

# PEOPLE'S GUIDE

TO SANRAL'S INTEGRATED ANNUAL REPORT | 2023

Produced by **SANRAL**



**transport**

Department:  
Transport  
REPUBLIC OF SOUTH AFRICA

**SANRAL**





# INTRODUCTION

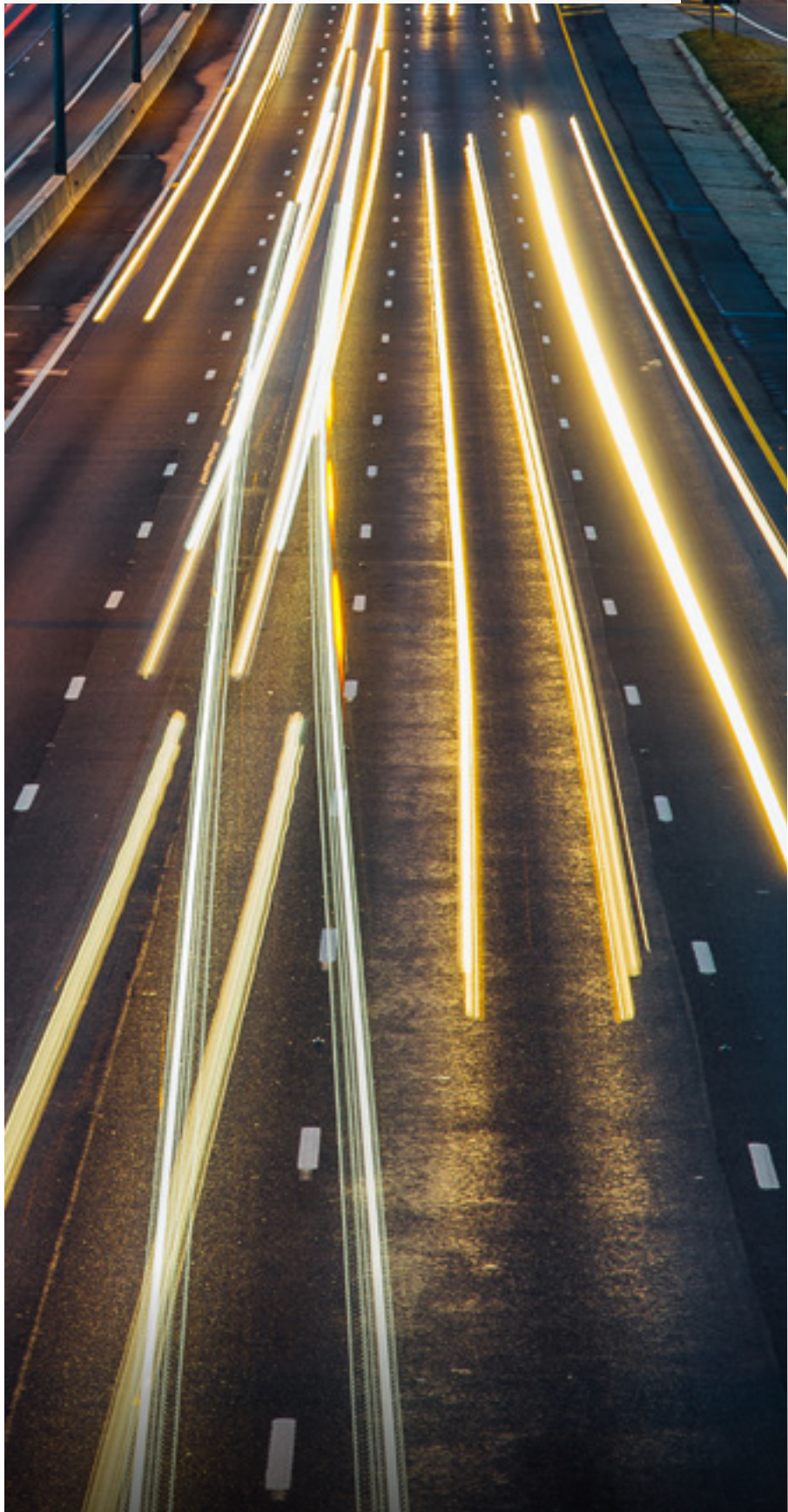
Each year, SANRAL's Integrated Report offers a window into our strategy, governance, finances and the road infrastructure projects that are enhancing lives across the country. This People's Guide is your shortcut to the report, covering the period from April 1, 2022, to March 31, 2023. It's for every South African who wants to better understand how SANRAL manages a vital public asset: our national road network.

## OUR MISSION

SANRAL's purpose is to deliver a safe, efficient, reliable and resilient national road transport system for the benefit of all the people of South Africa.

## WHAT WE DO

SANRAL is responsible for the financing, construction, maintenance and management of South Africa's national road infrastructure, which consists of all the national (N) routes and some provincial (R) routes.

