asset management

8.1.2.6. Public Private Partnerships for Transport Infrastructure and Operations

This thematic area shall focus on the role of public private partnerships and related collaboration models in accelerating infrastructure delivery, improving operational performance, mobilising investment and strengthening innovation across the transport sector. It shall consider how partnerships with the private sector can support project preparation, financing, technology deployment, operations, maintenance and service modernisation in a manner that remains aligned to public policy objectives, affordability considerations and governance requirements.

The theme shall examine where PPPs and other partnership arrangements may be appropriate across transport infrastructure and operations, including logistics facilities, terminals, digital transport systems, public transport services, corridor upgrades, aviation-support infrastructure and maritime-related interfaces. It shall further explore the institutional readiness, governance controls, risk allocation principles and project preparation capabilities required to structure viable, transparent and bankable partnerships.

8.1.2.6.1. Key policy questions

- Policy Question 1: What types of transport projects and operational interventions within KwaZulu-Natal are best suited to PPP and blended partnership models?

- Policy Question 2: How can the Department strengthen its institutional capacity to identify, structure, govern and monitor transport partnerships effectively?
- Policy Question 3: What safeguards are required to ensure that partnership models advance public value, service performance, affordability and long-term infrastructure sustainability?

8.1.2.6.2. Economic Impact

This theme supports economic growth by mobilising additional investment, accelerating project delivery, improving service performance, enabling innovation, supporting private sector participation, creating jobs during both construction and operations, and strengthening the province's infrastructure pipeline and investor confidence.

8.1.2.6.3. Infrastructure and transport operations outcomes

This theme supports accelerated infrastructure delivery, improved maintenance and operational performance, stronger system modernisation, increased capacity in key transport nodes, improved reliability of passenger and freight services, and more sustainable management of strategic transport assets and facilities.

8.1.2.6.4. Investment Opportunities

- Digital transport platforms and ITS deployment
- Freight terminals, logistics facilities and corridor support infrastructure
- Public transport operational modernisation initiatives
- Airport access, intermodal interchange and mobility hub developments
- Maritime-linked logistics and interface infrastructure
- Maintenance, operations and performance-based service contracts

8.1.2.6.5. Investment Pathways

- Identify suitable PPP and partnership opportunities across the transport value chain
- Conduct project screening, feasibility assessment and market testing
- Align partnership development to National Treasury and departmental governance frameworks
- Strengthen internal capacity for project preparation, transaction support and contract management
- Establish clear risk allocation, performance standards and oversight arrangements
- Promote transparent stakeholder engagement and investor communication throughout project development

8.1.2.6.6. Actionable Outputs

- Output 1: Provincial PPP opportunity register for transport infrastructure and operations
- Output 2: Project preparation and partnership development framework
- Output 3: Priority pipeline of bankable transport partnership projects

- Output 4: Governance and contract management framework for transport PPPs
- Output 5: Investor engagement and implementation roadmap for strategic partnerships

8.1.2.7. Aviation Safety, Air Freight and Aviation-Linked Economic Connectivity

This thematic area shall focus on the role of aviation within KwaZulu-Natal's broader transport and logistics system, including aviation safety, emergency preparedness, air freight efficiency, airport access, economic connectivity and the integration of aviation-linked infrastructure into provincial mobility and development planning. It shall consider the importance of aviation to trade, tourism, disaster response, high-value logistics, time-sensitive cargo movement, business travel and regional connectivity, while also recognising the regulatory, operational and infrastructure dependencies required to sustain safe and efficient aviation services.

The theme shall further examine the need to strengthen provincial readiness in relation to aviation-related incidents and emergencies, including aircraft accidents, airport operational disruptions, hazardous material events, weather-related risks and the transport interface required to support coordinated incident response. Particular attention shall be given to the relationship between airports, air cargo systems, strategic freight corridors, harbours, industrial zones, tourism routes and provincial disaster management arrangements.

8.1.2.7.1. Key policy questions

- Policy Question 1: How can KwaZulu-Natal strengthen aviation safety preparedness, emergency response coordination and supporting infrastructure to improve resilience across the provincial transport system?
- Policy Question 2: What infrastructure, regulatory and logistics interventions are required to improve air freight efficiency, airport accessibility and aviation-linked economic development within the province?
- Policy Question 3: How can aviation planning be better integrated with corridor development, port logistics, tourism growth, disaster management and wider provincial transport strategies?

8.1.2.7.2. Economic Impact

This theme supports economic growth by improving air cargo efficiency, enhancing business and tourism connectivity, strengthening airport-linked investment, reducing logistics delays for time-sensitive goods, improving provincial disaster response capability and supporting the integration of aviation into broader trade, industrial and logistics systems. It further creates opportunities for investment in airport access, freight handling, logistics services, safety systems and related transport infrastructure.

8.1.2.7.3. Infrastructure and transport operations outcomes

This theme supports improved aviation safety readiness, stronger emergency response coordination, better airport access, more efficient air freight movement, improved integration between aviation and surface transport systems, enhanced resilience in the event of aviation incidents and stronger provincial coordination across airport, corridor, logistics and disaster management systems.

8.1.2.7.4. Investment Opportunities

- Airport access and interchange improvements
- Air freight and cargo logistics support infrastructure
- Aviation emergency preparedness and incident-response systems
- Integrated airport-corridor-port logistics planning
- Digital aviation support systems and operational coordination platforms
- Aviation-linked economic and tourism connectivity initiatives

8.1.2.7.5. Investment Pathways

- Strengthen collaboration with ACSA, SACAA, ATNS and disaster management structures
- Integrate aviation planning into provincial transport, logistics and resilience frameworks
- Identify air freight opportunities linked to ports, industrial areas and strategic corridors
- Improve airport access and surface transport connections
- Develop coordinated incident response and emergency preparedness arrangements
- Promote aviation-linked investment and partnership opportunities aligned to provincial development priorities

8.1.2.7.6. Actionable Outputs

- Output 1: Provincial Aviation and Air Freight Position Paper
- Output 2: Aviation Safety and Emergency Preparedness Coordination Framework
- Output 3: Airport Access and Aviation Logistics Improvement Plan
- Output 4: Air Freight and Economic Connectivity Opportunity Pipeline
- Output 5: Inter-agency roadmap for aviation-linked transport coordination

8.2. Programme Overview

8.2.1. The programme shall be designed to facilitate structured, high-level engagement across all thematic areas, ensuring an appropriate balance between strategic dialogue, technical insight, policy direction and implementation planning. The programme shall be sequenced to move from strategic framing and contextual analysis towards thematic deliberation, solution identification, stakeholder alignment and the adoption of actionable resolutions. In this regard, the programme shall include keynote addresses, plenary engagements, thematic panel discussions, focused technical sessions where appropriate, and a formal closing session to consolidate outcomes and define the way forward.

8.2.2. The programme must reflect the strategic intent of the Indaba and enable meaningful participation from all stakeholder groups, including government, state-owned entities, private sector participants, academia, development partners and

organised transport stakeholders. Each session shall be structured to promote informed discussion, practical engagement and policy-relevant contributions, while ensuring that the deliberations remain aligned to the identified thematic priorities, namely green transport and climate-resilient infrastructure, strategic transport corridor development, freight modal shift, digitisation of transport infrastructure and public transport operations, data insight driven infrastructure planning and asset management, and public private partnerships for transport infrastructure and operations.

- 8.2.3. The programme shall be organised in a manner that sets the strategic context for the Indaba, defines the intended outcomes, and creates a coherent platform for dialogue across the full transport value chain. The opening components of the programme shall therefore establish the policy and institutional rationale for the Indaba, reflect on the current state of the provincial transport sector, and position the thematic discussions within broader provincial and national development priorities.
- 8.2.4. The programme shall commence with a scene-setting session led by the Head of Department, which shall articulate the purpose of the Transport Indaba, the strategic context informing its convening, and the Department's expectations regarding stakeholder participation, implementation value and sectoral outcomes. This session shall provide the overarching narrative for the Indaba and frame the need for integrated, multi-modal and investment-oriented engagement.
- 8.2.5. This shall be followed by an official plenary opening session led by the Member of the Executive Council, which shall provide strategic and political direction on the future of transport within KwaZulu-Natal. The opening address shall affirm the Department's priorities in relation to economic growth, infrastructure development, logistics efficiency, mobility, resilience, sustainability and institutional collaboration, and shall set the tone for the engagements that follow.
- 8.2.6. Following the opening plenary, the programme shall include a strategic sector overview session to provide a consolidated perspective on the state of the transport sector within KwaZulu-Natal. This session shall highlight key opportunities, constraints and trends across road infrastructure, public transport, freight logistics, rail, aviation and maritime interfaces, and shall inform subsequent thematic discussions through evidence-based inputs and contextual analysis.
- 8.2.7. The core of the programme shall consist of thematic panel sessions aligned to the seven strategic themes identified in Section 8.1. Each panel session shall be designed to interrogate policy issues, infrastructure and operational challenges, investment opportunities, institutional implications and implementation pathways relevant to the theme under discussion. These sessions shall include a balanced composition of public sector leaders, technical experts, sector stakeholders, operators, academia and private sector representatives, as appropriate.
- 8.2.8. The thematic panel sessions shall, at a minimum, address the following areas:
 - 8.2.8.1. Green Transport and Climate-Resilient Infrastructure
 - 8.2.8.2. Strategic Transport Corridor Development
 - 8.2.8.3. Freight Modal Shift: Transitioning Freight from Road to Rail
 - 8.2.8.4. Digitisation of Transport Infrastructure and Public Transport Operations
 - 8.2.8.5. Data Insight Driven Infrastructure Planning and Asset Management
 - 8.2.8.6. Public Private Partnerships for Transport Infrastructure and Operations
 - 8.2.8.7. Aviation Safety, Air Freight and Aviation-Linked Economic Connectivity

- 8.2.9. Each thematic session shall be structured to produce focused outputs, including identification of key policy issues, priority actions, implementation considerations, investment opportunities and institutional responsibilities. Session moderators shall be required to guide discussions toward practical recommendations and clearly defined resolutions that can be consolidated into the overall outcomes' framework of the Indaba.
- 8.2.10. Where necessary, the programme may include technical breakaway sessions to allow for more detailed engagement on specialised matters requiring deeper technical discussion or cross-sector coordination. Such breakaways may include, but shall not be limited to, topics relating to digital systems integration, corridor planning, logistics and freight operations, climate resilience measures, asset management intelligence, public transport modernisation and infrastructure financing models. These sessions shall complement the plenary and panel discussions and shall be designed to support technical refinement of proposed actions and recommendations.
- 8.2.11. The programme shall also provide structured opportunities for stakeholder engagement and moderated discussion to ensure that the perspectives of key institutions and sector participants are fully incorporated into the proceedings. This shall include opportunities for facilitated dialogue, panel interaction, targeted stakeholder inputs and question-and-answer engagements, thereby strengthening the quality, relevance and inclusiveness of the deliberations.
- 8.2.12. The programme shall conclude with a formal closing session dedicated to the consolidation of key insights, adoption of strategic resolutions and articulation of the way forward. This session shall summarise the major themes emerging from the Indaba, confirm agreed actions and implementation priorities, and set out the process for post-event reporting, programme integration and monitoring of outcomes.
- 8.2.13. The closing session shall further clarify how the resolutions and recommendations arising from the Indaba will be translated into departmental planning instruments, infrastructure programmes, policy processes and budget frameworks. In this regard, the programme shall be designed not only as a forum for dialogue, but as a structured mechanism for influencing implementation, investment prioritisation and coordinated sector development.
- 8.2.14. Clear time allocations, session objectives, expected outputs and speaker responsibilities shall be defined in the detailed programme to ensure effective flow and disciplined execution. The sequencing of sessions must enable logical progression from strategic framing to thematic analysis and resolution setting, while allowing adequate time for participation, discussion and synthesis.
- 8.2.15. The final programme shall ensure alignment between the identified themes and the selected speakers, panellists and moderators. In doing so, the Department shall ensure that speakers are appropriately matched to the subject matter of each session, with due consideration given to their institutional role, technical expertise, policy relevance and ability to contribute meaningfully to the objectives of the Indaba.
- 8.2.16. The detailed programme shall be attached as an appendix to this Concept Document and shall serve as the operational guide for the sequencing, facilitation and administration of the Transport Indaba as Annexure A.

