

GO GEORGE: A DECADE OF TRANSFORMATION – REFLECTIONS ON 10 YEARS OF PUBLIC TRANSPORT INNOVATION

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ABSTRACT

This paper reflects on the decade-long journey of GO GEORGE, a public transport service introduced to the city of George, South Africa, in 2014. Over the past ten years, GO GEORGE has revolutionized the way people move within the city, offering an accessible, reliable and affordable service to a majority population who are captive to public transport, and an attractive alternative to private transport users. This paper traces the origins of the service, key milestones, challenges faced and its broader impact on the city's socio-economic landscape.

Before the implementation of GO GEORGE, public transport provision in George was, like so many local municipalities and metros in South Africa, facing major challenges and together with other reforms, formal public transport improvement was considered to be catalytic in achieving the national transport vision by creating more liveable environments, rejuvenating blighted areas, densifying corridors, and improve access of marginalised communities to opportunities. GO GEORGE was therefore believed to be the mechanism to move George towards a more inclusive city by transforming the minibus taxi industry into a formal public transport service that meets the needs of its citizens.

The paper delves into the operational advancements achieved through the integration of modern technology, community engagement, and policy support. The paper examines valuable insights into managing stakeholder relationships, reflecting on the transformation journey of the taxi industry and strategies to enhance operational resilience. Using qualitative and quantitative data, the paper examines the success of GO GEORGE in improving mobility, enhancing inclusivity for marginalized communities and reducing environmental impacts.

As the service celebrates a decade of operations, this paper highlights lessons learned and identifies critical areas for improvement. Ultimately, the paper aims to provide a roadmap for other towns and cities looking to adopt or enhance similar public transport systems in the Southern African context.

Keywords: Public transport services, Urban mobility, Transport integration, Accessibility, Reliability, Affordability.

1. INTRODUCTION

The GO GEORGE service which forms part of the George Integrated Public Transport Network (GIPTN), launched its first phase on 8 December 2014. Over the past decade, about 64% of the planned six phases have been implemented, covering almost all of the George municipal urban area. The project originated a decade before its implementation from the Sandkraal Road Corridor Mobility Strategy initiated by the Western Cape Department of Transport and Public Works in 2003, with the goal of stimulating corridor development to achieve societal integration, and which also formed part of the Comprehensive Integrated Transport Plan (CITP) for George (Provincial Government Western Cape: Department Transport and Public Works: Public Transport, Municipality of George and Eden District Municipality, 2008; Municipality of George, 2010). This eventually led to the transformation of local minibuss taxi operators into a formalized bus operation under *George Link (Pty) Ltd* (George Link), with operators and drivers as shareholders and employees respectively (Aboo and Robertson, 2016). The GIPTN received endorsement from the Department of Transport, ensuring broad support for the initiative.

Unlike metropolitan Bus Rapid Transit (BRT) systems, GO GEORGE operates as a conventional street transit service, with buses integrated into general traffic. Using a mixed fleet of standard, midi-, and mini-buses, the service follows an "infrastructure-light" approach, initially providing minimal infrastructure and upgrading based on service demand and funding availability. Socio-economic studies conducted between 2008 and 2024 evaluated the impact of GO GEORGE on the macro economy, transport economy and local socio-economic conditions (Ocran, Petrie and Duff-Riddell, 2008; Western Cape Province Department of Mobility and Municipality of George, 2018, 2019, 2020, 2021, 2022, 2023). These studies confirmed that the network has positively influenced public transport efficiency and economic opportunities in George, with annual updates refining the project's ongoing impact.

1.1 Background of Public Transport in George

Before the implementation of the GIPTN, public transport in George reflected typical challenges of an emerging South African city. Transport planning in South African cities overall has been extensively critiqued in academic literature (Bickford, 2013) especially in terms of its impact on non-motorised and public transport users (Behrens, 2004; Behrens, 2006; Kane, 2002; Kane, 2010. Walters (2012) provides a detailed overview of public transport policy in South Africa and offers noteworthy critique on the lack of modal policy integration which is further challenged by unclear institutional arrangements and responsibilities between various spheres of government.

With a population of 193,672 in 2011, most households lacked access to private vehicles and many residents faced significant barriers to employment due to limited transport options (Statistics South Africa, 2014). Planning documents emphasized the importance of affordable, safe, and reliable public transport for low-income households to support the municipality's economic goals (Municipality of George, 2010; Municipality of George, 2013). Despite the existence of several transport operators, including three taxi associations and a small bus company, walking remained the primary mode of travel for 31% of work trips, with long walking distances for school and work commutes indicating a failure of the existing transport system to meet residents' needs (Municipality of George, 2013).

A 2008 socio-economic study revealed that the public transport environment was a seller's market where demand for public transport services far exceeds supply, with operators having little incentive to improve service quality due to commuters' limited alternatives (Ocran, Petrie and Duff-Riddell, 2008). Public transport services were perceived as inadequate, with issues such as limited operating hours, poor coverage, and low service standards forcing those who could afford it to seek other options (Ocran, Petrie and Duff-Riddell, 2008; Municipality of George, 2010; Municipality of George, 2013). This highlighted the need for a comprehensive, well-structured public transport system in George, coupled with strategic infrastructure investment to expand and enhance service quality. The GIPTN aimed to address these gaps and provide residents with accessible, efficient, and reliable transport options.

