



Executive Summary Report

1. Project Description & Strategic Case

Project Name	George Integrated Public Transport Network (GIPTN)
Location	George Local Municipality
Sector	Social
Department	Department of Mobility
Project Owner	Deidre Ribbonaar
Project Manager	Deidre Ribbonaar

1.1 Project Scope

The GIPTN project encompasses the planning, implementation, and operation of an integrated public transport system within the George municipal area. The project involves making gradual improvements based on the GO GEROGÉ "Infrastructure-light" model in line with national and provincial strategic objectives and policies (WCIF 2050). BRT-Lite is an innovative form of BRT that does not require high cost infrastructure, such as dedicated lanes and median stations. The project scope entails:

- **Road rehabilitation:** upgrading existing road facilities to support the bus service
- **Bus stops & shelters:** focus on the improvements to bus stops and shelters, primarily to prepare for Phases 5 & 6
- **Transfer locations:** entails improvement of key transfer facilities based on the observed usage from passengers
- **Sidewalk improvements:** particularly focused on ensuring alignment with Universal Accessibility requirements

1.2 Justification

The GIPTN project encompasses the planning, implementation, and operation of an integrated public transport system within the George municipal area. The project involves making gradual improvements based on the GO GEROGÉ "Infrastructure-light" model in line with national and provincial strategic objectives and policies (WCIF 2050). BRT-Lite is an innovative form of BRT that does not require high cost infrastructure, such as dedicated lanes and median stations.

The GIPTN addresses critical mobility challenges in George and aligns with national and provincial transport policy objectives. Historically, George's public transport system was fragmented, unreliable, and unsafe, forcing many residents to walk long distances to access work, education, and essential services. Approximately 70% of residents do not own private vehicles, making affordable and accessible public transport a socio-economic necessity. The project provides a scheduled, integrated, and universally accessible bus service, replacing the informal minibus-taxi system with a regulated, quality-driven model. The completion of the network rollout for Phase 4A and the expansion component (Phases 5, and 6) are essential to maintain service gains and address infrastructure backlogs. Without sustained investment and operational support, the system risks regression to unsafe, inefficient transport modes, undermining socio-economic progress and spatial transformation goals.

1.3 Sector Specific Analysis

- **Inadequate transportation infrastructure**

1.4 Market Size And Demand Analysis

1.4.1 Total Addressable Market (TAM)

1.4.2 Served Available Market (SAM)

1.4.3 Demand Forecasting

2. Project Status & Implementation

2.1 Regulatory & Environmental Approvals

2.1.1 National Level

- Environmental Management Inspectors (EMIs): Responsible for compliance and enforcement of environmental regulations
- National Environmental Management Act (NEMA): Governs environmental management and authorization processes, including Environmental Authorizations (EAs)

2.1.2 Provincial and Local Levels

- Provincial Environmental Departments: Implement and enforce environmental regulations within provinces
- Municipalities: Play a role in environmental management, especially in land-use planning and development applications

2.1.3 Other Relevant Entities

2.2 Identify Key Stakeholders

2.2.1 Government

- Department Of Infrastructure
- Provincial Treasury
- Local Government
- Department of Mobility

2.2.2 State-Owned Entities

2.2.3 Private Sector

- Construction Companies
- Engineering Firms
- Financial Institutions

2.2.4 Civil Society

- Civil society organizations advocating for community needs

2.2.5 Other Stakeholders

3. Governance, Policy & Enabling environment

3.1 Legal and Regulatory Framework

3.1.1 Procurement and Supply Chain Management

- Preferential Procurement Policy Framework Act (PPPFA)
- Western Cape Procurement Regulations
- Use of the Western Cape Supplier Evidence Bank (WCSEB)

- Compliance with tender procedures and transparency requirements

3.1.2 Environmental and Land Use Planning

- Western Cape Land Use Planning Act (LUPA)
- Environmental Impact Assessment (EIA)

3.1.3 Public Finance and Governance

- Public Finance Management Act (PFMA)
- Provincial Treasury Instructions and Budget Guidelines

3.1.4 Transport and Infrastructure

- Western Cape Road Traffic Act
- Related transport regulations

3.1.5 Economic Development

- Green Economy Strategy
- Enterprise development
- Tourism

3.1.6 Environmental Compliance

- Requires Environmental Impact Assessments (EIAs) for certain developments
- Must comply with waste management and biodiversity regulations

3.2 Governance policies

- National Development Plan (NDP)
- Strategic Infrastructure Projects (SIPs)
- Relevant Integrated Development Plans (IDPs)
- Budget Facility for Infrastructure (BFI)
- Infrastructure South Africa (ISA)

3.3 Investment Needs

3.3.1 Infrastructure Development

- Roads, bridges, and public transport systems.