8.3. Stakeholder Engagement Plan

- 8.3.1. A structured stakeholder engagement approach shall be adopted to ensure inclusive, balanced and purpose-driven participation across the transport sector. The Transport Indaba shall convene representatives from national, provincial and municipal government, state-owned entities, private sector organisations, academia, organised industry formations, civil society structures where relevant, and development partners whose mandates, expertise or investments are directly relevant to the transport sector in KwaZulu-Natal.
- 8.3.2. Stakeholder participation must be aligned to the thematic areas of the Indaba to ensure relevant contributions, informed deliberation and meaningful dialogue. In this regard, the stakeholder engagement process shall be designed to ensure that each thematic session is supported by the participation of institutions and individuals with the policy authority, technical competence, investment relevance, operational experience or strategic influence necessary to enrich the quality of discussion and support actionable outcomes.
- 8.3.3. The stakeholder engagement plan shall support the broader objectives of the Indaba by promoting intergovernmental coordination, institutional alignment, sector-wide collaboration, knowledge exchange and investment dialogue across the multi-modal transport environment. It shall further ensure that the views of both public and private sector stakeholders are appropriately integrated into the proceedings, particularly in relation to infrastructure planning, transport operations, logistics efficiency, resilience, digitisation, asset management and partnership models.
- 8.3.4. Stakeholder identification and participation shall be guided not only by institutional category, but also by the strategic purpose for which each stakeholder is required. In this regard, stakeholders shall be identified and engaged according to their relevance to policy and regulatory alignment, investment mobilisation, technical and systems excellence, operational excellence, research and innovation, institutional implementation support and thematic relevance to the Indaba.
- 8.3.5. Stakeholders shall be categorised both by institutional type and by functional purpose, at a minimum, as follows:

8.3.5.1. Government

This category shall include, where relevant, the National Department of Transport, the Department of Trade, Industry and Competition, the Ministry responsible for Electricity, Provincial Treasury, municipalities and other public authorities whose roles affect transport policy, infrastructure delivery, industrial competitiveness, energy transition, logistics efficiency and climate resilience.

8.3.5.2. State-Owned Entities

This category shall include public entities and transport agencies with direct responsibilities in respect of roads, rail, freight logistics, ports, public transport, aviation interfaces and strategic infrastructure delivery. This category shall further include Airports Company South Africa in relation to airport infrastructure, airport operations and aviation-linked access and logistics systems.

8.3.5.3. Organised Transport and Industry Stakeholders

This category shall include recognised associations, user groups, industry formations and organised stakeholders representing public transport operators (KWANABUCO, SANTACO), freight interests, transport users, logistics participants and sector-based constituencies.

8.3.5.4. Private Sector and Investors

This category shall include infrastructure investors, logistics operators, engineering and technology firms, transport operators, consultants, financiers, project developers, concessionaires and other market participants capable of contributing technical insight, operational experience, innovation or investment potential.

8.3.5.5. Academia and Research Institutions

This category shall include universities, research councils, technical institutions, transport research bodies and knowledge partners, including institutions such as CSIR where relevant, with expertise in transport planning, logistics, engineering, environmental resilience, public policy, digital systems, air transport systems, energy transition and economic analysis.

8.3.5.6. Development Partners and Strategic Support Institutions

Where applicable, this category shall include institutions involved in infrastructure support, policy advisory services, financing, climate resilience, technical assistance or development cooperation relevant to the transport sector.

8.3.5.7. Regulatory and Technical Aviation Institutions

This category shall include aviation-sector entities responsible for airport operations, aviation regulation, air traffic management, safety oversight and related technical coordination, including ACSA, SACAA and ATNS, whose participation is necessary to support aviation planning, safety, air freight efficiency, airport connectivity and emergency preparedness.

- 8.3.6. The Department shall develop and maintain a stakeholder register for the Indaba, which shall identify each stakeholder, institutional category, thematic relevance, proposed role, level of engagement and communication requirements. This register shall serve as the basis for invitations, session planning, protocol arrangements, stakeholder coordination and post-event follow-up.
- 8.3.7. Stakeholder engagement shall be undertaken across the full lifecycle of the Indaba, including pre-event consultation, formal participation during the Indaba, and post-event communication and implementation follow-up. The engagement approach shall therefore extend beyond attendance management and shall seek to build sustained collaboration around identified transport priorities and agreed resolutions.
- 8.3.8. During the pre-event phase, the Department shall identify and prioritise stakeholders based on their relevance to the thematic agenda, institutional influence, potential contribution and strategic importance to the transport sector. This phase shall include stakeholder mapping, development of the invitation list, preliminary consultation where necessary, alignment of session participation, and the preparation of relevant stakeholder briefing material.
- 8.3.9. During the event phase, stakeholder participation shall be structured in a manner that promotes balanced discussion, technical credibility and strategic value. This may include plenary participation, moderated panel engagements, thematic inputs, technical breakaway participation, facilitated discussion and question-and-answer opportunities, depending on the role and relevance of the stakeholder concerned.
- 8.3.10. During the post-event phase, the Department shall communicate the outcomes of the Indaba to all relevant stakeholders through the dissemination of resolutions,

summary reports, action plans and implementation updates. This shall ensure continuity between dialogue and implementation and shall support the translation of stakeholder engagements into sustained institutional collaboration and programme action.

- 8.3.11. The role of government stakeholders shall be to provide policy direction, institutional mandates, regulatory perspectives, implementation insight and intergovernmental alignment across the transport sector. National government stakeholders shall be engaged particularly in relation to policy coherence, national transport frameworks, fiscal alignment and sector regulation. Provincial stakeholders shall support strategic integration across provincial mandates, while municipalities shall provide local planning, implementation and service delivery perspectives relevant to transport operations, land use integration and corridor development.
- 8.3.12. The role of the Ministry responsible for Electricity and associated energy-sector stakeholders shall be to provide strategic input on the energy transition requirements of the transport sector, including grid readiness, charging infrastructure, energy resilience, electrification pathways and the enabling conditions required to support low-carbon mobility systems, port and corridor activity, and climate-responsive transport infrastructure.
- 8.3.13. The role of the Department of Trade, Industry and Competition shall be to provide strategic input on industrial competitiveness, logistics-linked economic development, localisation opportunities, industrial corridor growth, green manufacturing potential, port and airport-linked trade enablement, and the economic conditions required to support transport-led regional development.
- 8.3.14. The role of state-owned entities shall be to provide strategic, operational and technical input on transport infrastructure, logistics systems, rail operations, road networks, ports and public transport interfaces. Their contribution shall be particularly important in relation to corridor performance, intermodal connectivity, freight efficiency, strategic infrastructure planning and implementation partnerships.
- 8.3.15. Airports Company South Africa shall be engaged to provide input on airport infrastructure, airport operations, airport access requirements, air cargo connectivity, passenger mobility interfaces, operational readiness and the role of airport-linked systems in supporting provincial logistics, trade, tourism and economic connectivity.
- 8.3.16. The South African Civil Aviation Authority shall be engaged to provide input on aviation regulatory frameworks, aviation safety, operational compliance, oversight expectations, emergency preparedness and the policy and regulatory considerations relevant to aviation-linked transport planning and provincial coordination.
- 8.3.17. Air Traffic and Navigation Services shall be engaged to provide input on air traffic operations, navigation systems, operational coordination, incident response interface requirements, system resilience and the broader role of aviation support systems in enabling safe and efficient air transport within and beyond the province.
- 8.3.18. The role of organised transport and industry stakeholders shall be to provide practical sector insight, user-based perspectives, operational realities and implementation considerations from the standpoint of transport operators, freight

stakeholders, commuters, route-based interests and organised industry formations. Their participation shall ensure that the Indaba is informed by current system challenges, service delivery constraints and sector-based opportunities.

- 8.3.19. The role of private sector and investor stakeholders shall be to provide insight into infrastructure financing, innovation, technology deployment, operational efficiencies, market readiness and partnership opportunities. Their participation shall further support the identification of bankable projects, private sector delivery models and scalable interventions aligned to the Department's strategic priorities.
- 8.3.20. The role of academia and research institutions shall be to support evidence-based dialogue through research, analysis, modelling, case studies, innovation perspectives and technical expertise. Their participation shall strengthen the intellectual depth of the Indaba and contribute to the formulation of credible, forward-looking and analytically grounded recommendations.
- 8.3.21. Research and innovation stakeholders shall be engaged to support evidence-based dialogue, technology foresight, pilot initiatives, systems modelling, innovation partnerships and the development of practical interventions relating to digitisation, electric mobility, infrastructure resilience, freight systems, aviation operations and future transport technologies.
- 8.3.22. Stakeholder engagement shall be coordinated in a manner that ensures alignment between stakeholder expertise and session content. In this regard, stakeholders shall be matched to thematic areas in accordance with their institutional mandates, operational experience, policy relevance, technical specialisation and ability to contribute meaningfully to the objectives of the Indaba.
- 8.3.23. A stakeholder mapping matrix shall be developed to assess each stakeholder group according to its level of influence and level of interest in the outcomes of the Transport Indaba. This mapping exercise shall assist the Department in determining the appropriate engagement strategy for each stakeholder, including the degree of consultation, collaboration, communication and follow-up required.
- 8.3.24. Stakeholders with high influence and high interest shall be closely managed and actively engaged throughout the planning, implementation and follow-up phases of the Indaba. Stakeholders with high influence but lower direct interest shall be strategically kept satisfied and engaged at key decision points. Stakeholders with lower influence but high interest shall be kept informed and meaningfully involved in thematic discussions, while stakeholders with lower influence and lower interest shall be monitored and engaged as necessary in relation to emerging relevance or implementation needs.
- 8.3.25. The final stakeholder engagement plan shall be supported by a detailed Stakeholder Engagement Map attached as an Annexure B to this Concept Document and shall serve as the operational reference for stakeholder coordination, invitation management, thematic alignment, participation strategy and post-event communication.

