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Southern African Bus Operators Association

voice of the bus & coach industry

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VOLUME 1
CONFERENCE
EDITION
2026

RESILIENCE IN MOTION

BUS OPERATORS IN
A CHANGING WORLD

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 **INCLUSIVE**
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Building communities.
Driving opportunity.



06 – 07
AUGUST 2026



CEDER WOODS
OF SANDTON
SANDTON, JOHANNESBURG



STRONGER
TOGETHER



SAFER
JOURNEYS



SUSTAINABLE
FUTURE



INNOVATION
IN MOTION

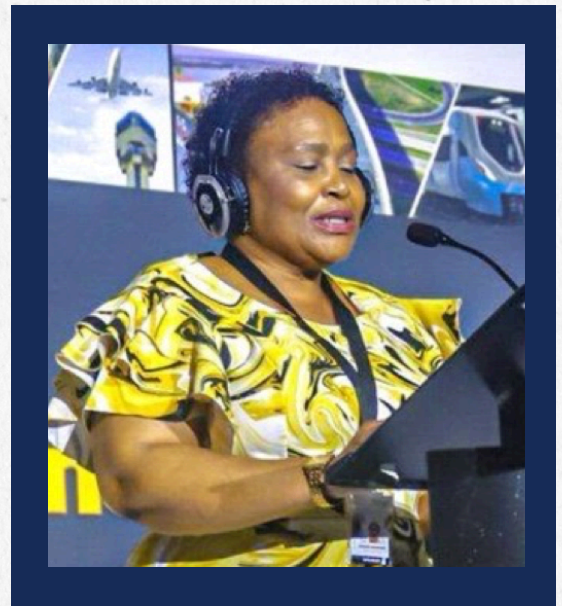
PRESIDENT WELCOME NOTE

Dear readers,

Welcome to the **2026 SABOA Annual Conference**.

It is a pleasure to welcome you as we gather under the theme "Resilience in Motion: Bus Operators in a Changing World." This conference brings together industry leaders, government, operators, suppliers and valued stakeholders to share knowledge, strengthen partnerships and shape the future of public transport in Southern Africa.

As we celebrate Women's Month, we proudly recognise the women whose leadership, resilience and dedication continue to make a meaningful contribution to the bus industry. Your commitment strengthens our sector and inspires future generations of women in transport.



This conference follows another important milestone for SABOA. Our recent Annual General Meeting reaffirmed the Association's commitment to sound governance, and we are proud to have achieved a clean audit while continuing to grow our membership and strengthen our voice as the representative body of the bus industry. As we look ahead to our leadership elections in September, we remain focused on advancing the interests of our members and the industry we proudly serve.

Over the next two days, we will engage on the issues shaping the future of public transport, including public transport funding reforms, sustainable mobility, transformation, innovation and safety. These conversations are essential as we work together to build a more resilient, inclusive and sustainable bus industry.

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I extend my sincere appreciation to our sponsors, exhibitors, speakers, partners, and every delegate for your continued support of SABOA. Your participation makes this conference possible and contributes to the growth and success of our industry.

I wish you an engaging and productive conference and trust that the connections made, and ideas shared over the coming days will continue to move our industry forward.