3.3.2 SMME and Entrepreneurship Support

- Skills development and mentorship programs.

3.4 Policy Incentives

3.3.1 Sector-Focused Incentives

- Inclusive Infrastructure Development
- Gender-Responsive Procurement
- Youth Empowerment
- Public-Private Partnerships (PPP)
- Economic Inclusion

4. Financial requirements & Funding strategies

4.1 Cost-Effectiveness Analysis (CEA)

4.2 Cost-Benefit Analysis (CBA)

Estimated Duration		3 Year(s) & 0 Month(s)						
Item / Activity	Type	Category	Timeframe	Description	Amount	Discount Amt	Present Value (PV)	Net Benefit
Road rehabilitation	Cost	Capital	Year 3	Road rehabilitation	R 725,000,000	R 0	R 725,000,000	R 725,000,000
Bus stops & shelters	Cost	Capital	Year 3	Bus stops & shelters	R 16,000,000	R 0	R 16,000,000	R 16,000,000
Transfer locations	Cost	Capital	Year 3	Transfer locations	R 65,000,000	R 0	R 65,000,000	R 65,000,000
Sidewalk upgrades	Cost	Capital	Year 3	Sidewalk upgrades	R 12,000,000	R 0	R 12,000,000	R 12,000,000
Annual operating costs	Cost	Operational	Year 1	Key cost drivers: Operator contract (drivers, fuel, admin, overheads) Fleet maintenance (R90m ? R99m) ITS & AFC tech systems (R45m ? R52m for AFC alone) Field monitoring, safety and security, facilities management Insurance, fleet repayment, and training	R 70,000,000	R 0	R 70,000,000	R 70,000,000

Item / Activity	Type	Category	Timeframe	Description	Amount	Discount Amt	Present Value (PV)	Net Benefit
Environmental Benefits	Benefit	Environmental	Year 3	Reduced private car usage ? lower congestion Fleet fitted with Euro 4/5 low?emission engines Large shift from walking long unsafe distances Supports potential future carbon credits	R 1	R 0	R 1	R 1

Item / Activity	Type	Category	Timeframe	Description	Amount	Discount Amt	Present Value (PV)	Net Benefit
Direct Economic Benefits	Benefit	Direct Economic Benefits	Year 3	Job creation: 762 direct jobs (drivers, depot staff, monitoring, admin) 330 AFC vendors generating daily income 139 empowered VOC shareholders Local economic injection: R406 million spent on local suppliers in 2023/24 ±R1.1 million flows into George's local economy every day Passenger savings: Trips are R1.87–R5.87 cheaper than minibuses Transfer trips save up to R23.87 per journey These savings accumulate across >510,000 monthly passenger trips.	R 1	R 0	R 1	R 1

Item / Activity	Type	Category	Timeframe	Description	Amount	Discount Amt	Present Value (PV)	Net Benefit
Mobility & Accessibility Benefits	Benefit	Mobility & Accessibility Benefits	Year 3	Mobility & Accessibility Benefits 20,000+ daily users gain reliable, predictable mobility 34 routes across 165 km, with up to 750,000 monthly trips post full rollout Universal Accessibility (UA) infrastructure enables inclusion for elderly, disabled, and vulnerable groups Reduced travel time: Improved route directness Reliable schedules (94% on-time performance) Reduced walking distances (within 400–800m access)	R 1	R 0	R 1	R 1