8.4. Implementation Plan and Logistics

- 8.4.1. The implementation plan shall outline all operational, administrative, logistical and coordination arrangements required for the successful planning, management and delivery of the Transport Indaba. This shall include venue confirmation, programme scheduling, protocol management, stakeholder coordination,

communication support, resource allocation, security planning, registration management, technical support, documentation control and post-event close-out requirements.

- 8.4.2. The Transport Indaba is anticipated to be hosted within KwaZulu-Natal, with [insert here] identified as the venue and [insert here] as the proposed event date, subject to internal approval, stakeholder availability and final logistical confirmation. The Indaba shall be planned on the basis of an expected attendance of approximately 200 participants, inclusive of departmental leadership, government stakeholders, state-owned entities, organised sector stakeholders, private sector participants, academia, invited speakers and support personnel.
- 8.4.3. The implementation plan shall be structured to ensure that all preparatory, operational and follow-up activities are coordinated within a single integrated planning framework. This framework shall provide clear milestones, responsibilities, timelines, reporting arrangements and escalation mechanisms to support disciplined execution and effective oversight throughout the lifecycle of the Indaba.
- 8.4.4. The implementation approach shall be divided into three principal phases, namely the pre-event phase, the event execution phase and the post-event phase. Each phase shall be supported by defined deliverables, responsible officials and monitoring arrangements to ensure continuity between planning, delivery and implementation follow-through.
- 8.4.5. The pre-event phase shall include all preparatory activities necessary to ensure operational readiness for the Indaba. This shall include confirmation of the venue and date, approval of the concept document and programme, finalisation of the stakeholder list, issuance of invitations, confirmation of speakers and panellists, development of briefing material, logistical planning, procurement of required goods and services, registration planning, protocol coordination, security arrangements, branding preparation, communication activities and technical readiness assessments.
- 8.4.6. The event execution phase shall include all arrangements required for the on-site management and successful hosting of the Indaba. This shall include venue setup, delegate registration, protocol reception, speaker and panel coordination, time management, audio-visual support, facilitation support, media liaison, security management, catering oversight, issue escalation, session reporting and the overall coordination of programme delivery.
- 8.4.7. The post-event phase shall include all activities necessary to close out the event and ensure that outcomes are formally captured, communicated and integrated into subsequent departmental planning and implementation processes. This shall include consolidation of attendance records, financial reconciliation, compilation of the post-event report, communication of resolutions, stakeholder follow-up, action tracking and archiving of all relevant documentation for governance, audit and institutional learning purposes.
- 8.4.8. The venue shall be confirmed as [insert here], subject to its suitability in respect of accessibility, capacity, protocol requirements, safety, parking, security, availability of breakout facilities where required, catering arrangements and audio-visual capability. The selected venue must be capable of accommodating plenary sessions, registration processes, stakeholder networking, media requirements and technical support arrangements consistent with the profile and scale of the Indaba.

- 8.4.9. The event date shall be confirmed as [insert here], taking into account the availability of the Member of the Executive Council, the Head of Department, invited national and provincial stakeholders, key speakers, state-owned entities and other strategic participants. The scheduling of the event shall also be aligned to departmental planning cycles, protocol considerations and the readiness of all operational arrangements.
- 8.4.10. The logistical requirements for the Indaba shall, at a minimum, include the following:
- 8.4.10.1. Venue hire and event space preparation
 - 8.4.10.2. Registration area setup and delegate administration
 - 8.4.10.3. Audio-visual equipment, presentation systems and ICT support
 - 8.4.10.4. Seating arrangements, staging, signage and branding materials
 - 8.4.10.5. Catering and hospitality for delegates and invited guests
 - 8.4.10.6. Protocol arrangements for the Ministers, MEC, HOD and other dignitaries
 - 8.4.10.7. Security, access control and emergency readiness measures
 - 8.4.10.8. Transport and accommodation coordination where required
 - 8.4.10.9. Media liaison, photography and communication support
 - 8.4.10.10. Rapporteur support, documentation management and post-event reporting
- 8.4.11. A detailed event implementation plan shall be developed to guide the sequencing and coordination of all key activities. This plan shall include milestone dates, action owners, dependencies, status reporting mechanisms and escalation procedures. At a minimum, the implementation plan shall cover the following workstreams:
- 8.4.11.1. Governance and approvals
 - 8.4.11.2. Programme finalisation and speaker coordination
 - 8.4.11.3. Stakeholder engagement and invitation management
 - 8.4.11.4. Venue and logistics management
 - 8.4.11.5. Communication and branding
 - 8.4.11.6. Procurement and financial administration
 - 8.4.11.7. Protocol and VIP coordination
 - 8.4.11.8. Security and compliance
 - 8.4.11.9. On-site event execution
 - 8.4.11.10. Post-event reporting and action tracking
- 8.4.12. The implementation timeline shall be linked to clear milestones to ensure adequate lead time for planning and coordination. These milestones shall include, at a minimum, approval of the concept document, confirmation of the event date and venue, finalisation of the programme, issuance of invitations, confirmation of speakers and panellists, completion of logistics and procurement arrangements, final readiness review, event execution and post-event reporting.
- 8.4.13. A formal coordination structure shall be established to oversee implementation of the Indaba. This shall comprise a programme lead, supported by designated officials responsible for stakeholder engagement, logistics, communication, protocol, security, finance, ICT and reporting. The coordination structure shall operate within a defined reporting framework to ensure accountability, timely decision-making and resolution of implementation challenges.
- 8.4.14. A RACI structure shall be developed and maintained to clarify responsibility, accountability, consultation and information flows across all key implementation

activities. The RACI shall identify the lead unit or official responsible for execution, the accountable authority for oversight and approval, the officials or stakeholders to be consulted, and those to be kept informed throughout the implementation process.

8.4.15. The RACI structure shall, at a minimum, cover the following implementation areas:

- 8.4.15.1. Concept document finalisation and approval
- 8.4.15.2. Programme development and speaker management
- 8.4.15.3. Stakeholder mapping and invitation management
- 8.4.15.4. Venue booking and logistical arrangements
- 8.4.15.5. Communication, media and branding
- 8.4.15.6. Protocol and dignitary coordination
- 8.4.15.7. Procurement and budget administration
- 8.4.15.8. Security and access control
- 8.4.15.9. Registration and delegate management
- 8.4.15.10. Session facilitation, rapporteur support and reporting
- 8.4.15.11. Resolution tracking and post-event follow-up

8.4.16. Protocol arrangements shall be coordinated in a manner that ensures appropriate support for the participation of the Member of the Executive Council, the Head of Department, senior officials, invited dignitaries and other strategic guests. This shall include confirmation of attendance, programme sequencing, speaking notes, arrival and departure arrangements, reserved seating, hospitality, security coordination and liaison with relevant protocol offices.

8.4.17. Particular attention shall be given to Ministerial and Executive participation where applicable, and the Department shall ensure that all protocol arrangements are aligned to applicable government protocol standards and internal departmental requirements. This shall include timely engagement with the relevant offices, confirmation of programme roles and the preparation of all required briefing and support material.

8.4.18. Security arrangements shall be coordinated to safeguard delegates, officials, dignitaries, equipment and information throughout the duration of the event. This shall include venue access control, security personnel deployment where required, emergency response procedures, crowd management, safe parking arrangements and coordination with internal and external security services, as appropriate.

8.4.19. Administrative and compliance arrangements shall be managed in accordance with applicable departmental policies, financial controls, procurement prescripts and governance requirements. All event-related procurement, expenditure, approvals, service provider engagements and documentation shall be processed and retained in a manner that supports accountability, audit readiness and value-for-money.

8.4.20. Technical readiness shall be confirmed in advance of the event to ensure that all presentation systems, microphones, display screens, connectivity, power supply arrangements and digital support requirements are operational and fit for purpose. A final technical walkthrough and readiness check shall be conducted prior to commencement of the Indaba.

8.4.21. Registration and delegate management processes shall be established to support accurate attendance control, efficient arrival procedures, protocol-sensitive

reception and effective communication with participants. This shall include pre-registration where feasible, on-site registration processes, name-tag preparation, attendance registers and a helpdesk or coordination point for delegate support.

- 8.4.22. A final readiness review shall be conducted prior to the event to confirm the status of all workstreams, identify any outstanding risks or implementation gaps, and verify that all venue, programme, stakeholder, protocol, communication, financial, security and technical arrangements are in place. This review shall serve as the formal internal checkpoint before event execution.
- 8.4.23. The implementation plan shall be supported by a detailed operational checklist and implementation timeline, to be attached as annexures to this Concept Document. These annexures shall serve as the practical management tools for tracking progress, assigning responsibilities and confirming readiness across all workstreams.
- 8.4.24. The successful implementation of the Transport Indaba shall depend on disciplined coordination, timely decision-making, clear accountability and proactive management of logistical, administrative and stakeholder-related requirements. The implementation plan shall therefore function as the central operational instrument for translating the strategic intent of the Indaba into an effectively managed and professionally executed event.

8.5. **Communication Strategy**

- 8.5.1. A comprehensive communication strategy shall be developed to support stakeholder engagement, promote the Transport Indaba and ensure the effective dissemination of proceedings, resolutions and outcomes. The strategy shall cover pre-event, during-event and post-event communication activities, and shall be designed to support participation, visibility, message consistency, institutional alignment and the effective communication of the Department's strategic intent.
- 8.5.2. Communication shall position the Indaba as a high-level strategic platform for transport sector transformation, infrastructure investment, intergovernmental collaboration and integrated multi-modal planning within KwaZulu-Natal. In this regard, the communication approach shall emphasise the role of the Indaba in shaping practical responses to transport challenges, strengthening policy and institutional alignment, and identifying strategic opportunities for economic growth, infrastructure development, innovation and sustainability.
- 8.5.3. The communication strategy shall be implemented across the full lifecycle of the Indaba and shall ensure that all messaging is coherent, targeted, accurate and aligned to the approved objectives of the event. It shall further seek to strengthen stakeholder awareness, encourage meaningful participation, enhance the profile of the Indaba and support post-event continuity through the communication of agreed outcomes and next steps.
- 8.5.4. During the pre-event phase, communication shall focus on stakeholder mobilisation, formal invitations, programme awareness and the strategic positioning of the Indaba. This shall include the circulation of invitations, save-the-date notices, stakeholder briefing communication, confirmation messaging to speakers and panellists, and approved internal communication to ensure that all relevant departmental units are adequately informed of the purpose, programme and logistical arrangements of the event.

