CROSS•BORDER
ROAD TRANSPORT AGENCY

Strategic Plan

2025 – 2030

Cross-Border Road Transport Agency

Strategic Plan

2025 - 2030

Regulation

Facilitation

Law Enforcement

Advisory

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Table of Abbreviations

Abbreviation	Description
AfCFTA	African Continental Free Trade Area
AI	Artificial Intelligence
AIREES	Accountability, Integrity, Reliability, Effectiveness, Efficiency, and Social Responsibility
BMA	Border Management Authority
C-BRTA	Cross-Border Road Transport Agency
C-BRTA-RF	Cross-Border Road Transport Agency-Road Fund
DoT	Department of Transport
ESG	Environmental, Social, and Governance
JET	Just Energy Transition
JET-IP	Just Energy Transition Investment Plan
MTDP	Medium-Term Development Plan
MTSF	Medium-Term Strategic Framework
NDP	National Development Plan
OCAS	Operator Compliance Accreditation System
PESTLE	Political, Economic, Social, Technological, Legal, Environmental
PPP	Public-Private Partnerships
RFA	Road Freight Association
RFI	Request for Information
RTI	Road Traffic Inspectorate
RTMC	Road Traffic Management Corporation
SANRAL	South African National Roads Agency Limited
SADC	Southern African Development Community
SMME	Small and Medium Enterprises
SOE	State-Owned Enterprises

Abbreviation	Description
STER	Single Transport Economic Regulator
SWOT	Strengths, Weaknesses, Opportunities, Threats
VRS	Vehicle Reservation System

Executive Authority Statement

The Seventh Administration has placed inclusive and sustainable economic growth at the forefront of South Africa's development agenda. Over the 2024 – 2029 Medium Term Development Plan (MTDP) period, government has identified three national policy outcomes to drive this vision:

- Drive inclusive economic growth and job creation
- Reduce poverty and tackle the high cost of living
- Build a capable, ethical, and developmental state

The Department of Transport and its entities play a crucial role in advancing these priorities by facilitating the efficient movement of goods and people, strengthening our logistics sector, and enhancing transport infrastructure. To revitalise the transport and logistics sector and support economic recovery, the Department has set ambitious targets for 2030, including:

- Increasing annual freight volumes on the Transnet rail network to 250 million tonnes.
- Doubling crane moves per hour at ports from 16 to 30.
- Increasing the number of annual passenger rail trips to 600 million.
- Handling 1.5 million tonnes of airfreight and over 42 million passengers through South African airports.
- Reducing the annual number of road fatalities by half.

The Cross-border Road Transport Agency has been established in terms of the C-BRTA Act, Act 4 of 1998 and has been tasked with achieving the following:

- Controlling and regulating cross border road transport activities by issuing permits, managing access to the transport corridors, and ensuring that operators comply with established legal frameworks.

- Facilitating seamless cross border movement by reducing constraints such as delays, congestion at border posts, and operational inefficiencies.

- Monitoring and enforcing compliance with road transport laws and international agreements. This includes combating illegal cross-border transport operations and ensuring road safety standards.

- Provides value-adding advisory services on cross-border transport sector matters to the Minister of Transport and other stakeholders. It also promotes the development of the cross-border road transport industry.

The entity will achieve these goals by fostering a culture of accountability and ethical decision-making, upholding public trust, filling vacancies and improving audit outcomes.

I hereby present the Cross-Border Road Transport Authority 2025-2030 Strategic Plan.

Ms B. D. Creecy, MP

Minister of Transport

Executive Authority

Cross-Border Road Transport Agency

Accounting Officer Statement

At the core of the Cross -Border Road Transport Agency's mandate, is the pivotal role of regulating access to the market for the road transport freight and passenger industry in cross-border road transport by issuing permits. The Agency is proud to have discharged this mandate for over two decades. The C-BRTA has, over the years, been playing a strategic role in developing transport-related policies and regulations with the main aim of ensuring a viable and efficient cross-border road transport industry.

The Agency provides advice to the Ministry of Transport on cross-border road transport policy matters within the Southern African Development Community with the main objective of facilitating the movement of goods and people, thereby driving economic growth and infrastructure development across the African Continent. Furthermore, it also plays a key role in the Tripartite Transport and Transit Facilitation Programme, aiming to create a more competitive, integrated and liberalised regional road transport market in the Tripartite region, supported by the African Continental Free Trade Agreement.

The C-BRTA has been serving the cross-border industry within the Southern African Development Community (SADC), Eastern African Community (EAC) and Common Market for Eastern and Southern Africa (COMESA) regions since its establishment in 1998. For a self-funded Agency to survive for these years, is a reflection of the hard work, dedication and perseverance of our predecessors, management and employees.

The Agency made significant strides in meeting its objectives from the 2020-2025 Strategic Plan, and saw key achievements such as moving from being non-compliant with B-BBBEE Act to level 6, increasing participation from previously disadvantaged individuals in cross-border environment, successfully collaborating with other government institutions and the successful integration of the Road Transport Inspectorate to the Agency from the Road Transport Management Corporation through principal-agent agreement.

As part of harmonisation of the regional cross-border systems, the Agency was able to roll out its permit systems (CrossEasy) to the Kingdom of Lesotho and the Republic of Congo. Another milestone was the celebration of the silver anniversary (25 years) of the Agency's existence, an occasion which afforded the Agency an opportunity to reflect on its journey since establishment, as well as to outline and map the road ahead.

Although the Agency has registered a number of milestones along the journey, in some areas more work still need to be done, especially in as policy matters, whereby decisions are required to ensure fair operating environment for cross-border transport operators.

The strategic vision of C-BRTA is to be a leading passenger and freight cross border road transport regulator, connecting the African continent and make a positive impact in the SADC region by driving innovation, improving service delivery, as well as supporting the development of a more efficient and sustainable cross-border transport system.

The 2025-30 Strategic Plan stretches the Agency's focus on green transport, digitalisation, and marketing and communications, whereby new outcomes were introduced to enhance the Agency delivery system. This includes but not limited to the Agency's drive to integrate green transport strategies, contribute towards the promotion of green hydrogen in freight and initiatives to reduce the carbon footprint by the cross-border transport industry.

The Agency will continue to play a pivotal role in increasing road safety advocacy on routes leading to border posts through various road safety initiatives as well as to promote an integrated African continent through the digitalisation of cross-border road transport systems for the safe flow of goods and people by rolling -out its CrossEasy Permit Issuance System to various countries with the aim of harmonising the regulatory environment and integrating cross-border systems in the SADC region. This will also enhance the Agency's financial stability and sustainability.

Transformation within the cross-border environment remains a key priority for the C-BRTA because it aims to improve the representation of previously disadvantaged groups in cross- border road transport operations. This will be accomplished through the implementation of the Incubation Programme and Transformation Strategy.

The 2025-20230 Strategic Plan serves as a beacon that guides the C-BRTA's strategic focus and priorities, and it also informs the Annual Performance Plan that the Agency will submit in the coming financial year and subsequent years covered by the Plan.

In conclusion, the Board would like to acknowledge the Minister of Transport and the Deputy Minister of Transport as well as the Portfolio Committee on Transport for the strategic support and guidance. The Board would also like to acknowledge and appreciate the crucial role played by the CEO and his team in achieving the Agency's milestones. The C-BRTA is committed to supporting the Department of Transport in delivering a sustainable, efficient, safe and reliable cross-border road transport system. It is for this reason that, as the Agency, we will always extend our gratitude to the Executive Authority for the ongoing support.

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Adv. Sonwabile Mancotywa

Chairperson of the C-BRTA Board of Directors

Official Sign-off

It is hereby certified that this Strategic Plan:

- Was developed by the management of the Cross-Border Road Transport Agency under the guidance of the Department of Transport
- Takes into account all relevant policies, legislation and other mandates for which the Cross-Border Road Transport Agency is responsible.
- Accurately reflects the impact and outcomes which the Cross-Border Road Transport Agency will endeavour to achieve over the period 2025 – 2030

Mr P Meyer Acting Executive Manager: Regulatory Services
Programme 1: Regulatory Services

Mr S Dyodo (Executive Manager: Facilitation & Advisory)
Programme 3: Facilitation and Advisory

Mr L Mboyi (Custodian: Law Enforcement)
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Ms J Meyer (Chief Financial Officer)
Sub-programme 4.3: Financial Sustainability

Mr L Mboyi (Chief Executive Officer)
Sub-programme 4.4: Governance
Sub-programme 4.5: Communication and Marketing

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APPROVED BY:

Ms Barbara Creecy, MP
Minister of Transport

PART A: Our Mandate

The C-BRTA) is a Schedule 3A public entity in terms of the Public Finance Management Act, No 1 of 1999 (PFMA). It was established as a regulatory authority under the Cross-Border Road Transport **Act, No. 4 of 1998**. Its primary mandate is to regulate and facilitate cross border road transport between South Africa and its neighbouring countries within the SADC region. The Agency ensures the seamless movement of goods and passengers across borders by promoting an efficient, sustainable, and regulated road transport industry.

The Cross-Border Road Transport Agency (C-BRTA), was established in terms of the Cross-Border Road Transport Act, 4 of 1998, as amended and places the following key responsibilities on the Agency:

i. **Regulation:** Controlling and regulating cross border road transport activities by issuing permits, managing access to the transport corridors, and ensuring that operators comply with established legal frameworks.

ii. **Facilitation:** Facilitating seamless cross border movement by reducing constraints such as delays, congestion at border posts, and operational inefficiencies.

iii. **Law Enforcement:** Monitoring and enforcing compliance with road transport laws and international agreements. This includes combating illegal cross border transport operations and ensuring road safety standards.

iv. **Research & Advisory:** Provides value-adding advisory services on cross border transport sector matters to the Minister of Transport and other stakeholders. It also promotes the development of the cross-border road transport industry.

1.1 C-BRTA Core Functions

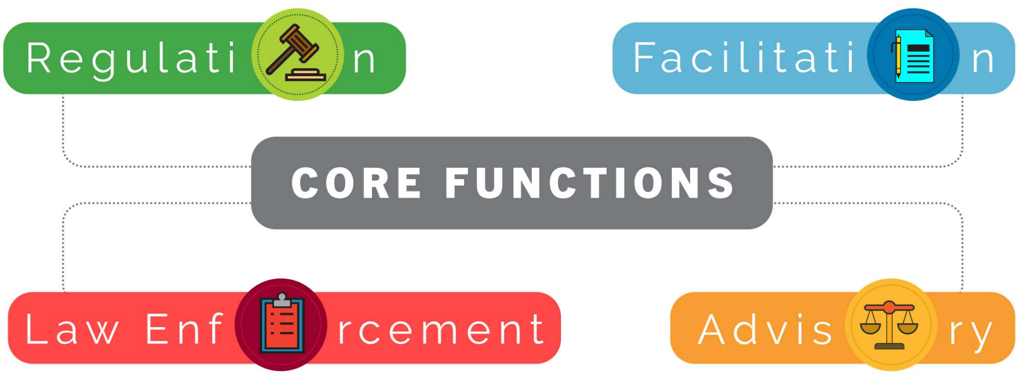

Figure 1 : C-BRTA's Core Functions

The C-BRTA operates across all road transport corridors linking South Africa to other SADC member states, which include Botswana, Lesotho, Mozambique, Namibia, Swaziland (Eswatini), Zimbabwe, Zambia, and beyond. The Agency has jurisdiction over cross border freight and passenger road transport operators, ensuring that they comply with both South African laws and regional agreements governing cross border movement.

The C-BRTA plays a vital role in fostering regional integration, trade facilitation, and economic development by promoting smooth and efficient transport services that link South Africa to its trade partners. The agency is headquartered in Pretoria, Gauteng, but operates in key border posts where cross border activities are concentrated.

1. Constitutional Mandate

In execution of the Agency's mandate, the C-BRTA shall comply with the Constitution of the Republic of South Africa as the supreme law of this country with specific reference to the following sections:

- Chapter 2: Bill of Rights;
- Chapter 3: Co-operative Government;
- Chapter 10: Public Administration;
- Chapter 13: Finance, General Financial Matters; and
- Chapter 14: General Provisions, International Law.

2. Legislative Mandates

2.1. Cross-Border Road Transport Act

The Cross-Border Road Transport Agency (C-BRTA) is a Schedule 3A public entity in terms of the Public Finance Management Act, No 1 of 1999 (PFMA). It was established in terms of the Cross Border Road Transport Act, 4 of 1998, as amended and places the following key responsibilities on the Agency:

i. improve the unimpeded transport flow by road of freight and passengers in the region;
ii. liberalise market access progressively in respect of cross border freight road transport;
iii. introduce regulated competition in respect of cross border passenger road transport;
iv. reduce operational constraints for the cross border road transport industry as a whole;
v. enhance and strengthen the capacity of the public sector in support of its strategic planning, enabling and monitoring functions; and
vi. to empower the cross border road transport industry to maximise business opportunities and to regulate themselves incrementally to improve safety, security, reliability, quality and efficiency of services.

2.2. National Land Transport Act (NLTA), 5 of 2009

The NLTA provides for the process of transforming and restructuring the national land transport system. **It provides** for the mandate of the three spheres of authority in the transport sector and confers mandate to these authorities to perform certain functions that includes regulation.

2.3. National Road Traffic Act (NRTA), 93 of 1996 as amended

The NRTA provides for road traffic matters which shall apply uniformly throughout the Republic of South Africa. This Act provides for traffic regulations that govern licensing of motor vehicles, operation of motor vehicles, vehicle road worthiness, driver licensing and fitness

2.4. Convention on Road Traffic, of 1968

This Act provides for facilitation of road traffic and increasing road safety through the adoption of uniform road traffic rules.

2.5. Tourism Act, 3, of 2014

The Tourism Act provides for the development and promotion of sustainable tourism for the benefit of the republic, its residents and its visitors. The Agency has the mandate to conduct law enforcement regarding compliance to road traffic regulations in the tourism sector.

2.6. Disaster Management Act, 57 of 2002

This Act provides for an integrated and co-ordinated disaster management policy that focuses on preventing or reducing the risk of disasters, mitigating the severity of disasters, emergency preparedness, rapid and effective response to disasters and post-disaster recovery; the establishment of national, provincial and municipal disaster management centres; disaster management volunteers; and matters incidental thereto.

3. Policy Mandate

These policy mandates collectively guide the C-BRTA's efforts to regulate and facilitate cross border road transport efficiently and effectively. They ensure that the C-BRTA's activities are aligned with national, regional, and international goals for transport, trade, and economic development.

The table below depicts a list of Policy mandates and their key alignments:

POLICY MANDATE	KEY ALIGNMENTS
The Apex Priorities translated to Medium Term Development Plan for 2024-2030	**Priority 1:** Inclusive growth and job creation **Priority 2:** Reduce poverty and tackle the high cost of living **Priority 3:** A capable, ethical and developmental state These priorities are coupled with DoT's five strategic thrusts as follows: 1. Fully supporting the NLCC and contributing to the increase incapacity of the total logistics value chain and the concomitant growth of our economy (**Logistics Capacity Enhancement and Economic Growth)** 2. Transport's role in going Green **(ESG)** 3. Addressing the scourge of road fatalities due to road crashes (**Road Safety)** 4. Zero tolerance with regards to fraud & corruption, at the Department and at the Entities (**Responsibility and Accountability)** 5. Accelerated process of finalising legislation and policies (**Efficiency in Regulatory Development)**
SADC Protocol on Transport, Communications and Meteorology	• Develop harmonised road transport policy providing for equal treatment, non-discrimination and reciprocity. • Liberalise market access for road freight operators.
Bilateral Agreements between South Africa and Malawi, Mozambique, Zambia and Zimbabwe	• Promote and facilitate cross border road freight and passenger. • Simplify existing administrative requirements: Harmonisation. • Ensure compliance to regulations.
1996 White Paper on National Transport Policy	• Identifies the broad goal of transport being to achieve smooth and efficient interaction that allows society and the economy to assume their preferred form and play a leadership role as a catalyst for development. • The Paper also sets out the transport vision of the Republic to provide safe, reliable, effective, efficient, and fully integrated transport operations and infrastructure which will best meet the needs of freight and passenger customers among others.
SACU MoU	• Provides for facilitation, maintenance of effective road transport arrangements and equitable shares in road transportation with a view to supporting trade in the Customs Union. • The C-BRTA in this regard works towards a common goal of improving cross border road transport sector and its operations.