Item / Activity	Type	Category	Timeframe	Description	Amount	Discount Amt	Present Value (PV)	Net Benefit
Social Benefits	Benefit	Social Benefits	Year 3	Improved safety over unregulated minibus taxi operations Gender and inclusion benefits: growing number of women drivers School, health, and work access enhanced for low? income communities Community trust built via communication teams, call centers, and forums	R 1	R 0	R 1	R 1
System Efficiency & Modernisation Benefits	Benefit	System Efficiency & Modernisation Benefits	Year 3	ITS provides real? time tracking and enforcement AFC ensures full cashless operations with fraud reduction Route optimization reduces operational inefficiencies Platform ready for Account?Based Ticketing (ABT)	R 1	R 0	R 1	R 1

Item / Activity	Type	Category	Timeframe	Description	Amount	Discount Amt	Present Value (PV)	Net Benefit
Industry Transition Costs	Cost	Industry Transition Costs	Year 5	Compensation for taxi operators (buy?in & buy?out models) VOC capitalisation (R10.7m) Continuing compensation for 5–year structured payments These are unique long? term costs not typical in other IPTN cities.	R 10,700,000	R 0	R 1	R 1

4.3 Risk Evaluation

Risk Category	Likelihood	Impact Severity	Risk Score	Timeframe
Financial	5	5	25	Immediate and continuous (quarterly)
Financial	4	5	20	Operation
Operational	4	4	16	Operation
Operational	4	3	12	Operation
Operational	3	4	12	Operation
Technical	3	4	12	Operation
Technical	3	4	12	Operation
Infrastructure	4	4	16	Construction
Infrastructure	4	4	16	Construction
Safety & Security	5	4	20	Operation

Governance & Institutional	3	4	12	Planning
Social	4	3	12	Operation
Reputational	3	4	12	Operation

4.4 Economic Multipliers

Sector / Scenario	GDP Impact	Employment Impact	Key Drivers	Notes
Transport & Telecoms (Scenario 2)	High	High	Roads, rail, ICT	Strong backward linkages

4.5 Macro-Economic Benefits

Benefit Category	Estimated Impact	Sectoral Relevance	Policy Alignment
Enhanced Economic Productivity & GDP Contribution	Improved employment and service access	Social Infrastructure	Economic Reconstruction and Recovery Plan (ERRP)
Infrastructure-Led Growth & Spatial Transformation	Improved employment and service access	Social Infrastructure	Economic Reconstruction and Recovery Plan (ERRP)
Employment Creation	0.06% Employment increase	Social Infrastructure	Economic Reconstruction and Recovery Plan (ERRP)
Industry formalisation	Increased private investment	Social Infrastructure	Economic Reconstruction and Recovery Plan (ERRP)
Poverty and Inequality Reduction	Improved employment and service access	Social Infrastructure	Economic Reconstruction and Recovery Plan (ERRP)
Environmental	Strategic alignment with national goals	Energy, Water Supply	National Development Plan (NDP)
Regional supply chains	0.3% GDP increase	All sectors	Economic Reconstruction and Recovery Plan (ERRP)
Regional integration	Improved employment and service access	Social Infrastructure	Economic Reconstruction and Recovery Plan (ERRP)

5. Financial requirements & Funding strategies

5.1 Project Guestimate

Estimated Cost	R 818M
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5.2 Total Project cost breakdown

5.2.1 Capital Expenditure (CAPEX)

Description	Estimated Cost (ZAR)	Notes
Land Acquisition & Site Prep	R 0	
Design & Engineering	R 0	
Construction & Civil Works	R 0	
Equipment & Materials	R 0	
Utility Connections	R 0	
Contingency	R 0	

5.2.2 Development Costs

Description	Estimated Cost (ZAR)	Notes
Feasibility Studies	R 0	
Legal & Regulatory Compliance	R 0	
Stakeholder Engagement	R 0	
Project Management	R 0	

5.2.3 Operational Expenditure (OPEX)

Description	Estimated Cost (ZAR)	Notes
Staffing & Operations	R 0	
Maintenance & Repairs	R 0	
Utilities & Consumables	R 0	
Insurance & Monitoring	R 0	

5.2.4 Financing Costs

Description	Estimated Cost (ZAR)	Notes
Interest During Construction	R 0	
Financial Fees	R 0	

5.2.5 Lifecycle & Decommissioning

Description	Estimated Cost (ZAR)	Notes
Asset Replacement	R 0	
Decommissioning	R 0	