Mrs. Imogene Mncwango
SABOA President



SABOA

Southern African Bus Operators Association

voice of the bus & coach industry

SABOA ANNUAL CONFERENCE 2026

RESILIENCE IN MOTION:
BUS OPERATORS IN A CHANGING WORLD



6 – 7 AUGUST 2026 | CEDER WOODS OF SANDTON

DAY 1

THURSDAY, 6 AUGUST 2026

RESILIENCE IN MOTION:
NAVIGATING CHANGE & FORGING FUTURE PATHWAYS

TIME		PROGRAMME	SPEAKER / PRESENTER
08:00 – 08:30		REGISTRATION & WELCOME TEA	All Delegates
08:30 – 08:35		MC	Dr. Thusi Nisi
08:35 – 08:45		Welcome Remarks – SABOA President	Ms. Imogene Mncwango
08:45 – 09:25		Opening Keynote Address Deputy Minister of Transport (40 min)	Honourable Mkhuleko Hlengwa Deputy Minister of Transport
09:25 – 09:45		Cross-Border Mobility & Regional Connectivity: Building Efficient Passenger Transport Corridors (20 min)	Mr. Lwazi Mboyi Chief Executive Officer (EEO), C-BRTA
09:45 – 10:05		The Future of Transport Regulation: Compliance, Enforcement & Industry Readiness (20 min)	Mr. Monde Mkhalipli Senior Manager, RTIA
10:05 – 10:20		Industry Presentation – Calmex (15 min)	Mr. Velaphi Mathebula Chief Executive Officer (EEO), Calmex
10:20 – 10:40		TEA BREAK & EXHIBITION NETWORKING	All Delegates
10:40 – 11:15		Panel: Financing the Transition to Electric Buses & Charging Infrastructure (35 min)	Moderator: Mr. Mothusi Motsosi Mr. Travis Winn – Chief Executive Officer, Pan Africa Capital Ms. Kathy Bell – Standard Bank South Africa Ms. Shiliva Mabunda – Director, DBSA Dr. Bongani Rabede – Managing Director, Metrobus
11:15 – 11:55		Panel: Digital Transformation, Technology & Future Skills – Preparing the Bus Industry for Tomorrow (40 min)	Moderator: Professor Manoj Chiba (GIBS) Mr. Trevor Abrahams (TETA) Mr. Vulindlela Moyo (Calmex) Mr. Skhumbzo Nkuna (Buscor) Mr. Anthony Stewart (Waxed)
11:55 – 12:15		Transforming Scholar Transport: Policy Updates, Safety & Sustainable Access for Learners (20 min)	Mr. Elmon Maake Director, National Department of Transport (NDOT)
12:15 – 13:15		LUNCH & EXHIBITION WALKABOUT VIP Delegation & Delegates	All Delegates
13:15 – 13:30		Presentation: The Transformation Agenda (15 min)	Mr. Tshifiwa Tshivengwa Chief Executive Officer (EEO), TBCSA
13:30 – 14:20		Panel: Managing Rising Operating Costs – Fuel Efficiency, Alternative Energy & Sustainable Solutions (50 min)	Moderator: Mr. Sandile Ntseane Mr. Giacomo Virgili – MAN Mr. Lesli De Wet – Unitrans Mr. Bobby Ramegwede – AA CEO
14:20 – 14:30		Industry Presentation – MAN (10 min)	Mr. Giacomo Virgili MAN
14:30 – 14:45		International Industry Presentation – Busworld International (15 min)	Mr. Vincent Dewaele Busworld International
14:45 – 15:00		Public Transport Tender Requirements & Contracts (15 min)	Ms. Kgaugelo Shomora City of Tshwane
15:00 – 15:30		CONFERENCE REFLECTIONS & CLOSING	All Delegates



17:30
WELCOME RECEPTION



19:00
GALA DINNER
CEDER WOODS OF SANDTON

See you there!