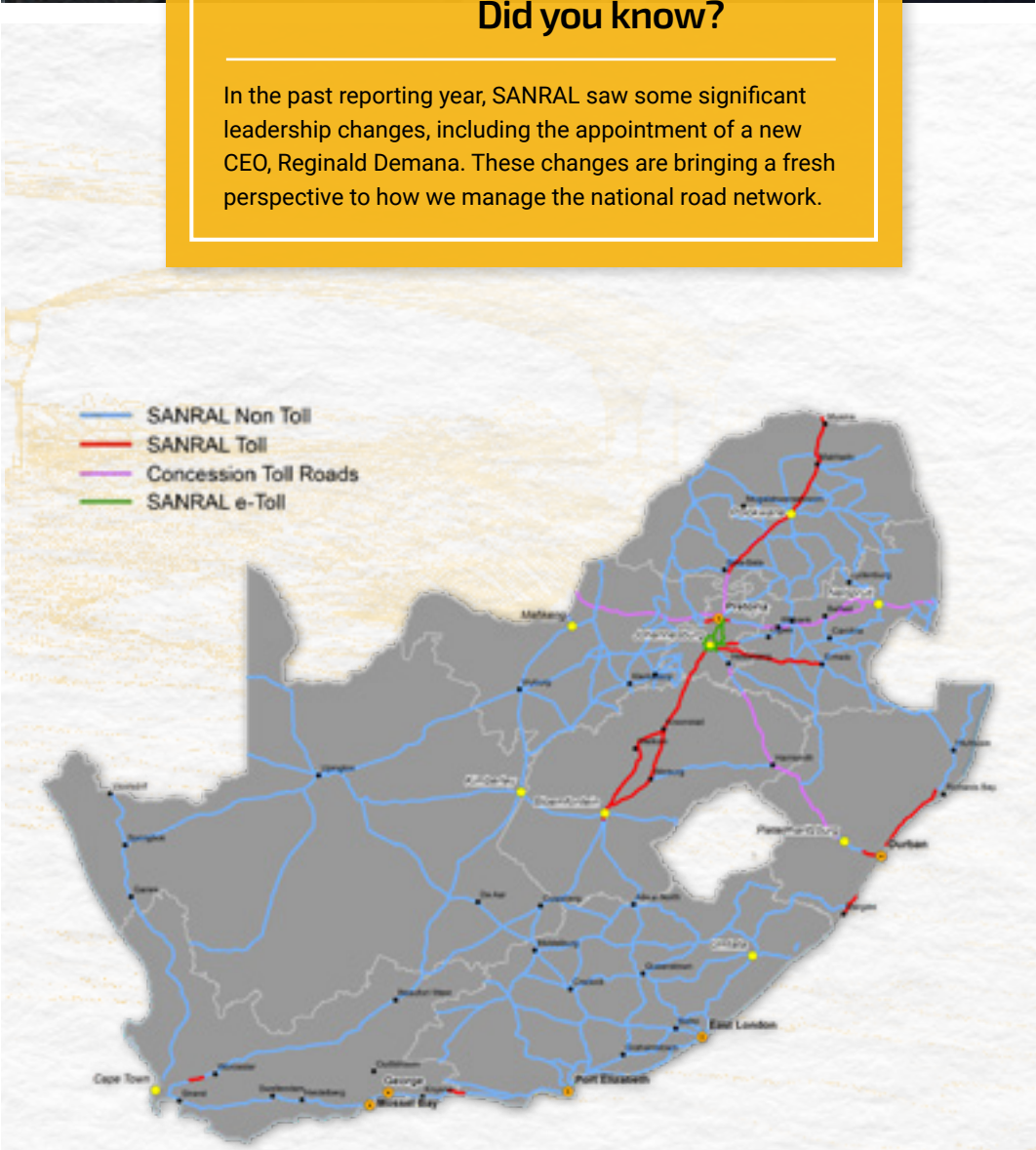


*"We don't just develop physical infrastructure in the form of roads and bridges. We also ensure that when we execute these projects, we develop communities across our country."*

**REGINALD DEMANA**  
Chief Executive Officer

### Did you know?

In the past reporting year, SANRAL saw some significant leadership changes, including the appointment of a new CEO, Reginald Demana. These changes are bringing a fresh perspective to how we manage the national road network.



The SANRAL network



**23,559KM**  
length



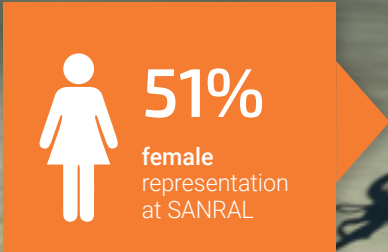
**R420 BILLION**  
estimated value



# OUR PEOPLE

SANRAL's employees play a vital role in our mission to develop and maintain a national road network that supports South Africa's economic and social development.

Since most of our work centres around planning, specialised contracting and project management, our team consists mainly of professionals and specialists in road systems management, road design and construction. Operational work is largely carried out by contracted engineering and construction companies.



2/3

of SANRAL  
engineers  
are male



+60%

of staff are employed  
in technical positions



+60%

of all staff are Black  
African persons



61%

of technical staff  
are registered with  
the Engineering  
Council of South  
Africa (ECSA)  
as professional  
engineers



+50%

of engineers are  
Black African  
persons

## SANRAL EMPLOYEE SPOTLIGHTS



GRETCHEN WEBER-CHERRY  
MATERIALS AND PAVEMENT SPECIALIST

With over 25 years of experience as a civil engineering technologist, Gretchen Weber-Cherry takes great pride in her work. A noteworthy accomplishment in the past year was her involvement in procurement processes that led to the awarding of SANRAL contracts worth R59 billion. She was also part of a project aimed at enhancing road safety in the Northern Cape.