- 8.5.5. During the event phase, communication shall focus on programme visibility, coordinated messaging, stakeholder support, media liaison and the accurate capture of key proceedings. This may include event branding, approved opening and session messaging, speaker support material, photography, media coordination, digital or social communication where approved, and the structured recording of key highlights and resolutions emerging from the sessions.
- 8.5.6. During the post-event phase, communication shall focus on the dissemination of outcomes, resolutions and implementation messaging. This shall include circulation of the post-event report, executive summary, stakeholder follow-up communication, internal feedback to departmental leadership and relevant units, and where appropriate, external communication reflecting key strategic outcomes and the Department's intended way forward.
- 8.5.7. The communication strategy shall ensure that the Indaba is consistently positioned as a platform that advances:
- 8.5.7.1. Economic growth, trade facilitation and logistics efficiency;
 - 8.5.7.2. Infrastructure development, resilience and improved transport connectivity;
 - 8.5.7.3. Innovation, digitisation and data-informed decision-making;
 - 8.5.7.4. Sustainability, climate responsiveness and long-term sector transformation; and
 - 8.5.7.5. Partnership, collaboration and investment mobilisation across the transport sector.
- 8.5.8. This shall include tailored communication and briefing support for strategic policy, regulatory, aviation, energy and industrial stakeholders whose participation is necessary to strengthen the multi-sector value of the Indaba.
- 8.5.9. Stakeholder communication shall be undertaken in a structured and timely manner to ensure that invited institutions and participants are adequately informed of the purpose, relevance, programme structure and expected value of the Indaba. Such communication shall be aligned to the stakeholder engagement plan and shall support participation by government, state-owned entities, private sector organisations, organised transport stakeholders, academia and development partners.
- 8.5.10. Internal departmental communication shall ensure that all relevant branches, support units and officials remain informed of programme developments, responsibilities, timelines and event requirements. This shall support coordinated implementation, role clarity and alignment across the Department throughout the planning, execution and post-event phases.
- 8.5.11. Media engagement and publicity shall be managed in accordance with departmental communication protocols and shall be designed to enhance the visibility of the Indaba in a controlled and professional manner. This may include media advisories, approved press communication, event photography, coverage of key speeches and the communication of major resolutions or strategic messages arising from the event.
- 8.5.12. Communication channels may include formal correspondence, stakeholder emails, official letters, briefing notes, internal memoranda, departmental communication platforms, media engagement, approved digital platforms, event branding material, presentation content and post-event reporting instruments. The

selection of communication channels shall be guided by the intended audience, the nature of the message and the communication objective to be achieved.

- 8.5.13. All communication material and messaging shall be aligned to departmental branding, protocol standards and approval processes. Communication outputs shall be factually accurate, strategically consistent and sensitive to the high-level profile of the event and its stakeholders.
- 8.5.14. The Communications Unit shall coordinate the communication strategy in consultation with the Programme Lead, Executive Support and relevant internal stakeholders to ensure message discipline, branding consistency, protocol compliance and alignment with departmental communication standards.
- 8.5.15. A detailed Communication Plan (Annexure D) shall be developed as an annexure to this Concept Document and shall set out the communication activities, responsibilities, timelines, target audiences, key messages and communication channels applicable to the Transport Indaba.

8.6. **Expected Outcomes and Deliverables**

- 8.6.1. The Transport Indaba shall produce clear, measurable and actionable outcomes that directly contribute to policy development, infrastructure planning and investment prioritisation across the multi-modal transport sector, including road, rail, aviation and maritime. These outcomes shall be structured to ensure that deliberations translate into practical, implementable interventions within existing governance, planning and budgeting frameworks. Particular emphasis shall be placed on addressing systemic challenges such as infrastructure maintenance backlogs, freight inefficiencies, network capacity constraints and climate resilience, while simultaneously identifying opportunities to enhance mobility, logistics performance and economic integration.
- 8.6.2. All outputs of the Indaba must be aligned to the strategic objectives of the Department and broader government priorities, including the National Development Plan (NDP) 2030, Provincial Growth and Development Strategy (PGDS), National Transport Master Plan (NATMAP 2050) and Medium-Term Budget Policy Statement (MTBPS). The outcomes shall support integrated transport planning across all modes, ensuring alignment between road infrastructure, rail revitalisation, aviation connectivity and maritime logistics systems. Furthermore, the outcomes shall provide a structured basis for implementation, monitoring and follow-up actions within the Department, as well as across national departments, state-owned entities and private sector stakeholders involved in transport infrastructure delivery and operations.
- 8.6.3. To ensure effectiveness, all outcomes shall be measurable, time-bound and assigned to responsible units, with clear linkages to infrastructure programmes, policy processes and budget cycles (Table 1). Each outcome shall be supported by defined performance indicators, implementation timelines and accountability mechanisms, enabling tracking through departmental performance management systems. In addition, outcomes shall be integrated into existing planning instruments such as Road Asset Management Plans (RAMPs), corridor development strategies, logistics plans and infrastructure investment pipelines. This approach will ensure that the Indaba serves as a catalyst for coordinated, multi-modal transport development, translating strategic dialogue into tangible improvements in infrastructure performance, service delivery and economic outcomes (Table 1).

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Table 1: Expected Outcomes and Deliverables Matrix.

Outcome Category	Expected Outcome / Deliverable	Description	Alignment (Policy / Plan)	Implementation Mechanism	Measurable Indicator	Responsible Unit
Policy Development	Policy recommendations on transport sector priorities	Consolidated recommendations from thematic discussions (e.g. green transport, freight, digitisation)	NDP 2030, NATMAP 2050, PGDS	Submission to Executive Management and policy units	Number of recommendations adopted	Strategy Management
Infrastructure Planning	Identification of priority infrastructure interventions	Priority projects and programmes identified per thematic area	PGDS, Infrastructure Plans, IDMS	Integration into RAMPs, infrastructure plans and IDMS processes	Number of projects incorporated into plans	TIDS
Investment Prioritisation	Investment pipeline for transport infrastructure	Identification of bankable projects and funding opportunities	MTBPS, DoRA, National Infrastructure Plan	Alignment to budget submissions and funding frameworks	Value and number of projects prioritised	Finance / TIDS
Strategic Resolutions	Formal adoption of Indaba resolutions	Agreed resolutions capturing key decisions and actions	Departmental Strategy and EXCO priorities	Formal resolution register and action tracking	Number of resolutions approved and tracked	Office of the DDG
Stakeholder Collaboration	Strengthened partnerships across sectors	Formalised collaboration between government, private sector and academia	PPP Framework, PGDS	MoUs, partnership agreements, stakeholder forums	Number of partnerships initiated	Strategic Management
Programme Integration	Alignment of outcomes to departmental programmes	Integration of Indaba outputs into existing programmes and initiatives	Departmental APP and Strategic Plan	Programme alignment and implementation tracking	% of outcomes integrated into programmes	All DDGs
Knowledge and Insights	Documentation of key insights and best practices	Consolidated report capturing discussions, innovations and lessons	Policy and planning frameworks	Post-event report and knowledge sharing platforms	Completion and distribution of report	Communications Unit
Implementation Roadmap	Development of an action plan for implementation	Defined actions, timelines and responsibilities for all resolutions	Departmental planning frameworks	Action plan linked to performance management	% of actions assigned and tracked	Strategic Management
Budget Alignment	Alignment of outcomes to budget processes	Integration of priorities into MTBPS and DoRA submissions	MTBPS, DoRA	Budget planning and submission processes	Inclusion of priorities in budget cycles	Finance Unit

8.7. Risk Management and Mitigation

- 8.7.1. A structured risk management approach shall be adopted in accordance with the principles and guidelines of the KZNDOT Risk Management Policy, ensuring that risks associated with the planning, coordination and execution of the Transport Indaba are systematically identified, analysed, evaluated and mitigated.
- 8.7.2. Risk management shall be integrated into the overall planning and implementation process of the Indaba, forming part of governance, decision-making and operational control mechanisms. This approach will ensure that potential risks are proactively managed to minimise disruption, safeguard the reputation of the Department, and ensure the successful delivery of the Indaba.
- 8.7.3. The risk management process shall include:
 - 8.7.3.1. Risk Identification – Identification of potential operational, financial, reputational and stakeholder-related risks
 - 8.7.3.2. Risk Analysis – Assessment of likelihood and impact of identified risks
 - 8.7.3.3. Risk Evaluation – Prioritisation of risks based on severity and potential consequences
 - 8.7.3.4. Risk Treatment – Development and implementation of mitigation measures
 - 8.7.3.5. Monitoring and Review – Continuous tracking and updating of risks throughout the lifecycle of the Indaba
 - 8.7.3.6. Communication and Consultation – Engagement with stakeholders to ensure awareness and coordinated risk response
- 8.7.4. The Department shall maintain a Risk Register (Annexure E) aligned to departmental risk management frameworks and governance requirements. This register shall be reviewed periodically by the Indaba Project Team and escalated to Executive Management where necessary.

8.8. Financial Implications

- 8.8.1. The Concept Document shall outline the financial implications associated with the planning, coordination and hosting of the KwaZulu-Natal Transport Indaba. This shall include the identification of the principal cost drivers, the responsible units associated with each expenditure category, the proposed funding sources and the alignment of all anticipated expenditure with the Department's approved budget and expenditure framework.
- 8.8.2. The financial planning for the Indaba shall be undertaken in a manner that supports the strategic objectives of the event while ensuring affordability, transparency, accountability and value-for-money. In this regard, the financial implications shall be assessed not only in relation to the direct costs of hosting the event, but also in relation to the administrative, logistical, communication, protocol and coordination requirements necessary for its successful implementation.
- 8.8.3. In line with the principles of the Public Finance Management Act, 1999 (Act No. 1 of 1999), all expenditure related to the Indaba shall be planned, authorised and managed within existing budget allocations, unless otherwise approved through appropriate governance processes. The implementation of the Indaba shall prioritise cost efficiency, fiscal discipline and prudent resource utilisation, ensuring that expenditure remains reasonable, necessary and proportionate to the strategic value and intended outcomes of the event.

- 8.8.4. The main cost drivers associated with the Indaba are expected to arise from venue and logistical arrangements, audio-visual and ICT requirements, catering and hospitality, stakeholder coordination, protocol support, communication and branding, printing and documentation, programme facilitation and general event administration. These expenditure items are reflected in Table X: Indicative Cost Analysis, which provides a high-level breakdown of the anticipated cost categories, indicative funding source, responsible unit and key assumptions informing each line item.
- 8.8.5. Venue and logistics costs shall include the hire and setup of the venue, seating arrangements, staging, basic infrastructure, catering, and transport or accommodation requirements where applicable. These costs are central to the physical hosting of the Indaba and shall be managed primarily through Corporate Services, in consultation with the Programme Lead and relevant support units.
- 8.8.6. Communication and branding costs shall include the preparation of banners, backdrops, signage, media material, publicity content, printed programmes, concept documents and related communication outputs required to support the visibility and professional presentation of the Indaba. These costs shall be managed in accordance with approved departmental communication standards and shall be coordinated by the Communications Unit.
- 8.8.7. Stakeholder engagement costs shall include the administrative and logistical requirements associated with invitations, stakeholder coordination, speaker liaison, protocol arrangements and facilitation support. These costs are necessary to ensure inclusive participation, structured engagement and the effective management of strategic stakeholders, speakers and dignitaries throughout the Indaba lifecycle.
- 8.8.8. A contingency provision shall be made to cater for reasonable and unforeseen costs that may arise during the planning and implementation of the event. Such provision shall be managed prudently and shall typically be calculated as a percentage of the total estimated event cost, as reflected in the cost table. The use of contingency funding shall be subject to appropriate authorisation and supporting justification.
- 8.8.9. All estimated amounts reflected in the cost analysis table shall remain indicative until the event date, venue, scope of services, attendance profile and logistical requirements are confirmed. Upon confirmation of these variables, the Department shall refine the costing assumptions and prepare a more detailed event budget for approval through the appropriate internal processes.