POLICY MANDATE	KEY ALIGNMENTS
Trans Kalahari Corridor (TKC) MoU	• Provides for promotion of effective and integrated management of the TKC. • The TKC was established with a view to improve regional trade and economic development through efficient transport. • Improving the efficiency of transportation is brought about by the reduction of constraints and bottlenecks whilst at the same time reducing externalities, improving market access and improving productivity.
International Convention on the harmonisation of frontier controls of goods, of 1982	• Designed to enhance the harmonisation and facilitation of efficient road transport movements.

Table 1: Summary of the Policy Mandates for the C-BRTA

4. Institutional Strategies over the 2025-2030 Planning Period

Taking a glance at various strategies that have been developed in the past 30 years, they bear evidence to the fact that the development of trade and transportation in Africa is a priority. South Africa seems to have finally found the means of monitoring various government-wide initiatives that will ensure the realisation of the NDP 2030.

4.1. Influential Strategies in the Transport Space

The C-BRTA operates within a dynamic environment influenced by a multitude of factors. To effectively fulfil its mandate of facilitating safe, efficient, and sustainable cross border road transport, the Agency must be responsive to various strategic priorities and objectives set at both national and regional levels. This section explores the key strategies that guide the C-BRTA's work, providing a framework for understanding how the agency navigates this complex landscape:

4.1.1. **National Freight Logistics Strategy** seeks to establish a road freight transport system that is underpinned by the need to eliminate constraints faced by cross border road transport operators at border posts and transport corridors,

4.1.2. **Road Freight Strategy** seeks to achieve a road transport system that is underpinned by an effective regulatory and institutional framework, quality regulation in domestic and cross border sectors, National Road Safety Strategy seeks to implement safe systems approach to road safety as well as to improve coordination, institutional strengths and road safety data systems. It is geared to eliminate fraud and corruption, ensure adequate funding and capacity, enhance the use of technology to protect road users as well as to enable regular road safety audits on new and existing infrastructure. It further ensures vehicles on the road network are roadworthy and improve enforcement effectiveness.

4.1.3. **Green Transport Strategy** seeks to support the contribution of the transport sector to the social and economic development of the country. It also encourages innovative green alternative transformations in the sector to assist with the reduction of harmful emissions and negative environmental impacts associated with transport systems.

4.1.4. **Maritime Transport Strategy** is geared to enhance port infrastructure development and expansion, port handling capacity, blue economy and transformation.

4.1.5. **Rail transport strategy** seeks to respond to the need to shift of rail friendly cargo from road to rail transport.

4.2. Key Programmes in the Cross Border Landscape

4.2.1. **Tripartite Transport and Transit Facilitation Programme (TTTFP) –** The overall strategic outcome of this programme is to facilitate the development of a more competitive, integrated and liberalised regional road transport market in the Tripartite region. It aims to reduce the high cost of trade in the Tripartite and assists national governments to address trade barriers and reduce transit times and transaction costs along strategic corridors. The programme has four key result areas namely:

- **Result 1**: Implementation of Tripartite Vehicle Load Management Strategy.
- **Result 2**: Establishment of a Transport Register Information Platform System (TRIPS) through an ICT system which enable information sharing.
- **Result 3:** Implementation of harmonised vehicle regulations and standards, and
- **Result 4:** Improved efficiency of regional transport corridors.

4.2.2. **CBRT-RF** – Cross-Border Road Transport Regulators Forum was established to drive harmonisation and ensure constant engagements and coordination towards implementing Linking Africa Plan (LAP) and other initiatives.

4.2.3. **Inland border posts improvement** – Continued establishment of One Stop Border Posts (OSBPs) in the region in addition to Chirundu between Zambia and Zimbabwe, i.e. Kazungula, Kasumbalesa, Lebombo, Mamuno.

4.2.4. **SADC Guidelines on Harmonisation and Facilitation of Cross Border Transport Operations** across the Region During the COVID-19 Pandemic – these guidelines were developed to minimise the spreading of COVID-19 virus among communities, nations and globally. The objectives of these guidelines are to:

- Limit the spread of COVID-19 through transport across borders;
- Facilitate the implementation of transport-related national COVID-19 measures in cross border transportation;
- Facilitate interstate flow of goods and services;
- Institute safe measures to allow movement of passengers across borders;
- Balance, align, harmonise and coordinate COVID-19 response measures with the requirements for trade and transport facilitation.

- Promote safe trade and transport facilitation for economic growth and poverty alleviation in the SADC region; and
- Facilitate the adoption and implementation of harmonised Standard Operating Procedures for Management and Monitoring of Cross Border Road Transport at Designated Points of Entry and Covid-19 Checkpoints.

4.2.5. **Sea Ports Improvement -** In recent years, several African member states have significantly improved their seaport capacities, positioning the region for enhanced trade efficiency and economic growth. For South Africa, these developments are expected to yield substantial benefits, particularly in strengthening its trade and transport links with neighbouring countries. Key initiatives such as the expansion and maintenance of:

- Port of Durban – port expansion and maintenance work.
- Walvis Bay (Namibia) – expansion and capacity improvement.
- Port of Mombasa (Kenya) - expansion and capacity improvement.
- Maputo Port (Mozambique) – expansion and capacity improvement.
- Network improvement and expansion programmes in various corridors linking the region e.g. TKC and Dar Es Salaam and NSC sections.

4.2.6. **Smart Corridors Initiative** - aims is to facilitate trade through simplification of transport administrative processes and accelerating information exchange to reduce transport time and cost across the African continent and more specifically for landlocked countries.

4.2.7. **Authorised Economic Operator Traveller Trader Programme (AEO) –** seeks to facilitate legitimate trade, reinforce safety and security, harmonise and standardise the application of customs controls. It further provides an electronic environment for trade facilitation which involves accreditation and certification of stakeholders in the trade value chain, whereby:

- SARS is leading the implementation of Preferred Trader Programme;
- Department of Home Affairs (DHA) is leading implementation of Trusted Traveller Programme;
- C-BRTA is part of the working group for implementation of AEO/ Preferred Trader.

4.3. New developments at the regional transport space

4.3.1. Single Transport Economic Regulator (STER) - The Single Transport Economic Regulator is an initiative aimed at consolidating regulatory oversight for various transport sectors (such as road, rail, maritime, and aviation) under one body. This aims to streamline regulations, create uniformity, and ensure efficient governance of the transport industry. The regulator's role is to promote fair competition, economic efficiency, and transparent operations within the transport sector, reducing bureaucracy and enhancing the ease of doing business in cross border and domestic transport.

4.3.2. **Public Entity Department** - The Public Entity Department refers to the governmental body responsible for overseeing state-owned entities that provide public services. In relation transport, this department manages and regulates public sector entities that play a key role in transport infrastructure and service delivery. It ensures that these entities adhere to policy frameworks, regulatory standards, and meet performance and financial targets to achieve sustainable and effective public service delivery.

4.4. MTDP 2024-2029 planning for the 7th administration

The MTDP 2024-2029 presented a comprehensive framework for South Africa's socio-economic development over the next five years. It emphasises inclusive growth, poverty reduction, and state capacity building as the primary strategic goals. By focusing on structural reforms, industrialisation, job creation, and enhanced service delivery, the plan seeks to position South Africa on a trajectory towards sustainable development in line with the National Development Plan (NDP) 2030. The plan is structured around three main strategic priorities.

- **STRATEGIC PRIORITY 1: Inclusive growth and job creation.** The MTDP seeks to expand employment opportunities by focusing on sectors with high labour absorption capacity, such as agriculture, manufacturing, mining, and services. It also emphasises the need for structural reforms, particularly in energy, transport, and infrastructure, to create an enabling environment for investment and economic diversification. The energy sector, for example, will see significant investments in renewable energy projects, such as green hydrogen, as part of the Just Energy Transition Investment Plan (JET-IP).
- **STRATEGIC PRIORITY 2: Reduce poverty and tackle the high cost of living.** This priority aims to reduce poverty through social safety nets, affordable housing, and access to essential services.
- **STRATEGIC PRIORITY 3: Building a capable, ethical, and developmental state.** The MTDP highlights the importance of enhancing governance at all levels, particularly in local government, which is often plagued by inefficiency and instability. Measures to improve service delivery include strengthening the capabilities of national and provincial governments to intervene in underperforming municipalities and reforming the appointment processes for key municipal roles. Public entities and state-owned enterprises (SOEs) will undergo restructuring to align their operations with national development goals and ensure they contribute effectively to economic growth.

In addition to these strategic priorities, the MTDP emphasises the importance of critical success factors such as fostering a "whole of government" approach, leveraging private sector participation through Public-Private Partnerships (PPPs), and embracing digital transformation. The integration of digital technologies across government operations is expected to enhance service delivery, improve data collection, and support performance management.

5. Relevant Court Rulings

There have been no relevant court rulings however, there is a current pending court case by the Road Freight Association (RFA) against the Minister of Transport and the C-BRTA relating to the 2014 permit tariffs regulations. The matter has since been dormant and the RFA and C-BRTA are in discussions to conclude on the matter.

PART B: Our Strategic Focus

1. VISION, MISSION AND VALUES

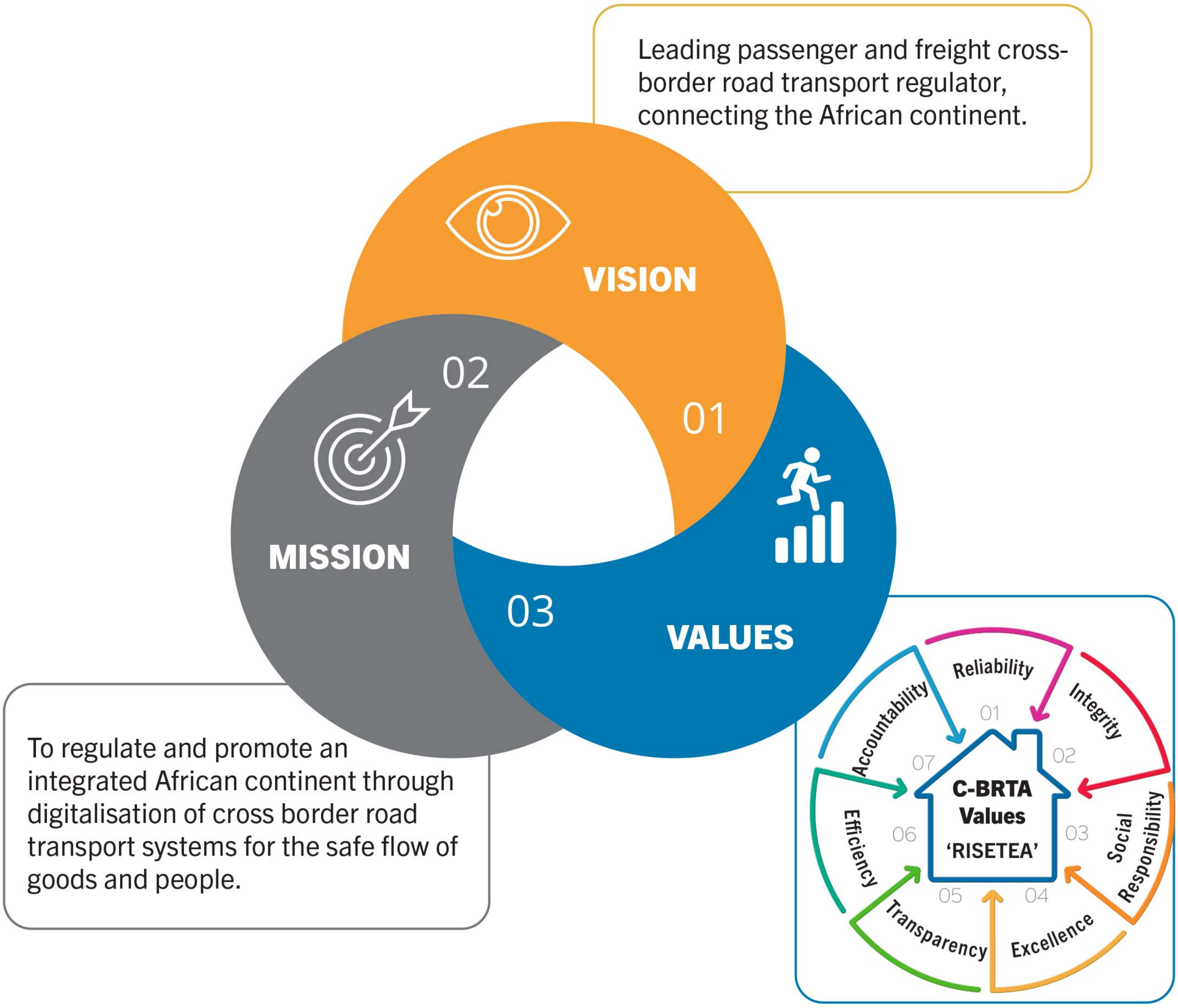

Figure 2: Vision, Mission & Values

1.1. VISION

Leading passenger and freight cross border road transport regulator, connecting the African continent.

1.2. MISSION

To regulate and promote an integrated African continent through digitalisation of cross border road transport systems for the safe flow of goods and people.

1.3. VALUES

RISETEA; Reliability, Integrity, Social Responsibility, Excellency, Transparency, Efficiency, Accountability

RISETEA	The values abbreviated "RISETEA" are the core priorities of the Agency's culture. The Agency will endeavour to attract and retain individuals who subscribe to the value below:
Reliability	We are dependable, trustworthy and value our customers
Integrity	We are professional, honest, fair and so not tolerate crime, fraud and corruption
Social Responsibility	We seek to contribute towards the greater good of our country and continent by supporting social development and economic growth
Excellence	We strive for the highest standards in service delivery, performance, and operational outcomes to achieve exceptional results.
Transparency	We ensure open communication and clear, accessible processes to foster trust
Efficiency	We are innovative and passionate about performance
Accountability	We are transparent, answerable and responsible

Table 2: RISETEA Values

2. Situation Analysis

2.1. Overview

Road Transport continues to play a pivotal role in facilitating transit and trade as well the movement of people and throughout the continent of Africa. The focus of transport regulation has been facilitating transit for land-locked Member States of the Southern African Development Community (SADC) (Botswana, Lesotho, Malawi, Swaziland, Zambia and Zimbabwe) to access international markets via the various ports system in South Africa. These land-locked countries rely not only South Africa, but also other coastal counterparts including Mozambique, Angola and Namibia for access to global markets and general trade.

While global trade continues to constitute a pivotal vital component of trade among the regional Member States, there is growing pressure for intra-continental trade as well. The signing of the African Continental Free Trade Agreement (AfCFTA) is testament to this new phenomenon. A significant number of African countries have signed and ratified the Agreement, with Regional Economic Communities (RECs) being affiliated to the Agreement.