SHAHEIL KHOOSAL  
MENTOR, COACH AND DESIGN ENGINEER

A SANRAL bursary allowed Shaheil Khoosal to obtain a degree in civil engineering. He then joined the Agency's Technical Excellence Academy (TEA), which allows candidate engineers to participate in a structured training programme. Since obtaining his professional registration with the Engineering Council of South Africa, Shaheil has worn many hats as site engineer, design engineer and project manager. He is now also the first mentor of Indian descent at the TEA.

## TRANSFORMATION FROM WITHIN

SANRAL is committed to its transformation goals – and that includes building a workforce that reflects the broader demographics of South Africa. The success of our efforts in this area can be seen in the increasing representation of Black employees in key positions.



145

number of Black  
employees in  
professional roles



73

number of Black  
employees in senior  
management



# OUR FUNDING

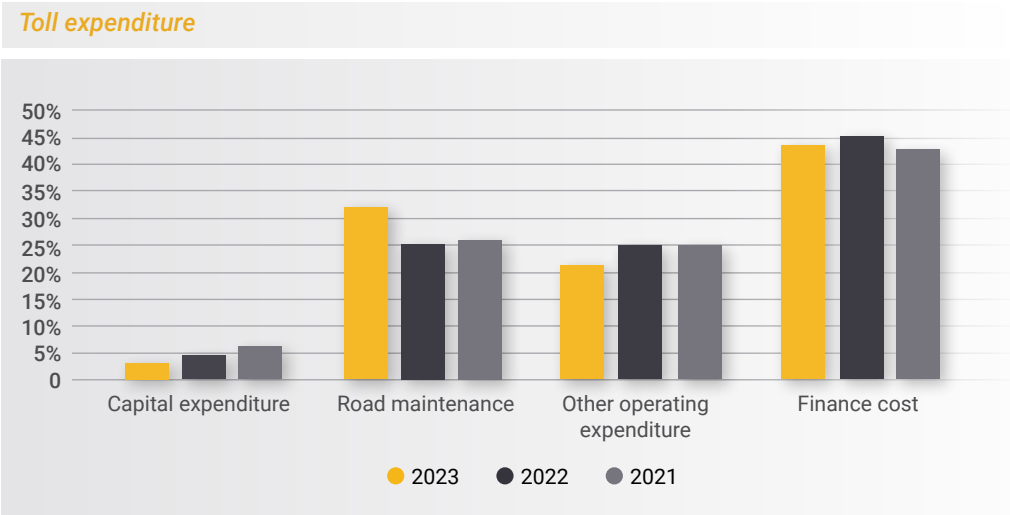
SANRAL's key financial information reflects the Agency's performance and fiscal health during the reporting year 2022/23.

We spend a significant portion of our income on construction and maintenance projects on both toll and non-toll roads.



## Toll road expenditure

Expenditure on toll roads comprises spending on capital projects, maintenance of existing roads and other operating procedures. In addition to this, SANRAL's tolled roads also incur a number of financial costs. In 2023, SANRAL allocated a higher budget for road maintenance compared to the previous two years, while reducing capital expenditure, finance costs and expenditure on other operations.



SANRAL allocates its annual income to various direct and capital expenditure categories. The main expenditure categories are shown below. In 2022/23, SANRAL also used an additional R8.9 billion to settle loans received from the Department of Transport when they became due. The Agency repaid debt redemptions of R8.870 billion in 2023. All debts were settled on time.

## EXPENDITURE ON TOLL ROADS

Expenditure on toll roads comprises spending on capital projects, maintenance of existing roads, staff remuneration and other operating procedures. SANRAL had 11 projects that were under construction with an expenditure of R611 million.

Project type	Toll		
	2022/23 Length constructed	No of projects	Expenditure for 2022/23 financial year
CAPEX	1.301	1	R 112 916 254
New facilities	1.301	1	R 112 916 254
OPEX	129.485	10	R 498 055 247
Periodic maintenance	110.906	9	R 413 503 413
Special maintenance	18.579	1	R 84 551 834
Grand total	130.786	11	R 610 971 501

## EXPENDITURE ON NON-TOLL ROADS

Expenditure on non-toll roads comprises spending on capital projects, maintenance of existing roads, staff remuneration and other operating procedures. SANRAL had 81 projects that were under construction with an expenditure of R10 billion.

Project type	Non-toll		
	2022/23 Length constructed	No of projects	Expenditure for 2022/23 financial year
CAPEX	131.918	33	R 6 946 660 647
Improvement	77.029	17	R 4 751 093 308
New facilities	14.960	12	R 1 669 091 827
Strengthening	39.929	4	R 526 475 512
OPEX	558.505	48	R 2 922 456 794
Periodic maintenance	264.742	34	R 1 028 806 170
Special maintenance	293.763	14	R 1 893 650 624
Grand total	690.422	81	R 9 869 117 441



# FUTURE FORWARD WITH HORIZON 2030

SANRAL's efforts continue to be guided by our Horizon 2030 strategy, a roadmap that defines our long-term vision and outlines the strategic steps necessary to fulfil our mandate.

