



## PROJECT STRATEGIC RESOURCING REPORT

### PROJECT DETAILS

Project Name	Shayela Smart Programme
Location	City of Cape Town
Sector	Economic
Department	Department of Mobility
Project Owner	Deidre Ribbonaar
Project Manager	Deidre Ribbonaar

### BACKGROUND & JUSTIFICATION

*Shayela Smart is an integrated, systems-based programme led by the Western Cape Government, the City of Cape Town and the South African National Taxi Council Western Cape (SANTACO WC) to stabilise, strengthen and modernise the province's minibus taxi (MBT) sector. As the dominant public transport mode, responsible for the majority of work trips and central to the provincial economy, the MBT system is indispensable but faces persistent operational, safety and regulatory challenges.*

*Shayela Smart responds to these issues through a coordinated package of interventions, including driver registration and accredited training, province wide vehicle monitoring, unified branding, improved regulatory systems and the establishment of Remote Holding Areas (RHAs) and Strategic Stop-and-Go (SS&G) facilities to reduce congestion at priority Public Transport Interchanges (PTIs). Collectively, these measures lay the foundation for long-term formalisation, future electronic ticketing, improved fleet management and more reliable, customer-focused public transport, while strengthening the broader mobility ecosystem through a deliberate systems-thinking approach.*

*The **strategic case** for the programme is strong. With rail services having collapsed, demand for taxis has increased sharply, creating significant pressure on PTIs and exposing gaps in compliance, enforcement and passenger safety. The **economic costs** of system instability have been made clear, the 2023 stay-away alone resulted in an estimated R5 billion loss to the Western Cape economy, highlighting the urgency of a structured, collaborative and mission-oriented reform programme. Shayela Smart aligns with major **transport planning instruments**, including the Provincial Land Transport Framework, the Comprehensive Integrated Transport Plan, the Integrated Public Transport Network, the Operating Licence Plan, and the Multi-Year Financial Operational Plan. This policy integration ensures coherence across spheres of government and supports efficient implementation, particularly in communities affected by historical spatial inequalities.*

**The programme's feasibility** has been endorsed through the Western Cape Infrastructure Framework 2050 (WCIF 2050) Panoptic Evaluation, which found strong alignment with principles of infrastructure innovation, spatial justice, resilience and transversal governance. Phase 1 is implementation-ready, with defined sites, established intergovernmental structures and active engagement with taxi associations and local communities.

**Financial requirements** include approximately R94 million in initial infrastructure investment and stabilised annual costs of around R135 million, supported by a mix of public funding, commercialisation opportunities and potential Public-Private Partnership (PPP) arrangements. **Revenue-generation** potential at RHAs and SS&Gs, through retail services, data platforms, renewable-energy installations and digital offerings, further strengthens long-term sustainability and enables more regenerative infrastructure value chains.

*Shayela Smart provides a pragmatic, mission-oriented, WCIF, and WCIS aligned pathway to transforming public transport in the Western Cape. By embedding the WCIF 2050 Panoptic Principles of innovation for equitable development, resilient and regenerative infrastructure ecosystems, spatial justice centred value creation, and transversal governance, the programme anchors mobility reform in long-term public value. Its systems-thinking foundation recognises how commuters, operators, infrastructure and regulation interconnect, ensuring improvements in one area strengthen the entire mobility system. The programme is now positioned for investor engagement, market sounding and procurement preparation, offering a meaningful opportunity to support safer, more reliable mobility and a more inclusive, opportunity-enabling provincial economy.*

## PROJECT SCOPE

The Shayela Smart Project delivers a coordinated package of infrastructure, systems and institutional interventions to stabilise and improve the minibus taxi sector. The scope includes establishing Remote Holding Areas and Strategic Stop-and-Go facilities at priority interchanges; implementing driver registration, training and monitoring systems; strengthening regulatory and operational management; and enabling data-driven planning, commercialisation opportunities and future public transport integration, including electronic ticketing and fleet upgrades.