SABOA

Southern African Bus Operators Association

voice of the bus & coach industry

SABOA ANNUAL CONFERENCE 2026

RESILIENCE IN MOTION: BUS OPERATORS IN A CHANGING WORLD



6 – 7 AUGUST 2026 | CEDER WOODS OF SANDTON

DAY 2

FRIDAY, 7 AUGUST 2026

INNOVATION, ADAPTATION & COMMUNITY IMPACT IN MOTION



TIME		PROGRAMME	SPEAKER / PRESENTER
08:00 – 08:30		REGISTRATION & WELCOME TEA	All Delegates
08:30 – 08:40		MC	Prof. Dee Khosa
08:40 – 08:50		Day 1 Recap	Mr. Terry Murugan Deputy President, SABOA
08:50 – 09:05		Opening Address	Ms. Landela Mhlathi Deputy Director-General: Gauteng Department of Roads and Transport (15 min)
09:05 – 09:35		Presentation: Public Transport Funding Reforms and Plans (30 min including Q&A)	Ms. Khibi Manana Acting Deputy Director-General: Public Transport, National Department of Transport Mr. Lesiba Manamela Chief Director: Public Transport, National Department of Transport
09:35 – 10:15		Panel: The Green Shift in Motion – Building a Sustainable Bus Industry (40 min including Q&A)	Mr. Lutando Maboza – Director, City of Joburg Dr. Chris Abram – University of Stellenbosch Mr. Gideon Neethling – GABS Moderator: Mr. Collins Nyamadzawo (IDC)
10:15 – 10:45		TEA BREAK & EXHIBITION NETWORKING	All Delegates
10:45 – 11:15		Presentation: Building Adaptive & Integrated Transport Systems for Growing Cities (30 min)	Ms. Dorothy Mabuza Chief Executive Officer (ECO), Gauteng Transport Authority (TAG)
11:15 – 11:30		Industry Presentation – Astron Energy Beyond the Pump: The Future of Energy for Public Transport (15 min)	Astron Energy
11:30 – 12:10		Panel: Safety First – Protecting Passengers, Drivers & Operations (40 min)	Ms. Refilwe Mongale – RTMC Ms. Kathy Bell – RTMS Mr. Mulanga Maphala – Muno Battery Mr. Rajen Govender – Mobility Moderator: Dr. Sipho Dibakwane
12:10 – 13:00		CONFERENCE REFLECTIONS, VOTE OF THANKS & OFFICIAL CLOSING	All Delegates
13:00		LUNCH & DEPARTURE	All Delegates

Thank you for being part of the journey!
Stronger together. Moving South Africa forward.



NETWORK



INNOVATE



COLLABORATE



TRANSFORM

**STRONGER TOGETHER.
MOVING SOUTH AFRICA
FORWARD.**



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Smart ticketing solutions for seamless passenger experiences.



BACK OFFICE MANAGEMENT

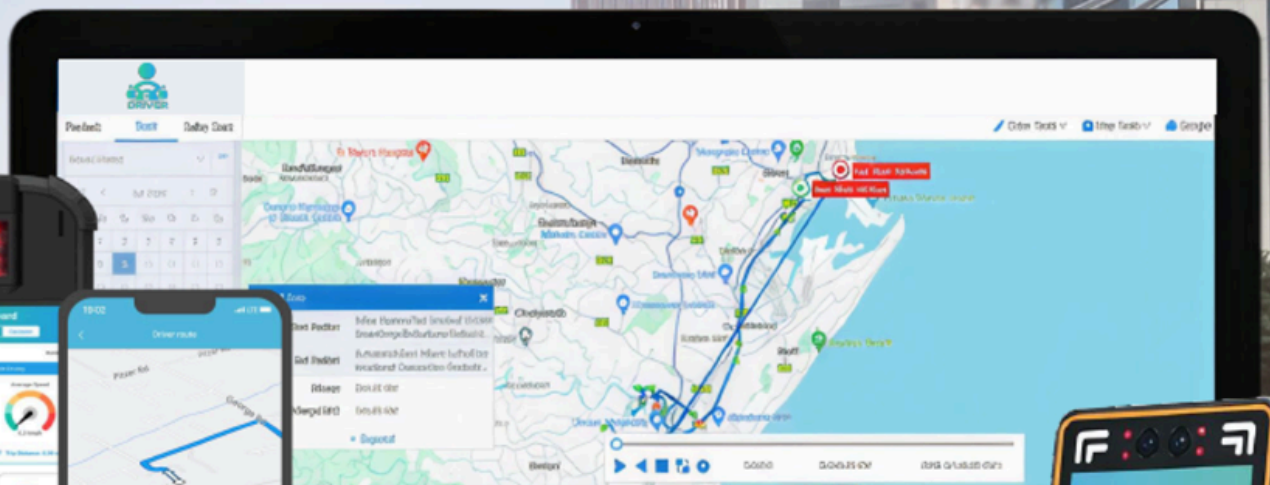
Revenue, reporting and operational control systems.