## THE PILLARS OF HORIZON 2030

Roads	Road Safety	Stakeholders	Mobility
Covers all aspects of road finance, planning, development and maintenance, including the use of innovative technology	Covers research, public awareness and education, incident management, engineering standards and law enforcement partnerships	Covers activities that promote the participation of small businesses and rural communities in our projects, as well as communication strategies that strengthen partnerships and public engagement	Covers our focus on improved roads for better, more integrated public transport, enhanced urban planning and cross-border connections



*"Horizon 2030 has formally seen its fifth-year anniversary in the public domain since its launch on 29 September 2017. The strategy continues to assist the organisation by articulating its long-term growth trajectory."*

**THABISO MALAHLEHA**  
Head of Strategy

## THE POWER OF PARTNERSHIPS

Three private-sector companies manage and operate toll roads on some of the country's busiest freeways. They concluded public-private partnerships with SANRAL for the construction, maintenance and operation of these routes over a 30-year period.



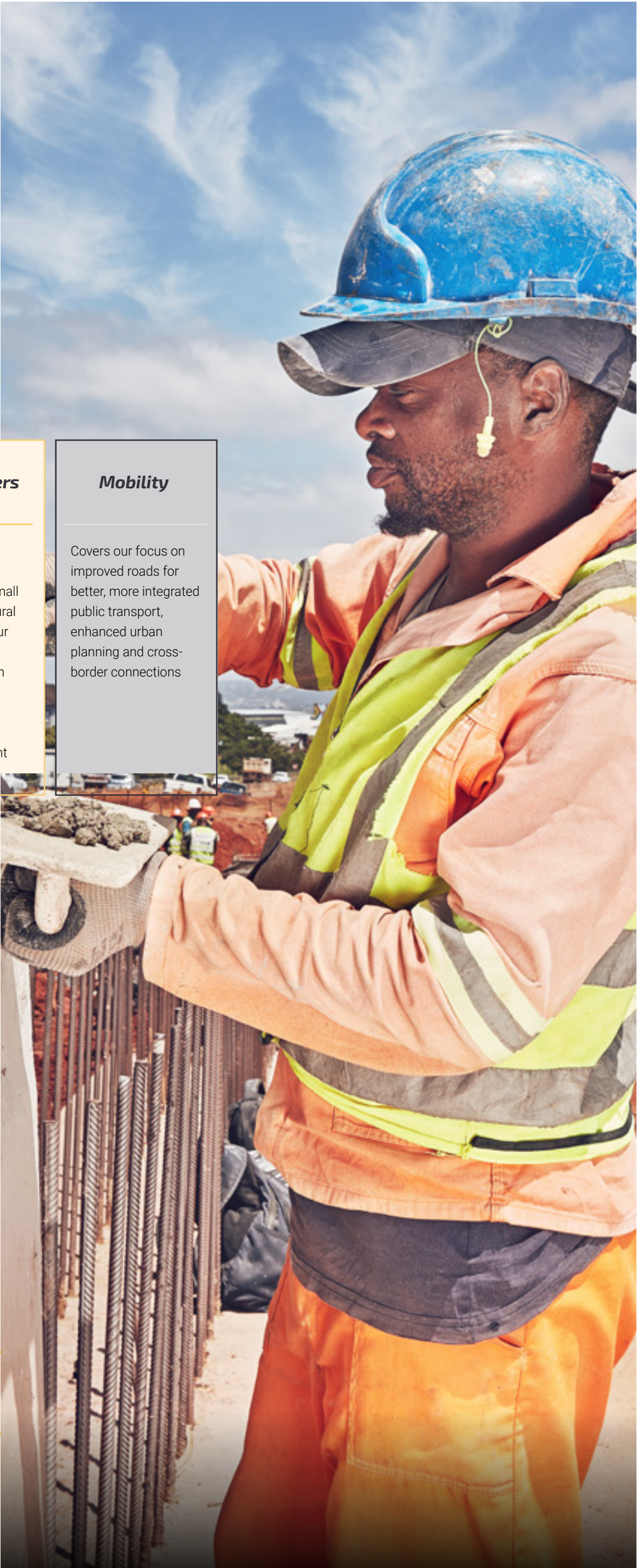
Trans Africa Concessions (TRAC) is responsible for the N4 eastward from Pretoria, through Mpumalanga to the Mozambican capital, Maputo.



The N3 Toll Concession (N3TC) manages the N3 freeway between Cedara in KwaZulu-Natal and Heidelberg in Gauteng.



Bakwena Platinum Corridor Concessionaire manages two major routes that are critical to the economy of South Africa's northern provinces – the N1 between Pretoria and Bela Bela in Limpopo and the N4 going west from Pretoria to the Botswana border.



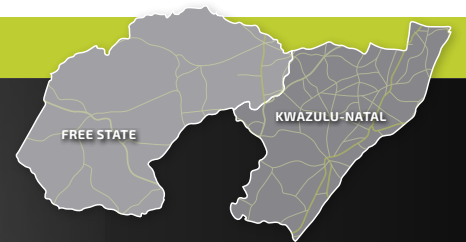


# ROADS

SANRAL's projects over the past reporting year are about more than just bitumen and concrete. They encompass a broader vision of roads as catalysts for progress – connecting communities, driving economic growth and improving lives.