1.2 Objective and Scope of the Paper

This paper reflects on GO GEORGE's decade-long journey and its impact on mobility and socio-economic conditions in George. It presents the origins, key milestones, challenges and successes, and the broader relevance of GO GEORGE for other cities in the Southern African region.

2. DEVELOPMENT AND IMPLEMENTATION OF GO GEORGE

2.1 Origins and Planning

The GIPTN, with the bus service branded as GO GEORGE, was conceptualized in 2003 as part of the Sandkraal Road Corridor Mobility Strategy (Aboo, Robertson, 2016; Municipality of George and Eden District Municipality, 2008). Rooted in the 1996 National White Paper and the 1997 Provincial White Paper on Transport, the initiative aimed to provide safe, reliable, efficient, and sustainable transport solutions aligned with economic and social development goals. Subsequent policy developments, including the National Land Transport Act (NLTA) of 2009, defined Integrated Public Transport Networks (IPTN) and responsibility for public transport services assigned to local municipalities, supported by national and provincial governments (White Paper, 1996: Provincial White Paper, 1997; NLTA – Act 5 of 2009).

Given George Municipality's limited financial and organizational capacity as a non-metro municipality, the project relied on institutional and financial support from the Western Cape Provincial Government through an Inter-governmental Agreement (IGA), as well as funding support from both provincial and national government. In 2013, George became the 13th (and first non-metro) city to secure IPTN funding, solidifying multi-government collaboration.

A key component of the project involved transforming the local bus and minibus taxi industries into a formalized Vehicle Operating Company (VOC), named *George Link (Pty) Ltd*. Engagements with the industry began in 2007 and in 2011 the VOC was established, enabling formal negotiations to begin. Eligibility for participation was determined through regulatory oversight, ensuring fair inclusion of affected operators. Operating licences had to be relinquished in exchange for compensation and VOC shareholding, fostering empowerment through co-ownership. Addressing compensation, service provision, training, and incorporation of industry stakeholders. After extensive engagement and appeals, the operating contract was signed in November 2014, enabling the operational launch of the GO GEORGE service in December 2014.

GO GEORGE stands as a testament to effective policy implementation, stakeholder collaboration and the potential for integrated transport systems in non-metro municipalities.

2.2 System Design

The design of the GIPTN (refer to a schematic representation of the planned system in Figure 1) prioritizes broad spatial and temporal coverage, ensuring that most urban residents are within a 5- to 10-minute walk (400-800m) from a bus stop.

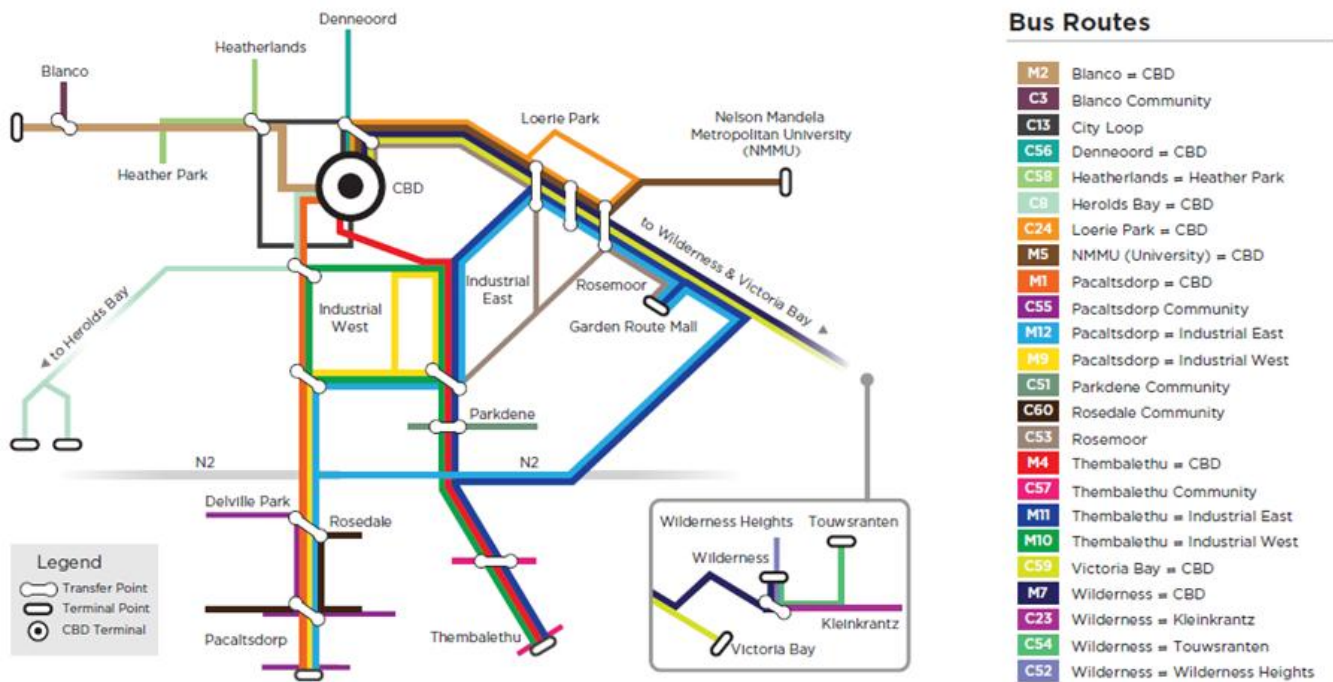


Figure 1: GIPTN planned route network schematic (GIPTN, 2014)