Empowering Communities
Through Technology



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Part	Item	Alarm	Velocity	Order	Description	Data Filter	Stop	Polyline
Time	Current Fuel Tank	Speed 0/88 / H	Order Kilometer Speed 0/88	Current Speed 0/88	Current Fuel Speed 0/88	Current Fuel Speed 0/88	Current Fuel Speed 0/88	Current Fuel Speed 0/88
2023-10-01	0/88	0/88	0/88	0/88	0/88	0/88	0/88	0/88
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Empowering Communities
Through Technology

CALMEX
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AARTO SERVICES

Get a 50% discount when you pay within 32 days after receiving the fine.

Make a representation to dispute a traffic infringement.

Arrange to pay installments

Nominate a new driver.

Apply for revocation of an enforcement order.

Now,
AARTO
is being
implemented
in **62**
Municipalities!

43

OUTLETS
NATIONWIDE



RTIA

Road Traffic Infringement Authority

Justice in Adjudication

Driving Towards Safer Roads: The Rollout of Phase 2 of AARTO Act

By Emmanuel Tshehla

With the recent proclamation for the implementation of the Administrative Adjudication of Road Traffic Offences Act (AARTO) for rollout in 62 local authorities, South Africa's journey toward modern, streamlined, and efficient road traffic management has reached a major milestone.

The Road Traffic Infringement Authority (RTIA) has been charged with this responsibility to ensure that AARTO is effectively implemented across our country to improve the behaviour of the road users. One death on our roads is one too many.

The reality is that South Africa's road crashes and fatalities are unacceptably very high, and hence we need a very effective legal instrument that will help us to enforce compliance and protect people's lives on our road network. Such tangible steps will help the government to achieve its critical objective of reducing road crashes and fatalities and ensure that unruly road users face appropriate consequences for their actions.

Building on years of foundational testing and regional implementation in metropolitan areas like Johannesburg and Tshwane, Phase 2 of the Administrative Adjudication of Road Traffic Offences (AARTO) officially commenced on July 1, 2026. Backed by a presidential proclamation issued by President Cyril Ramaphosa and the Department of Transport on June 29, this vital framework has expanded across 62 local and metropolitan municipalities.

The rollout marks a decisive step forward in promoting road safety and instilling discipline on South African roads. Key elements of the current phase include:

- Expanded municipal reach across 62 authorities and 43 AARTO Service Outlets.
- Infringers will have various options available on the manner of service; Electronic service will enable RTIA to leverage on technological innovations and advances. It enables infringers to exercise their rights quickly.
- Core operational, administrative, and legal frameworks designed to lay the groundwork for a future national demerit points system.
- Creating a unified adjudication environment through the AARTO Elective Options:
 - a. Receive 50% discount if you pay your fines to the issuing authority within 32 days after the receipt of the infringement notice.
 - b. Submit a representation to dispute an infringement notice.
 - c. Nominate the driver in control of the vehicle to transfer the fine.
 - d. Apply to pay the infringement in instalments should it exceed R750.

Road fatalities and serious injuries represent a significant financial burden to South African society. The economic impact of deaths and injuries is estimated at approximately R166 billion. Victims are frequently family breadwinners and vital economic contributors.

Road safety remains a shared responsibility requiring collaboration between authorities, transport stakeholders, and every driver. RTIA remains committed to the successful rollout of AARTO and will continue working with all

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116
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Why SABOA Partners with Busworld

At SABOA, we believe that the future of public transport is built through collaboration. Our partnership with Busworld gives South African bus operators access to global innovation, international networks and emerging trends that are shaping the future of passenger transport. Together, we are creating opportunities to learn, connect and grow.

This partnership also creates a platform for meaningful engagement between operators, manufacturers, suppliers and policymakers. By sharing knowledge and embracing new ideas, we are strengthening our industry and ensuring that Southern Africa remains an active participant in shaping the future of sustainable, safe and efficient public transport.