The Cross-Border Road Transport Agency plays a very important role in the regulation of cross border road transport and collaborates with counterpart Transport Regulators. For this reason, its perspective of regulation is obviously going to be shaped by these trends. Already, the developments in the Tripartite Alliance comprising. The Agency acts as the Secretariat of the CBRT-RF and actively seeks to influence the acceleration of policy implementation across the SADC, COMESA and EAC have a significant bearing on the regulation of cross border road transport. Areas of regulation affected include vehicle load management standards and a number of regional transport model laws being implemented under the Tripartite Transport and Transit Facilitation Programme (TTTFP) (SADC, 2021). The standards harmonisation agenda is one of the critical levers in improving regional integration from a transport perspective. Regulatory Agencies are expected to take a leading role given their strategic role in regulating cross border road transport and the development of related policies and regulations.

2.2. External Environment Analysis

As indicated above, the cross border road transport environment has undergone and continues to undergo significant changes. The work of the TTTFP has come up with several recommendations, some of which have already started being implemented (SADC, 2021). These changes have a bearing on the work of the C-BRTA, whereby it is required to respond to these changes. These changes will affect issues of road safety, environmental social governance (ESG) issues, including green transport and de-carbonation. These developments actually have a continental and global outlook therefore, the cross border road transport environment perspective is no longer limited to regional economic communities, nor would it be prudent to limit it to the continent but rather should be globin its conceptualisation. For instance, the problem of climate change and global warming is a global issue that requires the road transport industry, globally to address the scourge of greenhouse gas emissions through decarbonation and related efforts. Regulatory agencies will play a very important role in coming up with innovative regulatory tools to address the challenge.

Another important development in the cross border environment is the imminent shift from permit-based or quantity regulation to quality regulation. This shift would entail a different form of regulation, where the regulation will focus on the establishment, the company, competent person and the quality of equipment. This will require a new set of skills on the part of regulating authorities.

C-BRTA's external environment is shaped by multiple factors that impact both the Agency's operations and the broader Southern African region. From the complex dynamics of regional trade corridors to the challenges of regulatory harmonisation and sustainability, C-BRTA must navigate a highly interconnected and evolving landscape. The agency's ability to modernise its operations, promote regulatory alignment, and push for green transport solutions will be key to its success in the future.

Discussed below are some of the external factors that affect the C-BRTA's operating environment.

2.2.1. Regional Economic perspective

While the African Development Bank (2023) projected that the region would slow down in 2023 to 1.6%, followed by a projected improvement of around 2.7% in 2024, there is a general drive to increase exports. Overall, Southern African Countries continue to ramp up exports in copper billets, cobalt and copper, chrome, platinum, coal and several other minerals. This coupled with a host of imports in the form of mining and manufacturing in puts and automotives.

The region has been hit by a severe drought which will see massive imports of grain in the period 2024-2025. From a transport perspective, the economic upheavals must be viewed from a long-term perspective because trade takes a long-term view. There has been significant investment in road infrastructure in most Southern African countries. The South African economy has had a positive growth, and exports to neighbouring countries continue to grow, and transport will play an important role in facilitating this intra-continental trade.

2.2.2. Mega Trends

The C-BRTA operates within a dynamic and evolving environment influenced by significant global megatrends. The Global Energy Transition towards renewable energy sources impacts the road transport sector by promoting the adoption of electric and hybrid vehicles. This shift reduces dependency on fossil fuels and aligns with global sustainability goals, requiring the C-BRTA to adapt regulations to accommodate new energy infrastructure, such as charging stations, and to manage the integration of embedded generation technologies within the transport network. Technological Innovations, particularly disruptive technologies like autonomous vehicles, digital platforms, and smart logistics, necessitate a regulatory framework that addresses the challenges and opportunities of these advancements. The C-BRTA must ensure road safety, data security, and the efficient movement of goods and passengers across borders while fostering innovation.

- **Demographics:** Demographic shifts, especially in the African context, are influenced by high population growth rates and increasing urbanisation. As populations move toward cities, the demand for efficient, reliable, and scalable transport systems rises. The C-BRTA needs to anticipate the pressure that urbanisation places on existing road infrastructure and adapt policies that support urban mass transport systems and cross border movement. Furthermore, an expanding working-age population can be harnessed for economic growth, but only if transport systems enable efficient trade, job access, and movement between urban war rooms.
- **Geopolitics:** Geopolitical changes, including regional and international trade agreements, impact the role of cross border transport. In Southern Africa, the C-BRTA must be prepared for fluctuations in trade dynamics caused by shifting alliances, political instability in neighbouring countries, and the redistribution of global resources. Additionally, resource nationalism, where countries assert greater control over their natural resources, could affect the cost and availability of fuel and other key inputs for the transport sector. The agency needs to maintain

flexible regulations to adjust to rapid shifts in regional politics and ensure that the flow of goods and services across borders remains uninterrupted.

Impacts:

- **Embedded Generation:** The global energy transition opens the door to embedded generation within transport networks, such as solar-powered charging stations or even roadways integrated with renewable energy technology. The C-BRTA must work closely with energy regulators and private companies to ensure that this infrastructure is developed in a manner that supports cross border trade and transport. Embedded generation also reduces reliance on traditional fuel sources, cutting costs and environmental impact, which further aligns with sustainability objectives.
- **Disruptive Technologies:** The rise of disruptive technologies, such as autonomous vehicles, artificial intelligence, and blockchain for logistics, has a profound effect on the cross border transport sector. Autonomous vehicles, in particular, promise to revolutionise goods transportation, potentially lowering costs and improving safety. However, this will require an updated regulatory framework that addresses the legal, ethical, and safety concerns of deploying such technologies across borders. Blockchain technology can improve the traceability and efficiency of trade, but the C-BRTA will need to ensure that these platforms are secure, scalable, and integrated into existing regulatory structures.
- **Urbanisation:** As more people move to cities, urbanisation leads to congestion and greater demand for road infrastructure. The C-BRTA will need to play a role in ensuring that cross border traffic does not exacerbate urban congestion. This could involve promoting policies that encourage the use of mass transit systems, as well as planning cross border transport routes that avoid urban centres when possible. Additionally, partnerships with city planners to integrate cross border logistics war rooms near urban peripheries may become essential.
- **Trade & Resources:** Finally, global trends in trade and resource distribution will shape the cross border transport sector's future. As trade routes shift due to geopolitical tensions or changing resource availability, C-BRTA will need to remain agile. This includes fostering stronger regional cooperation within SADC to facilitate the flow of resources between countries and ensuring that cross border regulations are harmonised to prevent delays. Moreover, C-BRTA must consider the implications of changing energy resources, as the shift toward renewables reduces dependency on traditional fuel imports.

This analysis emphasises the need for the Cross-Border Road Transport Agency to evolve its regulatory, technological, and strategic frameworks in response to these global megatrends. Each trend presents both challenges and opportunities that must be navigated to ensure that cross border transport within Southern Africa remains resilient and forward-looking.

The following picture shows the envisaged megatrends that will shape the world in the next short-medium term:

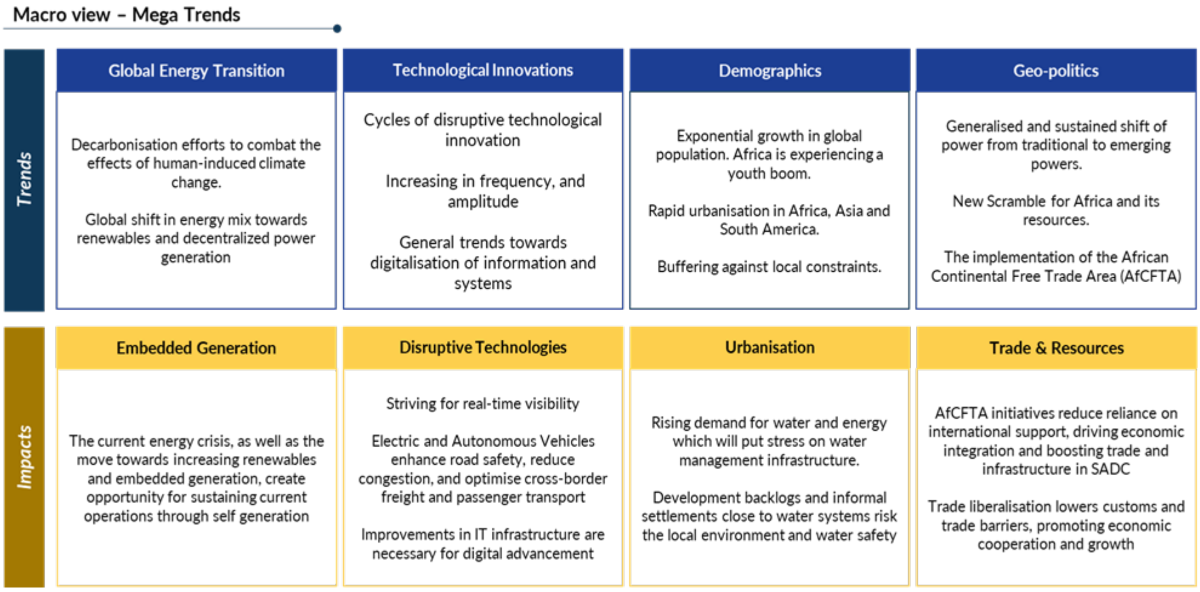

Figure 3: Observed Mega Trends that will affect the globe in a medium to long term

2.2.3. The Pulse of Africa's Transport Networks

The C-BRTA is pivotal in connecting Southern Africa through critical transport corridors such as the North-South Corridor (linking South Africa with Zambia and the DRC) and the Maputo Corridor (connecting Gauteng to Mozambique). These transport routes are vital for moving goods and passengers efficiently across borders, facilitating trade within the region. Southern Africa's reliance on these corridors is evident in the significant amount of goods transported by road—agricultural exports, manufactured goods, and mining products depend on smooth cross border operations to reach international markets.

However, inefficiencies at key land border posts such as Beitbridge (between South Africa and Zimbabwe) and Lebombo (between South Africa and Mozambique) often disrupt the flow of trade. Congestion, delays in customs clearance, and outdated infrastructure increase operational costs for transporters, causing bottlenecks in regional value chains. This has ripple effects across the economies of both South Africa and its neighbours, as delays lead to missed market opportunities, increased transport costs, and decreased competitiveness of the region in global trade.

The C-BRTA's role is critical in streamlining operations at these border posts, ensuring quicker processing and better regulatory oversight. The Agency's initiatives to digitise permit systems and regulate vehicle compliance directly impact the overall efficiency of cross border operations. The seamless functioning of these corridors is essential for the economic integration of the SADC, aligning with broader continental ambitions such as the AfCFTA, which seeks to boost intra-African trade.

2.2.4. Regional Collaboration and Diplomatic Balancing Acts

The cross-border transport environment is heavily influenced by regional cooperation and political will. Similarly, the C-BRTA operates within the framework of SADC's Protocol on Transport, Communications and Meteorology, which aims to harmonise cross border transport regulations and policies across member states. However, inconsistent enforcement and regulatory discrepancies between countries pose significant challenges. Each nation in the region has its own transport laws, safety standards, and inspection protocols, leading to operational inefficiencies.

For instance, a truck carrying goods from South Africa to the DRC via Zimbabwe, Zambia, and Botswana may be subjected to different regulations at each border post, increasing delays and compliance costs. These fragmented regulations create friction in cross border operations and hinder the region's ability to fully leverage economic opportunities. Political shifts and instability in neighbouring countries can exacerbate these issues, leading to inconsistent application of agreed-upon protocols or causing disruptions at key border posts.

To counter these challenges, the C-BRTA must engage in diplomatic balancing acts, working with neighbouring governments and regional bodies to push for regulatory harmonisation and policy alignment. Collaboration with other regional bodies such as the BMA and various customs agencies is critical for improving compliance, ensuring seamless traffic flow, and maintaining safety standards across borders. Effective regional cooperation is vital for enabling Southern Africa to capitalise on the full potential of AfCFTA and improving South Africa's position as a regional trade hub.

2.2.5. The Technological Frontier: Modernising Africa's Roads

The rise of digital innovation in the transport sector presents both opportunities and challenges for the C-BRTA. The agency's digital transformation strategy, which includes systems like OCAS and CrossEasy, seeks to modernise the compliance and permit-issuing processes for cross border transport operators. These systems are designed to improve the efficiency of cross border transport by automating administrative tasks, reducing the reliance on manual paperwork, and enabling real-time monitoring of vehicle compliance.

For Southern Africa, where large volumes of goods are transported by road, embracing technology is critical for boosting operational efficiency. The use of digital tools can significantly reduce delays at border crossings, improve the traceability of goods, and enhance safety through better compliance monitoring. In South Africa, where road infrastructure is generally more advanced, the C-BRTA's digital initiatives help maintain the country's competitive edge in regional trade.

However, the success of C-BRTA's digital transformation depends on the technological readiness of other African nations who form part of the broader cross border trade. Stakeholder resistance and varying levels of digital infrastructure across the region pose significant hurdles. Countries with less advanced digital systems may struggle to integrate with C-BRTA's digital platforms, slowing the pace of adoption and reducing the effectiveness of regional coordination.

Moreover, as more of the C-BRTA's operations become digitised, the cybersecurity risk increases. Cross border transport data is sensitive, and any breach could disrupt operations and erode trust between regional stakeholders. Therefore, balancing the need for technological advancement with adequate cybersecurity measures is crucial for ensuring the smooth operation of these digital systems.

2.2.6. The Legal Tapestry of Cross border Transport

The C-BRTA operates within a complex legal environment shaped by both South African law and the broader legal frameworks of the SADC region. The fragmented regulatory landscape is one of the biggest challenges facing cross border transport in Southern Africa. Each country enforces its own set of transport regulations, which complicates the movement of goods and vehicles across borders. For example, safety standards for commercial vehicles, licensing requirements for drivers, and compliance inspections vary widely, creating inconsistencies in enforcement.

These legal complexities are particularly evident at key border posts where vehicles must undergo different inspections as they cross into new jurisdictions. The result is longer wait times, higher compliance costs, and increased potential for regulatory violations. Harmonising these legal frameworks is essential for reducing bureaucratic delays and ensuring smoother trade routes throughout the region.

The C-BRTA's role in advocating for regulatory harmonisation across SADC is critical. Achieving uniformity in transport laws would not only simplify compliance for cross border operators but also reduce inefficiencies in the transport system. However, this requires a concerted effort from all member states, and slow political processes can hinder progress. The legal complexities surrounding cross border transport remain a significant external challenge for C-BRTA and its ability to enforce compliance effectively.

2.2.7. Greener Roads, Sustainable Futures

The global shift toward sustainability is transforming the transport industry, and C-BRTA must align its operations with these evolving standards. The transport sector is one of the largest contributors to carbon emissions, and there is increasing pressure on governments and agencies to adopt more environmentally friendly practices. C-BRTA's role in implementing a Green Transport Strategy focuses on promoting low-emission vehicles, supporting the development of electric vehicle infrastructure, and encouraging sustainable logistics practices. For South Africa and the broader region, transitioning to green transport is not only a necessity for meeting global environmental targets but also an opportunity to attract international investment and partnerships. Developing infrastructure that supports Electric

Vehicles (EVs) along major transport corridors, for example, can position the region as a leader in sustainable logistics.

However, the transition to sustainable transport comes with significant challenges. The high cost of implementing green technologies, such as EV infrastructure, and the lack of existing charging stations along major transport routes present financial and logistical hurdles. Additionally, many transport operators, especially those in neighbouring countries, may not have the financial capacity to adopt greener technologies. The result is a slow adoption of sustainable practices across the region, with the full benefits of green transport still a long way off.