## OBJECTIVES & KEY FOCUS AREAS

OBJECTIVE	KEY FOCUS AREA
Stabilise and professionalise the minibus taxi sector	<ul style="list-style-type: none"><li>• Prioritising Infrastructure for Maximum Impact</li><li>• Innovation &amp; Futures Planning</li></ul>
Reduce congestion and operational pressure at priority public transport interchanges (PTIs)	<ul style="list-style-type: none"><li>• Strengthening Municipal Infrastructure</li></ul>
Improve commuter experience and access to opportunity	<ul style="list-style-type: none"><li>• Prioritising Infrastructure for Maximum Impact</li></ul>
Build foundations for long-term public transport reform	<ul style="list-style-type: none"><li>• Innovation &amp; Futures Planning</li></ul>

## PROJECT TIMELINE & COST

Estimated Duration	5 Year(s) & 0 Month(s)
Estimated Start Date	01 Jan 2026
Estimated Cost	R 769,000,000

## PROJECT STAGE-0 SUBMISSION & APPROVAL

Self Approved By: **Deidre Ribbonaar**

Self Approved On: **29 Dec 2025 11:35:49 AM**

Submitted By	
Submitted On	
Signed By	
Approved On	

## ENVIRONMENTAL & SOCIAL CONSIDERATIONS

ENVIRONMENTAL CONSIDERATIONS	SOCIAL CONSIDERATIONS
<ul style="list-style-type: none"> <li>Consolidation of Dispersed Storage &amp; Efficient Use of Space</li> <li>Traffic-Induced Environmental Impacts</li> <li>Public Health &amp; Environmental Health</li> <li>Environmental Compliance &amp; Monitoring</li> <li>Greenhouse gas emissions and deforestation contributing to climate change</li> <li>Proper waste management to reduce pollution and health risks</li> <li>Land Use &amp; Zoning Compliance</li> </ul>	<ul style="list-style-type: none"> <li>Impacts on Local Economic Activity</li> <li>Safety and Personal Security</li> <li>Protection of health and safety from environmental hazards</li> <li>Promotion of social equity and fair distribution of development benefits</li> <li>Engagement with stakeholders throughout the project lifecycle</li> </ul>

## REGULATORY & ENVIRONMENTAL APPROVALS

NATIONAL LEVEL	PROVINCIAL AND LOCAL LEVELS	OTHER RELEVANT ENTITIES

<ul style="list-style-type: none"> <li>• Department of Forestry, Fisheries and the Environment (DFFE): Responsible for environmental management, conservation, and protection in South Africa</li> <li>• National Transport Policy Frameworks</li> <li>• National Climate Change Frameworks</li> <li>• Public Finance Management Act (PFMA) / Municipal Finance Management Act (MFMA)</li> <li>• Environmental Management Frameworks (EMFs): Strategic planning tools for land-use and environmental management decisions</li> <li>• National Treasury</li> </ul>	<ul style="list-style-type: none"> <li>• City of Cape Town</li> <li>• Provincial Transport Authorities / Regulatory Functions</li> <li>• Municipal Environmental Health Services</li> <li>• Municipal By-laws (Traffic, Informal Trading, Public Places, Noise)</li> <li>• Municipalities: Play a role in environmental management, especially in land-use planning and development applications</li> <li>• Department of Infrastructure (DOI)</li> <li>• Provincial Treasury, Western Cape</li> <li>• Panoptic Evaluation Structures (WCIF 2050)</li> </ul>	<ul style="list-style-type: none"> <li>• Environmental Assessment Practitioners Association of South Africa (EAPASA): Voluntary certification body for Environmental Assessment Practitioners</li> <li>• Community-Based and Taxi Industry Structures</li> </ul>
---	--	--

## IDENTIFY KEY STAKEHOLDERS

### Government

NAME
Department Of Infrastructure
Provincial Treasury
Local Government
Department of Mobility
Western Cape Government
Private Sector
City of Cape Town – Local planning, building plan approval
Provincial Regulatory Authority (Transport)
Taxi Industry Structures (SANTACO WC & Associations)
Municipal Traffic Departments