Table 2: Estimated Indicative Cost Analysis.

Cost Category	Cost Item Description	Estimated Cost (ZAR)	Funding Source	Responsible Unit	Comments / Assumptions
Venue and Logistics	Venue hire and setup	R95,000	Equitable Share	Corporate Services	Includes seating, staging and basic infrastructure
	Audio-visual equipment and ICT support	R55,000	Equitable Share	ICT Unit	Includes microphones, screens, connectivity
	Catering and hospitality (±200 attendees)	R150,000	Equitable Share	Corporate Services	Based on per-head costing
	Transport and accommodation (if applicable)	R46,000	Equitable Share	Corporate Services	For VIPs / speakers if required

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Communication and Branding	Branding materials (banners, backdrops, signage)	R35,000	Equitable Share	Communications Unit	Aligned to departmental branding
	Media and publicity (Promotional adverts, outside broadcast, digital platforms, etc...)	R300,000	Equitable Share	Communications Unit	Includes pre- and post-event coverage
	Printing and documentation	R20,000	Equitable Share	Communications Unit	Concept documents, programmes
Stakeholder Engagement	Invitations and stakeholder coordination	R20,000	Equitable Share	Strategic Management / Communications	Includes logistics and communication
	Speaker coordination and protocol support	R35,000	Equitable Share	Executive Support / Protocol	Includes Ministerial protocol arrangements
	Facilitation and programme management	R60,000	Equitable Share	Programme Team	Includes moderators and coordination
Contingency	Contingency provision (unforeseen costs)	R81,600	Equitable Share	Finance Unit	Typically, 5–10% of total estimated cost
Total	Combined Cost	R897,600	Equitable Share		

8.8.10. The Department shall ensure that all procurement and expenditure associated with the Indaba are managed in accordance with applicable financial delegations, supply chain management prescripts, internal control requirements and record-keeping standards. This shall include the maintenance of supporting documentation for quotations, approvals, procurement processes, supplier engagements, invoices, payment records and any other financial documentation necessary for compliance and audit purposes.

8.8.11. Where applicable, the Department may explore partnership or sponsorship opportunities to supplement available resources, provided that such arrangements comply with applicable procurement, governance and ethical standards, and do not compromise the integrity, impartiality or strategic intent of the Indaba. Any such support shall be transparently managed and appropriately approved in accordance with departmental requirements.

8.8.12. Financial oversight for the Indaba shall be exercised through the combined roles of the Programme Lead, Corporate Services, Finance Unit and Supply Chain Management structures, with Executive Management providing overall oversight as required. These structures shall be responsible for budget alignment, expenditure control, procurement compliance, cost monitoring and financial close-out.

8.8.13. Following the conclusion of the Indaba, a financial reconciliation process shall be undertaken to confirm actual expenditure against the approved event budget, identify any variances and ensure that all event-related financial records are complete and properly maintained. This shall form part of the broader post-event close-out process and shall support accountability, audit readiness and institutional learning for future engagements.

8.8.14. The financial implications of the Transport Indaba shall therefore be managed as an integral part of the overall implementation framework, ensuring that the event is delivered in a financially responsible manner.

9. ROLES AND RESPONSIBILITIES

- 9.1. The successful planning, coordination, execution and follow-up of the Transport Indaba shall depend on clear governance arrangements, defined institutional roles and effective coordination across all responsible units. Roles and responsibilities shall therefore be allocated in a manner that promotes accountability, supports timely decision-making and ensures that all strategic, operational, administrative and reporting requirements are effectively managed across the lifecycle of the Indaba.
- 9.2. Responsibility for the overall strategic oversight of the Transport Indaba shall rest with the Head of Department and Executive Management, who shall provide direction on the purpose, positioning, governance, priority outcomes and institutional importance of the event. Executive Management shall further provide approval oversight in relation to the Concept Document, programme direction, stakeholder positioning and final post-event outcomes.
- 9.3. The Programme Lead shall be responsible for the overall coordination and day-to-day management of the Transport Indaba. This role shall serve as the central point of integration across all workstreams and shall be responsible for driving implementation, monitoring progress, coordinating internal and external stakeholders, consolidating inputs, escalating issues where necessary and ensuring that the event is delivered in accordance with the approved programme, implementation plan and governance requirements.
- 9.4. Strategic Management shall be responsible for supporting the development of the Concept Document, strengthening alignment to departmental strategy and policy priorities, guiding the thematic structure of the Indaba, contributing to the development of resolutions and actionable outputs, and leading the consolidation of post-event reporting, implementation tracking and strategic follow-up. Strategic Management shall further support the integration of Indaba outcomes into departmental plans, programmes and institutional processes.
- 9.5. Communications Chief Directorate shall be responsible for stakeholder communication, branding, visibility and communication support across the full lifecycle of the Indaba. This shall include the preparation and circulation of invitations, internal communication, communication material, branding elements, media liaison, event communication support and the dissemination of post-event outcomes. The Communications Unit shall ensure that all communication is aligned to departmental standards, approved messaging and the strategic positioning of the Indaba.
- 9.6. Corporate Services shall be responsible for venue and logistical coordination, including the confirmation and preparation of the venue, seating arrangements, catering, event setup, registration support, accommodation or transport coordination where necessary, and overall venue readiness. Corporate Services shall work closely with the Programme Lead and other support units to ensure that all logistical requirements are addressed in a timely and effective manner.
- 9.7. Executive Support and Protocol shall be responsible for coordinating all protocol-related arrangements associated with the participation of the Member of the Executive Council, the Head of Department, senior officials, invited dignitaries and other strategic guests. This shall include attendance confirmations, protocol liaison, programme sequencing for dignitaries, reserved seating, speaking arrangements, hospitality support and coordination with relevant protocol offices to ensure compliance with applicable standards.

- 9.8. ICT Directorate shall be responsible for the provision and readiness of all technical and audio-visual support required for the Indaba. This shall include presentation systems, microphones, display screens, connectivity, power support, equipment testing, on-site technical troubleshooting and any other digital or technological requirements necessary for the effective delivery of the programme.
- 9.9. Finance and Supply Chain Management shall be responsible for ensuring that all expenditure, procurement and administrative financial processes associated with the Indaba are managed in accordance with applicable legislation, policy, budget controls and departmental procedures. This shall include budget confirmation, procurement processing, supplier administration, expenditure monitoring, financial reconciliation and the retention of supporting documentation for governance and audit purposes.
- 9.10. Security Services shall be responsible for coordinating all security, access control and safety arrangements associated with the Indaba. This shall include security planning, management of access to the venue, support for dignitary protection where applicable, emergency readiness arrangements, coordination with relevant internal and external security stakeholders, and oversight of event safety measures during implementation.
- 9.11. Relevant Deputy Directors-General shall be responsible for providing strategic and thematic oversight in relation to the functional areas falling within their respective mandates. This shall include contributing to programme direction, supporting the identification of relevant stakeholders and speakers, participating in thematic sessions where required, and assisting with the post-event integration of outcomes into branch plans, sector interventions and implementation priorities.
- 9.12. Rapporteurs, moderators and session leads shall be responsible for ensuring that thematic discussions are well facilitated, that stakeholder participation is meaningfully managed, and that proceedings are accurately captured. Moderators shall guide discussions in a focused manner consistent with the objectives of each session, while rapporteurs shall record key insights, recommendations, actions and proposed resolutions arising from the proceedings.
- 9.13. All responsible units shall perform their respective roles in accordance with the approved implementation plan, communication plan, stakeholder engagement plan and operational readiness requirements applicable to the Indaba. Cross-functional coordination shall be maintained throughout the planning and implementation process to ensure alignment between governance, programme delivery, logistics, communication, security, financial administration and post-event reporting.
- 9.14. In order to support implementation discipline and role clarity, a formal RACI structure shall be maintained as an annexure to this Concept Document. The RACI Matrix shall identify those officials and units responsible for execution, accountable for oversight and approval, consulted for technical or operational input, and informed of progress and decisions across all major workstreams of the Transport Indaba.
- 9.15. The allocation of responsibilities shall, at a minimum, cover the following key areas:
- 9.15.1. Finalisation and approval of the Concept Document
 - 9.15.2. Programme development and speaker coordination

- 9.15.3. Stakeholder mapping, invitation management and communication
 - 9.15.4. Venue booking and logistical arrangements
 - 9.15.5. Protocol coordination for the MEC, HOD and dignitaries
 - 9.15.6. Branding, media liaison and communication support
 - 9.15.7. ICT, audio-visual and technical readiness
 - 9.15.8. Procurement, budget control and financial administration
 - 9.15.9. Security planning and access control
 - 9.15.10. Registration, delegate management and on-site coordination
 - 9.15.11. Facilitation, note-taking and reporting of proceedings
 - 9.15.12. Consolidation of resolutions, post-event reporting and action tracking
- 9.16. The Programme Lead shall convene regular coordination engagements with all relevant units during the planning phase to monitor progress against milestones, resolve implementation constraints and ensure that all responsible officials remain aligned on timelines, responsibilities and deliverables.
- 9.17. Executive Management shall be informed of key progress milestones, critical implementation risks and readiness status at appropriate intervals, and shall provide strategic guidance or intervention where required to support the successful delivery of the Indaba.
- 9.18. Following the conclusion of the Indaba, the responsible units shall continue to discharge their roles in relation to post-event reporting, dissemination of outcomes, financial close-out, records management and the tracking of agreed actions arising from the event. This shall ensure that the Transport Indaba is not treated as a standalone event, but as a coordinated institutional process that contributes to implementation, accountability and transport sector improvement.

10. MONITORING AND EVALUATION

- 10.1. A structured Monitoring, Evaluation and Reporting (MER) framework shall be established to assess the effectiveness, efficiency and impact of the KwaZulu-Natal Transport Indaba. This framework will ensure that the objectives of the Indaba are achieved, resolutions are tracked, and outcomes are translated into actionable interventions within the Department and broader transport sector.
- 10.2. The MER approach shall be aligned to the principles of accountability, transparency and continuous improvement, and shall be integrated into the Department's existing performance management and reporting systems. The framework will enable the systematic tracking of key performance indicators (KPIs) (Table 3), facilitate evidence-based evaluation of outcomes, and support informed decision-making by Executive Management and EXCO.
- 10.3. Reporting mechanisms shall be structured to provide timely and relevant feedback to EXCO, departmental leadership and key stakeholders. This shall include a comprehensive post-event report, as well as a concise Executive Summary highlighting key outcomes, resolutions and recommended actions. Furthermore, all outcomes and resolutions arising from the Indaba shall be linked to ongoing departmental programmes, infrastructure plans and strategic priorities to ensure implementation and sustainability.

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Table 3: Smart KPI Framework for Transport Indaba.