The C-BRTA's ability to balance financial constraints with the push for sustainability will be key in driving the adoption of green transport technologies. By securing partnerships with private sector stakeholders and international organisations, the C-BRTA can accelerate the implementation of sustainable initiatives, benefiting both the environment and the economy.

2.2.8. Securing the Future: Financial and Operational Stability

One of the C-BRTA's greatest challenges is maintaining financial sustainability in an unpredictable economic environment. The agency relies heavily on revenue from cross border permits, which makes it vulnerable to fluctuations in the demand for transport services. Economic instability, rising fuel costs, and changes in trade volumes can significantly impact C-BRTA's revenue streams, making it difficult to ensure long-term financial stability.

Diversifying revenue streams is essential for the Agency C-BRTA to mitigate these risks. To this effect, the Agency has explored avenues such as consulting services for regional stakeholders and public-private partnerships to develop infrastructure projects, such as truck stops along major corridors. These initiatives offer new opportunities for revenue generation but require time and investment to implement fully.

Operational stability is equally important. The C-BRTA must ensure that its regulatory and enforcement systems are efficient, particularly at key border posts where delays and inefficiencies can disrupt trade. Enhancing collaboration with other regulatory bodies, such as the BMA and customs Agencies, is critical for improving border operations and maintaining the smooth flow of goods across Southern Africa.

2.2.9. PESTLE Analysis

A PESTLE analysis was conducted to analyse current issues with respect to political, economic, social, technological, environmental, and legal factors that currently affect the cross border transportation industry today, with each sub-section identifying key opportunities and threats from the external environment. **Error! Reference source not found.** provides a summary of this analysis.

Table 3: PESTLE - With Threats and Opportunities

PESTLE FACTOR	OPPORTUNITIES	THREATS
POLITICAL	The establishment of the National Logistics Crisis Committee (NLCC) aims to improve the operational performance of supply chains, freight rail, and ports, creating an opportunity for CBRTA to enhance cross border transport efficiency. Additionally, the Economic Regulation of Transport Act 2024 provides a framework for a single transport economic regulator, supporting cost-effective and efficient transport systems. Regional cooperation, supported by the African Continental Free Trade Agreement (AfCFTA) and the Tripartite Transport and Transit Facilitation Programme (TTTFP), enables CBRTA to expand its regulatory role across the SADC region.	Political instability in some SADC countries and the slow legislative adoption of regional agreements pose significant risks. Uneven political will across member states may hinder the full implementation of cross border initiatives, leading to disparities in transport regulation and coordination. Furthermore, domestic governments need to enact supporting legislation to facilitate the implementation of regional initiatives like AfCFTA and TTTFP.
ECONOMIC	The AfCFTA creates opportunities for economic growth by eliminating tariffs and reducing delays at border posts, promoting free trade across Africa. Investment in transport infrastructure can drive job creation, economic inclusion, and better access to services. The growing demand for cross border logistics, coupled with increasing continental economic integration, presents a chance for the CBRTA to enhance trade facilitation. A Free Trade Area will allow increased movement	The transport sector faces challenges including port congestion, poor road infrastructure, rising fuel prices, and truck hijackings, which increase operational costs. Non-compliant trucks on the road, delays at border posts, bribery, and corruption also pose significant threats to cross border transport efficiency. Global economic instability, fluctuating fuel prices, and unemployment (at 32.9% in South Africa in 2024) exacerbate these challenges.

PESTLE FACTOR	OPPORTUNITIES	THREATS
	of goods and people, stimulating demand for both freight and passenger transport services.	The EU's proposed Carbon Border Adjustment Mechanism (CBAM) could impact South African exports, affecting traffic flow and reducing economic gains in trade.
SOCIAL	Rapid urbanisation and population growth (estimated at 1.2% annually) have led to an increased demand for efficient cross border transportation services. With a youthful population and high migration rates, the need for better transport systems to support economic participation is critical. The potential for increased mobility under a Free Trade Area, along with skills development and education opportunities within the sector, presents a significant chance for transformation and job creation.	High levels of crime, including human trafficking and smuggling, are a major concern in the cross border road transport industry, affecting the safety of both goods and passengers. Unemployment and social inequality contribute to social instability, which can lead to increased crime, making cross border transport more hazardous. Cultural and religious diversity in the region also requires sensitive management to ensure transportation services cater to various communities' needs. Moreover, inefficiencies in Regional Economic Communities create high compliance costs for operators, and conflicts along transport corridors could endanger foreign drivers and increase criminal activities like bus robberies.
TECHNOLOGICAL	The rapid growth of technology and innovation offers the CBRTA the opportunity to lead digital transformation in the cross border transport sector. Platforms like CrossEasy and OCAS enable better tracking of people and goods, improve regulatory oversight, and enhance real-time decision-making, reducing congestion and delays. The gap in digital adoption across the region allows CBRTA to position itself as a strategic partner for other SADC countries by transferring technology and expertise.	Data security and privacy risks are major concerns with increased reliance on digital systems. The need for stronger cybersecurity measures and adherence to data protection regulations is crucial to safeguard cross border information exchange. Additionally, the disparity in technological advancement across SADC states poses a challenge for harmonising systems, which could lead to inconsistent implementation and

PESTLE FACTOR	OPPORTUNITIES	THREATS
	Smart law enforcement systems using AI and machine learning offer advanced tools for improving safety and operational efficiency.	reduced operational efficiency across the region.
LEGAL	The AfCFTA and other regional agreements provide legal frameworks that support trade liberalisation, harmonised regulations, and reduced non-tariff barriers, fostering a more unified and efficient cross border transport system. The Economic Regulation of Transport Act 2024 creates opportunities for improved competitiveness and access to transport networks through enhanced regulation.	Fragmented regulatory environments, overlapping mandates, and uncoordinated legislation within the SADC region create inefficiencies that hinder cross border transport. Slow implementation of bilateral agreements and uneven regulatory frameworks could lead to delays in achieving regulatory harmonisation and reduce the effectiveness of CBRTA's efforts.
ENVIRONMENTAL	The global Just Energy Transition and the drive toward Environmental, Social, and Governance (ESG) standards offer CBRTA a chance to align with sustainable practices. Investing in renewable energy technologies, promoting green transport initiatives, and reducing emissions in the cross border transport industry can support long-term environmental sustainability. The increasing global emphasis on clean energy and the adoption of decarbonisation initiatives present opportunities for CBRTA to integrate green practices into its regulatory frameworks and operations.	Population growth, urbanisation, and inefficient land-use networks contribute to environmental degradation, increased emissions, and pollution. Climate change and energy depletion pose risks to transport infrastructure, exacerbating the challenges of traffic congestion, air and noise pollution, and road accidents. The EU's CBAM could also increase the cost of exports from South Africa, negatively impacting cross border transport flows and contributing to environmental and economic strain.

2.3. Internal environmental Analysis

The internal capacity of the C-BRTA should be structured to not only meet current needs but also to align with future demands, in line with evolving global trends. The transition from quantity-based to quality-based regulation will require new skill sets and resources, making it essential for the Agency to adopt a global perspective in its strategic planning. The C-BRTA's role is increasingly influenced by global, not just regional, developments, and this shift necessitates that training programs and capacity-building efforts are aligned with the future direction of the organisation.

The Agency has been actively participating in various forums and is well-informed on future regulatory trends. Its engagement in benchmarking exercises has provided a solid foundation for growth, which the C-BRTA can leverage moving forward. While the transition to quality regulation may pose initial challenges due to limited experience, these obstacles are expected to be temporary and manageable. In the long run, this shift will create opportunities for the C-BRTA to innovate and explore alternative revenue streams beyond permit fees.

The introduction of a Single Transport Economic Regulator (STER) presents some uncertainties. While it could be perceived as a threat, it also holds the potential as a valuable opportunity for the C-BRTA to expand its influence and role within the regulatory landscape.

Below is a depiction of how the Internal environment will be assessed:

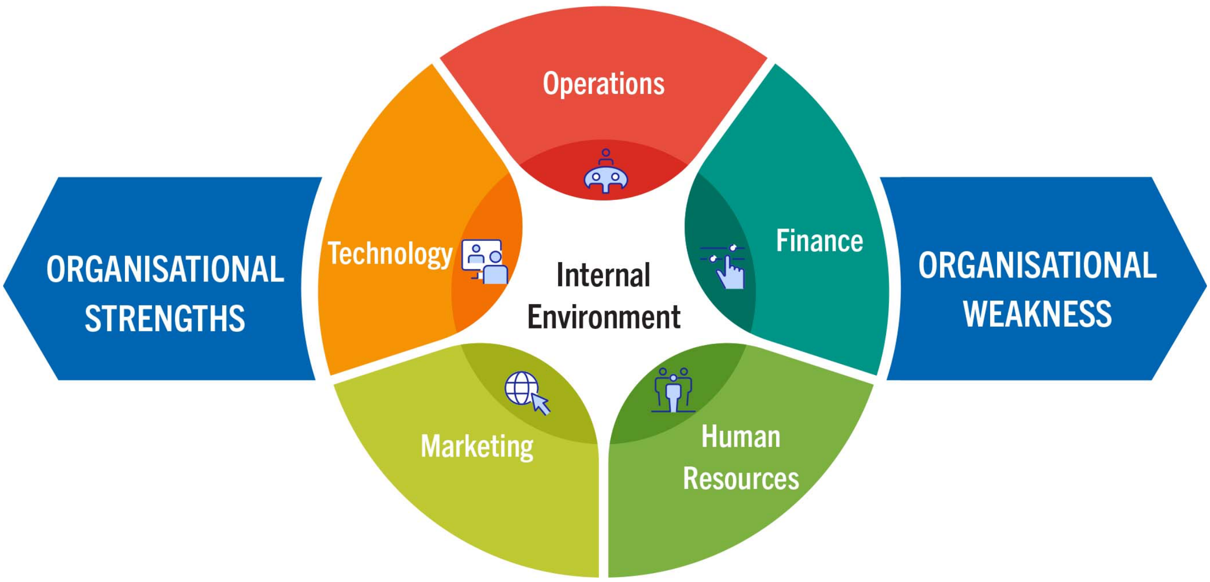

Figure 4: Internal Environment

To fulfil its mandate, the Agency must focus on harmonising the cross-border transport industry, which requires strong internal cohesion. A key factor in achieving this is the enhancement of the Research and Advisory functions, along with support roles, to strengthen the core mission. The sector has shifted toward integrating product delivery alongside service delivery, and aligning efforts on value creation is essential to ensure that internal unity drives external harmonisation. Stakeholders buy-in must be fostered through value creation, which demands operational efficiency and effective value delivery to reduce stakeholder frustrations. The Agency is addressing performance issues caused by fragmented program delivery and cultural challenges.

To meet its broader goals, the Agency must excel in fulfilling its mandate and creating value for stakeholders, which will establish a platform for political support and advance regional harmonisation efforts. The current strategic direction emphasises product leadership, requiring a more agile and collaborative approach while maintaining the Agency's commitment to delivering high-quality service to the industry.

The C-BRTA is moving towards a digital future within a more complex operational landscape, and it needs a thoughtful strategy to guide its employees, customers, and regional partners through this transformation.

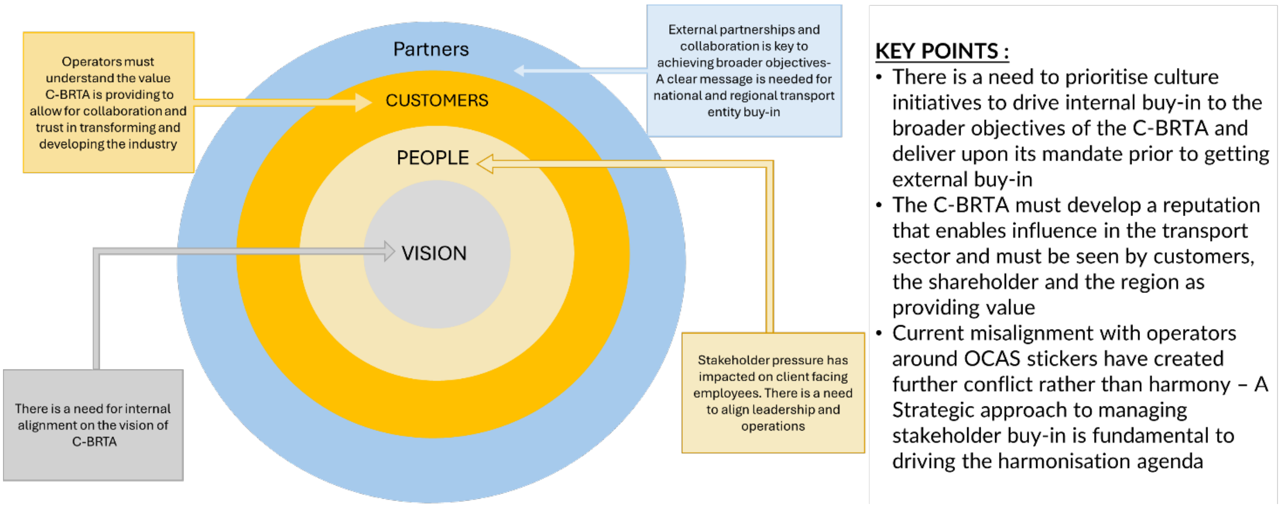

Figure 5: Vision, Mission, People and Customers

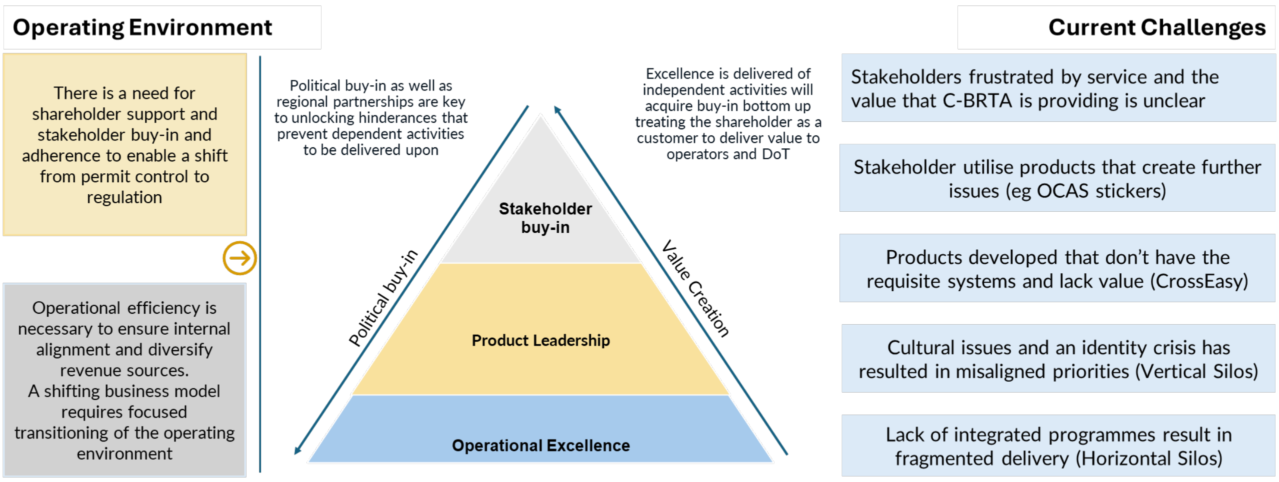

Figure 6 : Operating Environment

2.3.1. C-BRTA's Competency in Delivering the Mandate

As a maturing organisation, the Agency has demonstrated its competence in meeting various output targets aligned with its approved Annual Performance Plan and Operational Plans. Over the past decade, the Agency has worked to refine its operating systems and continues to seek solutions that position it as an exemplary regulator. This is reflected in the strategic shifts, improvements in internal controls, upgraded operating systems, and the implementation of effective policies.