The system follows an "infrastructure-light" approach to manage costs by initially investing in minimal infrastructure and upgrading based on demand. This staged rollout includes basic infrastructure before service launch, temporary setups during expansion phases, safety enhancements, post-rollout upgrades, and broader corridor development endeavours.

GO GEORGE is planned to offer four service types: **Main Services** connecting residential areas to economic hubs with large buses operating at high frequency; **Community Services** for local access within neighbourhoods using smaller vehicles; **Inter-Suburb Services** linking remote communities, and to the George urban area; and future **Inter-Town Services** connecting George to neighbouring towns like Knysna, Mossel Bay and Oudtshoorn. Passengers benefit from a 1-hour free transfer window, allowing seamless route changes. The system is managed by the GIPTN Management Unit which oversees operations, fleet management, contract administration, and customer support through a dedicated call centre and monitoring centre. This design ensures accessible, flexible and scalable public transport for George and for future regional integration. Figure 2 provides the objectives and characteristics of GO GEORGE aimed at providing a quality public transport service for George.



GO GEORGE strives to deliver a quality public transport service that contributes to a better quality of life for all and which exhibits the following characteristics:

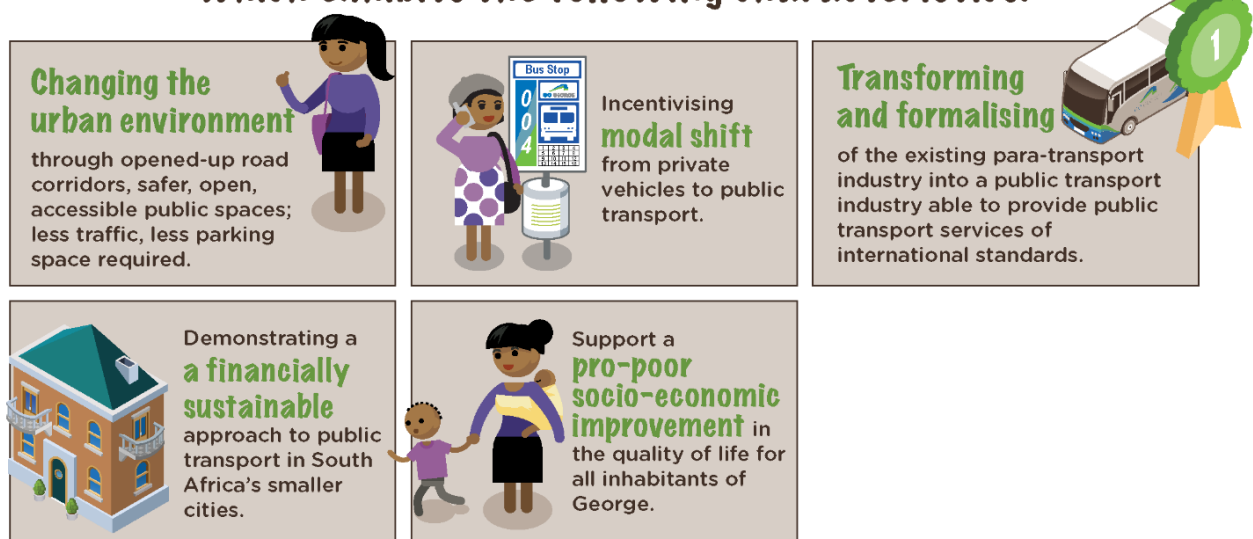


Figure 2: Objectives and characteristics of GO GEORGE (Western Cape Province Department of Mobility and Municipality of George, 2023)

2.3 Service Launch and Development to Date

The GIPTN began its rollout on 8 December 2014 with Phase 1, linking the CBD with Denneoord, Loerie Park, Rosemoor, and the Garden Route Mall. Phase 2 followed on 28 February 2015, extending services to Blanco, Heatherlands and Heather Park, while Phase 3 launched on 2 May 2015, extending the service to Pacaltsdorp, Rosedale, Dellville Park, Syferfontein and George Industria.