Together, SABOA and Busworld are connecting Southern Africa to the world—one partnership, one innovation and one opportunity at a time.

I think this will fill the space nicely while complementing the Busworld advertisements without repeating their marketing message. It also aligns well with your conference theme, "Resilience in Motion – Bus Operators in a Changing World."



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AFRICAN MARKET
TO THE WORLD,
AND THE WORLD
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K-CHASSIS - HIGH FLOOR

K 450 Euro 5 Specification:

An in-line six-cylinder direct injection diesel engine that fulfils Euro 5 Emissions rating. Equipped with Scania XPI injection system.

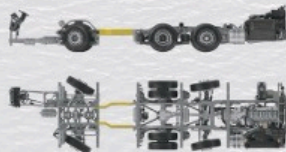
Displacement: 12.7 dm³

Max. output at 1900 rpm: 450 hp (331 kW)

Max torque at 1000-1300 rpm: 2350 Nm

Emission control technology: SCR, Emission class: Euro 5

Gearbox: Scania 12-speed Opticruise gearbox with retarder.



F-CHASSIS

F 250 HB 4X2 Specification:

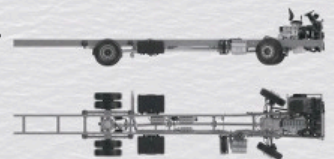
An in-line, five-cylinder diesel engine with four valves per cylinder, Scania PDE injection system, turbocharger, charge air cooler and engine control unit EMS.

Displacement: 9.3 dm³

Max output at 1900 rpm: 250 hp (184 kW)

Max torque at 1000-1350 rpm: 1250 Nm

Gearbox: Scania 8-speed Opticruise gearbox with retarder.



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SCANIA

FREEWAY FLEET



A Partnership That Moves People: Freeway Fleet Systems and Unitrans Passenger

By: Freeway Fleet

In passenger transport, reliability is everything. Behind every successful journey is a network of systems, people and processes working together to keep operations running safely, efficiently and consistently. That is what makes the partnership between Freeway Fleet Systems and Unitrans Passenger so valuable.

Freeway's aim is to work as a long-term partner to Unitrans Passenger, supporting them with the tools and processes needed to manage maintenance, improve visibility and keep operations running efficiently. Optimal partnership allows Unitrans Passenger a connected system for day-to-day fleet management, while Freeway continues to provide support, guidance and long-term value after implementation.

In March 2026, Freeway and Unitrans Passenger collaborated on the creation of a case study video showcasing the relationship between the two businesses. Throughout the filming process, it became clear that the software is not simply present in the background; it is actively shaping workflows, improving visibility and making day-to-day tasks easier to manage. For those working closest to the operation, that impact is felt in simple, practical ways. As Senzo Dladla, Unitrans Passenger Diesel Mechanic Artisan, explained, "On Freeway what I can say is it makes life easier for us. I can say it's simple and straightforward."

Together, Freeway and Unitrans Passenger demonstrate what a strong partnership looks like in practice: shared commitment, ongoing support and a focus on keeping people moving. To see more of this partnership in action, watch the Unitrans Passenger - Freeway Case Study video on YouTube. Readers can also scan the QR code or contact the Freeway team at [**sales@freewayfleet.com**](mailto:sales@freewayfleet.com) for more information.



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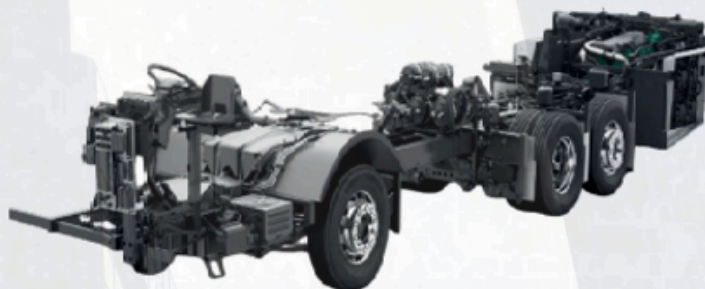
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B8F
(Euro 3)