2.3.2. Status of Compliance with BBBEE Act

The Agency is working to improve its B-BBEE compliance through an approved Transformation Framework and Strategy. Although the desired B-BBEE level has not been achieved, the Board approved the Transformation Framework in April 2022 and the strategy in January 2025. However, some audited elements for B-BBEE compliance were rushed, leading the Agency to dispute the score.

The C-BRTA Management has since prioritised B-BBEE functions such as maintenance of databases and records needed for improving the desired compliant level and preparation for the sector code due for council and cabinet approval. To this effect, efforts are currently underway to ensure success in the 2024/25 period, including a review of the Corporate Social Investment(CSI) policy. Furthermore, the Agency is in the process of appointing a new verification Agency for a period of three years to assess compliance and issue a Compliance Certificate. The assessment matrix focuses on key areas, including;-

- Ownership and management control,
- Skills development,
- Enterprise and supplier development, and
- Socio-economic development

The updated Transformation Framework has five main objectives that centred on the Agency's efforts to ;-

- Increase the representation of targeted groups in the freight and tourism cross-border road transport industry,
- Boost the participation of women, youth, and people with disabilities in the cross-border transport value chain,
- Increase the appointment of targeted groups at all levels within the Agency, and
- Build capacity among targeted groups.
- Prioritize procurement from B-BBEE compliant service providers.

This approach aims to provide the Agency with a comprehensive short- to medium-term plan, which outlines various scenarios and offers a clear roadmap of initiatives to improve B-BBEE scores across all elements in an integrated manner.

2.3.3. SWOT Analysis

A SWOT analysis is a strategic tool used to evaluate the internal factors affecting an organisation by identifying its Strengths, Weaknesses, Opportunities, and Threats. For this section, the Agency focuses solely on the Strengths and Weaknesses (S and W) of the C-BRTA, because the previous session focused on the PESTLE-based Threats and Weaknesses. This targeted analysis provides a deep understanding of the internal capabilities and limitations that directly impact the Agency's performance. By concentrating on strengths, the C-BRTA identifies the key areas that can be leveraged for competitive advantage, while addressing weaknesses helps pinpoint internal challenges that need to be mitigated to ensure effective operations. This approach allows the Agency to strengthen its foundation before addressing external factors, thereby ensuring it is well-positioned to fulfil its mandate and strategic outcomes.

2.3.3.1. Human Capital/Resources

Strengths	Weaknesses
Highly skilled labour force: The C-BRTA's strength lies in its highly skilled workforce, comprising of professionals who possess deep knowledge of cross border transport regulations, logistics, and management. This expertise enables the agency to navigate complex regulatory environments and implement effective strategies that enhance operational efficiency. The Agency's commitment to continuous professional development ensures that staff members remain updated on industry trends, best practices, and regulatory changes.	**Undefined working culture:** Despite the availability of HR Strategy that incorporates culture and ethics, results from the recent survey indicate that there may be questionable understanding of culture within the Agency. Although there are clear expectations for the Agency's desired cultures, the embedding of the desired culture is yet to occur Service delivery becomes inconsistent, which as a result impacts customer satisfaction and operational efficiency. Communication and collaboration within the organisation still remains in ambiguity, leading to misunderstandings and a lack of coordinated efforts.
Strong governance structure: The Agency has established an effective governance framework that includes clear policies, procedures, and accountability mechanisms. This strong governance structure fosters transparency and integrity in decision-making processes, enabling the C-BRTA to maintain high standards of ethical conduct and accountability. This framework is essential for building public trust and ensuring effective regulatory oversight in cross border transport operations.	**Corruption**: Potential corruption among officers at Border Posts (due to limited resources) poses a significant risk to the integrity and effectiveness of Regulatory Services and Law Enforcement. This issue can lead to inconsistencies in enforcement of regulations, bribery, and illicit practices that undermine public trust and regulatory objectives in cross border transport operations. The potential for corruption among officers at border posts poses a significant risk to the integrity and effectiveness of the agency's regulatory and law enforcement efforts. Furthermore, corruption can lead to inconsistent enforcement of regulations, compromising the Agency's objectives and diminishing public trust in its operations.

Strengths	Weaknesses
Good working relationships with National and regional stakeholders	**Safety Concerns for Officers**: Risks to officer safety during the execution of duties, such as confrontations with violators of law or hazardous road/working conditions. . For example, the Agency's Law Enforcement officers currently easily detectable which raises the risk of safety incidents whilst on duty.
Strong governance structure The agency has established an effective governance framework that includes clear policies, procedures, and accountability mechanisms. This strong governance structure fosters transparency and integrity in decision-making processes, enabling the C-BRTA to maintain high standards of ethical conduct and accountability. This framework is essential for building public trust and ensuring effective regulatory oversight in cross-border transport operations.	**Lack of Tools of Trade** The C-BRTA's strategy seeks to create impact by leveraging technology to scale the level of output realised through the Agency's constrained resources. This has increased the demand for tools of trade that enable the Agency to work smarter and more efficiently. However, there is still gap in the Agency's access to sufficient tools of trade to implement the C-BRTA mandate through it's strategy.

Table 4: Strengths & Weaknesses Analysis

2.3.3.2. Financial Resources

Strengths	Weaknesses
Financial sustainability: The Agency has mechanisms in place for revenue generation, and is driving strategies to diversify its income sources to mitigate risks associated with economic downturns or external shocks. **Comprehensive Resource Availability:** Access to advanced tools, like digital tracking systems and automated inspection technology such as C-BRTA 1 (i.e. the smart car), amplifies C-BRTA's regulatory impact by ensuring safer and more regulated cross border transport	**Financial Sustainability:** The C-BRTA's financial sustainability relies significantly on revenue from permit sales. This dependence makes the Agency vulnerable to fluctuations, such as decreased cross border activity during economic downturns or crises like the COVID-19 pandemic. Reduced permit sales directly impact its budget and ability to fund regulatory activities. Furthermore, slow growth in the South African economy, coupled by the risk of operators registering the organisations outside of South Africa.

Table 5: SWOT Analysis - Financial Resources

2.3.3.3. Internal Processes/Operations

Strengths	Weaknesses
Legislative Framework: Strong legislative framework and internal policies guide the Agency's operations, providing a solid foundation for regulatory activities	**Dependency for implementation of the mandate:** The Agency relies on the Department of ransport to implement policy changes which would enable improved regulation of the cross border road transport industry. Furthermore, although protocols which foster regional harmonisation of regulations are established with member states in the region, domestication of the agreed protocols require political buy-in which is not the competency of the Agency.
Regulatory Authority: The exclusive regulatory authority granted to C-BRTA over cross border road transport within regulation within South Africa enables the Agency to effectively manage bilateral and multilateral agreements. This authority positions the agency as a key player in enhancing trade volumes and economic activity.	**Lack of infrastructure**: The absence of impounding facilities can hinder effective enforcement of regulations . This area of weakness can hinder the process of removing illegally operated vehicles from the post, impacting road safety and regulatory compliance.
Digital Transformation: The Cross-Easy management system has streamlined permit processes, allowing for faster processing times and improved customer service. Additionally, the approval of a comprehensive Digital ICT Strategy demonstrates the Agency's commitment to harnessing technology to improve its operational capabilities and service delivery.	**Need for Partnerships:** Strong partnerships are required to ensure that we collaborate with the local and regional stakeholders to drive the implementation of the mandate.
Operational Resilience: The Agency's strong use of Information and Communication Technology (ICT) supports remote work and ensures operational continuity during disruptions. This resilience is critical for maintaining service delivery, especially in unpredictable circumstances such	**Lack of capacity:** The Agency is dependent on third parties to support the implementation of digital transformation and there is a need to strengthen internal capacity to manage this risk.

Strengths	Weaknesses
as natural disasters or public health emergencies. The policy guidance that encourages flexibility further strengthens the Agency's ability to adapt to changing conditions. Strong use of Information and Communication Technology (ICT) supports remote work and operational continuity. This is also backed by policy guidance which encourages flexibility.	
Good Working Relationships with National and Regional Stakeholders: The C-BRTA has cultivated strong relationships with a variety of stakeholders, including government entities, private sector operators, and regional organisations. These collaborations facilitate resource sharing, enhance operational capabilities, and promote coordinated efforts to address cross border transport challenges. Such partnerships are vital for creating a supportive network that drives regional integration and economic growth.	**Safety Concerns for Officers:** The safety of personnel while performing their duties is a critical concern, especially in high-risk environments such as border posts. Risks associated with confrontations with law violators and hazardous working conditions can lead to injuries or fatalities, impacting staff morale and operational effectiveness. Therefore, ensuring the safety of officers is essential for maintaining a functional and effective law enforcement by the agency.

Table 6: SWOT Analysis - Internal Processes / Operations

2.3.3.4. Marketing and Branding

Strengths	Weaknesses
Brand Recognition: Enhanced through rebranding efforts and strategic communication, strengthening domestic presence and stakeholder engagement. The Agency approved its Integrated Communication Strategy (2021/22), to support its strategic vision and ideals. In addition, the Agency has enhanced visibility and incorporated the elements of EVP in its recruitment webpage.	**Brand Awareness:** In as much there is strategic intent on Integrated Communication within the organisation, there is evident Insufficient brand recognition across the country and SADC region which has potential of domestically limiting the Agency's public influence and stakeholder engagement.
Technological Adaptation: Adoption of Fourth Industrial Revolution (4IR) technologies and	**Skills Development :** There is still a need to upskill the C-BRTA staff to evolve with the digital age

Strengths	Weaknesses
migration to Microsoft Azure cloud platform ensure modernised and innovative cloud solutions, thus improving its agility and efficiency.	

Table 7: SWOT Analysis - Marketing and Branding

2.3.4. Learning and Growth

Strengths	Weaknesses
Commitment to continuous professional development: The C-BRTA prioritises training and development programs for its staff, fostering a culture of learning and adaptability.	None Identified.
Encouragement of innovation: The agency promotes innovative thinking and problem-solving among employees to enhance service delivery and operational efficiency.	**Knowledge management gaps:** The lack of synergy within the organisation often leads to duplication of efforts and inefficiencies.

Table 8: SWOT Analysis - Learning and Growth

3. C-BRTA Stakeholder Analysis and Mapping

Successful implementation of some of the C-BRTA initiatives continues to require political support and partnership with other public or private institutions. The stakeholders remain more or less the same as previously identified in the revised strategic plan and therefore would need no further analysis.

3.1. Stakeholder Analysis

The C-BRTA aims to foster and maintain strong relationships with key stakeholders involved in its value chain, as detailed in this document. The Agency's success in fulfilling its mandate relies heavily on effective collaboration with its diverse stakeholders across various sectors. These stakeholders include both private and public sector entities and maintaining excellent relationships with them is crucial for C-BRTA's operations. The Agency's Stakeholder Management Plan provides further details regarding these stakeholders.

In developing its stakeholder map, the C-BRTA grouped stakeholders based on the desired outcomes of their engagement, allowing the Agency to target these groups with unified messages through shared communication channels. This strategic approach helps the C-BRTA to solicit support from a broad range of stakeholders, including government bodies, operators, and other continental and regional actors that contribute to the cross-border transport sector.

By categorising stakeholders, the C-BRTA can assess their importance based on the type of relationship or connection they have with the Agency. These relationships are classified as enabling, normative, functional, or diffused linkages, each serving a distinct purpose:

3.1.1. **Enabling Linkages:** These relationships involve stakeholders that provide authority and resources. The objectives here are to:

- Build credibility in the C-BRTA's role and functions.

- Highlight the Agency's value to society.
- Garner support for the C-BRTA's capacity-building efforts.

3.1.2. **Normative Linkages:** These are relationships with stakeholders that set standards and norms. The engagement objectives include:

- Raising awareness of the C-BRTA's role.
- Defining the C-BRTA's responsibilities.
- Strengthening the C-BRTA's credibility as a cross border road transport regulator.

3.1.3. **Functional Linkages:** These linkages are with stakeholders that provide inputs and outputs. The objectives for engaging these stakeholders are:

- Gathering feedback and consulting on business efficiencies.
- Promoting collaboration for operational efficiency.
- Ensuring committed, customer-centric employees and suppliers.

3.1.4. **Diffused Linkages:** These relationships are with stakeholders who are indirectly connected to C-BRTA. The objectives include:

- Raising public awareness of C-BRTA's mandate.
- Enhancing C-BRTA's reputation and brand image.
- Regularly communicating with these stakeholders using outreach methods.

3.2. Stakeholder Mapping

The following diagram depicts the C-BRTA's stakeholder map that must be taken into consideration during stakeholder prioritisation and engagement planning

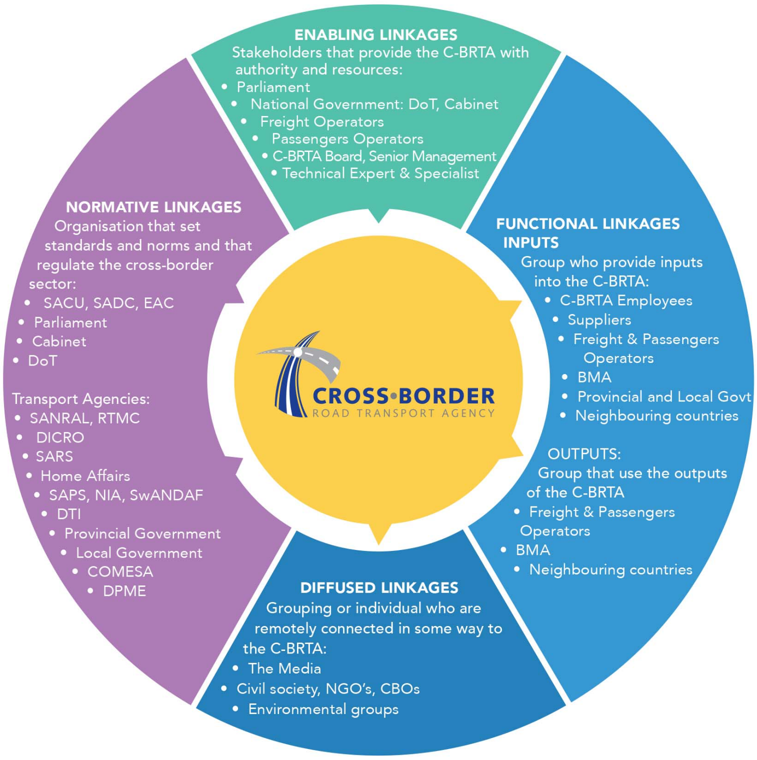

Figure 7: C-BRTA Stakeholder Map

PART C: Measuring Our Performance

Measuring the performance of the C-BRTA is essential to evaluate its effectiveness in achieving strategic goals and delivering long-term impact. The focus is on assessing progress through clearly defined strategic outcomes and performance indicators. By aligning these outcomes with measurable metrics, the C-BRTA aims to monitor its impact on regulatory enforcement, cross border facilitation, and operational efficiency. The overarching objective is to ensure that the agency's efforts contribute significantly to regional integration, economic growth, and the smooth functioning of cross border transport.