5.2.6 Inflation & Escalation

Description	Estimated Cost (ZAR)	Notes
Adjustments based on Treasury guidelines	R 0	

5.3 Funding sources

[Funding Strategy Guide for Infrastructure Projects](#)

5.4 Revenue Model

Revenue Model Category	Description	Specify
Traditional Municipal Revenue Models	Conventional sources of municipal income including service charges and government transfers.	Municipal Infrastructure Grant (MIG)

5.4 Innovative financing mechanisms

[Innovative Financing Mechanisms for Infrastructure Projects](#)

6. Project feasibility, approvals & infrastructure planning

6.1 Technical Feasibility

The GIPTN feasibility analysis confirms strong viability, driven by socio-economic benefits, operational efficiency, and alignment with national policy and WCIF 2050 policies, principles and prescripts. Pre-feasibility studies (2008) and subsequent socio-economic assessments (2019–2024) identified critical mobility gaps in George, where 70% of residents lack private vehicles and walking accounted for up to 50% of trips. The introduction of GO GEORGE services significantly improved accessibility, affordability, and safety. Current fares are R1.87–R5.87 cheaper per trip than minibus taxis, with savings of up to R23.87 per trip for transfers, reducing household transport costs.

The GIPTN network spans 165 km, with 34 routes and 825 planned bus stops. (621 operational) with 161 upgraded to permanent shelters. Infrastructure priorities for the Medium-Term Expenditure Framework (MTEF) will focus on upgrading the existing road facilities to support the bus service for Phase 4A routes and CBD

corridors including integrations with SANRAL for N2 interchange improvements. The use of vandalism proof material to prevent recurring damage from misuse of bus stops and shelters needs to be Investigated. A UA workstream has been established with the annual Universal Design Access Plan updated. Additional shelters and UA-compliant facilities are planned for high-demand nodes. Sidewalk upgrades are currently ongoing in Caledon, Market, Ngcakani, and Tabata Streets. Signal upgrades and kerbside improvements need to be aligned with the rollout schedule. The review of a permanent bus depot is also a high priority with the land already identified and EIA approved – the design phase has already been initiated while funding for construction is still required.

Operational performance has improved markedly: Out-of-service fleet ratios dropped from 27% (2021/22) to below 12% (2023/24), supported by ITS-driven monitoring and maintenance interventions. However, non-revenue kilometres remain above the 12% target, requiring further route optimisation. Ridership recovery post-COVID and Phase 4A rollout demonstrates strong demand, with monthly trips exceeding 510,000, projected to reach 750,000 after full network expansion. Economic impact includes 762 direct jobs, 330 AFC vendors, and 139 empowered shareholders, alongside R741 million invested in infrastructure and R406 million spent on local creditors in 2023/24, injecting ±R1.1 million daily into the local economy.

6.2 Master plan integration

Infrastructure planning aligns to WCIF 2050 which emphasises **inclusive, resilient, innovative, and sustainable development**, guided by panoptic principles and aligned with national and provincial frameworks (NDP 2030, SPLUMA, PSDF, Growth for Jobs Strategy)

The GIPTN is fully integrated into George’s Comprehensive Integrated Transport Plan (CITP), Spatial Development Framework (SDF), and Integrated Zoning Scheme (IZS), ensuring alignment with Spatial Planning and Land Use Management Act (SPLUMA) and IDP principles. The master plan adopts a staged approach (pre-operation, phased rollout, and post-rollout corridor integration) supported by Transit-Oriented Development (TOD) and land value capture strategies. Urban development proposals for the George CBD, Thembaletu, and Nelson Mandela Boulevard incorporate pedestrian networks, mixed-use precincts, and social housing, reinforcing spatial transformation objectives.

6.3 Alternative Evaluation

- The project evaluated multiple service models to ensure flexibility and inclusivity. Alternatives considered include:
- Community and main routes for urban connectivity
 - Inter-town services to Knysna, Mossel Bay, and Oudtshoorn (concept stage)
 - Complementary modes such as metered taxis for after-hours and premium services
 - On-demand rural transport for low-density areas
 - Integration of non-motorised transport (NMT) and universal access features across all infrastructure

Funding alternatives explored include Built Environment Performance Grants (BFI), Neighbourhood Development Partnership Grants (NDPG), Integrated Urban Development Framework (IUDF) allocations, and innovative mechanisms such as advertising rights, TOD, land value capture, and carbon credits.