## EASTERN REGION



"The Eastern Region has been ramping up its drive to create major job opportunities for large and small enterprises through its road upgrades programme. KZN is abuzz with upgrades on national routes N2 and N3, estimated at R48 billion."

**Dumisani Nkabinde,**  
Eastern Region Manager



**8** projects involving 51.25km of roadway

## NORTHERN REGION



"The region has made significant progress over the past year, with projects such as the R510 and R37 in Limpopo and the Moloto Road project in Mpumalanga and Limpopo meeting their targets. The R23 upgrade in Standerton has reached completion, and several other ongoing projects have made considerable headway."

**Progress Hlahla,**  
Northern Region Manager



**14** projects involving 233.09km of roadway

## WESTERN REGION



"The region has undertaken several key projects over the past reporting year. In the Northern Cape, the N14 intersections in Kathu are nearing completion, having overcome several challenges. In the Western Cape, the R600 million upgrade of the N7 between Malmesbury and Moorreesburg is making steady progress, with significant opportunities created for local labour and targeted enterprises."

**Randall Cable,**  
Western Region Manager



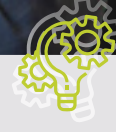
**25** projects involving 380.3km of roadway

## SOUTHERN REGION



"The past year has seen some notable construction highlights, including progress on the Msikaba Bridge project, the upgrade of the R63 from Fort Beaufort to Alice, and construction of the Breidbach and Belstone interchanges. SANRAL also awarded the Mtentu Bridge contract and a project involving the rehabilitation of the R56 from Matatiele to the KZN border."

**Mbulelo Peterson,** Southern Region Manager



**13** projects involving 203.23km of roadway



PROJECT SPOTLIGHTS

KwaMashu Interchange to Umdloti River Bridge

Once the project is completed, road users can expect smoother and more efficient journeys, with reduced travel times and savings on fuel.


Eastern Region

**Start date:** 2 August 2022  
**Anticipated completion date :** 6 August 2026  
**Status:** 25% complete  
**Location:** eThekweni Metropolitan Municipality, KwaZulu-Natal  
**Main contractor:** Raubex Construction (Pty) Ltd

This 13.7km section of the N2 is being upgraded from a four-lane dual carriageway to an (up to a minimum) eight-lane dual carriageway. The feeder roads onto the N2 from the Mount Edgecombe and KwaMashu interchanges carry high volumes of traffic and the current carrying capacity of the N2 results in traffic queues and road user frustration.

 **R1,442,440,000**  
project value

 **R5,523,226.29**  
total spent on labour  
(as at end March 2023)

 **R20,534,868.25**  
total spent on SMMEs  
(as at end March 2023)




Upgrading of Moloto Road (R573), Section 2


As a whole, the Moloto Road project involves critical upgrades and maintenance over the entire length of the R573. This will vastly improve safety on this important economic artery, which serves about 50,000 commuters each day.

Northern Region


**Start date:** 15 February 2021  
**Completion date :** 28 February 2024 (initial programme)  
**Status:** Construction underway (70% time lapsed to date)  
**Location:** Thembisile Hani Local Municipality, Mpumalanga  
**Main contractor:** King Civil Engineering Contractors (Pty) Ltd

The project's main goal is to enhance mobility and safety on this section of the R573 by converting it into a four-lane single carriageway road with a concrete median barrier, as well as lighting and formalised accesses. The works will include upgrading eight intersections: four roundabouts, three left-in/left-out intersections and one butterfly intersection.

 **R559,270,315.07**  
project value

 **R15,442,454.06**  
total spent on labour (to date)

 **121**  
local labourers employed

 **R49,717,426**  
spent on targeted enterprises



Slope stabilisation on the N2 Sir Lowry's Pass


Subcontractor opportunities were advertised for ancillary works, including concrete works, packing of the gabion wall and finishes/site clearing at the end of the project.

Western Region

**Start date:** January 2022  
**Completion date:** July 2022  
**Location:** City of Cape Town Metropolitan Municipality, Western Cape  
**Main contractor:** Empa Structures (Pty) Ltd

Due to prolonged weathering, this 300-metre stretch of the N2 was at risk of rockfalls and landslides. The project involved clearing loose rocks, installing approximately 600 threaded steel anchors through drilling and grouting, and then constructing stacked gabions, securely held in place by rock anchors.

 **R31 MILLION**  
project value

 **R9,689,445**  
total spent on labour

 **R5.6 MILLION**  
total set aside for SMMEs




Msikaba Bridge

By employing local labour and providing training, the project is delivering a significant boost to local communities, with a special focus on women and the youth.


Southern Region

**Start date:** 7 January 2019  
**Expected completion date:** February 2025  
**Location:** Inquza Hill Local Municipality, Eastern Cape  
**Main contractor:** Concor/MECSA Construction Joint Venture

This ambitious project involves the construction of a 580m cable-stayed bridge over the environmentally sensitive Msikaba Gorge, a crucial part of the future N2 Wild Coast Toll Road (N2WCR). The completed N2WCR route will reduce travel time and costs, potentially saving the economy R1.5 billion annually, while also boosting local trade, agriculture and tourism.