KPI Category	Key Performance Indicator (SMART)	Measure / Indicator	Target	Data Source / Evidence	Reporting Frequency	Responsible Unit
Attendance and Participation	Percentage of targeted stakeholders attending the Indaba	Attendance register vs invited stakeholders	≥ 85% attendance	Signed attendance registers	Post-event	Programme Coordination Team
	Attendance of key leadership (Ministers, DGs, MEC Dignitaries, EXCO representatives)	Number of confirmed vs attended	100% of confirmed	Protocol confirmations and attendance records	Post-event	Executive Support / Protocol
Programme Delivery	Percentage of programme sessions delivered as planned	Number of sessions delivered vs scheduled	100% delivery	Programme schedule vs actual execution	Post-event	Programme Lead
	Adherence to programme timelines	Variance between planned and actual timing	≤ 10% deviation	Event programme tracking	Post-event	Programme Lead
Stakeholder Engagement	Stakeholder satisfaction level	Feedback score (survey-based)	≥ 80% satisfaction	Stakeholder feedback surveys	Post-event	Communications Unit
	Level of stakeholder participation in discussions	Number of engagements/questions per session	[Insert Value]	Session reports / facilitator notes	Post-event	Programme Team
Strategic Outcomes and Resolutions	Number of actionable resolutions adopted	Count of resolutions formally recorded	≥ 5	Indaba resolutions report	Post-event	Strategic Management
	Percentage of resolutions aligned to departmental programmes	Number aligned vs total resolutions	≥ 80% alignment	Programme mapping document	Post-event	Strategic Management
Implementation Tracking	Percentage of resolutions with assigned owners and timelines	Number assigned vs total resolutions	100%	Action tracking register	Monthly (post-event)	Strategic Management
	Progress on implementation of resolutions	% of actions completed within defined timeframe	≥ 75% within 6 months	Progress reports	Quarterly	Relevant DDGs
Communication and Visibility	Media and communication reach	Number of media mentions / impressions	[Insert Value]	Media reports and analytics	Post-event	Communications Unit
	Distribution of post-event report	Number of stakeholders receiving report	100% of attendees	Distribution records	Post-event	Communications Unit
Governance and Compliance	Compliance with PFMA and SCM processes	Number of compliance deviations	0 deviations	Financial and SCM reports	Post-event	Corporate Services
	Availability of audit-ready documentation	Completeness of documentation (Yes/No)	100% complete	Audit file and records	Post-event	All Units

11. EFFECTIVE DATE

- 11.1. The Framework for the Concept Document shall take effect from the date of formal approval and sign-off by the Head of Department: Transport, as reflected on the cover page of the document.

12. DATE OF REVIEW

- 12.1. The Framework shall be reviewed within six (6) months preceding the next scheduled Transport Indaba to ensure that prevailing industry priorities are appropriately aligned with the relevant thematic focus areas and policy positions at that time.

13. ENQUIRIES

- 13.1. All enquiries must be directed to:

The Deputy Director General: Transport Infrastructure and District Services
The Department of Transport KwaZulu Natal
Private Bag X9043
Pietermaritzburg
3200

Phone: (033) 355 8600

14. APPENDICES

- 14.1. Draft Programme
- 14.2. Stakeholder Map
- 14.3. Implementation Plan and Logistics
- 14.4. Communication Plan
- 14.5. Risk Register

Annexure A.1: Draft Programme for Transport Indaba

Time	Session	Lead / Speaker	Purpose	Expected Outcome
08:00 – 09:00	Registration, Arrival Tea and Networking	Programme Coordination Team	Manage delegate registration, protocol reception and stakeholder networking prior to commencement	Confirmed attendance, stakeholder arrivals and readiness for formal proceedings
09:00 – 09:10	Programme Director Welcome and Housekeeping	Programme Director / MC	Formally open proceedings, acknowledge guests, outline protocol and provide logistical guidance	Delegates oriented to the programme and event process
09:10 – 09:30	Setting the Scene and Purpose of the Transport Indaba	Head of Department	Present the strategic rationale for convening the Indaba, frame the provincial transport context and articulate the intended outcomes	Shared understanding of the purpose, scope and strategic intent of the Indaba
09:30 – 10:00	Official Opening Address	MEC for Transport and Human Settlement	Provide strategic and political direction on transport infrastructure, mobility, logistics, resilience and sector transformation in KwaZulu-Natal	Clear policy direction and leadership framing for the Indaba
10:00 – 10:30	Strategic Sector Overview: State of Transport in KwaZulu-Natal	Head of Department / DDG: Transportation / invited technical lead	Present a consolidated overview of opportunities, constraints and current trends across road, rail, aviation, maritime, freight and public transport	Evidence-based sector context established to inform thematic discussions
10:30 – 10:45	Tea Break	All Delegates	Refreshment break and informal engagement	Delegates prepared for thematic sessions
10:45 – 11:30	Thematic Session 1: Green Transport and Climate-Resilient Infrastructure	Panel of government, technical experts and climate/infrastructure stakeholders	Explore how climate resilience, sustainability and green mobility can be embedded into provincial transport planning, infrastructure delivery and operations	Priority resilience measures, green investment areas and policy considerations identified
11:30 – 12:15	Thematic Session 2: Strategic Transport Corridor Development	Panel of KZNDOT, SANRAL, logistics and planning stakeholders	Examine corridor-based planning, intermodal connectivity, infrastructure sequencing and regional trade enablement	Strategic corridor priorities and implementation opportunities identified
12:15 – 13:00	Thematic Session 3: Freight Modal Shift:	Panel of Transnet, logistics operators,	Consider road preservation, rail competitiveness, terminal connectivity and integrated freight system reform	Actions identified to support freight efficiency and modal rebalancing

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	Transitioning Freight from Road to Rail	freight specialists and government		
13:00 – 14:00	Lunch	All Delegates	Lunch and stakeholder networking	Continued engagement across institutions and sectors
14:00 – 14:45	Thematic Session 4: Digitisation of Transport Infrastructure and Public Transport Operations	Panel of ICT, transport technology, operational and public transport stakeholders	Explore digital systems, ITS, real-time data, infrastructure monitoring and commuter-centred transport operations	Digital transformation priorities and scalable projects identified
14:45 – 15:30	Thematic Session 5: Data Insight Driven Infrastructure Planning and Asset Management	Panel of asset management, engineering, planning and analytics stakeholders	Examine the role of data, asset intelligence and lifecycle planning in supporting budgeting, maintenance and infrastructure performance	Priority actions identified for data-driven planning and asset management strengthening
15:30 – 16:15	Thematic Session 6: Public Private Partnerships for Transport Infrastructure and Operations	Panel of National Treasury, private sector, SOEs and project finance specialists	Consider partnership models, bankable projects, institutional readiness and investment mobilisation across transport infrastructure and operations	Potential PPP opportunities, enabling conditions and next-step actions identified
16:15 – 17:00	Thematic Session 7: Aviation Safety, Air Freight and Aviation-Linked Economic Connectivity	National Department of Transport / ACSA / SACAA / ATNS / KZNDOT / Disaster Management representatives	To examine aviation safety, aviation emergency preparedness, aircraft incident response coordination, air freight efficiency, airport access, aviation-linked logistics, and the integration of aviation into provincial transport, trade, tourism and corridor planning	Key policy, infrastructure and operational actions identified to strengthen aviation safety, airport connectivity, air freight performance, disaster readiness and aviation-linked economic development within KwaZulu-Natal
17:00 – 17:15	Tea Break	All Delegates	Short refreshment break before closing engagements	Delegates prepared for final consolidation session
17:15 – 17:30	Consolidation of Key Insights and Session Feedback	Session Moderators / Rapporteurs	Present summary inputs from thematic sessions, including key recommendations, risks, priorities and areas for follow-up	Consolidated record of thematic findings and proposed resolutions

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17:30 – 17:50	Adoption of Strategic Resolutions and Way Forward	HOD / Programme Lead	Confirm strategic resolutions, implementation direction, reporting arrangements and post-Indaba actions	Agreed resolutions, institutional ownership and implementation pathway confirmed
17:50 – 18:00	Closing Remarks	MEC for Transport and Human Settlement	Officially close the Indaba and reaffirm commitment to implementation and coordinated sector development	Formal closure and stakeholder alignment on the way forward

Annexure A.2: Optional Technical Breakaway Sessions

If the Department elects to include technical breakaways, the following can be inserted after lunch or run in parallel as specialist sessions:

Time	Breakaway Session	Lead / Participants	Purpose	Expected Outcome
Optional	Digital Systems Integration and Mobility Platforms	ICT, operators, system specialists	Explore platform interoperability, command centres, dashboards and public transport digital systems	Technical priorities and integration requirements clarified
Optional	Corridor Planning, Freight and Logistics Coordination	KZNDOT, SANRAL, Transnet, logistics stakeholders	Examine corridor bottlenecks, freight movement, port access and rail-road integration	Corridor-specific logistics actions identified
Optional	Asset Management, Data and Predictive Maintenance	Engineering, RAMS, data and planning specialists	Consider condition data, lifecycle planning, prioritisation and infrastructure intelligence	Action plan for data-led planning and maintenance refinement
Optional	Climate Resilience and Infrastructure Risk	Infrastructure, disaster management and environmental specialists	Examine infrastructure vulnerability, flood risks, resilience measures and adaptation priorities	Priority resilience interventions and risk mitigation proposals identified
Optional	PPPs, Funding Models and Investment Readiness	Finance, Treasury, private sector and transaction advisors	Explore bankability, risk allocation, partnership models and project preparation	Candidate projects and funding pathways identified

Annexure B.1: Stakeholder Engagement Map

Stakeholder Category	Stakeholder / Institution	Indicative Stakeholders	Primary Relevance to Themes	Proposed Role at Indaba	Expected Contribution	Engagement Level
Government	National Government – Transport and Economic Policy	National Department of Transport, Department of Trade, Industry and Competition, Ministry responsible for Electricity, National Treasury, Department of Forestry, Fisheries and the Environment, Department of Cooperative Governance	Policy alignment, green transport, corridor development, PPPs, air freight, industrial growth, energy transition, climate resilience	Keynote input, panellist, strategic respondent	Policy direction, legislative alignment, industrial competitiveness, energy transition support, investment enablement, climate and fiscal alignment	High
Government	Provincial Government	KZN Department of Transport, Provincial Treasury, EDTEA, COGTA, Office of the Premier	Provincial strategy, infrastructure delivery, mobility, resilience, logistics, implementation	Host, session lead, panellist, respondent	Strategic leadership, programme integration, implementation oversight and provincial alignment	High
Government	Municipal Government	eThekweni Metro, Msunduzi, major district and local municipalities	Spatial integration, local mobility, public transport, corridor interfaces, airport and port access	Panellist, technical contributor	Local planning, land use integration, transport operations and service delivery insight	Medium to High
State-Owned Entities	Roads and Corridor Infrastructure	SANRAL	Corridor development, strategic roads, freight efficiency, resilience, asset management	Panellist, technical contributor	Road network planning, corridor operations, investment and asset management input	High
State-Owned Entities	Rail and Freight Logistics	PRASA, Transnet Freight Rail, Transnet SOC Ltd	Freight modal shift, passenger mobility, intermodal integration, logistics corridors	Panellist, technical contributor	Rail systems input, freight integration, corridor and terminal connectivity insight	High
State-Owned Entities	Ports and Maritime Logistics	Transnet National Ports Authority, Transnet Port Terminals	Maritime logistics, port access, strategic freight and coastal connectivity	Panellist, technical contributor	Port interface planning, freight movement, logistics performance and economic gateway alignment	High

