

MEMORANDUM OF AGREEMENT

Between the passenger rail
agency of South Africa “Prasa”
Represented by Prasa Group
CEO Mr Lucky Montana

and

Transport For Cape Town “TCT”
Represented by Commissioner:
Transport for Cape Town
Melissa Whitehead



CITY OF CAPE TOWN
ISIXEKO SASEKAPA
STAD KAAPSTAD



TDA
CAPE TOWN

*The City of Cape Town's Transport
and Urban Development Authority*

Acronyms and abbreviations

PRASA	Passenger Rail Agency of South Africa
TCT	Transport for Cape Town
LTAB	Land Transport Advisory Board
IPC	Intermodal Planning Committee
RMS	Rail Management Sub-Committee
FAS	Functional Area Sub-Committee
PIS	Port Infrastructure Sub-Committee
TES	Transport Enforcement Sub-Committee
MTS	Minibus Taxi Sub-Committee
SCS	Stakeholder and Communication Sub-Committee
LA	Land Use Sub-Committee
CITP	Comprehensive Integrated Transport Plan (2013 – 2018)
IPTN	Integrated Public Transport Network Plan 2032
BDRC	Blue Downs Rail Corridor
MOA	Memorandum of Action
PMT	Project Management Team
PIP	Project Implementation Plan
IRT	Integrated Rapid Transit
MSE	Metro South East Corridor
CBD	Central Business District
TOD	Transit Oriented Development
TIC	Transport Information Centre
TMC	Transport Management Centre

1 Purpose of the MoA

On 18th October 2012 the Transport Authority for Cape Town, i.e Transport for Cape Town (TCT), was established. On that day PRASA and City initiated a strong implementation-oriented partnership to address real service delivery imperatives. This Memorandum of Action (MoA) represents the outcome of ongoing deliberations between the parties to give effect to that partnership, the objective of which is to facilitate the delivery on the ground of priority projects, programmes and interventions

2 Overview of the MoA logic

The City of Cape Town under the auspices of TCT, its transport authority, is focused on ensuring integrated, intermodal and interoperable public transport, and the related functional network. This is not possible without a comprehensive approach that deals with both road and rail. There is further a strong push from national government (NDOT, National Treasury and the Financial and Fiscal Commission) for the devolution of rail to the metros and in this context for the City of Cape Town to take on the management of the subsidy.

However, TCT in consultation with PRASA is of the opinion that there needs to be a functional partnership and a stepped logic depending on the various components of rail. This MOA aims to test this approach of a partnership towards the achievement of a sustainable integrated transport objective. The overarching deliverable besides each of the projects is therefore the development of a business plan that unpacks each component of rail within the urban and functional area context, with the integrated public transport context and with the investment-oriented approach. TCT will undertake this exercise in consultation with PRASA and this will run in parallel with the various projects and programmes detailed below.

TCT will also develop corridor-based Service Level Agreements (SLA's) for each of the corridors in operation in the City of Cape Town as well as for the proposed new Blue Downs Rail Corridor in line with national legislation and the PRASA Strategic and Business Planning and the TCT IPTN planning CIP, the TCT Constitution Bylaw, No 7208 of 2013 and the TCT Long Term Strategy.

3 Institutional arrangements

The Land Transport Advisory Board (LTAB) AND Intermodal Planning Committee (IPC) were established in accordance with the parameters of the National Land Transport Act as well as the Transport for Cape Town (TCT) Constitution Bylaw, No 7208 of 2013. Both structures including the IPC subcommittees were created as part of the TCT establishment process. These multi stakeholder structures are an ideal conduit for PRASA and TCT to work together in implementing this MOA. The IPC and LTAB will monitor implementation and ensure that the respective parties report to their principals for the necessary decisions.

4. MoA and projects programmes

Overview

In order to effectively and efficiently engage in this partnership, there will be a two tiered approach with clear deliverables and accountability. The first is the business plan, as detailed above, and the second for a joint project/programme approach, as detailed below. It should be noted that these projects and programmes each detail a project lead and project manager and shall be reported on at least quarterly by the project manager. Implementation through this partnership approach is critical, so as to provide a sound and tested alternative to the methodology currently being pushed by National Government, which is related to the subsidy.