 **R2.394 BILLION**  
project value

 **R29.6 MILLION**  
total spent on labour  
(as at end March 2023)

 **R554.3 MILLION**  
total spent on SMMEs  
(as at end March 2023)





# STAKEHOLDERS


SANRAL is committed to supporting all our stakeholders. We're building a more inclusive South Africa by actively engaging with and uplifting local communities, as well as working to transform the roads industry through meaningful opportunities for previously disadvantaged groups.




## TRANSFORMING CONSTRUCTION

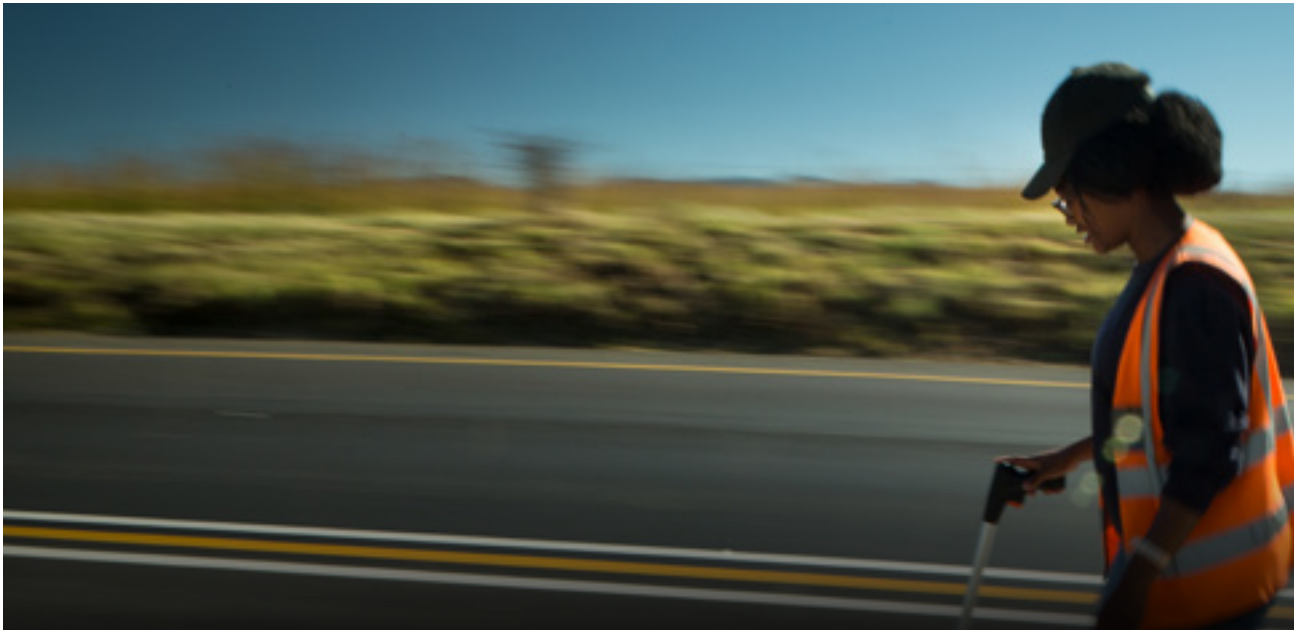
The aim of our transformation agenda within the construction space is to empower individuals who have been denied opportunities in the past, including women, the youth and people with disabilities.

### JOBS ON SANRAL PROJECTS

 **28.4%**  
percentage allocated to **women**

 **48%**  
percentage allocated to **youth**

 **1%**  
percentage allocated to persons with **disabilities**



## DEVELOPING EMERGING CONTRACTORS

Over the past reporting year, we have focused our efforts on promoting the growth and development of Black-owned contractors and subcontractors.

 **R12.9 BILLION**  
**value of contracts** awarded to Black-owned contractors

 **97.5%**  
**percentage of routine road maintenance contracts** awarded to Black-owned contractors


 **67.5%**  
**percentage of non-routine road maintenance contracts** awarded to Black-owned contractors




## IMPROVING LIVES

A crucial part of SANRAL's mandate is the improvement of lives and livelihoods within local communities, especially in rural areas. We continue to expand our community development projects in small towns and villages adjacent to the national road network.

 **36,175**  
number of job opportunities generated by **community development projects**

 **R8.3 MILLION**  
amount spent on **wages**

 **2,439**  
number of **workers trained**

 **R15 MILLION**  
amount spent on **training**





### SUPPORTING SMMEs

We are committed to supporting SMMEs as we strive to create opportunities for these enterprises to thrive and contribute to the economic growth of the nation.



**88%**

percentage of SANRAL-contracted SMMEs that were Black-owned



**R2.8 BILLION**

value of SANRAL work performed by Black-owned SMMEs

### SMME SPOTLIGHT



#### KAMOGELO MONEMBE

PROJECT MANAGER

Kamogelo Monembe's progress within the road construction space is a testament to SANRAL's commitment to empowering women in this historically male-dominated sector. Monembe manages two routine road maintenance subcontractors who work on the N1 between Riemhoogte and Skietfontein, in the Western Cape. The team is responsible for tasks such as cleaning drains and culverts, vegetation control, line marking, road patching and temporary pothole repairs.