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State-Owned Entities	Aviation Infrastructure and Operations	Airports Company South Africa	Aviation theme, airport access, air freight, tourism and business connectivity, logistics integration	Panellist, strategic contributor	Airport infrastructure, airport operations, airport access planning and aviation-linked economic connectivity	High
Regulatory and Technical Aviation Institutions	Aviation Regulation and Safety	South African Civil Aviation Authority	Aviation safety, compliance, emergency preparedness, regulatory oversight	Panellist, regulatory contributor	Aviation safety, compliance, oversight, emergency preparedness and aviation governance input	High
Regulatory and Technical Aviation Institutions	Air Navigation and Operations	Air Traffic and Navigation Services	Air traffic operations, aviation systems resilience, coordination and incident-response interface	Panellist, technical contributor	Navigation systems, operational coordination, aviation systems resilience and safety interface input	High
Organised Stakeholders	Public Transport and Operator Formations	SANTACO, KWANABUCO, bus industry associations, learner transport stakeholders	Public transport modernisation, operational realities, mobility access, digitisation	Stakeholder respondent, panellist	Operator realities, practical service delivery issues and implementation insight	High
Organised Stakeholders	Freight, Logistics and Industry Formations	Freight and logistics associations, business forums, sector bodies	Trade facilitation, freight efficiency, corridor operations, investment	Stakeholder respondent, participant	User and industry perspective on logistics, trade, mobility and infrastructure performance	Medium to High
Private Sector and Investors	Infrastructure, Logistics and Delivery Partners	Engineering firms, concessionaires, developers, freight operators, infrastructure investors	PPPs, corridor infrastructure, freight systems, project delivery, economic hubs	Panellist, investor participant	Project development, private investment, infrastructure delivery and operations expertise	High
Private Sector and Investors	Technology, Energy and Digital Systems Providers	ITS providers, platform developers, energy infrastructure firms, EV charging providers, data firms	Digitisation, smart mobility, charging infrastructure, systems interoperability, data-led planning	Panellist, technical contributor	Innovation, digital platforms, EV infrastructure, system integration and technical delivery pathways	Medium to High

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Academia, Research and Innovation Institutions	Universities and Research Bodies	UKZN, DUT, CSIR, research councils, transport and engineering institutes	Research, modelling, innovation, green mobility, aviation systems, asset management, resilience	Technical input, moderator support, rapporteur support	Evidence-based analysis, research insight, innovation support and future systems thinking	Medium
Development Partners and Strategic Support Institutions	Funding and Technical Support Institutions	DFIs, infrastructure support institutions, development agencies, climate finance institutions	Investment mobilisation, resilience, green infrastructure, technical assistance	Observer, contributor, respondent	Funding models, technical support, project preparation and strategic advisory input	Medium

Annexure B.2: Stakeholder Matrix (Influence Versus Interest)

Influence / Interest Category	Stakeholder Group	Indicative Stakeholders	Engagement Strategy
High Influence / High Interest	Core strategic transport and implementation stakeholders	KZNDOT Executive Management, National Department of Transport, Provincial Treasury, SANRAL, Transnet, PRASA, ACSA, SACAA, ATNS	Manage closely; involve in programme shaping, speaking roles, thematic inputs, resolution setting and implementation follow-up
High Influence / High Interest	Economic, energy and investment enablers	Department of Trade, Industry and Competition, Ministry responsible for Electricity, National Treasury, EDTEA	Manage closely; engage on green transport, energy transition, economic competitiveness, industrial development, logistics enablement and investment mobilisation
High Influence / Medium Interest	Enabling public institutions	Office of the Premier, COGTA, key municipalities, DFFE, disaster management structures	Keep satisfied; engage at strategic points, involve in relevant thematic sessions and maintain high-level communication
Medium Influence / High Interest	Operational and technical stakeholders	SANTACO, KWANABUCO, bus operators, freight operators, logistics firms, aviation-linked operators, ICT providers, engineering service providers	Keep informed and involve meaningfully in panels, thematic discussions and feedback processes
Medium Influence / High Interest	Research and innovation stakeholders	CSIR, UKZN, DUT, research councils, universities, technical institutes	Keep involved; use as knowledge partners, technical contributors and innovation support participants
Medium Influence / Medium Interest	Private investors and support institutions	Developers, financiers, infrastructure investors, DFIs, transaction advisers, innovation partners	Targeted engagement; involve in PPP, investment and project preparation discussions
Low Influence / High Interest	Sector users and supporting constituencies	Smaller industry bodies, technical practitioners, emerging innovation firms, support organisations	Keep informed; allow participation through thematic sessions and post-event communication
Low Influence / Low Interest	Peripheral stakeholders	Stakeholders with limited direct relevance to the identified themes	Monitor; engage where relevance increases or where required for implementation purposes

Annexure B.3: Thematic Alignment of Stakeholders

Theme	Priority Stakeholders
Green Transport and Climate-Resilient Infrastructure	KZNDOT, DFFE, COGTA, municipalities, SANRAL, Transnet, academia, environmental and infrastructure specialists
Strategic Transport Corridor Development	KZNDOT, SANRAL, Transnet, municipalities, Provincial Treasury, EDTEA, logistics operators, investors
Freight Modal Shift: Road to Rail	Transnet, PRASA, SANRAL, freight operators, logistics firms, National Department of Transport, port stakeholders
Digitisation of Transport Infrastructure and Public Transport Operations	KZNDOT, ICT stakeholders, technology firms, public transport operators, SANTACO, municipalities, data platform providers
Data Insight Driven Infrastructure Planning and Asset Management	KZNDOT, engineering specialists, academia, data firms, asset management practitioners, SANRAL, technical service providers
Public Private Partnerships for Transport Infrastructure and Operations	National Treasury, Provincial Treasury, private investors, infrastructure developers, SOEs, KZNDOT, legal and transaction advisors
Aviation Safety, Air Freight and Aviation-Linked Economic Connectivity	ACSA, SACAA, ATNS, National Department of Transport, disaster management structures, logistics operators, airport-linked business stakeholders, tourism and trade-related institutions

Annexure B.4: Stakeholder Engagement Across the Indaba Cycle

Phase	Engagement Focus	Key Activities	Intended Outcome
Pre-Event	Identification, alignment and mobilisation	Stakeholder mapping, invitation process, briefing notes, speaker confirmation, thematic alignment	Appropriate stakeholder mix and readiness for participation
During Event	Participation and structured dialogue	Plenary participation, panel sessions, moderated discussion, networking, technical sessions	Meaningful dialogue, practical insights and informed resolutions
Post-Event	Follow-up and sustained collaboration	Dissemination of outcomes, reporting, action tracking, partnership follow-up, implementation engagement	Continuity between dialogue, planning and implementation

Annexure C.1: Indicative Implementation Timeline for the Transport Indaba.

No.	Activity / Milestone	Description	Indicative Timing	Responsible Unit / Lead	Output / Deliverable	Status
1	Approval of Concept Document	Finalisation and approval of the Concept Document and implementation approach	TBC	HOD / Executive Management / Strategic Management	Approved Concept Document	Pending
2	Confirmation of Date	Confirmation of approved event date	TBC	Programme Lead / Executive Support	Confirmed event date	Pending
3	Confirmation of Venue	Confirmation and booking of venue in KwaZulu-Natal	TBC	Corporate Services / Programme Lead	Confirmed venue booking	Pending
4	Establishment of Project Team	Formal designation of programme lead and support workstreams	TBC	HOD / DDG / Programme Lead	Confirmed coordination structure	Pending
5	Development of Detailed Programme	Finalisation of programme flow, session objectives and time allocations, including aviation theme	TBC	Programme Lead / Strategic Management	Approved detailed programme	Pending
6	Identification of Speakers and Panellists	Identification and confirmation of moderators, speakers and thematic panellists	TBC	Programme Lead / Executive Support / Strategic Management	Confirmed speaker list	Pending
7	Identification of Strategic External Stakeholders	Confirm strategic participation requirements for DTIC, Ministry responsible for Electricity, ACSA, SACAA, ATNS and research institutions	TBC	Strategic Management / Programme Lead	Stakeholder prioritisation note	Pending
8	Stakeholder Mapping and Invitation List	Finalisation of stakeholder database and invitation schedule	TBC	Communications / Strategic Management	Approved stakeholder register	Pending
9	Issuing of Invitations	Formal circulation of invitations to all identified stakeholders	TBC	Communications Unit / Executive Support	Invitations issued	Pending
10	RSVP and Attendance Tracking	Follow-up and confirmation of attendance by delegates and speakers	TBC	Communications Unit / Programme Coordination Team	Attendance tracker updated	Pending
11	Protocol Coordination	Coordination of MEC, HOD, VIP and dignitary participation requirements, including strategic national stakeholders	TBC	Executive Support / Protocol Team	Protocol plan finalised	Pending
12	Procurement of Goods and Services	Processing of venue, catering, ICT, branding and related support requirements	TBC	Corporate Services / SCM / Finance	Procurement completed	Pending

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13	Branding and Communication Material	Preparation of banners, backdrop, programmes, name tags and related material	TBC	Communications Unit	Branded materials ready	Pending
14	Media and Publicity Preparation	Preparation of media notices, publicity material and communication content	TBC	Communications Unit	Media and publicity plan	Pending
15	Security Planning	Development of security, access control and emergency readiness arrangements	TBC	Security Services / Corporate Services	Approved security plan	Pending
16	ICT and Audio-Visual Planning	Confirmation of equipment, presentation support, connectivity and technical setup	TBC	ICT Unit	ICT readiness plan	Pending
17	Aviation Session Preparation	Confirm aviation session contributors, briefing notes and emergency-response interface inputs	TBC	Programme Lead / Strategic Management	Aviation session briefing pack	Pending
18	Registration Planning	Development of registration process, attendance controls and helpdesk arrangements	TBC	Programme Coordination Team	Registration plan	Pending
19	Final Readiness Review	Consolidated review of all workstreams prior to the event	TBC	Programme Lead / All Units	Final readiness sign-off	Pending
20	Event Setup	Venue preparation, branding installation, registration setup and technical testing	TBC	Corporate Services / ICT / Communications	Venue ready for event	Pending
21	Event Execution	Formal hosting and management of the Transport Indaba	TBC	Programme Lead / All Support Units	Successful event delivery	Pending
22	Post-Event Report	Preparation of post-event report, resolutions and action plan	TBC	Strategic Management / Communications / Rapporteurs	Post-event report	Pending
23	Financial Reconciliation	Final reconciliation of event expenditure and supporting records	TBC	Finance Unit / Corporate Services	Financial close-out	Pending
24	Dissemination of Outcomes	Circulation of resolutions, report and follow-up communication to stakeholders	TBC	Communications Unit / Strategic Management	Outcomes communicated	Pending
25	Implementation Follow-Up	Tracking of actions, ownership and integration into departmental programmes	TBC	Strategic Management / Relevant DDGs	Action tracking register	Pending

Annexure C.2: Operational Readiness Checklist for the Transport Indaba.