The GIPTN project, along with other IPTN's, faced delays (Manuel and Behrens, 2018). Manuel and Behrens (2018) provides posited reasons for the delays experienced by the GIPTN project namely due to increased costs and extended negotiation timelines resulting from the 2007 Public Transport Strategy and Action Plan (PTSAP), compounded by a misalignment between national funding conditions and the operational realities at the local level. Further to these reasons, Phase 4 initially planned for October 2015 was also

delayed by violent protests in August 2025 that included barricading of roads and burning of GO GEORGE buses by disgruntled members of the Uncedo George Taxi Association (Four Buses Torched in George. 2015; Go George bus service suspended after torchings, 2015; Go George buses running again after violent week, 2015). Despite multiple attempts to roll out Phase 4 in December 2016 and April 2019, passenger and driver safety concerns persisted. To address these challenges, the rollout was divided into sub-phases: Phase 4A (Thembaletu) and Phase 4B (Parkdene, Ballotsview, Lawaai kamp, and Conville). Phase 4B successfully launched on 22 March 2020, just before the COVID-19 lockdown caused further delays.

Progress resumed in November 2023 with the rollout of the first route of Phase 4A, linking Thembaletu and Blanco. In October 2024, Route 10 connecting George Industria and Thembaletu was added. The remaining Phase 4A routes, linking Thembaletu to the CBD, Garden Route Mall and the provision of community services, are planned for rollout in 2025 with the remaining Phases 5 and 6, extending services to the peri-urban and rural areas (Wilderness, Wilderness Heights, Victoria Bay, Hoekwil, Touwsrante, Kleinkrantz, George Airport, Nelson Mandela University, and Herold’s Bay) aimed to rollout in 2026.

3. KEY MILESTONES IN GO GEORGE’S DECADE OF OPERATIONS

3.1 Expansion and Growth

GO GEORGE, operational for a decade since its December 2014 launch, has steadily expanded to cover approximately 75% of the George urban area. Phases 5 and 6, remain to be implemented. Passenger numbers have grown significantly, from 47,000 in the first month to over 6 million annually by 2024 (refer to Figure 3).

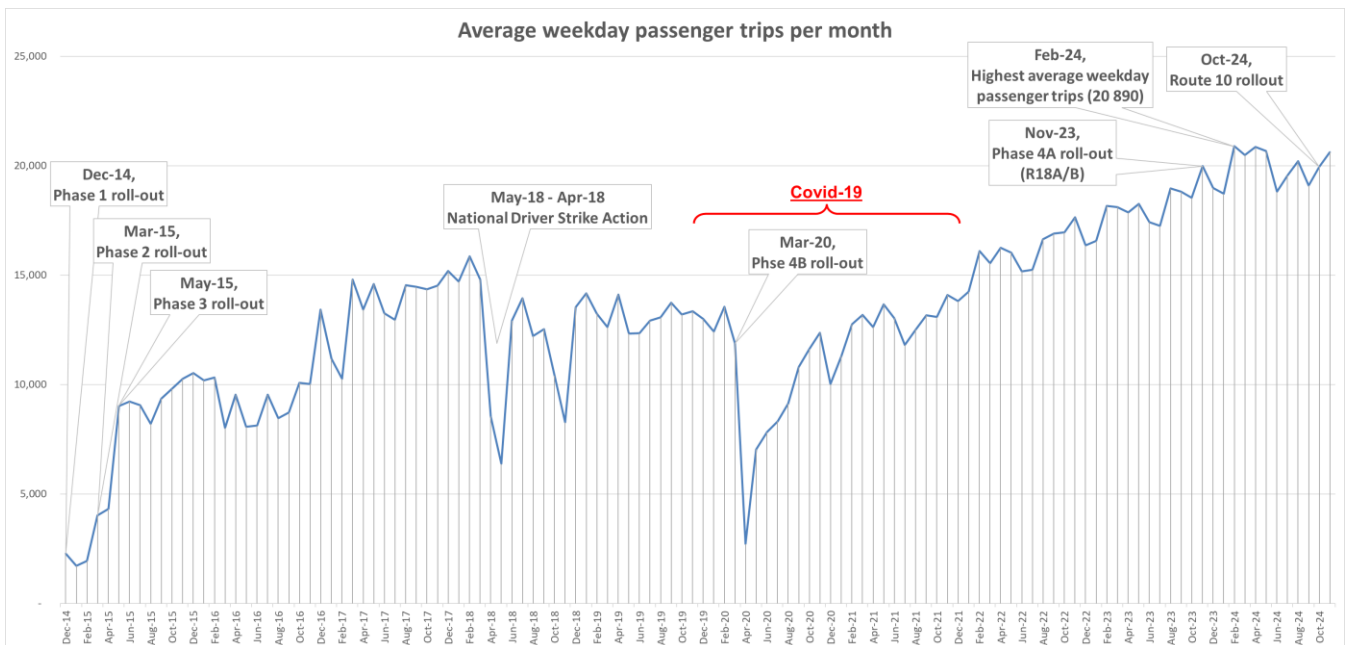


Figure 3: GO GEORGE average weekday passenger trips per month to date (GIPTN, 2024)

The network now includes 590 active bus stops, ensuring approximately 84% of the urban population has access to the service within 400 meters of their residence or workplace. Key terminal facilities have been established at the George Transport Hub and Garden Route Mall, with temporary terminals in Blanco, Pacaltsdorp, Parkdene and Thembaletu awaiting formal upgrades.