### HOW DO SMMEs FIND OUT ABOUT OPPORTUNITIES ON PROJECTS?

SANRAL conducts regular information sessions in all the regions. We also make use of local noticeboards, the SANRAL website, local, regional and national newspapers, electronic media, National Treasury tender bulletins and community meetings to announce tenders.

There is an SMME Help Desk for each region, each managed by a Regional Transformation Officer.

#### Northern Region

Tshegare Moletsane  
moletsanet@nra.co.za  
012 426 6200

#### Western Region

Morne Windvogel  
windvogelm@nra.co.za  
021 957 4600

#### Southern Region

Thandile Makwabe  
makwabet@sanral.co.za  
041 398 3200

#### Eastern Region

James Takalo  
takaloj@nra.co.za  
033 392 8100

#### Head Office

Saeeda Ismail  
ismails@nra.co.za  
012 844 8000

### LEARNER SPOTLIGHT



#### CAITLIN SWARTBOOI

STELLENBOSCH UNIVERSITY LEARNER

An A-student in her third year of Electrical and Electronic Engineering at the University of Stellenbosch, Caitlin Swartbooi (20) from Uitenhage is living proof of what SANRAL's support can do.

"What SANRAL has done for my family and me is indescribable. I have received assistance for three years now. What they're doing for the youth through the bursary programme gives a fighting chance to people who could not otherwise afford to follow their study dreams."

### EMPOWERING THROUGH EDUCATION

SANRAL has made strategic investments in learning and development. Not only do these initiatives benefit the Agency by promoting technical expertise and innovation, but they also contribute to the overall growth and development of South Africa.

#### Scholarships

The scholarship programme offers sponsorships to high school learners (Grades 8 to 12) from previously disadvantaged backgrounds, regardless of their chosen subjects, enabling them to successfully complete their secondary education.



**R7.2 MILLION**

total expenditure



**260**

number of scholarships awarded

#### Bursaries

SANRAL contributes to youth development by investing in tertiary education. While the Agency's primary focus is civil engineering, our policy now embraces students from other disciplines, ranging from supply chain management and human resources to computer science and quantity surveying.



**R11.6 MILLION**

total expenditure



**154**

number of external bursaries awarded



**31**

number of degrees completed





# ROAD SAFETY




Road safety is of critical importance to SANRAL as it affects our operations, stakeholders and the broader community. Unsafe roads and driving practices can lead to crashes, injuries and fatalities, resulting in significant social and economic costs. By prioritising road safety, SANRAL contributes to saving lives and supporting sustainable economic development.



## EYES ON OUR NATIONAL ROADS

SANRAL's Freeway Management System (FMS) is designed to ensure the efficient and safe operation of South Africa's national roads. The FMS not only helps to reduce traffic delays and congestion but also plays an important role in preventing crimes such as vehicle hijackings.

### The FMS in 2022/23

		CCTV cameras	VMS	VDS
GAUTENG		298	59	111
WESTERN CAPE		263	54	86
KWAZULU-NATAL		307	30	127

The system consists of CCTV cameras, vehicle detection stations (VDS) and variable message signs (VMS), operated from the FMS Traffic Management Centre (TMC).



## TACKLING TRUCK OVERLOADING

Overloading of heavy vehicles poses a significant safety risk and causes damage to road infrastructure. To curb overloading on major routes used by trucks and other heavy vehicles, SANRAL owns and operates a number of weighbridges, traffic control centres and satellite stations across its network.



29 weighbridges



17 traffic control centres



12 satellite stations



## 'HAZMAT' TRAINING FOR FIRST RESPONDERS

Road Incident Management Systems (RIMS) is a national system and set of protocols implemented by SANRAL to ensure emergency services respond swiftly and effectively to road incidents.

In 2022, RIMS initiated the national implementation of new hazmat (hazardous materials) awareness training for emergency services and first responders. Developed in collaboration with qualified fire chiefs, it aims to support and empower first responders, particularly in light of the devastating Boksburg gas explosion in December 2022.

The training will now be rolled out nationwide following a successful pilot in the Western Cape.





# MOBILITY

SANRAL's projects in the area of mobility are designed to ease the movement of people, goods, and services, improve safety and security for road users, and unlock economic opportunities through a more efficient road system.

## A REDESIGN FOR THE SANRAL APP

The SANRAL app offers a range of features and benefits to enhance the driving experience.

- Live traffic maps
- Personalised route planning
- Toll fare calculation
- Online payment options

The app is currently being redesigned and several improvements were made in 2022. A major new feature is the ability to report potholes, intended to support the Vala Zonke pothole repair programme launched by SANRAL in collaboration with the Department of Transport.


The app saw an increase in both users and top-ups over the 2022/23 financial year.


### APRIL 2022

 **66,521**  
cumulative users

 **R32,127,598.20**  
monthly top-up value

### MARCH 2023

 **83,723**  
cumulative users

 **R52,714,503.72**  
monthly top-up value

## SEAMLESS PARKING WITH SANRAL

SANRAL's cashless and ticketless parking system uses a vehicle licence number (VLN) to activate parking booms at selected facilities, with payment linked to a registered user's mobility account. Users can activate the service on the SANRAL app.

The solution is currently active at 21 parking facilities in Gauteng, with national expansion as an end goal.