4.1 Project Management. Each project, or in some instances a program of related projects, will be taken forward by agreement on which party will lead the project and the composition of a Project Management Team (PMT) driven by the project manager.

The parties will take all reasonable steps and make the necessary resources available to ensure that project teams are able to meet regularly and complete projects within agreed timeframes.

The respective PMTs will endeavour to schedule all required planning, financial and implementation processes towards achieving the stated target dates where applicable.

4.2 Project Implementation and Reporting. The responsibility of each PMT will be the preparation of a PROJECT IMPLEMENTATION PLAN (PIP) and the overseeing of implementation of the program / project to completion. The PIP, to be put forward to the Rail Management Steering Committee (RMS), a sub-committee of the Intermodal Planning Committee (IPC), will include:

- Description of the project
- Jointly formulated brief vision / expectation for the project and accountability
- Identification / description of respective planning, approval, funding and project implementation processes where applicable
- Agreed milestones, deliverables and expected timeframes to be achieved
- Prescribed progress reporting structures.
- Identified PMT and supporting directorates in the City.

An example of a PIP template for information and guidance of PMTs only is attached as Annexure A. All PIP's of this MOA must be completed and submitted via the subcommittee concerned to the overarching co-ordinating body, which will be the Intermodal Planning Committee, within two months of the date of signature, after which the IPC is to submit to the LTAB for consideration and final adoption.

MoA programmes and projects index

This Memorandum of Action has been broken down into three key programmes each with related projects that will have an institutional lead, either in the form of PRASA or Transport for Cape Town (TCT). Each project then has a lead project manager who is from the institutional lead and project support manager who is from the supporting institution. This is to be done in accordance with Annexure A.

Programme 1: Infrastructure Investment

The projects under the Infrastructure Investment Programme aim to focus the investment into the IPTN with the focus of the MOA being on rail interventions, with rail being the backbone of a much needed integrated, intermodal and interoperable public transport system for Cape Town and its related network

- Project 1:1 Blue Downs Rail Link and Surrounds
- Project 1:2 Fisantekraal – Bellville Rail Corridor and surrounds
- Project 1:3 Atlantis Rail Line and surrounds
- Project 1.4 Bloekombos Rail Station
- Project 1.5 Modernization Programme
- Project 1.6 Rolling Stock New and Refurbishment
- Project 1.7 Cape Town International Airport Link
- Project 1.8 Rail Focused Public Transport Interchanges
 - 1.8.1 Nolungile Precinct
 - 1.8.2 Bellville PTI Precinct
 - 1.8.3 Civic/Cape Town Station/Golden Acre Precinct

Programme 2: Operations Management

The projects under the Operations Management Programme all aim to facilitate the partnership between PRASA and TCT and to determine the most appropriate working parameters that need to be established to achieve efficient rail services within an integrated public transport agenda

- Project 2:1 Protection of the Rail Reserves/Informal Settlement Management
- Project 2:2 Transport Enforcement – Integration with Rail
- Project 2:3 Operations Integration and Management reporting
- Project 2.4 Data Management and Information sharing
- Project 2.5 Rail way Crossings and NMT Facilities

Programme 3: Strategic Investment Interventions

The projects under the Investment Strategy aim to take this MOA to the next level of integrated public transport implementation. They further push the boundaries of sustainable performance-oriented service delivery through this intergovernmental partnership

- Project 3:1 TOD and Rail Station Typologies
- Project 3:2 Integrated Ticketing and Timetabling
- Project 3:3 Joint Investment/Maintenance Fund
- Project 3:4 Communications, Marketing and Stakeholder Management
- Project 3:5 Strategic Land Management and Investment Packaging
- Project 3.6 Branding

Programme 1: Infrastructure Investment

PROJECT 1:1 BLUE DOWNS RAIL LINK AND SURROUNDS

PROJECT LEAD: PRASA
PROJECT MANAGER: HISHAAM EMERAN
PROJECT SUPPORT: JOHN MARTHEZE/GERSHWIN FORTUNE

The Blue Downs Rail Corridor (BDRC) has been prioritised by PRASA in accordance with a submission by the City of Cape Town. The project has also been placed on the SIP 7 process and the road-based feeders to the BDRC have been prioritised by TCT. This entire corridor is an identified priority under the approved IPTN 2032.