The GO GEORGE fleet comprises 133 vehicles, with a peak requirement of 100 in-service buses at the end of 2024. The fleet includes various sizes, such as standard buses (from Mercedes-Benz and MAN), midibuses and minibuses from Mercedes-Benz, designed to optimize route performance and are universally accessible (refer to Figure 4).

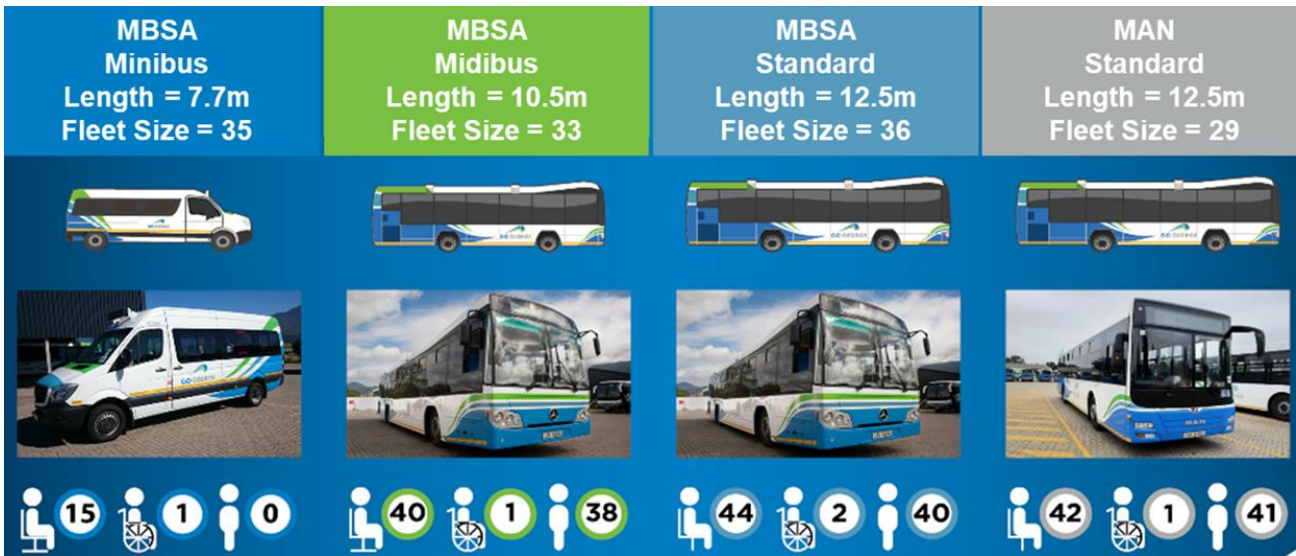


Figure 4: GO GEORGE fleet (GIPTN, 2024)

Initially, funding prioritized operator compensation and bus purchases to avoid borrowing costs, which delayed infrastructure upgrades. As a result, the existing backlog in infrastructure (e.g. road rehabilitation) was further constrained by the need for GO GEORGE related infrastructure (e.g. terminal and transfer locations, shelter provision, sidewalk improvements) which could also be attributed to delays in rolling out further phases (Manual and Behrens, 2018). However, recent efforts have focused on addressing infrastructure backlogs, particularly in shelter provision and road upgrades in township areas due to increased funding received although these are in turn constrained by spending timelines. A temporary bus depot supports operations and there are plans for a permanent depot, contingent on funding. The service’s infrastructure-light approach has allowed minimal infrastructure to support services with gradual enhancements added based on demand and budget availability.

3.2 Technology Integration and Operational Advancements

The GIPTN launched its Automated Fare Collection (AFC) system on 1 November 2018, replacing the paper ticketing system with a cashless, tap-on solution using GO GEORGE Smart Cards (refer to Figure 5).



Figure 5: Front and back view of the GO GEORGE Smart Card (GIPTN, 2024)

The system is EMV-compliant and allows passengers to load multiple trips onto their cards, with discounted multi-journey trips (MJT) available to encourage top-ups. Smart cards can be reloaded at kiosks or through an expanding vendor network, which grew from 20 active vendors in mid-2020 to 168 by mid-2024. The AFC system supports both Promotional and Transit Smart Cards, with the former offering discounted first-time cards with two free trips to promote adoption. Passenger registration ensures system security and assists with preventing misuse to an extent.

The AFC system integrates with the Intelligent Transport System (ITS) to track buses, manage routes and ensure timetable compliance. The system issues 'alerts' for early or late bus departures, allowing for quick interventions and potential penalties for non-compliance. In addition to vehicle tracking, buses are equipped with internal and external cameras linked to the control room for real-time monitoring and driver behaviour tracking. The system is web-based, providing access to authorized users, including the GIPTN Management Unit, which oversees operations during service hours.

An Occurrence Management System (OMS) has been developed to log all occurrences reported to the GIPTN Management Unit with the aim to streamline the response and resolution process between responsible role players within the GIPTN and to provide an enhanced public transport service to the public.