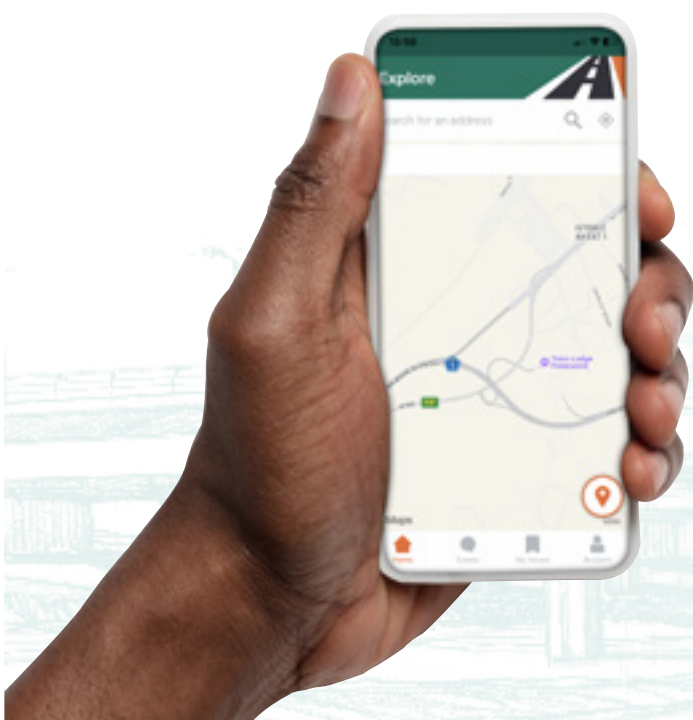
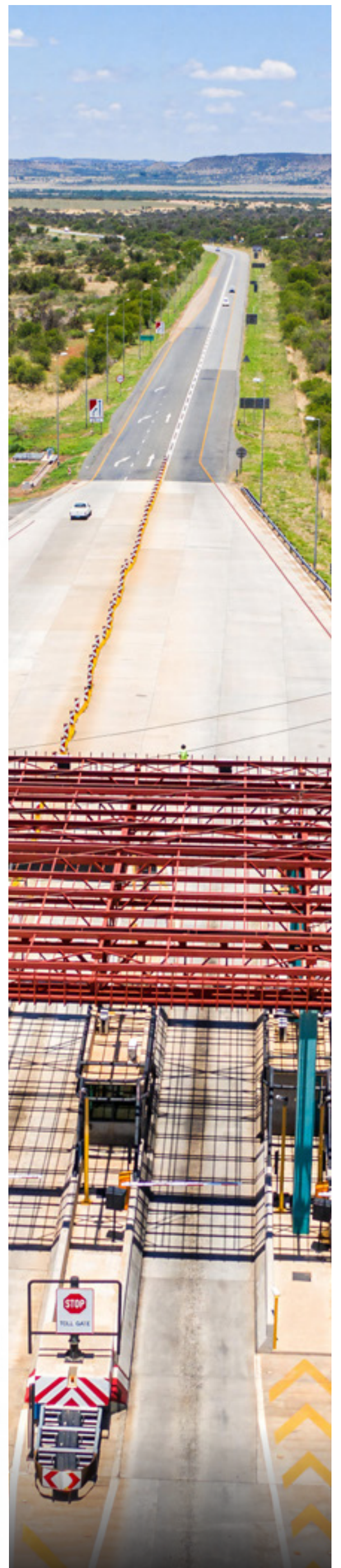


## SELF-SERVICE TERMINALS PILOTED

SANRAL has completed a proof of concept (POC) for the implementation of self-service terminals (SSTs) designed to encourage the adoption of toll tags, vehicle registration and account top-ups by our toll concessionaires. Five strategically placed terminals were installed on the Bakwena and TRAC N4 routes in November 2022.

The SSTs offer a range of functions, including the ability to register a SANRAL account, make top-ups and payments, and add vehicles and tags.

During the December period, the terminals proved to be highly popular with road users. SANRAL will evaluate the need for SSTs across the country and begin to deploy them at various sites.







**THE SOUTH AFRICAN NATIONAL  
ROADS AGENCY SOC LTD  
(SANRAL)**

**Registration Number:**  
1998/009584/30

**Head Office**  
48 Tambotie Avenue,  
Val de Grace, Pretoria  
PO Box 415, Pretoria,  
0001 South Africa

Tel: +27 (0) 12 844 8000  
Fax: +27(0) 12 844 8200  
[www.sanral.co.za](http://www.sanral.co.za)

**Produced by SANRAL**  
Tel: +27 (0) 12 844 8000  
[info@nra.co.za](mailto:info@nra.co.za)

Contact Details for  
**SANRAL'S FRAUD HOTLINE/  
TIP-OFFS ANONYMOUS**

**Toll-Free Phone No:**  
0800 204 558

**Toll-Free Fax No:**  
0800 007 788

**E-mail:**  
[sanral@tip-offs.com](mailto:sanral@tip-offs.com)

**Postal address:**  
Tip-Offs Anonymous,  
Freeport DN 298, Umhlanga Rocks, 4320



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 **086 176 2847**  
Dial this number to log your complaint.

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THROUGH BETTER ROADS**