INTERCITY
B13R



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COACH

9600



ELECTRIC

BZRLE



INNOVATION IN MOTION

HOW TECHNOLOGY IS TRANSFORMING
THE BUS INDUSTRY



SMART
TICKETING



REAL-TIME
INFORMATION



FLEET
MANAGEMENT



CASHLESS
PAYMENTS



DATA
ANALYTICS



PREDICTIVE
MAINTENANCE



The bus industry is entering a new era where technology is no longer a luxury—it is essential to delivering safe, reliable and efficient public transport. Across the world, operators are embracing digital solutions to improve operations, enhance the passenger experience and build more sustainable transport systems. From smart ticketing and cashless payments to fleet management, predictive maintenance and real-time passenger information, technology is changing the way bus services are planned and delivered. These innovations not only improve operational efficiency but also help operators make better decisions using data and insights. For South Africa, digital transformation presents an opportunity to modernise public transport while responding to the changing needs of commuters. As cities grow and mobility demands evolve, investing in technology will play a critical role in improving accessibility, safety and service reliability. This year's SABOA Annual Conference provides a platform for industry leaders, policymakers and technology partners to share ideas, showcase innovation and explore practical solutions that will shape the future of passenger transport. Through collaboration and knowledge sharing, the industry can continue building a more connected, resilient and sustainable public transport ecosystem.

"We're Always at your Service"



ABOUT US

Through it all Signs and Markings (PTY) Ltd is a manufacturer and supplier of high-quality traffic signs and road safety solutions, based in (Roodepoort) Johannesburg, South Africa. With over 10 years of experience in the civil, mining, and infrastructure sectors, we deliver products that meet strict industry standards for more than 10 years while offering durability, visibility, and reliability in even the harshest environments.

We specialize in the in-house production and supply of permanent and temporary road signs, mining and workplace safety signage and we specialize in providing high performance road marking materials as a preferred distributor, materials manufactured and supplied: Road marking paint, road studs and Thermoplastic materials (durable, heated solutions for superior resistance. range of traffic control accessories—including cones, delineators, barricades, netting and more. Every item we manufacture complies with **SARTMA** and **SADC** standards and is produced using locally sourced materials, ensuring quality control, sustainability, and flexibility for custom orders.

The Founder has more than 20 years of an experience in the industry

It has been our aim to provide a high quality, full featured, reliable and value for money product and have expanded into a respected sign company providing quality services.

Our mission is to promote safety, clarity, and compliance by delivering road and safety signage that supports infrastructure development, protects people, and enhances the efficiency of every project we serve.



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JCB is exhibiting at SABOA Conference 6 – 7 August 2026