No.	Readiness Area	Checklist Requirement	Responsible Unit	Verification Method	Status	Comments
1	Governance and Approval	Concept Document approved	Strategic Management / HOD	Signed approval	Pending	
2	Governance and Approval	Detailed programme approved	Programme Lead / Executive Management	Approved programme	Pending	
3	Venue	Venue confirmed and booked	Corporate Services	Booking confirmation	Pending	
4	Venue	Venue capacity suitable for approximately 200 attendees	Corporate Services	Venue inspection	Pending	
5	Venue	Seating, staging and room layout confirmed	Corporate Services	Setup plan	Pending	
6	Venue	Breakaway room requirements confirmed, if applicable	Corporate Services	Venue layout confirmation	Pending	
7	Protocol	MEC attendance confirmed	Executive Support / Protocol	Written confirmation	Pending	
8	Protocol	HOD attendance confirmed	Executive Support	Written confirmation	Pending	
9	Protocol	VIP seating and speaking arrangements finalised	Protocol Team	Protocol seating plan	Pending	
10	Stakeholders	Stakeholder register finalised	Strategic Management / Communications	Stakeholder database	Pending	
11	Stakeholders	Invitations issued to all identified stakeholders	Communications Unit	Invitation records	Pending	
12	Stakeholders	RSVP follow-ups completed	Communications Unit	RSVP tracker	Pending	
13	Stakeholders	Strategic external stakeholders confirmed, including DTIC, Ministry responsible for Electricity, ACSA, SACAA and ATNS	Strategic Management / Programme Lead	Confirmation correspondence	Pending	
14	Programme	Speakers and panellists confirmed	Programme Lead	Confirmation correspondence	Pending	
15	Programme	Moderators and rapporteurs appointed	Programme Lead	Appointment confirmation	Pending	
16	Programme	Aviation thematic session confirmed in programme	Programme Lead	Approved programme	Pending	
17	Programme	Aviation session contributors and briefing pack prepared	Programme Lead / Strategic Management	Briefing pack	Pending	
18	Communications	Event branding finalised	Communications Unit	Artwork and materials	Pending	

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19	Communications	Programme booklets, name tags and signage prepared	Communications Unit	Printed material check	Pending	
20	Media	Media and publicity plan prepared	Communications Unit	Communication plan	Pending	
21	Logistics	Registration desk and delegate management process prepared	Programme Coordination Team	Registration plan	Pending	
22	Logistics	Catering arrangements confirmed	Corporate Services	Supplier confirmation	Pending	
23	Logistics	Parking and access arrangements confirmed	Corporate Services / Security	Site plan	Pending	
24	Logistics	Transport and accommodation arrangements confirmed, if applicable	Corporate Services	Booking confirmations	Pending	
25	ICT	Audio-visual equipment available and tested	ICT Unit	Technical test	Pending	
26	ICT	Microphones, screens and presentation systems operational	ICT Unit	Technical walkthrough	Pending	
27	ICT	Connectivity and power backup arrangements confirmed	ICT Unit	Readiness check	Pending	
28	Security	Security plan approved	Security Services	Approved plan	Pending	
29	Security	Access control arrangements confirmed	Security Services	Operational briefing	Pending	
30	Security	Emergency response procedures confirmed	Security Services	Readiness review	Pending	
31	Security / Operations	Aviation-related emergency and disaster-response contributors confirmed where applicable	Programme Lead / Security / Strategic Management	Confirmation note	Pending	
32	Finance and SCM	Procurement requirements completed	SCM / Finance / Corporate Services	Procurement file	Pending	
33	Finance and SCM	Budget availability confirmed	Finance Unit	Budget confirmation	Pending	
34	Documentation	Attendance registers prepared	Programme Coordination Team	Register templates	Pending	
35	Documentation	Resolution templates and note-taking tools prepared	Strategic Management / Rapporteurs	Session packs	Pending	
36	Final Readiness	Final readiness review conducted	Programme Lead / All Units	Readiness meeting minutes	Pending	
37	Final Readiness	Outstanding issues resolved prior to event	Programme Lead / All Units	Issue tracker	Pending	

Annexure C.3: RACI Matrix for Transport Indaba.

No.	Activity	Programme Lead	HOD / Executive Management	Strategic Management	Communications Unit	Corporate Services	Executive Support / Protocol	ICT Unit	Finance / SCM	Security Services	Relevant DDGs	External Strategic Stakeholders*
1	Finalisation of Concept Document	R	A	R	C	I	I	I	I	I	C	I
2	Approval of Concept Document	C	A	R	I	I	I	I	I	I	C	I
3	Confirmation of event date	R	A	C	I	C	C	I	I	I	C	I
4	Confirmation of venue	C	A	I	I	R	I	C	C	C	I	I
5	Development of detailed programme	R	A	R	C	I	C	I	I	I	C	C
6	Speaker and panellist identification	R	A	C	C	I	C	I	I	I	C	C
7	Stakeholder mapping and categorisation	C	I	R	R	I	I	I	I	I	C	C
8	Invitation management	C	I	C	R	I	R	I	I	I	I	I
9	RSVP tracking and attendance confirmation	R	I	C	R	I	C	I	I	I	I	I
10	Protocol planning for MEC and VIPs	I	A	I	C	I	R	I	I	C	I	I
11	Venue logistics and setup	C	I	I	C	R	C	C	I	C	I	I
12	Branding, signage and communication material	I	I	C	R	C	I	I	I	I	I	I

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13	Media and publicity	I	A	C	R	I	C	I	I	I	I	I
14	Catering and hospitality	I	I	I	I	R	C	I	C	I	I	I
15	ICT and AV support	I	I	I	I	C	I	R	I	I	I	I
16	Registration and delegate administration	R	I	C	C	R	I	I	I	I	I	I
17	Procurement of event requirements	I	I	I	C	C	I	C	R	I	I	I
18	Budget management and cost control	I	A	I	I	C	I	I	R	I	I	I
19	Security and access control	I	I	I	I	C	C	I	I	R	I	I
20	Aviation thematic session preparation	R	A	R	C	I	C	I	I	C	C	C
21	Strategic external stakeholder coordination	R	A	R	C	I	C	I	I	I	C	C
22	Final readiness review	R	A	C	C	C	C	C	C	C	C	I
23	On-site event coordination	R	A	C	C	R	C	C	I	C	I	I
24	Session facilitation and reporting	R	I	R	C	I	I	I	I	I	C	I
25	Consolidation of resolutions	R	A	R	C	I	I	I	I	I	C	I
26	Post-event report preparation	C	A	R	R	I	I	I	I	I	C	I
27	Dissemination of outcomes	I	I	C	R	I	I	I	I	I	I	I

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28	Financial reconciliation and close-out	I	A	I	I	C	I	I	R	I	I	I
29	Action tracking and implementation follow-up	C	A	R	C	I	I	I	I	I	R	I

Annexure D – Indicative Communication Plan for the Transport Indaba.

No.	Communication Activity	Purpose	Target Audience	Timing	Responsible Unit	Channel / Medium	Output
1	Save-the-date communication	Provide early notice of the Indaba	Priority stakeholders and invited institutions	Pre-event	Communications Unit / Executive Support	Email / formal notice	Save-the-date notice
2	Formal invitations	Confirm attendance and communicate event details	Government, SOEs, stakeholders, private sector, academia	Pre-event	Communications Unit / Executive Support	Official invitation / email	Invitation letters issued
3	Stakeholder briefing communication	Provide context, programme intent and participation guidance	Speakers, panellists and key stakeholders	Pre-event	Programme Lead / Communications Unit	Email / briefing note	Stakeholder briefing note
4	Internal departmental communication	Ensure internal alignment on roles, timelines and logistics	KZNDOT branches and support units	Pre-event and during event	Programme Lead / Communications Unit	Internal memo / email	Internal communication note
5	Media and publicity preparation	Support visibility and strategic positioning of the event	Media and external audiences	Pre-event	Communications Unit	Media advisory / approved media platforms	Media advisory
6	Event branding and material	Support professional presentation and consistent event identity	All delegates	During event	Communications Unit	Signage, banners, name tags, programme material	Branded event material
7	On-site communication support	Support programme flow, messaging and stakeholder experience	Delegates, speakers and officials	During event	Communications Unit / Programme Team	Announcements, session material, speaker notes	Communication support pack

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8	Capture of key proceedings	Record major highlights, resolutions and strategic messages	Department and stakeholders	During event	Communications Unit / Rapporteurs	Notes, photography, approved digital content	Proceedings record
9	Post-event report communication	Disseminate outcomes and resolutions	All participating stakeholders	Post-event	Strategic Management / Communications Unit	Email / report circulation	Post-event report
10	Executive summary and follow-up messaging	Communicate key decisions and next steps	Executive Management, stakeholders, relevant institutions	Post-event	Communications Unit / Programme Lead	Summary note / email	Executive summary and follow-up note

Annexure E – Risk Register for Transport Indaba.

Risk ID	Risk Description	Risk Category	Likelihood (1–5)	Impact (1–5)	Risk Rating (L×I)	Mitigation Measures	Risk Owner	Monitoring Mechanism
R1	Non-attendance of key stakeholders (Ministers, DGs, industry leaders)	Stakeholder / Reputational	3	5	15 (High)	Early engagement and formal invitations; protocol coordination; follow-up confirmations; contingency speakers	DDG: TIDS / Protocol Team	Attendance tracking and confirmations
R2	Logistical failures (venue, ICT, transport arrangements)	Operational	3	4	12 (High)	Detailed logistics plan; site inspections; service provider SLAs; backup systems (ICT, power, venue readiness)	Event Coordinator	Pre-event readiness checklist
R3	Budget constraints or cost overruns	Financial	2	4	8 (Medium)	Budget planning and approval; cost controls; procurement compliance; prioritisation of essential services	DDG: Corporate Services	Budget monitoring and reporting
R4	Reputational risk due to poor event delivery or stakeholder dissatisfaction	Reputational	2	5	10 (High)	Quality assurance processes; stakeholder engagement; clear communication; professional event execution	Communications / Project Lead	Stakeholder feedback and media monitoring
R5	Misalignment of themes with policy priorities	Strategic	2	4	8 (Medium)	Alignment with NDP, PGDS, MTBPS; internal review and EXCO validation	Strategic Management	Policy alignment review
R6	Ineffective stakeholder coordination and communication	Operational / Stakeholder	3	4	12 (High)	Stakeholder engagement plan; communication protocols; dedicated coordination team	Communications Unit	Stakeholder engagement tracking
R7	Security and protocol breaches during the event	Operational / Reputational	2	5	10 (High)	Coordination with security services; adherence to protocol guidelines; access control measures	Security Services	Security plan and monitoring
R8	Failure to produce actionable outcomes and post-event reporting	Strategic	3	4	12 (High)	Clear definition of outputs; documentation team; structured reporting framework	Project Lead	Post-event reporting review
R9	Technology failure (presentation systems, connectivity)	Operational	3	3	9 (Medium)	ICT support on-site; backup equipment; testing prior to event	ICT Unit	System testing and monitoring
R10	Low stakeholder engagement during sessions	Stakeholder	2	3	6 (Medium)	Strong facilitation; relevant themes; interactive sessions; pre-engagement with participants	Programme Lead	Session feedback