1. Institutional Performance Overview

In addressing the challenges within the cross border road transport industry, such as the unlevelled operating environment, insufficient enforcement of the cross border transport mandate, inconsistent regulations, and bureaucratic hurdles, a set of measurable outcomes has been established to track progress. These outcomes are tied to specific indicators designed to assess whether they have been achieved, with the expectation that reaching these targets will lead to the desired long-term impact. The outcomes are aligned with the core functions of the C-BRTA, which are organised into four key programmes responsible for executing the strategy. An additional administration programme focuses on internal priorities to enhance the Agency's overall performance. The four programmes are:

- Programme 1: Administration
- Programme 2: Regulatory Services
- Programme 3: Law Enforcement
- Programme 4: Facilitation & Advisory

2. The Problem and Impact Statements

2.1. The Problem Statement

The Problem Statement is as follows:

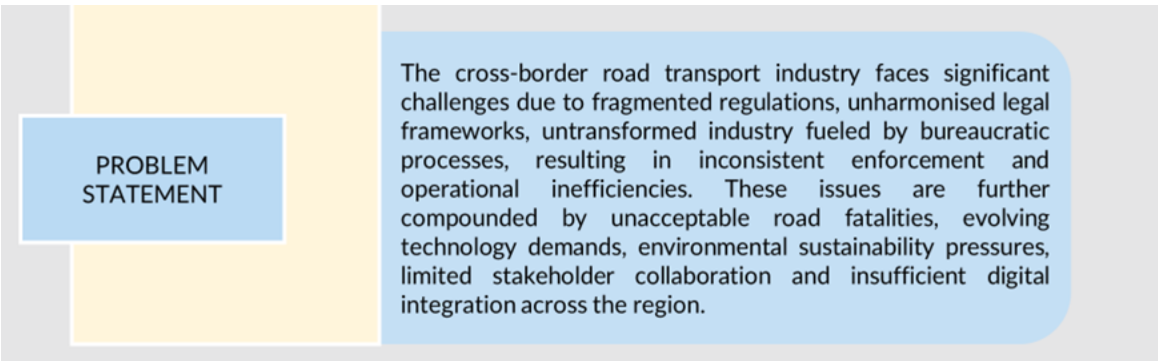

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Figure 8: Problem Statement

2.2. The Impact Statements

The Impact Statements are:

Impact Statement 1: To be an efficient and effective organisation through operational excellence

Impact Statement 2: Enhanced cross border transport efficiency and safety through digitalisation and quality regulations.

Impact Statement 3: Transformation and enhanced inclusivity in the cross border transport sector.

Impact Statement 4: Advanced sustainable transport through reduced environmental impact and decarbonisation.

3. Linking the Impact statements to the Programme Outcomes:

Impact Statement 1: To be an efficient and effective organisation through operational excellence	
Programme	**Outcome**
Law Enforcement	An integrated smart law enforcement
Administration	Attraction and retention of high performing employees
	Improved organisational performance
	Financially sustainable organisation
	Reduced prevalence of fraud and corruption within the cross border road transport industry
	Enhanced communication and marketing

Table 9: Impact Statement 4 and linked programmes

Impact Statement 2: Enhanced cross border transport efficiency and safety through digitisation and quality regulations.	
Programme	**Outcome**
Regulatory	Enhanced regulatory regime by Implementation of quality regulations
Law Enforcement	Enhanced compliance within cross border commercial road transport
	Increased road safety advocacy on routes leading to borders
	An integrated smart law enforcement
Facilitation & Advisory	Conducive operating environment for cross border road transport operators
Administration	Integrated cross border systems

Table 10: Impact Statement 1 and linked programmes

Impact Statement 3: Transformation and enhanced inclusivity in the cross border transport sector.	
Programme	**Outcome**
Facilitation & Advisory	Improved representation of previously disadvantaged groups in cross border road transport operations.
	Conducive operating environment for cross border road transport operators
	Economic growth and Infrastructure Development
Administration	Improved transport sector skills capacity

Table 11: Impact Statement 2 and linked programmes

Impact Statement 4: Advanced sustainable transport through reduced environmental impact and decarbonisation.	
Programme	**Outcome**
Facilitation & Advisory	Increased value-add through execution of industry-relevant research
Administration	Advocacy for compliance with decarbonisation initiatives.

Table 12: Impact Statement 3 and linked programmes

4. The C-BRTA's Theory of Change and Pathway to success

The C-BRTA's Theory of Change (ToC) aims to tackle the challenges caused by an uneven operating environment in the cross-border road transport sector, which stems from insufficient implementation of the cross-border road transport mandate. The following table outlines a strategic approach for enhancing the efficiency and effectiveness of the C-BRTA and its services, ultimately achieving the necessary support to drive meaningful impact

PROBLEM STATEMENT	INPUTS	PROGRAMME	OUTPUTS	OUTCOMES	IMPACT
The cross-border transport industry faces significant challenges due to fragmented regulations, unharmonised legal frameworks, untransformed industry fueled by bureaucratic processes, resulting in inconsistent enforcement and operational inefficiencies. These issues are further compounded by unacceptable road fatalities, evolving technological demands, environmental sustainability pressures, limited stakeholder collaboration and limited digital integration across the region.	• Infrastructure • Equipment • People • Intellectual Property • Partnerships • Funding/ Financial Resources • Good Governance	Administration	Improved organisational culture	Attraction and retention of high performing employees	To be an efficient and effective organisation through operational excellence
			Trainees recruited	Improved transport sector skills capacity	Transformation and enhanced inclusivity in the cross border transport sector.
			Implemented Digital IT Strategy initiatives	Integrated Cross border systems	Enhanced cross border transport efficiency and safety through digitisation and quality regulations.
			Increased other sources of revenue	Financially sustainable organisation	To be an efficient and effective organisation through operational excellence
			Addressed Parliamentary questions	Improved governance and strengthen control environment	
			Resolved reported incidents of corruption		
			Implemented SEC Annual Work Plan		
			Resolved audit findings		
			Unqualified audit outcomes		
			PFMA payment requirement compliant		
			Reduced cases of fruitless and wasteful expenditure		
			Reduced cases of irregular expenditure		

PROBLEM STATEMENT	INPUTS	PROGRAMME	OUTPUTS	OUTCOMES	IMPACT
			Approved Green Transport Framework	Advocacy for compliance with decarbonisation initiatives.	
			Annual customer satisfaction surveys	Enhanced customer satisfaction	
			Improved communication by the C-BRTA	Enhanced communication and marketing	
		Regulatory	OCAS registered operators	Enhanced regulatory regime through the Implementation of quality regulations	Enhanced cross border transport efficiency and safety through digitisation and quality regulations.
		Law Enforcement	Compliance inspections conducted	Enhanced compliance within cross border commercial road transport.	Enhanced cross border transport efficiency and safety through digitisation and quality regulations.
			Roadmap for Integration of smart law enforcement systems/tools	An integrated smart law enforcement	
			Road safety initiatives on routes leading to borders	Increased road safety advocacy on routes leading to borders	
		Facilitation & Advisory	Implemented incubation strategy	Improved representation of previously disadvantaged groups in cross border road transport operations.	Transformation and enhanced inclusivity in the cross border transport sector.

PROBLEM STATEMENT	INPUTS	PROGRAMME	OUTPUTS	OUTCOMES	IMPACT
			Resolved cross-border operator constraints	Conducive operating environment for cross border road transport operators	Enhanced cross border transport efficiency and safety through digitisation and quality regulations.
			Industry relevant research conducted	Increased value-add through execution of industry-relevant research	Advanced sustainable transport through reduced environmental impact and decarbonisation.
			Economic growth and infrastructure development	Economic growth and Infrastructure Development	Transformation and enhanced inclusivity in the cross border transport sector.

Table 13: Theory of Change Snapshot

The table above provides an overview of the Agency's Theory of Change. To realise its vision of becoming a leading land transport regulator, the Agency must create the desired impact by implementing comprehensive, consistent, and effective regulations that will promote continental integration and facilitate trade.

5. Linking Government Priorities to the C-BRTA's Outcomes and Indicators

The tables below highlight the alignment of the 7th Administration's Medium Term Development Plan (MTDP) with the C-BRTAs outcomes and the respective five-year targets.

Programme 1: ADMINISTRATION

MEDIUM TERM DEVELOPMENT PLAN (MTDP) 2024-2029				C-BRTA RESPONSE/ALIGNMENT			
PRIORITY	**OUTCOME**	**STRATEGIC INTERVENTION**	**INTERVENTION INDICATOR**	**OUTCOME**	**OUTCOME INDICATOR**	**BASELINE**	**FIVE-YEAR TARGET**
Strategic Priority 3: A capable, ethical and developmental state	Ethical Public Service	Promote ethical conduct, integrity, professionalism and service delivery	Institutionalisation of the Constitutional Values and Principles (CVP) to promote ethical conduct, integrity, professionalism and service delivery	Attraction and retention of high performing employees	Improved employee satisfaction survey scores	New Target	An excellent score of +7.5 (Net Promoter score is between 1 and 10 where: • **Excellent:** +7.5 or above • **Good:** 5.5 to 7.4 • **Needs Improvement:** Below 5.5)
	Increased employment opportunities	Develop Sector Skills Plans in support of skills required in various sectors of the economy through the relevant SETAs	Number of learners or students placed in workplace-based learning (internships, learnerships, TVET students or graduates placed in work integrated learning	Improved transport sector skills capacity	Number of Trainees recruited	50 interns recruited at the end of the cycle	50 Trainees recruited

MEDIUM TERM DEVELOPMENT PLAN (MTDP) 2024-2029				C-BRTA RESPONSE/ALIGNMENT			
PRIORITY	**OUTCOME**	**STRATEGIC INTERVENTION**	**INTERVENTION INDICATOR**	**OUTCOME**	**OUTCOME INDICATOR**	**BASELINE**	**FIVE-YEAR TARGET**
Strategic Priority 3: A capable, ethical and developmental state	Digital Transformation across the state	Digitalisation of Government	Number of government services that are integrated, digitized and zero rated	Integrated Cross border systems	Digitalised Organisation	2023/24 Digital IT Strategy Achievement	Complete Digital Transformation of Core Operations
	Ethical Public service	Bring stability to Public Sector in order to restore the delivery of services	% of Metro's, Municipalities and Public Entities that are financially stable	Financially sustainable organisation	Percentage of the revenue derived from other sources except permit fees	1% of the revenue derived from other sources except permit fees	5% of the revenue derived from other sources except permit fees
	Improved Energy security and a just energy transition	Enforce provisions of the Climate Change Act, rollout of compliance programs, and engage stakeholders	Carbon emission reduction rates per year	Advocacy for compliance with decarbonisation initiatives.	Developed Green Transport Framework	New Indicator	Green Transport Framework
	Trust in Public Sector	Promote ethical conduct, integrity, professionalism and service delivery	Institutionalisation of the Constitutional Values and Principles (CVP) to promote ethical conduct, integrity, professionalism and service delivery	Improved governance and strengthen control environment	Effective governance and control environment	• 100% resolution of reported incidents of corruption • 100% Implementation of the Social and Ethics Committee Workplan • 100% implementation of action plans to address audit findings	• 100% resolution of reported incidents of corruption • 100% Implementation of the Social and Ethics Committee Workplan • 100% implementation of action plans to address audit findings

MEDIUM TERM DEVELOPMENT PLAN (MTDP) 2024-2029				C-BRTA RESPONSE/ALIGNMENT			
PRIORITY	OUTCOME	STRATEGIC INTERVENTION	INTERVENTION INDICATOR	OUTCOME	OUTCOME INDICATOR	BASELINE	FIVE-YEAR TARGET
						• Unqualified audit outcomes with no significant findings • 100% compliant to valid invoices • 100% reduction of cases of fruitless and wasteful expenditure • 100% reduction of cases of irregular expenditure	• Unqualified audit outcomes with no significant findings • 100% compliant to valid invoices • 100% reduction of cases of fruitless and wasteful expenditure • 100% reduction of cases of irregular expenditure
Strategy Priority 1: Inclusive growth and job creation	Digital transformation across the state	Digitalisation of Government	Number of government services that are integrated, digitised and zero rated	Enhanced communication and marketing	Percentage increase in the organisation's website traffic	New indicator	50% increase in the organisation's website traffic
				Enhanced customer satisfaction	Customer Satisfaction Survey Score	New target	10-20% improvement in the Customer Satisfaction Survey Score.

Table 14: Alignment of the MTDP with the C-BRTA Outcomes, Outcome Indicators and Five-year Targets

Programme 2: **REGULATORY SERVICES PROGRAMME**

MEDIUM TERM DEVELOPMENT PLAN (MTDP) 2024-2029				C-BRTA RESPONSE/ALIGNMENT			
PRIORITY	**OUTCOME**	**STRATEGIC INTERVENTION**	**INTERVENTION INDICATOR**	**OUTCOME**	**OUTCOME INDICATOR**	**BASELINE**	**FIVE-YEAR TARGET**
Strategic Priority 1: Inclusive growth and job creation	Digital transformation across the state	Digitalisation of Government	Number of government services that are integrated, digitised and zero rated	Enhanced regulatory regime through the implementation of quality regulations	Percentage of cross border operators registered on the registration module of the Operator Compliance Accreditation System (OCAS)	New Indicator	100% of all operators registered on OCAS

Table 15: Alignment of the MTDP with the C-BRTA Outcomes, Outcome Indicators and Five-year Targets

Programme 3: LAW ENFORCEMENT

MEDIUM TERM DEVELOPME PLAN (MTDP) 2024 - 2029				C-BRTA RESPONSE/ALIGNMENT			
PRIORITY	**OUTCOME**	**STRATEGIC INTERVENTION**	**INTERVENTION INDICATOR**	**OUTCOME**	**OUTCOME INDICATOR**	**BASELINE**	**FIVE-YEAR TARGET**
Strategic Priority 3: A capable, ethical and developmental state	Increased infrastructure investment, access, efficiency and costs	Invest in infrastructure development in key sectors of energy, communications, water and transport infrastructure, and focus on underserviced areas	Reduction of road fatalities	Enhanced compliance within cross border commercial road transport.	Number of compliance inspections conducted	220 039 inspections conducted	355 584 compliance inspections
				Increased road safety advocacy on routes leading to borders	Number of road safety initiatives on routes leading to borders	100% implementation of planned road safety initiatives	Fifty (50) road safety initiatives on routes leading to borders
	Strengthened diplomacy and Advance South Africa's National Interest and Values in all international engagements	Build state capacity through established global public and private partnerships focused on knowledge and people-to-people exchanges.	Number of MoUs signed to facilitate capacity building among South African public servants	An integrated smart law enforcement	Established an integrated cross border smart law enforcement system	Implemented smart law	Smart law enforcement systems integrated

Table 16: Alignment of the MTDP with the C-BRTA Outcomes, Outcome Indicators and Five-year Targets

Programme 4: FACILITATION & ADVISORY

MEDIUM TERM DEVELOPMENT PLAN (MTDP) 2024-2029				C-BRTA RESPONSE/ALIGNMENT			
PRIORITY	OUTCOME	STRATEGIC INTERVENTIONS	INTERVENTION INDICATOR	OUTCOME	OUTCOME INDICATOR	BASELINE	FIVE-YEAR TARGET
Strategic Priority 1: Inclusive growth and job creation	Mainstreaming of gender, empowerment of youth and persons with disabilities	Percentage of PGDS, IDPs and One Plans that are WYPD responsive, including integration of NSP GBVF Equitable access to public procurement opportunities by WYPD-owned enterprises. Percentage of procurement spend to enterprises owned by women, youth and persons with disabilities	21% of IDPs partially responsive (p111)/ average 36% 12% of DDM One Plans are above 50% responsiveness 50.98% (black owned) 16.48% (women owned) 9.14% (youth owned) 0.67% (persons with disabilities)	Improved representation of previously disadvantaged groups in cross border road transport operations.	Percentage of cross border operators from previously disadvantaged backgrounds represented	7% increase in the number of participating target groups freight and tourism cross border road transport industries	20% of cross border operators from previously disadvantaged backgrounds represented through implementation of the incubation strategy
Strategic Priority 1: Inclusive growth and job creation	Enabling environment for investment and improved competitiveness through structural reforms	Prioritise the implementation of the African Continental Free Trade Area to increase our exports to the rest of the continent	Number of Protocols submitted for ratification approved	Conducive operating environment for cross border road transport operators	Reduction in reported operational constraints	94% reduction in the number of operational constraints reported.	100% resolution of operator constraints

MEDIUM TERM DEVELOPMENT PLAN (MTDP) 2024-2029				C-BRTA RESPONSE/ALIGNMENT			
PRIORITY	**OUTCOME**	**STRATEGIC INTERVENTIONS**	**INTERVENTION INDICATOR**	**OUTCOME**	**OUTCOME INDICATOR**	**BASELINE**	**FIVE-YEAR TARGET**
Strategic Priority 1: Inclusive growth and job creation	Increased infrastructure investment, access, efficiency and costs	Invest in infrastructure development in key sectors of energy, communications, water and transport infrastructure, and focus on underserviced areas	Constructed Truckstop along routes leading to borders	Economic growth and Infrastructure Development	Constructed a Truckstop along a route leading to a port of entry	Approved Truck Stop Strategy	Constructed a Truckstop along a route leading to a port of entry
	Strengthened diplomacy and Advance South Africa's National Interest and Values in all international engagements	Contribution to periodic review of programmes on peace, security, economic integration	Number of SADC engagements supported with substance and logistics to promote peace and stability, socio economic development as well as good governance and democracy and regional integration	Increased value-add through execution of industry-relevant research	Number of industry-relevant research publications / thought pieces	New Indicator	5 thought pieces on industry relevant research

Table 17: Alignment of the MTDP with the C-BRTA Outcomes, Outcome Indicators and Five-year Targets

PROGRAMME 1: ADMINISTRATION

1.2 Purpose of the Administration Programme

1.2.1 Purpose of Sub-Programme 1.1 – Culture and Transformation

This programme provides support to the core functions in executing the mandate on the delivery of set targets through provision of strategic and operational support within the Agency. It carries the responsibility of improving business efficiency as well as to promote structured and coherent performance and monitoring mechanisms thereby carrying out integrity and risk management, business performance monitoring and evaluation, customer services, strategic communication, financial and supply chain management.