The Blue Downs Rail Link planning review phase will be completed by June 2015. This will entail the preferred route alignment and station positions, a proposed implementation programme and preliminary cost estimate. Of significance is the fact this will form the basis for the capital motivation for the implementation of the project and for the commencement of the next phase of the project, i.e. detailed design (including EIA) and then on to implementation by 2020. This is to include the rail and road feeder infrastructure and related facilities.

The PMT, including role players, which has been established to oversee the implementation of the project needs to expedite all aspects of this project, in terms of the PIP. The planning for this corridor will take into account the principles of Transit Orientated Development (TOD), the aspects and motivation of which is contained in the IPTN 2032. It will also need to follow the principles and use the identification in the TOD Strategy, which is currently being compiled.

PROJECT 1:2 FISANTEKRAAL – BELLVILLE RAIL CORRIDOR AND SURROUNDS

PROJECT LEAD: PRASA
PROJECT MANAGER: HISHAAM EMERAN
PROJECT SUPPORT: JOHN MARTHEZE

Additional, improved station facilities and increased rail service, together with supporting infrastructure, as well as appropriate feeder / distribution services, will be provided on the existing Fisantekraal Line. The PMT is required to determine the project timelines, undertake a process management plan and do a cost benefit analysis.

A PRASA pre-feasibility study is in the process of finalisation whereas City Council approved in December 2012 the prioritisation of this corridor for service improvement. The corridor is also earmarked for rail service improvement in the City's IPTN.

A provisional schedule of milestones, with the focus on short term interventions, will be jointly developed and agreed by the end of 2015, subject to the outcome of the PMT process.

PROJECT 1.3 ATLANTIS RAIL LINE AND SURROUNDS

PROJECT LEAD: PRASA
PROJECT MANAGER: HISHAAM EMERAN
PROJECT SUPPORT: JOHN MARTHEZE

This project's PIP needs to be fleshed out in accordance with the approved IPTN 2032 as well as the Rail Prioritisation Plan.

PROJECT 1.4 BLOEKOMBOS RAIL STATION

PROJECT LEAD: PRASA
PROJECT MANAGER: HISHAAM EMERAN
PROJECT SUPPORT: JOHN MARTHEZE

The implementation of the proposed new Bloekombos railway station and supporting infrastructure and facilities is jointly supported by the parties who will undertake their respective responsibilities to give effect thereto in a coordinated manner.

PRASA will develop a Business Case for approval and securing of funding while the City will proceed with land use and access planning and budget approval for supporting infrastructure and facilities. This will be followed by a joint program of agreed individual projects to provide supporting infrastructure and facilities and the commissioning of the railway station.

PROJECT 1:5 MODERNIZATION PROJECT

PROJECT LEAD: PRASA
PROJECT MANAGER: LOUIS BEUKES
PROJECT SUPPORT: SIPHO AFRIKA

PRASA is embarking on a modernisation program for the Western Cape passenger rail network focussing on the Metro South East (MSE) Corridor as first priority. PRASA will interact with the City to ensure a co-ordinated program of implementation for the main as well as supporting projects, including appropriate feeder/distribution services and interfaces with road based public transport. Information of the expected extent of work, progress on approval processes (including budgets) and expected timeframes for the various projects will be shared at program management level to ensure appropriate integration of projects.