6.4 Infrastructure Planning Prioritization

7. Delivery Mechanism & procurement strategy

7.1 WCG Sector Priorities

Outcomes	Social	Energy & Water	Economic	Technology	Ecological
Infrastructure investment drives spatial transformation and improves spatial resilience	Short Term 1-5 YRS				

Investment in social infrastructure improves access to health, education, social development, and recreation opportunities	Short Term 1-5 YRS				
Mobility systems and transportation corridors provide safe and efficient connectivity to opportunities, services, and facilities	Short Term 1-5 YRS				

7.2 Community Participation

7.3 Procurement methods

• Procurement Strategy

Procurement Strategy

The procurement approach for GIPTN is designed to ensure transparency, compliance with legislation, and timely delivery of infrastructure and services. It adheres to the Municipal Finance Management Act (MFMA), Division of Revenue Act (DoRA), and National Land Transport Act (NLTA), guided by principles of value-for-money, risk management, and local empowerment through BBBEE-compliant suppliers.

Procurement Components could include:

1. Infrastructure Development: Permanent bus depot construction via open tender or PPP, road rehabilitation and sidewalks through multi-year contracts, and modular procurement for transfer locations and shelters.
2. Fleet Procurement: Managed by the VOC under approved financing models, with municipal oversight for universal access compliance.
3. Technology Solutions: ITS and AFC systems managed by WCMD for provincial integration, with ABT upgrades planned through specialized vendors.
4. Service Contracts: Long-term fleet maintenance agreements with performance based KPIs, outsourced field monitoring and facilities management, and local marketing providers for community engagement.

The procurement process includes needs assessment and specification development, competitive bidding via municipal supply chain processes, evaluation based on cost, technical compliance, BBBEE, and sustainability, followed by contract award and performance monitoring through MANCO oversight.

Future enhancements include a PPP framework for depot construction, fleet financing, and technology upgrades; framework agreements for recurring services; and e-procurement platforms to improve transparency and efficiency. These procurement and delivery mechanisms support the WCIF 2050 panoptic principles emphasising transversal planning and governance as well as building resilient, sustainable and regenerative systems.

• Bidding Process

Follows MFMA & Provincial Treasury Regulations

• Supplier Selection

Follows MFMA & Provincial Treasury Regulations

7.4 Risk sharing mechanisms

Risk-Sharing Strategy Summary Table

Risk Category	Shared Between	Mechanism
Funding Stability	DoT, WCMD, MoG	PTNG + provincial underwriting + MLTF
Fare Revenue Gap	Authority & VOC	Gross-cost model
Infrastructure Risk	MoG, Contractors, SANRAL	Framework contracts, interface management
Depot Delivery	MoG & PPP Partner	DBFO PPP
Safety & Unrest	SAPS, PTEU, MoG, Community	JOCC, escorts, CCTV, engagement

Risk Category	Shared Between	Mechanism
Fleet/Maintenance	VOC & Maintenance JV	KPI-linked contracts
Technology (ITS/AFC/ABT)	WCMD & Vendors	SLA penalties, provincial integration
Industry Transformation	Authority, VOC, Taxi Groups	Compensation + coexistence forums
Environmental Impacts	Government, VOC, Private	Euro 4/5, NMT, carbon opportunities

8. Special (eg. gender) procurement actions and social impact

8.1 Social Benefits

8.1.1 Inclusive Economic Development

- Supports SMMEs, women- and youth-owned enterprises
- Encourages job creation through public procurement and infrastructure projects

8.1.2 Public Participation and Equity

- Ensures community involvement in planning and decision-making
- Promotes equitable access to services and opportunities

8.1.3 Expanded Public Works Programme (EPWP)

- Provides short-term employment and skills development
- Targets vulnerable groups including youth, women, and persons with disabilities

8.2 Sustainability And Environmental Compliance

8.2.1 Environmental and Land Use Planning

- Western Cape Land Use Planning Act (LUPA)
- Environmental Impact Assessment (EIA)