MTDP Strategic Priority	A capable, ethical and developmental state		
Impact Statement	**Impact Statement 1:** To be an efficient and effective organisation through operational excellence		
Problem Addressed	• Operational inefficiencies linked to the operating model, • Inefficient internal stakeholder collaborations		
OUTCOME	**OUTCOME INDICATOR**	**BASELINE**	**FIVE-YEAR TARGET**
Attraction and retention of high performing employees	Improved employee satisfaction survey scores	New Target	An excellent score of +7.5 (Net Promoter score is between 1 and 10 where: • **Excellent:** +7.5 or above • **Good:** 5.5 to 7.4 • **Needs Improvement:** Below 5.5)
Improved transport sector skills capacity	Number of Trainees recruited	50 interns recruited at the end of the cycle	50 Trainees recruited

Table 18: Sub Programme 1.1 MTDP Strategy Priority, Impact Statement and Challenges to Address

1.3 Explanation of the planned performance over the 5-year planning period

1.3.1 Outcome 1.1.1: Attraction and retention of high performing employees

This outcome refers to the ability of the Agency to recruit and maintain a workforce that is not only skilled and capable but also committed to the organisation's mission. High performing employees are those who are motivated, take pride in their work, and are willing to go above and beyond to ensure the Agency achieves its outcomes. This emphasis on creation of a positive work environment where employees feel valued, appreciated, and aligned with the organisation's goals will result in a capable, ethical and developmental state.

To achieve this, the focus will be on strategies that enhance the recruitment process, employee engagement, attraction of top-tier talent in road transport regulation, administration, and stakeholder management. The Agency will continue to implement its retention policies that promote professional growth, job satisfaction, and work-life balance.

The Agency must ensure employees feel connected to the CBRTA's vision and understand how their contributions directly impact the agency's success. Ultimately, this outcome contributes to the CBRTA's overall effectiveness, as a committed and high performing workforce is essential for meeting its regulatory and operational mandates.

1.3.2 Outcome 1.1.2: Improved transport sector skills capacity

The outcome of improved transport sector skills capacity directly supports the aims of the Medium-Term Development Plan (MTDP) by contributing to the development of a capable, ethical, and developmental state. This outcome simply contributes to the development of skills in the cross border road transport sector.

Achieving this outcome will rely on key enablers such as targeted training programs, digital transformation, and capacity-building initiatives. The Agency must prioritise implementing competency development frameworks to provide tailored training. Collaborations with educational institutions and training providers will further support skill enhancement and alignment with industry standards. These enablers, combined with commitment to ethical practices, will support the agency's ability to meet its five-year targets for improved capacity.

1.4 Technical Indicator Descriptors (TIDs)

Outcome Indicator 1.1.1

Indicator Title	**Improved employee satisfaction survey scores**
Definition	This indicator measures the positive change in employee satisfaction levels as captured through periodic surveys. It reflects the organisation's success in addressing employee needs, enhancing workplace conditions, and fostering a supportive, engaging, and productive environment.
Source of data	• Employee Survey results • Culture Survey Report
Method of calculation/ Assessment	Quantitative – survey results
Assumptions	• HR initiatives are successfully implemented • Employees will voluntarily participate in the surveys
Disaggregation of Beneficiaries	Not applicable
Spatial Transformation	Not applicable
Desired Performance	• At least to be above 5.5 (out of 10 of the Net Promoter Score)
Indicator Responsibility	**Executive Manager: Corporate Services**

Table 19: Technical Indicator Description for Indicator 1.1.1

Outcome Indicator 1.1.2

Indicator Title	**Number of Trainees recruited**
Definition	This indicator measures the total number of individuals enrolled in industry-specific training programs within a given reporting period. It reflects the organisation's commitment to addressing critical skills shortages and enhancing technical expertise in the transport sector.
Source of data	• Approved trainee programmes • Transformation Strategy
Method of calculation/ Assessment	Quantitative – simple count of the number of trainees recruited

Indicator Title	Number of Trainees recruited
Assumptions	There will be sufficient demand from the market
Disaggregation of Beneficiaries	Targeted Employee Equity candidates
Spatial Transformation	Not applicable
Desired Performance	100% of the targeted recruitment
Indicator Responsibility	**Executive Manager: Corporate Services**

Table 20: Technical Indicator Description for Indicator 1.1.2

1.4.1 Purpose of Sub- Programme 1.2 – Digitalisation

The digitalisation programme supports the core functions of the C-BRTA by enhancing the execution of its mandate through the integration of innovative technology solutions. This programme is focused on improving operational efficiency, streamlining business processes, and promoting data-driven decision-making.

MTDP Strategic Priority	A capable, ethical and developmental state		
Impact Statement	**Impact Statement 2:** Enhanced cross border transport efficiency and safety through digitisation and quality regulations. **Impact Statement 1**: To be an efficient and effective organisation through operational excellence		
Problem Addressed	• Evolving technological demands • Demands of the business and the sector		
OUTCOME	**OUTCOME INDICATOR**	**BASELINE**	**FIVE-YEAR TARGET**
Integrated Cross border systems	Digitalised Organisation	2023/24 Digital IT Strategy Achievement	Complete Digital Transformation of Core Operations

Table 21: Sub Programme 1.2 MTDP Strategy Priority, Impact Statement and Challenges to Address

1.5 Explanation of the planned performance over the 5-year planning period

1.5.1 Outcome 1.2: Integrated cross border systems

This outcome is instrumental in achieving the intended impact of being an efficient and effective regulator through operational excellence, by implementation of quality regulations and digitalisation of core operations. The digitalisation will enhance customer satisfaction and ensure that the Agency is well-positioned to leverage on future opportunities and address current challenges. The Digital IT Strategy will drive internal transformation and create integrated cross border systems, boosting regional collaboration and trade to support a capable, ethical, and developmental state.

To achieve this outcome over the five-year period, key enablers include robust ICT infrastructure, stakeholder training, and inter-departmental collaboration. Digital tools such as OCAS and CrossEasy serve as primary drivers of performance improvement by automating cross border permit processing and enhancing data management. Partnerships with Public and Private stakeholders act as enablers by fostering alignment with broader transport and trade priorities. Ultimately, this outcome strengthens the CBRTA's reputation as an innovative regulator, advancing its mandate while promoting equitable participation and economic growth across the Southern African Development Community (SADC) region.

1.6 Technical Indicator Descriptor (TID)

Outcome Indicator 1.2.1.

Indicator Title	**Digitalised Organisation**
Definition	This indicator refers to the integration of digital technologies across the agency's regulatory processes, cross border transport systems, and customer services to improve efficiency, transparency and compliance.
Source of data	• Approved Digital IT Strategy • Enterprise Architecture • The C-BRTA IT policies
Method of calculation/ Assessment	Qualitative – milestone achieved
Assumptions	• Approved Digital IT Strategy still relevant
Disaggregation of Beneficiaries	Not applicable
Spatial Transformation	Not applicable
Desired Performance	Complete Digital Transformation of Core Operations
Indicator Responsibility	**Chief Information Officer**

Table 22: Technical Indicator Description for Indicator 1.2

1.7 Purpose of Sub- Programme 1.3 – Financial Sustainability

This Programme is designed to ensure the long-term financial health and viability of an organisation. It involves a comprehensive assessment of current financial resources, anticipated needs and potential strategic risks, coupled with strategies to generate revenue, diversify revenue streams and control costs.

MTDP Strategic Priority	A capable, ethical and developmental state		
Impact Statement	**Impact Statement 1:** To be an efficient and effective organisation through operational excellence		
Problem Addressed	• Lack of revenue streams diversification • Organisational financial sustainability • Limited implementation of SMME development		
OUTCOME	**OUTCOME INDICATOR**	**BASELINE**	**FIVE-YEAR TARGET**
Financially sustainable organisation	Percentage of the revenue derived from other sources except permit fees	New Target	5% of the revenue derived from other sources except permit fees

Table 23: Sub Programme 1.3 MTDP Strategy Priority, Impact Statement and Challenges to Address

1.8 Explanation of the planned performance over the 5-year planning period

1.8.1 Outcome 1.3: Financially sustainable organisation

Diversification of revenue is crucial for the C-BRTA to ensure long-term financial sustainability and reduce reliance on permit income. By identifying and leveraging alternative revenue streams, such as the sale of information, digital services, and other fee-based offerings, the agency strengthens its financial position while continuing to meet its regulatory responsibilities. These alternative revenue sources will be able to provide a buffer against the inconsistences that come with relying on permit revenue and economic fluctuations which will enable the C-BRTA to operate more efficiently and fulfill its mandate without compromising service delivery. This approach directly aligns with the MTDP priority of a capable, ethical, and developmental state, as it ensures the agency's independence and long-term viability.

The enabler for achieving financial sustainability will include, but not be limited to, research, the leverage of the digitalisation strategy, the development of new revenue streams, and the optimisation of existing operational processes. Research will provide valuable insights into emerging trends, market demands, and opportunities for additional revenue generation, helping the C-BRTA stay ahead of industry shifts. Moreover, optimising operational processes, such as fee collection and permit issuance, will enhance efficiency and ensure reliable income streams. Engaging with stakeholders, including regional partners and the private sector, will also be crucial in identifying collaborative opportunities for funding and revenue generation. The implementation of these strategies will increase revenue overtime until the target is achieved.

1.9 Technical Indicator Descriptor (TID)

Indicator 1.3.1

Indicator Title	Percentage of the revenue derived from other sources except permit fees
Definition	This indicator explores other revenue sources outside of the traditional sources of income for the Agency. It intends on tracking the different streams of revenue generated by the agency outside of permit income.
Source of data	• Financial Model/Strategy • Business case on revenue streams • Any other research on alternative revenue streams
Method of calculation/ Assessment	Quantitative – % of revenue from other streams
Assumptions	Other revenue streams will be legislated or recognised by the Act
Disaggregation of Beneficiaries	Not Applicable
Spatial Transformation	Not Applicable
Desired Performance	At least 3% of the revenue derived from other sources except permit fees
Indicator Responsibility	**Chief Financial Officer**

Table 24: Technical Indicator Description for Indicator 1.3

1.10 Purpose of Sub - Programme 1.4 – Governance

This programme establishes a comprehensive framework to guide ethical conduct, ensure accountability, and promote sustainable value creation. It encompasses compliance, and performance monitoring, with a focus on preventing fraud and corruption, strengthening audit processes, and integrating ESG factors into decision-making. By promoting transparency and responsible business practices, the programme aims to build stakeholder trust, enhance organisational resilience, and align operations with broader social and environmental objectives.

MTDP Strategic Priority	A capable, ethical and developmental state		
Impact Statement	**Impact Statement 4:** Advanced sustainable transport through reduced environmental impact and decarbonisation. **Impact Statement 1:** To be an efficient and effective organisation through operational excellence		
Problem Addressed	• The prevalence of fraud and corruption within the cross border road sector • Lack of advocacy on environmentally sustainable practices within the road transport sector		
OUTCOME	**OUTCOME INDICATOR**	**BASELINE**	**FIVE-YEAR TARGET**
Advocacy for compliance with decarbonisation initiatives.	Developed Green Transport Framework	New Indicator	Green Transport Framework
Improved governance and strengthen control environment	Effective governance and control environment	• 100% resolution of reported incidents of corruption • 100% Implementation of the Social and Ethics Committee Workplan • 100% implementation of action plans to address audit findings • Unqualified audit outcomes with no significant findings • 100% compliant to valid invoices • 100% reduction of cases of fruitless and wasteful expenditure • 100% reduction of cases of irregular expenditure	• 100% resolution of reported incidents of corruption • 100% Implementation of the Social and Ethics Committee Workplan • 100% implementation of action plans to address audit findings • Unqualified audit outcomes with no significant findings • 100% compliant to valid invoices • 100% reduction of cases of fruitless and wasteful expenditure • 100% reduction of cases of irregular expenditure

Table 25:Measuring Outcomes - Sub Programme 4.4

1.11 Explanation of the planned performance over the 5-year planning period

1.10.1. Outcome 1.4.1: Advocacy for compliance with decarbonisation initiatives

Advocacy for compliance with decarbonisation initiatives aligns with South Africa's commitment to reducing greenhouse gas emissions and achieving national and global climate goals. By encouraging cross border road transport operators to adopt greener practices, the C-BRTA fulfils its mandate to regulate the sector effectively while contributing to environmental priorities. This advocacy ensures that the agency actively supports sustainable development while enhancing the sector's environmental accountability.

To achieve this outcome, several enablers will play a critical role. Clear policies and guidelines on decarbonisation will provide operators with a framework for compliance, while partnerships with environmental agencies, industry stakeholders, and provincial authorities will drive collaboration and knowledge sharing. Additionally, capacity-building initiatives, such as training programs for operators and C-BRTA staff on sustainable transport practices, will promote widespread adoption of decarbonisation measures.

This contributes to the broader impact of fostering an efficient and effective organisation through operational excellence. By integrating environmental considerations into its regulatory practices, the C-BRTA not only strengthens its governance role but also positions itself as a leader in environmentally responsible regulation.

1.10.2. Outcome 1.4.2: Improved governance and strengthen control environment

This outcome refers to improved governance and a strengthened internal control environment, which prioritises addressing audit findings, achieving unqualified audit opinion, eliminating fruitless, wasteful and irregular expenditure as well as ensuring that suppliers are paid within 30 days. Strengthened governance enables the C-BRTA to fulfil its mandate effectively, enhance trust among stakeholders, and contribute to a capable and ethical state.