- Replacement of the signalling system (PRASA Western Cape network), including the integration of this new system with the system that Transnet Freight Rail is also in process of planning to replace
- Intervention on 20 stations (primarily on the MSE) across the City of Cape Town
- Modernisation of depot facilities for rolling stock
- Identify specific railway station upgrades and required planning for their linkage to the rollout of the IRT to the Metro South East
- Supply of passenger information at intermodal public transport interchanges
- Further in this regard, the PMT has been tasked as a result of this MOA to begin to explore spin-offs that the modernisation project will have on investment, including the economics of station design as well as the TOD opportunities

PROJECT 1:6 ROLLING STOCK NEW AND REFURBISHMENT

PROJECT LEAD: PRASA
PROJECT MANAGER: LOUIS BEUKES
PROJECT SUPPORT: JAMES GROEP

PRASA is embarking on a 20 year recapitalisation program of the national rolling stock fleet which is expected to commence towards the end of 2016. PRASA will work with TCT on a PMT and provide input into the criteria for the deployment of the new rolling stock fleet. This project will not only deal with the introduction of the new rolling stock as

well as the quantum, it will also be required to address the following in a collective manner:

- The proposed proportional trainset deployment strategy in relation to the costed corridor plans and the business plan.
- A refurbishment strategy for existing trainsets with the possibility of rebranding, as detailed in project 3.6. This needs to be developed to ensure the upgrading of the service and the integration of old and new within the integrated transport approach across Cape Town.
- The trainset proposals for the new Blue Downs Rail Corridor, in accordance with project 1.1.

PROJECT 1:7 CAPE TOWN INTERNATIONAL AIRPORT LINK

PROJECT LEAD: PRASA
PROJECT MANAGER: HISHAM EMERAN
PROJECT SUPPORT: SANELE NYOKA

The parties will jointly explore the development of an alternative financial investment parameters for the Airport Rail Link, which will initially facilitate investment between the economic zones of Bellville and the Airport, and later extend to the east and south east. This is an important investment opportunity as it releases the economic linkages to Bellville and will be one of the catalysts to the regeneration related to the Bellville PTI as well as the Voortrekker Road Corridor.

The aim of this project is for the PMT to explore alternative financial models and to compile an investment package for this initiative.

PROJECT 1:8 RAIL FOCUSED PUBLIC TRANSPORT INTERCHANGES

PROJECT LEAD: TRANSPORT FOR CAPE TOWN
PROJECT MANAGER: DAVE HUGO/RON HAIDEN
PROJECT SUPPORT: LINDELO MATYA

Closer co-ordination and the pooling of resources under these three major intermodal public transport interchanges is required to facilitate the most appropriate transversal opportunities for an integrated multi-modal facilities with related economics and a sustainable mix of land use.

1.8.1 NOLUNGILE PRECINCT

This is a project that involves the total rehabilitation of the railway station, the redesign of the PTI as well as the road reserve itself which will introduce the MyCiTi Phase 2A.

1.8.2 BELLVILLE PTI PRECINCT

This project includes a multimodal Interchange, land management issues and will be one of the main pilots for the rollout of the integrated ticket.

1.8.3 CIVIC/CAPE TOWN STATION/GOLDEN ACRE PRECINCT

This project is multi-faceted, involves land ownership of PRASA and TCT and offers the potential for major economic generation, accessibility of all

commuters to and from the various modes and the release of development opportunities.

Programme 2: Operations Management

PROJECT 2:1 PROTECTION OF THE RAIL RESERVES/INFORMAL SETTLEMENT MANAGEMENT

PROJECT LEAD: TRANSPORT FOR CAPE TOWN
PROJECT MANAGER: MADDIE MAZAZA/DONALD CUPIDO
PROJECT SUPPORT: RICHARD WALKER/ZITHO FUSA

The parties shall action a transversal project to consolidate current initiatives and add new safety, security and health issues of informal settlements adjacent to and within the railway reserve. The biggest priority is to mitigate the increase incidents of children being unsafe in relation to rail services.

The focus of this project is to embark on a process of reducing encroachment onto the railway reserves and to develop urban design alternatives to redress the safety problems. This also relates to land management, relocating and the improvement of rail services to accommodate the desired lines, demands and safety management.

PROJECT 2.2 TRANSPORT ENFORCEMENT – INTEGRATION WITH RAIL

PROJECT LEAD: TRANSPORT FOR CAPE TOWN
PROJECT MANAGER: PETER SOLE
PROJECT SUPPORT: ZITHO FUSA

Efficient and integrated public transport can only be fully achieved if there is effective responsive transport enforcement. The aim of the MOA is for the PMT to develop a partnership action plan that will lead to an integrated transport enforcement system that works across all modes. This project has a number of elements, the examples of which are detailed below. This project's PMT must include Province as well as the safety and security personnel from both parties.