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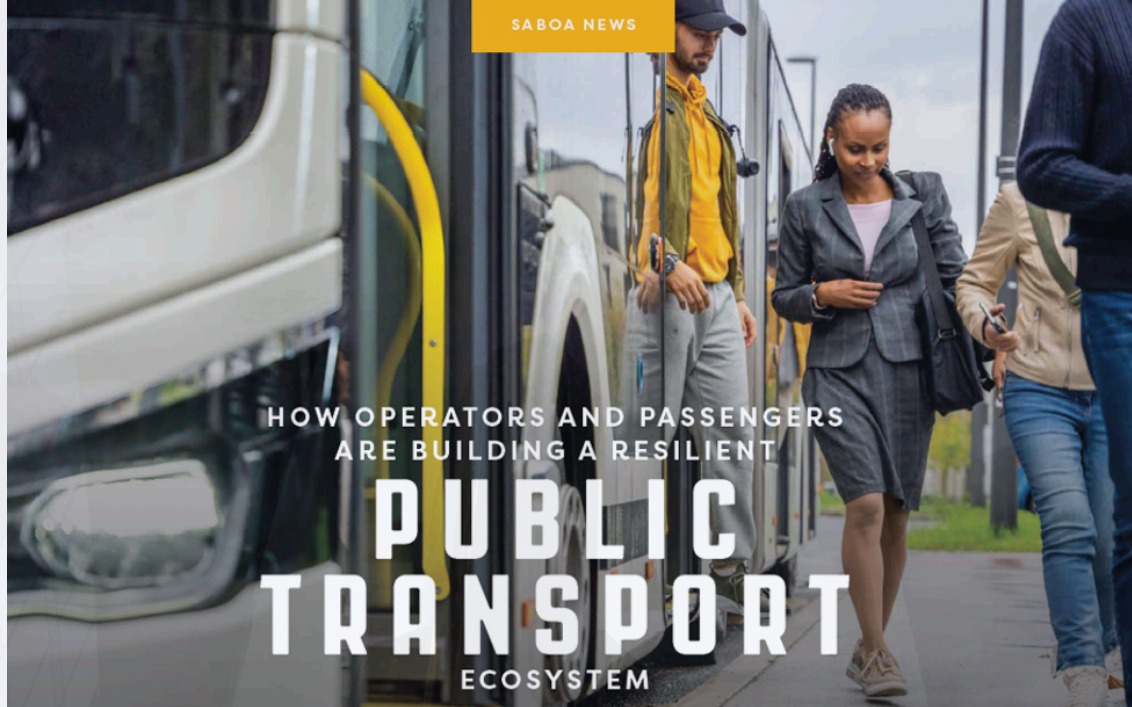
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HOW OPERATORS AND PASSENGERS ARE BUILDING A RESILIENT PUBLIC TRANSPORT ECOSYSTEM

PUBLIC TRANSPORT IS UNDER UNPRECEDENTED PRESSURE. BUT NELLY MKHABELA SAYS COLLABORATION, LEADERSHIP AND INNOVATION ARE HELPING SOUTH AFRICA'S OPERATORS AND PASSENGERS BUILD A STRONGER, MORE RESILIENT SYSTEM TOGETHER.

Resilience in motion is not about standing still in the face of disruption – it is about moving forward together. Public transport connects communities to opportunity, learners to schools, employees to workplaces and businesses to customers. Behind every journey, people work together to keep South Africa moving safely each day.

A NETWORK UNDER PRESSURE

Today, that vital national network is operating in an environment of constant and often unpredictable change; disruption has become the new normal. From economic uncertainty and rising operating costs to rapid technological advancements, changing passenger expectations and evolving government policies, the public transport sector is navigating one of the most transformative periods in its history. While these challenges are significant, they also present an opportunity to rethink how we lead, collaborate and build a more resilient public transport ecosystem.

Too often, conversations about disruption focus exclusively on operators. Yet the reality is that disruption affects everyone. A delayed bus can mean a missed job opportunity, a learner arriving late for school or a patient missing an important medical appointment. At the same time, operators face increasing pressure to maintain safe, reliable and affordable services – all while managing escalating fuel prices, fleet maintenance costs, infrastructure constraints and regulatory compliance.

RESPONSIBILITY SHARED ACROSS THE INDUSTRY

Resilience, therefore, cannot belong to one stakeholder

alone. It must be shared by operators, passengers, government, regulators and industry partners.

Across the country, passengers now expect more than transport – they expect reliability, safety, accessibility and timely communication. They also increasingly value digital convenience through real-time travel information, seamless payment systems and responsive customer service. These expectations are reshaping the way transport services are planned and delivered. Operators who understand these changing needs are not simply responding to disruption – they are positioning themselves to remain relevant in an increasingly customer-focused environment.

Across the wider industry, operators are demonstrating remarkable resilience. Many are investing in digital technologies to improve fleet management, optimise routes and strengthen operational efficiency. Others are prioritising employee development, recognising that skilled, adaptable people remain the foundation of sustainable transport operations. Innovation is no longer a competitive advantage; it has become a business imperative.