The GIPTN requires continuous in-field surveys of the system to plan and refine the system. Field Monitoring support survey applications were developed as well as an Operations Data Store (ODS) to safely and securely store all data captured in the field and via the OMS. The ODS is also linked to the GIPTN Timetable Database which was developed to house the complex timetable and associated system information used for the GIPTN. A web-based Data Insights platform was also developed to view and report on all GIPTN data and includes the latest information on all timetable, route, bus stops and related infrastructure, as well as mapping capability through a Geographic Information System platform (ArcGIS).

The ODS also provides a feed of systems data to the GO GEORGE website that enables passengers to gain access to the latest timetable information per route and bus stop.

3.3 Community Engagement and Universal Design

Branding and communication are vital to the success of GO GEORGE, creating a unified visual identity across vehicles, bus stops, terminals, and promotional materials that fosters community pride. The communication strategy emphasizes engagement through various channels, including community radio, newspapers, social media, the GO GEORGE website, and a toll-free call centre, while moving toward digital platforms such as WhatsApp groups and QR codes to improve efficiency. Proactive messaging around key events, themed campaigns and educational outreach, such as puppet shows and industrial theatre, promote safety, anti-vandalism and service awareness. Feedback loops, including public opinion tracking and weekly passenger reports, help the GIPTN address issues promptly and refine communication efforts. This dynamic, interactive approach ensures continuous two-way engagement, improving service quality and strengthening community connections.

The GO GEORGE system prioritizes universal accessibility, aligning with South Africa's commitment to the United Nations Convention on the Rights of Persons with Disabilities (UNCPRD) and related national policies in terms of grant funding pre-requisites. Universal accessibility within the GIPTN encompasses infrastructure, services and communication channels to ensure independent travel for all passengers. A Universal Access Workstream was established in 2021 to embed accessibility principles across all operations, supported by the local Universal Access Forum, which facilitates engagement with stakeholders representing persons with disabilities. The GO GEORGE website has been redesigned to meet international web accessibility standards. Additionally, customer care and disability awareness training forms part of the core curriculum of staff training.

Infrastructure improvements have focused on creating universally accessible bus stops, sidewalks, and pedestrian crossings. Universal design principles to enhance pedestrian safety and connectivity have been applied on several streets that have undergone rehabilitation. The development of a Universal Design Access Plan (UDAP) outlines the ongoing commitment to accessibility, with annual updates submitted for municipal and Department of Transport approval. Despite challenges in sourcing locally manufactured accessible minibuses, efforts continue to improve the fleet's accessibility features. GO GEORGE has pioneered the transfer of disability awareness responsibilities to the contracted VOC, ensuring a sustainable approach to maintaining accessibility standards. The ongoing infrastructure and service enhancements demonstrate the municipality's commitment to providing equitable public transport access to all residents.

4. SOCIO-ECONOMIC AND ENVIRONMENTAL IMPACT

4.1 Macro-, Transport-, and Socio-Economic Study (MTSES)

In 2008, the Socio-Economic Study (SES) assessed the potential impact of introducing regulated public transport services in George, focusing on economic efficiency, macro-economic effects and socio-economic benefits, such as improved quality of life and access to opportunities (Ocran, Petrie and Duff-Riddell, 2008). This baseline study informed the planning of the GO GEORGE bus service. A follow-up study in 2018 measured the actual socio-economic and funding impacts of the service, comparing it with the baseline (Western Cape Department of Mobility and Municipality of George, 2018). Subsequent studies from 2019 to 2023 have refined the evaluation process (Western Cape Department of Mobility and Municipality of George, 2019, 2020, 2021, 2022, 2023), with the ongoing development of the 2024 Macro-, Transport-, and Socio-Economic Study (MTSES) to track long-term outcomes and guide future improvements (Western Cape Province Department of Mobility and Municipality of George, 2023).

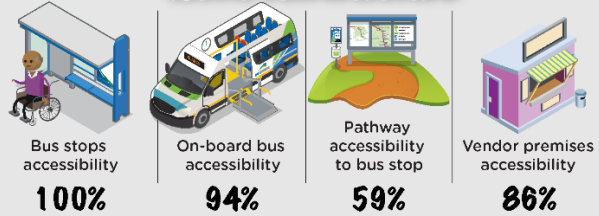
Figure 6 presents a summary of key MTSES results over the years. GO GEORGE received its highest overall satisfaction result in 2023 (93%) which is a consequence of focused improvement efforts based on previous MTSES outcomes. Positive results include improved punctuality (83%), accessibility of bus stop infrastructure and proximity of bus stops at origin and destination, total jobs directly attributed to GO GEORGE, ticket pricing remaining below inflation, impact of free transfer policy within one-hour results in a R38 million user saving, to name a few.