- Linkage of PRASA cameras at the TMC and manning the facilities enabling the appropriate management with other enforcement.
- Work together to remove the constraints for local enforcement capabilities to be able to gain access to the rail network and other facilities.
- Investigate the extension of the TMC and the public transport enforcement capacity to include the rail infrastructure.
- Develop a business plan for the possible roll out of an integrated transport enforcement unit as well as the implementation projects and funding sources to give effect to this.

PROJECT 2.3 OPERATIONS INTEGRATION AND MANAGEMENT REPORTING

PROJECT LEAD: TRANSPORT FOR CAPE TOWN
PROJECT MANAGER: SIPHO AFRIKA/JOHN MARTHEZE
PROJECT SUPPORT: RICHARD WALKER

Lead by TCT, the PMT will develop a monthly reporting mechanism of service delivery of both PRASA and MyCiTi services as a first step. A mechanism then needs to be

established to be able to undertake analysis of the trends and related pressure point that will lead to operational changes that can facilitate a more efficient and effective public transport system. This project is also required to enable scheduling and timetable integration with the aim of developing and implementing a streamlined intermodally integrated timetable.

PRASA, Metrorail is in agreement that the City embarks on a process of integrating the timetables of all scheduled road and rail-based public transport across Cape Town. PRASA shall avail its Timetables/Schedules for this exercise and will make amendments to its schedule should they be required, to achieve an integrated timetable. The City undertakes to develop an integrated road and rail-based timetable and accordingly, once completed, to make it available electronically and in hard copy for the commuter.

PROJECT 2.4 DATA MANAGEMENT AND INFORMATION SHARING

PROJECT LEAD: TRANSPORT FOR CAPE TOWN
PROJECT MANAGER: PETER SOLE/FRANCOIS NELL
PROJECT SUPPORT: RICHARD WALKER/HISHAAM EMERAN

TCT and PRASA will improve information sharing required for long term and operational planning purposes. This will include availing information relating to transport modelling inputs as well as operating and capital costs where required to inform future planning and investment for holistic integrated system planning. The parties will also do joint planning for and collecting of data on rail operations and facilities (rail censuses), whether manual or through technology based methods.

This information will need to feed into the IPTN package of plans as well as the Transport Development Index. TCT as lead of this project must ensure that there is synergy with the various data sets and that there is a reporting and feedback mechanisms built in that can benefit all parties in their service delivery.

PROJECT 2.5 RAILWAY LEVEL CROSSINGS AND NMT FACILITIES

PROJECT LEAD: TRANSPORT FOR CAPE TOWN
PROJECT MANAGER: MADDIE MAZAZA/TEUNS KOK
PROJECT SUPPORT: LOUIS BEUKES

Railway Level Crossings is a major issue. The two parties under an operational PMT are to action the eradication of railway level crossings and to ensure that there is a progressive participation process in the implementation of this process. Each sub-project needs to be identified with stipulated timelines and budgetary provision, with the first priority being Buttskop in Blackheath.

Programme 3: Strategic Investment Interventions

PROJECT 3:1 TOD AND RAIL STATION TYPOLOGIES

PROJECT LEAD: TRANSPORT FOR CAPE TOWN
PROJECT MANAGER: MADDIE MAZAZA
PROJECT SUPPORT: LEIGH STOLWORTHY

City embarked on a project to develop a Transit Orientated Development (TOD) Strategy to optimise land use development, corridor densification, integrated precinct planning and exploitation of commercial opportunities towards improving the sustainability of the transport system. A high quality rail system that competes with the private car in terms of travel time, safety, convenience and reliability as well as effective station precinct management and the quality of the environment and

facilities in and around stations is pivotal to promote ridership and development around stations. PRASA supports the general principles of TOD and should play an integral part in the development of the City's implementation strategy for TOD.