THE IMPORTANCE OF LEADERSHIP

However, technology alone will not build a resilient industry. Strong leadership will. Leading through disruption requires more than responding to immediate challenges. It requires the courage to embrace change, make informed decisions under pressure and foster meaningful collaboration across the transport ecosystem. It means recognising that government, operators, regulators, technology providers, financiers, educational institutions

and passengers all have a role to play in shaping the future of public transport.

POLICY IN FOCUS

One of the most significant examples of disruption currently facing the industry is the pace of regulatory reform. The rollout of the Administrative Adjudication of Road Traffic Offences (AARTO) Act and government's work on the proposed Integrated Ticketing and Fare Management Policy signal an important shift in how public transport will be regulated and experienced in the years ahead. While these developments introduce new compliance and operational requirements, they also present an opportunity for meaningful engagement between policymakers and the industry.

These important policy developments will form part of discussions at the upcoming SABOA Conference. Recognising that these conversations require deeper engagement, SABOA will also facilitate dedicated post-conference workshops, providing operators and stakeholders with an opportunity to unpack the practical implications of

AARTO and the proposed Integrated Ticketing and Fare Management Policy.

RESILIENCE THROUGH PARTNERSHIP

As we continue navigating an increasingly complex transport environment, one crucial lesson remains clear: resilience is not built through isolation. It is built through partnerships and dialogue, and by bridging the gap between policy and practice, as well as innovation and implementation. It is built by finding common ground between those who provide public transport and the millions of passengers who depend on it every day.

The future of South Africa's public transport ecosystem will not be defined by the disruptions we encounter, but by how we respond to them. When operators, passengers, government and industry partners move forward together, resilience becomes more than an aspiration – it becomes our greatest strength.

Because when we lead through disruption together, we do more than keep buses moving. We keep South Africa moving. **[F]**



NELISIWE MKHABELA is the manager of SABOA.

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Empowering Today's Passenger Transport Professionals for Tomorrow's Industry

The passenger transport industry is evolving at an unprecedented pace. Advances in technology, changing customer expectations, regulatory developments and the transition to smarter, more sustainable mobility require a workforce that is equipped with the right knowledge and skills.

For South Africa's bus industry to remain resilient and competitive, investing in people is just as important as investing in vehicles and infrastructure.

As the voice of the bus industry, SABOA believes that continuous learning and professional development are essential to building a capable, innovative and future-ready passenger transport sector. From operational excellence and safety management to leadership, compliance and customer service, developing the skills of our current and future professionals strengthens the entire industry

Through partnerships with institutions such as the University of Johannesburg, industry professionals have access to programmes specifically designed to enhance expertise in passenger transport management. These opportunities support operators in developing competent managers and leaders who can drive efficiency, improve service delivery and contribute to a sustainable public transport system.

Together, we are investing in people, strengthening our industry, and shaping the future of passenger transport in South Africa.

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Resilience in Motion. Excellence in Every Detail.

The future of public transport is defined not only by innovation and technology, but by the experience delivered to every passenger.

Safe, clean and welcoming transport environments build confidence, enhance customer satisfaction and reflect the professionalism of bus operators committed to service excellence.

As the industry continues to evolve, every detail matters—from operational efficiency and safety to comfort and the overall passenger journey. Together, these elements help create a resilient, customer-focused public transport system for the future.

At SABOA, we believe resilience is built through collaboration, innovation and a shared commitment to raising industry standards. By embracing new ideas, investing in quality service and placing passengers at the heart of every journey, we can build a public transport sector that is efficient, sustainable and ready for the challenges of tomorrow.

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Together, we are driving innovation, sustainability and collaboration to build a stronger, more resilient bus industry that moves South Africa forward.



AS WE LOOK AHEAD...



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for a supportive policy
and regulatory
environment.



WE WILL INVEST IN OUR PEOPLE

through skills
development and
capacity building.



WE WILL DRIVE SUSTAINABLE SOLUTIONS

for an efficient,
inclusive and
greener future.



WE WILL STRENGTHEN PARTNERSHIPS

that create value
and open doors
to new opportunities.



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for communities,
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