GO GEORGE 2023 User Satisfaction Results

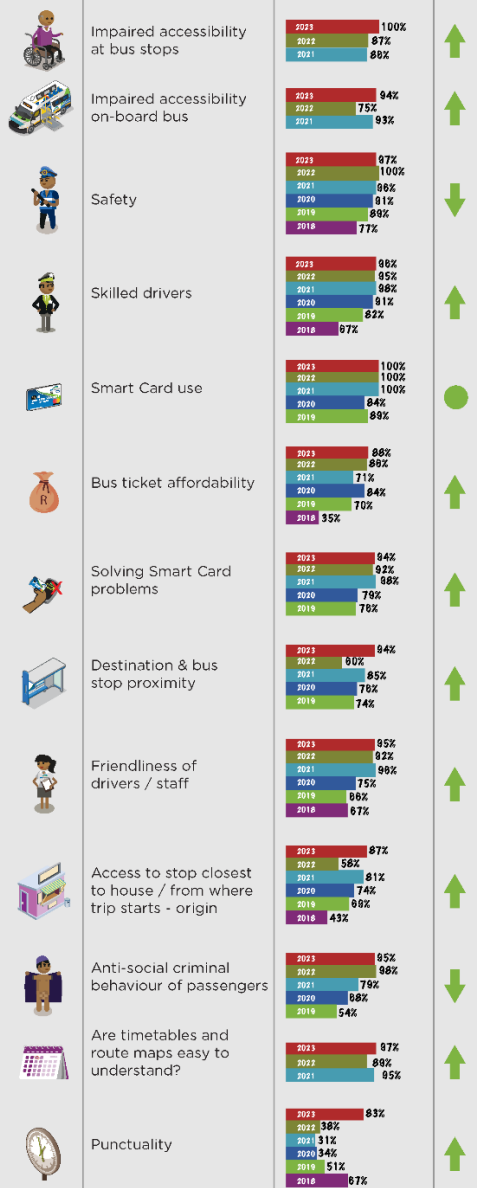
OVERALL SATISFACTION



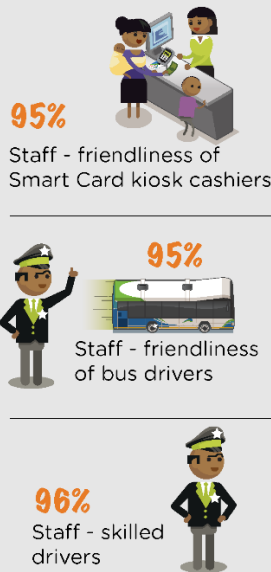
ACCESSIBILITY FOR PERSONS WITH DISABILITIES



KEY REASONS FOR SATISFACTION



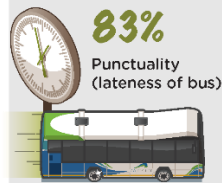
STAFF



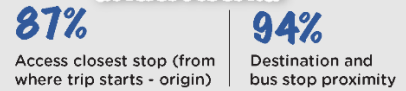
Safety & Security



PUNCTUALITY



ACCESSIBILITY (CLOSEST BUS STOP):



- Total direct current jobs attributed to GO GEORGE:** 616. GO GEORGE adds one job for every 98 formal jobs in George.
- Increase in ticket prices slightly below the inflation rate since inception.**
- Transfer policy put R38m back into passengers' pockets since inception, equating to R650 000.00 per month.**
- GO GEORGE spends R325m per year on creditors that are locally located in George, equaling R1m per day going into local economy.**
- The creditor payments constitute about 1.5% of the local George economy.**

Figure 6: GIPTN MTSES user satisfaction results (Western Cape Province Department of Mobility and Municipality of George, 2023)

4.2 Environmental Sustainability

The three most prominent environmental benefits of using public transport vehicles include reduction in exhaust emissions, reduced air pollution and lower congestion levels on roads.

A conservative estimate is that running GO GEORGE results in a saving of 52% in road space (Western Cape Province Department of Mobility and Municipality of George, 2023).

At the vehicle tender stage, the national legislation stipulated that the GO GEORGE fleet had to meet European Union emission grading at Euro 2 emission standards. The GO GEORGE vehicles that do not have Euro 5 engines (MBSA standard and midi-buses) have been fitted with AdBlue systems which is a liquid solution that helps to reduce the noxious nitrogen oxide (NOx) levels in exhaust fumes. By using this system in older diesel engines Euro 4 emission standards are met, which means that GO GEORGE adheres to even higher anti-pollution standards than currently required by Government.

In addition, GO GEORGE's environmental responsibility is further emphasised by the installation of 10 water tanks of 10 000 litres each at the George Link Bus Depot. These tanks collect rainwater and are linked to the depot's toilet facilities and wash bays, thereby contributing to saving municipal water.

5. OPERATIONAL RESILIENCE AND ADAPTABILITY

Over the past decade, GO GEORGE has faced significant challenges, including violent protests in 2015, devastating forest fires in 2017 and 2018 where buses were deployed to evacuate residents, and a national driver strike in 2018 that disrupted operations. The COVID-19 pandemic in 2020 further tested the system's resilience, prompting quick adaptations to maintain essential services while prioritizing health and safety, despite the tragic loss of staff members. In March 2023, a petrol bomb attack on a bus injured passengers, highlighting ongoing safety concerns. Despite these setbacks, GO GEORGE has demonstrated remarkable adaptability and resilience, strengthened by the unwavering support of stakeholders and the George community.