### State-Owned Entities

NAME	ENGAGEMENT STRATEGY
------	---------------------

### Private Entities

NAME	ENGAGEMENT STRATEGY
Construction Companies	
Engineering Firms	
Technology and ICT providers	vehicle tracking, monitoring platforms, data systems
Retail and service operators	concessions at RHAs and SS&G facilities
Renewable energy providers	solar PV, EV charging, energy management
Facilities management companies	cleaning, security, maintenance
Training providers	accredited driver and industry training programmes

### Civil Entities

NAME	ENGAGEMENT STRATEGY
Civil society organizations advocating for community needs	
Communities and Commuters	Shayela Smart directly affects daily mobility, safety, access to work and services, and long-term spatial inclusion for current and future users of public transport.

### Other Stakeholders

NAME	ENGAGEMENT STRATEGY

### WCG SECTOR PRIORITIES

OUTCOMES	SOCIAL	ENERGY & WATER	ECONOMIC	TECHNOLOGY	ECOLOGICAL
<b>Infrastructure investment drives spatial transformation and improves spatial resilience</b>	Short Term 1-5 YRS	Short Term 1-5 YRS	Short Term 1-5 YRS		Short Term 1-5 YRS
<b>Mobility systems and transportation corridors provide safe and efficient connectivity to opportunities, services, and facilities</b>	Short Term 1-5 YRS		Short Term 1-5 YRS	Short Term 1-5 YRS	

### INFRASTRUCTURE TYPE

- **Hard**

Hard infrastructure under the project includes the physical development of Remote Holding Areas and Strategic Stop-and-Go facilities, associated civil works, lighting, signage, ablutions and safety features. These assets improve operational efficiency at public transport interchanges, reduce congestion and create safer, better-managed spaces for vehicles, drivers and commuters.

- **Soft**

Soft infrastructure comprises the systems, institutions and capabilities that enable effective operation of the transport network. This includes digital monitoring platforms, driver registration and training programmes, regulatory processes, data governance, and intergovernmental coordination structures that support compliance, performance management and long-term sector reform.

- **Critical**

The project constitutes critical infrastructure by strengthening the reliability and resilience of the minibus taxi system, the primary mode of transport for most commuters. By stabilising daily mobility, it supports access to employment, services and economic activity, making it essential to the functioning of the provincial economy and social system.

## PROJECT STAGE-1 SUBMISSION & APPROVAL

Self Approved By: **Deidre Ribbonaar**

Self Approved On: **29 Dec 2025 12:20:04 PM**

Submitted By	
Submitted On	
Signed By	
Approved On	

## GEO LOCATION

Geo Location	ERF No.	Latitude	Longitude
Station Deck Rd, Foreshore, Cape Town, 8001, South Africa	n/a	-33.9217451	18.4272047
Charl Malan St, Unclear, Cape Town, 7530, South Africa	WCTT008_2	-33.905199	18.6307362
21 Station Rd, Claremont, Cape Town, 7708, South Africa	n/a	-33.9818614	18.4663217
Station Rd, Wynberg, Cape Town, 7824, South Africa	n/a	-34.0049756	18.4707834

## PROCUREMENT PLANNING

PLAN TYPE	SUB-TYPE	REMARKS

Decentralized Preference Criteria	Other	Procurement will follow <b>provincial and municipal supply chain frameworks</b> , but site-level procurement (e.g. facilities management, retail concessions, minor works) may apply <b>location-specific preference criteria</b> , particularly at municipal level.
Designated Groups	Historically disadvantaged individuals	<p>The project creates opportunities to prioritise <b>designated groups</b> (youth, women, and disability-owned enterprises) especially in:</p> <ul style="list-style-type: none"> <li>• retail and service concessions,</li> <li>• facilities management,</li> <li>• cleaning, security, and support services,</li> <li>• training and community-facing roles.</li> </ul>
Broad-Based Black Economic Empowerment (B-BBEE)		<p>If procurement will be subject to <b>B-BBEE compliance</b>, including:</p> <ul style="list-style-type: none"> <li>• minimum B-BBEE levels for bidders,</li> <li>• preferential procurement scoring,</li> <li>• subcontracting to qualifying enterprises.</li> </ul> <p>This is standard for provincial and municipal procurement.</p>
Value-for-money, technical capability, and regulatory compliance		<p>Procurement decisions will prioritise:</p> <ul style="list-style-type: none"> <li>• <b>value for money</b>,</li> <li>• proven technical capability and experience,</li> <li>• compliance with transport, safety, environmental and labour regulations.</li> </ul>
Concession-style procurement		for retail, services, data and energy components
PPP / blended-finance procurement		where private capital and operations are introduced