The City's planned priority corridors for TOD implementation are the MSE and Voortrekker Road Corridors where rail is the backbone of these two. Through its Modernisation project, PRASA is prioritising the MSE and thereafter the Voortrekker Road corridor will follow. The Blue Downs Rail Corridor development will likewise take into account the principles of TOD.

The parties agree to pursue the objectives of TOD and jointly embark on a TOD project to consider the implications and give effect to principles of such policy, towards a joint position and implementation strategy. This is to be further elaborated on in the PIP.

PROJECT 3.2 INTEGRATED TICKETING

PROJECT LEAD: TRANSPORT FOR CAPE TOWN
PROJECT MANAGER: CRAIG WHITTLE/CHANTAL GREENWOOD
PROJECT SUPPORT: CHRIS MBATHA

The parties share a broad vision of ONE integrated ticket in terms of the National Guidelines for the implementation of automated fare collection systems. TCT will develop a technical proposal for consideration by a jointly managed project team (PMT) who will jointly develop a business plan for implementation with the objective to have rail fully integrated into TCT's public transport automated fare collection system but at the same time ensuring that there is accountability per mode in relation to the revenue management system.

It is essential that an action plan be developed for both components of this project by the end of the 2015 calendar year in order for it to be taken through the decision making structure for funding to be identified towards implementation. It is also essential that the base systems and infrastructure be considered for efficiency purposes after which Near Field Communication (NFC) can be explored.

As part of the action plan is the proposed joint audit of passenger counts on trains and stations so as to ensure that an accurate baseline can be used for the integrated ticket solution.

PROJECT 3.3 JOINT INVESTMENT/MAINTENANCE FUND

PROJECT LEAD: TRANSPORT FOR CAPE TOWN/PRASA
JOINT PROJECT MANAGERS: MELISSA WHITEHEAD/LUCKY MONTANA

The administrative leadership of both PRASA and TCT undertake to explore and give effect to the establishment of a joint funding mechanism where both parties contribute to on an annual basis. This proposed joint fund will then be initially used for collectively agreed operational and maintenance issues where there are synergies. If this mechanism and the operation thereof is successful it will be extended to larger interventions.

PROJECT 3.4 COMMUNICATIONS, MARKETING AND STAKEHOLDER MANAGEMENT

PROJECT LEAD: TRANSPORT FOR CAPE TOWN
PROJECT MANAGER: TONI VAN NIEKERK/DENNY-JEAN KEET
PROJECT SUPPORT: SIPHO SITHOLE/RIANA SCOTT

In relation to project 3.2 as well as all the other projects listed the City in consultation with PRASA is to embark on a communication and stakeholder management strategy

and related implementation plan. The integrated timetabling, ticketing and operations management reporting will take the lead in this regard. The City undertakes to develop an integrated road and rail-based communication and stakeholder management strategy.

The importance of and need for sound stakeholder engagement, exploration of branding strategies and effective communications channels in the public transport sphere, therefore also passenger rail, are acknowledged by the parties.

City and PRASA will pursue agreement on implementable initiatives and appropriate funding arrangements to give effect to a joint change management and stakeholder management process.

A further initiative is to enable real time communication with public transport users (build on current technology based platforms).

PROJECT 3.5 STRATEGIC LAND MANAGEMENT AND INVESTMENT PACKAGING

PROJECT LEAD: PRASA/TCT
JOINT PROJECT MANAGERS: LINDELO MATYA/ELTON SIMELANE/TONY VIEIRA

The intention of this project is for PRASA and TCT to explore the developmental and related economic opportunities for their respective land assets and to develop a model and methodology for the use, exchange, disposal or otherwise. The focus should initially be on achieving the projects as listed in this MOA.

PROJECT 3.6 BRANDING AND WAYFINDING

PROJECT LEAD: PRASA/TCT
JOINT PROJECT MANAGERS: SIPHO SITHOLE/SANELE NYOKA

This is a joint initiative to develop an implementation branding plan and wayfinding rollout under the transport authority logic, to enable integration and facilitate a unified view of public transport across Cape Town. This will support the refurbishment of trains (1.6) to coincide with the new trainsets, amongst other things.