6. LESSONS LEARNED AND CRITICAL AREAS FOR IMPROVEMENT

6.1 The Approach to Infrastructure Provision

6.1.1 Capital Budget

Obtaining increased and longer-term infrastructure funding commitments is crucial to addressing the road rehabilitation backlog and implementing the identified GIPTN infrastructure programs. This would ensure sustained investment in infrastructure development.

6.1.2 Maintenance

Allocating sufficient budget for the continuous maintenance of GIPTN infrastructure specifically bus stops and shelters is essential. Regular upkeep ensures that the infrastructure remains in good condition, providing a positive experience for passengers.

6.1.3 Vandalism

Considering alternative shelter materials that are less susceptible to vandalism can mitigate damage, reduce maintenance costs and contribute to the longevity of the infrastructure.

6.1.4 Transfer Locations

Adopting a staged approach to the implementation of transfer locations should continue. This ensures that the infrastructure grows and adapts as the GIPTN system expands, accommodating increased passenger flow and improving efficiency.

6.2 Lessons Learned on Municipal Capacitation

6.2.1 Integration of the IPTN as part of the Municipality's Strategic Objectives

The successful implementation of the GIPTN requires the integration of IGA objectives and key performance indicators (KPIs) across all relevant municipal departments. This ensures that the GIPTN project is aligned with the broader strategic goals of the Municipality and informs effective decision-making on key matters relating to the project.

6.2.2 Alignment between Public Transport, Planning and Development

Closer cooperation with Planning and Development and Public Transport components of the Municipality is essential as the implementation of an IPTN requires a synchronised approach towards municipal public transport network planning and service operations. This requires co-ordination and integration when developing the Municipal Spatial Development Framework (MSDF) and Comprehensive Integrated Transport Plan (CITP) to continuously shape the city and promote sustainable mobility.

6.2.3 Alignment in the Municipality's Macro and Micro Organisational Structure

A recognition of the importance of the GIPTN in the municipality, should ensure the creation of and alignment between the necessary macro-level and micro-level structures required to support the public transport function. The integration of the GIPTN system into the municipality's core services reinforces the commitment to its success and enables the necessary support and coordination across different departments and functions.

6.3 Lessons Learned on Public Transport Industry Dynamics

6.3.1 Incremental Approach to Negotiations

Negotiations can be challenging, especially when proposing significant changes to current practices within the bus and minibus taxi industries. Lessons learned suggest adopting a more incremental approach in future negotiations. By taking a phased approach and allowing greater flexibility in the contracting process, the industry may adapt gradually and embrace new practices more smoothly. This remains an area requiring further research and testing.

6.3.2 Contracts as Business Development Opportunities

Contractual agreements should go beyond being solely bus contracts and instead serve as business development and training opportunities for the industry. These contracts can include mechanisms for increasing formalisation over time, allowing operators to develop their businesses and improve their capabilities. By using the contract as a platform for skills development and capacity building, the industry can evolve and enhance its ability to deliver high-quality services.

7. CONCLUSION

The GIPTN has made significant progress in delivering a reliable, safe, and affordable public transport service in George, positively transforming the city's mobility landscape and provides a roadmap for other cities to develop similar public transport initiatives. Over the past decade, the initiative has successfully unified multiple taxi associations into a formal, sustainable entity, creating a structured, empowered industry. While challenges have

arisen, they have provided opportunities for improvement, ensuring continuous enhancement of the service. The project has become a catalyst for urban restructuring, influencing spatial planning and attracting property developers who recognize the benefits of accessible transport. As GO GEORGE moves into its second decade, the focus remains on completing service rollouts, particularly in peri-urban areas and ensuring financial sustainability through innovative funding solutions. Plans to expand routes, integrate green technology, and improve infrastructure, signal a commitment to long-term success. By addressing these priorities, the GIPTN will continue to uplift communities, enhance quality of life and contribute to a more sustainable, inclusive city.

8. ACKNOWLEDGMENTS

There are no guidelines on how to tackle a project of this nature. The concept plan and initial business plan were prepared jointly by Dr Wayne Duff-Riddell Pr.Eng., and E J Robertson Pr.Eng., both having many years of practical experience in the transportation field. The GIPTN concept and implementation drew from Wayne's doctoral thesis on operational cost optimization, and from the development of the very successful UCT 'Jammie Shuttle' in 2007 in which both were involved.

The fact that the GIPTN is where it is today is due to the direct intervention of provincial transport MEC's T Essop (ANC) & R Carlisle (DA), and the efforts of numerous organisations, and a long list of many dedicated and talented individuals, which includes representatives from the Western Cape Province Department of Mobility, the Municipality of George Department Civil Engineering Services and the National Department of Transport. Also, special acknowledgement to the GIPTN Management Unit, George Link, MDA Project Managers, Pegasys Global Consulting, Zutari, Rock Solid Consulting, Transport & Economic Support Services (Tess) and numerous other consulting firms and service providers that have contributed and are continuously contributing, to the success of GO GEORGE.

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