## PROCUREMENT ACTION

PROCUREMENT ACTION	REMARKS
E-Procurement Solution (ePS)	The e-Procurement Solution will be actively used to <b>advertise tenders, manage bid submissions, conduct evaluations and issue awards</b> , in line with Western Cape Government procurement procedures.
Western Cape Supplier Evidence Bank (WCSEB)	The WCSEB will be used to <b>verify supplier compliance</b> (tax status, B-BBEE certification, statutory documentation) during procurement execution, reducing duplication and ensuring audit compliance.
Procurement Planning	Approved procurement plans will guide <b>sequencing, packaging and timing of tenders</b> , and will be updated as implementation phases progress and funding is confirmed.

PROCUREMENT ACTION	REMARKS
Preferential Procurement Regulations (2022) Aligned : Yes	All procurement actions will comply with the <b>Preferential Procurement Regulations, 2022</b> , including preference point systems, designated-group considerations and subcontracting requirements where applicable.
Sustainable Public Procurement (SPP) Aligned : Yes	SPP principles will be applied <b>selectively</b> during procurement actions, particularly for: <ul style="list-style-type: none"> <li>• energy-efficient lighting and systems,</li> <li>• solar PV or low-carbon components,</li> <li>• environmentally responsible materials and services.</li> </ul>
Standard public-sector mechanisms apply	Procurement actions will use <b>standard public-sector mechanisms</b> , including open competitive bidding, framework agreements, and regulated deviations where justified, in compliance with PFMA/MFMA.
Concession and PPP-Style Procurement Action	For RHAs and SS&G facilities, concession-style procurement actions may be implemented for retail, services, data platforms and renewable-energy components, subject to Treasury approvals and value-for-money confirmation.

## SOCIAL IMPACT

SOCIAL IMPACT	REMARKS
Inclusive Economic Participation	The project enables participation by small businesses, SMMEs and informal operators through retail concessions, service provision, facilities management and training programmes, particularly benefiting historically excluded groups.
Social Equity & Spatial Justice	By strengthening the province's dominant public transport mode, the project improves access to opportunity for low-income and peripheral communities, addressing long-standing spatial inequalities.
Skills Development and Job Creation	The programme includes accredited driver training, operational roles at facilities, and employment opportunities in construction, monitoring, security, cleaning, retail and systems support.
Ethical and Transparent Governance	Clear governance structures, intergovernmental coordination, regulatory oversight and transparent procurement processes support accountability, compliance and trust in public-sector delivery.
Safety & Security	Improved traffic management, formalised facilities, better lighting, monitoring systems and trained personnel enhance safety for commuters, drivers and surrounding communities.
Enhanced Accessibility & User Experience	Reduced congestion at PTIs, more predictable services, safer boarding environments and improved operational discipline directly improve the daily commuter experience.

## PROPERTY AVAILABILITY

---

Has the land for the site been identified?	In Process
Remarks	The current status is that the properties have not yet secured, transferred, or formally allocated. The project documentation (Business Plan, Panoptic Scoring Summary, Prospectus, and DOI pipeline material) does not list specific erf numbers, cadastral details, leases, or ownership transfers for RHAs or SS&G facilities.

## PROJECT STAGE-2 SUBMISSION & APPROVAL

---

Self Approved By: **Deidre Ribbonaar**

Self Approved On: **29 Dec 2025 01:08:35 PM**

Submitted By	
Submitted On	
Signed By	
Approved On	