Conclusion

The parties will actively participate in the institutional structures and mechanisms as detailed in the body of the MOA so to ensure an implementation oriented partnership that is mutually beneficial.

Signed at _____ on this day _____ of _____, 2015

LAND TRANSPORT ADVISORY BOARD
"LTAB"
Chairperson
Councillor Brett Herron

Signed at _____ on this day _____ of _____ 2015

THE PASSENGER RAIL AGENCY OF SOUTH AFRICA
"PRASA"
PRASA Group CEO
Mr Lucky Montana

Signed at _____ on this day _____ of _____ 2015

CITY OF CAPE TOWN
TRANSPORT FOR CAPE TOWN
Commissioner: Transport for Cape Town (TCT)
Melissa Whitehead

Prasa/TCT MoA: Project implementation plan format

1. MoA Project Reference		
2. Joint expectation for the project (vision)		
3. Project Lead : Institution		
4. Project Manager		
5. Project Support Manager		
6. PMT Composition		
7. Project Milestones	Responsible Party	Timeframe
a.		
b.		
c.		
d.		
e.		

(If the project comprises of a number of sub-projects, it may be useful to further complete the tables below).

Sub-project:		
8. Milestones	Responsible Party	Timeframe
a.		
b.		
c.		
d.		
e.		

Sub-project:		
9. Milestones	Responsible Party	Timeframe
a.		
b.		
c.		
d.		
e.		

Prasa /TCT MoA: Project implementation plan

1. MoA Project Reference	Par 9. Integrated Ticketing	
2. Joint expectation for the project (vision)	The parties share a broad vision of ONE integrated ticket in terms of the National Guidelines for the implementation of automated fare collection systems.	
3. Project Lead	TCT	
4. Project Manager	C. Greenwood	
5. Project Support Manager	TBA	
6. PMT Composition		
7. Project Milestones	Responsible Party	Timeframe
a. Technical Proposal	TCT	August 2014
b. Establishment of PMT	TCT / PRASA	Sept 2014
c. Joint Business Plan	TCT / PRASA	Dec 2014
d. Completion of implementation	TCT / PRASA	Dec 2016
e.		

(If the project comprises of a number of sub-projects, it may be useful to further complete the tables below).

Sub-project:		
8. Milestones	Responsible Party	Timeframe
f.		
g.		
h.		
i.		
j.		

Sub-project:		
9. Milestones	Responsible Party	Timeframe
f.		
g.		
h.		
i.		
j.		

Prasa /TCT MoA: Project implementation plan

1. MOA Project Reference	Par 7 LAW ENFORCEMENT		
2. Joint expectation for the project (vision)	<p>The parties acknowledge the need to ensure safety and security on the rail network in Cape Town and agree to cooperatively develop and implement integrated law enforcement strategies to achieve the objective. It will comprise the following:</p> <ul style="list-style-type: none"> - The completion of a pilot project to link cameras at Cape Town Station to the TMC to test the partnership capabilities and the possible further rollout thereof. - Work together to remove the constraints for local enforcement capabilities to be able to gain access to the rail network and other facilities. - Investigate the extension of the TMC and the public transport enforcement capacity to include the rail infrastructure. - PRASA will investigate, alongside the City, the rollout of cameras that will be linked to the other services in the TMC and TIC, for the surveillance of its strategic infrastructure and strategic stations so as to improve passenger's safety and decrease vandalism. 		
3. Leading party	TCT		
4. Project leader	P. Sole		
5. Other party's main rep's	TBA		
6. PMT Composition			
7. Project Milestones	Responsible Party	Timeframe	
a. CCTV pilot project <ul style="list-style-type: none"> - Deployment of PRASA staff to work stations - Report on proof of the concept and options for further roll out report 	PRASA	Asap	
b. Joint project report including recommendations to address Operational protocols to enable local enforcement capabilities to be able to gain access to the rail network and other facilities.	TCT / PRASA	Oct 2014	
c. PT law enforcement model			
d. TMC / TIC expansion/ alteration (Phase 1) completed	TCT / PRASA	Dec 2015	