Key enablers for achieving this outcome include robust internal control systems, regular audits, and capacity-building initiatives to improve compliance and accountability. Leveraging digital financial management tools will streamline expenditure tracking and supplier payment processes, while clear policies and consistent monitoring will prevent fruitless and wasteful expenditure. Together, these mechanisms will ensure effective governance with regards to the government financial regulations.

These improvements position the Agency as a reliable regulator, enabling it to meet strategic outcomes and contribute to sustainable socio-economic development.

1.12 Technical Indicator Descriptor (TID)

Outcome Indicator 1.4.1.

Indicator Title	**Developed Green Transport Framework**
Definition	This indicator refers to efforts by the Agency to promote awareness, adoption, and adherence to environmental sustainability practices within the cross border road transport sector.
Source of data	• Approved Green Transport Strategy • African Continental Free Trade Area (AfCFTA) Green Corridor MOUs

Indicator Title	Developed Green Transport Framework
	• Presidential Climate Commission -South African Framework for a Just Transition • Global Memorandum of Understanding on Zero-Emission Medium- and Heavy-Duty Vehicles (2021)
Method of calculation/ Assessment	Qualitative - development of Green Transport Framework
Assumptions	• Clear Policy Framework and Regulatory Support • Stakeholder Engagement and Capacity Building • Technology and Innovation Integration
Disaggregation of Beneficiaries	Not Applicable
Spatial Transformation	Not Applicable
Desired Performance	Board approved Green Transport Framework
Indicator Responsibility	Chief Executive Officer

Table 26: Technical Indicator Description for Indicator 1.4.1

Outcome Indicator 1.4.2.

Indicator Title	Effective governance and control environment
Definition	This indicator refers to the implementation of robust governance practices and internal controls that ensure accountability, transparency, and compliance with regulatory frameworks. It reflects the organisation's ability to manage resources effectively, address risks, and uphold ethical standards to achieve operational excellence and long-term sustainability.
Source of data	• C-BRTA's Annual reports
Method of calculation/ Assessment	• Qualitative- assessment of results from the outcomes on all applicable indicators. • Quantitative- achievement of all quantitative indicators.
Assumptions	All applicable guidelines of managing financial and governance indicators are applied diligently.
Disaggregation of Beneficiaries	Not applicable
Spatial Transformation	Not applicable

Indicator Title	**Effective governance and control environment**
Desired Performance	All set targets are met
Indicator Responsibility	**Executive Committee (EXCO)**

Table 27: Technical Indicator Description for Indicator 1.4.2

1.13 Purpose of Sub- Programme 1.5 – Communication and Marketing

The programme will enhance its presence across the SADC region by promoting awareness and understanding of its role in facilitating safe and efficient cross border road transport. Through targeted communication, digital engagement, and stakeholder collaboration, the programme will build trust, improve compliance, and highlight the C-BRTA's contribution to regional integration and economic development.

MTDP Strategic Priority	Inclusive growth and job creation		
Impact Statement	**Impact Statement 3:** Transformation and enhanced inclusivity in the cross border transport sector.		
Problem Addressed	Limited stakeholder collaboration The need for enhanced communication by the Agency		
OUTCOME	**OUTCOME INDICATOR**	**BASELINE**	**FIVE-YEAR TARGET**
Enhanced communication and marketing	Percentage increase in the organisation's website traffic	New indicator	50% increase in the organisation's website traffic
Enhanced customer satisfaction	Customer Satisfaction Survey Score	New target	10-20% improvement in the Customer Satisfaction Survey Score.

Table 28: Measuring Outcomes - Sub Programme 1.5

1.14 Explanation of the planned performance over the 5-year planning period

1.14.1 Outcome 1.5.1: Enhanced communication and marketing

This outcome refers to strengthening C-BRTA's communication and marketing strategies to increase public awareness, engagement, and understanding of its regulatory activities. Effective communication will ensure that stakeholders, such as cross border transport operators, the public, and governmental bodies, are well-informed about the agency's mandates, services, and initiatives. By enhancing transparency and building trust, the Agency can foster positive relationships with its stakeholders. This outcome supports the agency's efforts to enhance its visibility and influence in promoting road safety, compliance with regulations, and overall improvements in the cross border transport sector.

To achieve this outcome, the Agency will focus on leveraging digital tools and modern marketing strategies to increase its outreach and effectiveness. Key enablers will include the development and implementation of a comprehensive marketing and communication plan, continued investment in digital platforms such as social media, websites, and mobile apps, and collaboration with local media outlets to disseminate key messages.

The impact of enhanced communication and marketing will be significant in facilitating clear, consistent, and strategic communication which will allow the C-BRTA to reach a broader audience. This, in turn, will lead to better brand understanding, improved customer satisfaction, and stronger relationships with key stakeholders, all of which are critical for the long-term success of the Agency.

1.14.2 Outcome 1.5.2: Enhanced customer satisfaction

Enhanced customer satisfactions entails improving customer service to boost overall satisfaction amongst stakeholders. By enhancing the efficiency and accessibility of services, such as permit issuance and dispute resolution, the Agency aligns with the MTDP priority of job creation and inclusive growth. This is achieved by fostering a customer-centric approach that encourages compliance with regulations, supports the livelihoods of transport operators, and contributes to job creation within the transport sector. Improving customer satisfaction will ensure that the agency is responsive to the needs of its stakeholders, while also promoting the broader economic growth of the region through better-regulated cross border transport activities.

To achieve enhanced customer satisfaction, C-BRTA will focus on several key enablers, including the implementation of digital solutions such as OCAS and CrossEasy for easier access to services, a feedback system to capture customer insights, and continuous staff training to maintain high-quality service standards. Additionally, efforts to reduce processing times for permits and ensure transparency in communication will improve the overall experience for customers. Engaging with stakeholders regularly and making use of their feedback will allow C-BRTA to refine its services and ensure they meet the evolving needs of the cross border transport sector.

1.15 Technical Indicator Descriptors (TIDs)

Outcome Indicator 1.5.1

Indicator Title	**Percentage increase in the organisation's website traffic**
Definition	The indicator measures the growth in the number of visitors to the C-BRTA's website over a specific period, reflecting the effectiveness of its digital marketing and communication strategies.
Source of data	• Website traffic database • Social media metrics

Indicator Title	Percentage increase in the organisation's website traffic
Method of calculation/ Assessment	Qualitative – simple count of how many people are using the website over a period of time
Assumptions	Marketing and communication strategies are working effectively
Disaggregation of Beneficiaries	Not applicable
Spatial Transformation	Not applicable
Desired Performance	At least 40% increase in the organisation's website traffic
Indicator Responsibility	**Senior Manager: Office of the CEO**

Table 29: Technical Indicator Description for Indicator 1.5.1

Outcome Indicator 1.5.2

Indicator Title	Customer Satisfaction Survey Score
Definition	This indicator will measure customer satisfaction with the services provided by C-BRTA, particularly focusing on the efficiency, accessibility, and responsiveness of their operations (such as cross border permit issuance, regulatory enforcement, and customer support).
Source of data	• Customer service surveys
Method of calculation/ Assessment	• Qualitative- analysis of survey results
Assumptions	• The survey tools will remain constant throughout the period
Disaggregation of Beneficiaries	Not applicable
Spatial Transformation	Not applicable
Desired Performance	10-20% improvement in the Customer Satisfaction Survey Score.
Indicator Responsibility	**Senior Manager: Office of the CEO**

Table 30: Technical Indicator Description for Indicator 1.5.2

PROGRAMME 2: REGULATORY SERVICES

2.1 Purpose of Programme

The Regulatory Services Programme is responsible for regulating access to the cross border road transport market, in the form of freight and passengers, through a permit administration process. It advances the execution of the regulatory mandate by regulating access to the cross border road transport markets on the continent. This function further includes the development of regulatory policies and strategies.

MTDP Strategic Priority	Inclusive growth and job creation		
Impact Statement	Enhanced cross border transport efficiency and safety through digitisation and quality regulations.		
Problem Addressed	Unharmonised regulations within stakeholder countries		
OUTCOME	**OUTCOME INDICATOR**	**BASELINE**	**FIVE-YEAR TARGET**
Enhanced regulatory regime through the implementation of quality regulations	Percentage of new cross border operators registered on the registration module of the Operator Compliance Accreditation System (OCAS)	New indicator	100% of all new operators registered on OCAS

Table 31: Programme 2 MTDP Strategy Priority, Impact Statement and Challenges to Address

2.1. Explanation of the planned performance over the 5-year planning period

2.1.1 Outcome 1: Enhanced regulatory regime through the implementation of quality regulations

The Agency identified and developed Operator Compliance Accreditation System (OCAS or the system) to enable the improvement of the regulatory regime through implementation of quality regulation. OCAS is an intelligent risk-based regulatory system comprising various modules and standards for certifying and licencing cross border road transport operators in line with quality regulation. The system is underpinned by introduction of market access criteria, operator registration, registration of responsible competent persons, operator auditing, operator profiling and certification for authorisation of all cross border road transport operations. The MTDP priority of Inclusive growth and job creation will result in the protection of the cross border operator fraternity.

In its quest to be a leading transport regulator, the Agency remains committed to implementing quality regulation which entails the formulation and implementation of specific requirements and procedures. This would culminate in quality operations that will enhance safety standards and compliance to road traffic, transport legislation and permit conditions. It provides structured framework and standards that must be adhered to in the process of issuing permits and ensuring compliance once permits have been issued. The success of OCAS will be through full implementation of CrossEasy phase 2.

Over the 5 years all participating operators will register their operations, vehicles, drivers and RCPs and go through a process of risk profiling to ensure that they are compliant in terms of their law enforcement track record and the returning of mandatory document.

2.2 Technical indicator descriptions (TID)

Outcome Indictor 2.1

Indicator Title	**Percentage of new cross border operators registered on the registration module of the Operator Compliance Accreditation System (OCAS)**
Definition	• This indicator intends to measure the enhancement of the regulatory framework through the implementation of quality regulations through OCAS • OCAS is an intelligent risk-based regulatory system comprising various modules and standards for certifying and licencing cross border road transport operators in line with quality regulation.
Source of data	CrossEasy system Reports – Registration of all cross border operators
Method of calculation/ Assessment	Quantitative – system generated reports
Assumptions	CrossEasy phase 2 will be completed and implemented
Disaggregation of Beneficiaries	Not Applicable
Spatial Transformation	Not Applicable
Calculation type	Cumulative
Desired Performance	90% of active operators registered on OCAS Module in CrossEasy
Indicator Responsibility	**Executive Manager: Regulatory Services**

Table 32: Technical Indicator Description for Indicator 2.1

PROGRAMME 3: LAW ENFORCEMENT

3.1 Purpose of Programme

Law Enforcement function ensures that there is compliance with cross border road transport act, permit requirements, road transport and traffic legislations and maintaining records of operators. This function amongst others is mandated with the responsibility of ensuring that the transporters of commuters and freight are in possession of valid cross border permits, and monitors drivers' compliance with the law and road safety regulations by carrying out vehicle inspections along the border-corridors. The function further ensures that collects data and generates intelligence for law enforcement purposes; profile operators based on operational conduct that is used for evidence-based decision making and developing law enforcement standards benchmarks.

MTDP Strategic Priority	A capable, ethical and developmental state		
Impact Statement	**Impact Statement 2:** Enhanced cross border transport efficiency and safety through digitisation and quality regulations. **Impact Statement 1:** To be an efficient and effective organisation through operational excellence		
Problem Addressed	• Fragmented application of law enforcement regulations within the cross border value chain. • Inefficiencies in law enforcement operations within the cross border operations • High road crash fatalities on South African roads		
OUTCOME	**OUTCOME INDICATOR**	**BASELINE**	**FIVE-YEAR TARGET**
Enhanced compliance within cross border commercial road transport.	Number of compliance inspections conducted	220 039 inspections conducted	355 584 compliance inspections
An integrated smart law enforcement	Established an integrated cross border smart law enforcement system	Implemented smart law	Smart law enforcement systems integrated
Increased road safety advocacy on routes leading to borders	Number of road safety initiatives on routes leading to borders	100% implementation of planned road safety initiatives	Fifty (50) road safety initiatives on routes leading to borders

Table 33: Measuring Outcomes – Programme 3

3.2. Explanation of the planned performance over the 5-year planning period

3.2.1. Outcome 3.1: Enhanced compliance within cross border commercial road transport

This outcome aims to enhance compliance with Cross-Border Road Transport regulations. This will be achieved by conducting inspections of goods and passenger transport operators entering and exiting through South African border posts, in alignment with regional bilateral and multilateral agreements.

Each cross border permit includes specific conditions that operators must adhere to. However, illegal operators often attempt to cross borders without valid permits, undermining legal operators and overburdening transport corridors.

To address this, compliance inspections play a vital role in safeguarding lawful operators, ensuring fair competition, and maintaining route sustainability. Over the five-year strategic cycle (2025–2030), the Agency aims to conduct 355,584 inspections by the fifth year. This outcome aligns with the institution's mandate, which includes regulating cross border transport and enforcement of transport regulations. It further contributes the Medium-Term Development Plan (MTDP) goals, of a capable, ethical and developmental state. Achieving this target will be supported by several enablers, including enhanced training for inspectors, deployment of advanced inspection technologies, and strengthened partnerships with law enforcement agencies and regional stakeholders.

By ensuring compliance and reducing illegal operations, this outcome contributes to the broader impact of promoting a safe, fair, and efficient cross border transport system. This supports regional integration, economic growth, and sustainable transport networks, while aligning with national and regional priorities.

3.2.2. Outcome 3.2: An integrated smart law enforcement

The inclusion of the use of smart law enforcement technology to enhance qualitative and qualitative Law enforcement outcomes. The Agency will invest in smart technology to enhance Law enforcement operations, promote compliance through integrated smart law enforcement, leveraging advanced technologies and data-driven methods. It is a modernised approach that ensures adherence to permit conditions, combats illegal operations, and strengthens regional agreements.

Aligned with the C-BRTA's mandate to regulate cross border transport, facilitate trade and passenger flows, and promote regional integration, this outcome also supports the first MTDP priority of economic transformation and job creation by fostering a secure, efficient transport environment that benefits legal operators and encourages growth. Key enablers include advanced monitoring systems, inspector training, and collaboration with law enforcement and regional partners. This integrated approach contributes to creating a safer, more efficient, and competitive cross border transport system, bolstering trade and regional development

3.2.3. Outcome 3.3: Increased road safety advocacy on routes leading to borders

The outcome of increased road safety advocacy on routes leading to borders strongly aligns with the Medium-Term Development Plan (MTDP) priority of fostering a capable and ethical state. The C-BRTA's Road Safety Strategy underscores this priority by implementing initiatives that not only reduce road fatalities but also ensure ethical governance and effective service delivery. By addressing high-risk border routes, the strategy promotes accountability in reducing accidents and fatalities, directly contributing to safer and more efficient cross border trade.

Key enablers driving this outcome include digitisation and operational excellence, both of which are critical to building a capable and ethical state. The integration of digital tools allows the C-BRTA to efficiently monitor road safety measures, identify high-risk areas, and allocate resources effectively. Operational excellence within the organisation guarantees the ethical use of resources and prioritises transparency in achieving its five-year targets. Partnerships with stakeholders, including provincial governments and community groups, reinforce the collaborative effort necessary to maintain a robust and ethical approach to road safety.

This outcome contributes to the intended impact by enhancing cross border transport efficiency and safety while ensuring operational excellence within the C-BRTA. By prioritising ethical practices and fostering inclusivity, the strategy not only reduces road fatalities but also bolsters public trust in the C-BRTA's ability to deliver on its mandate. This trust is crucial for the development of a capable and ethical state, where governance is characterised by accountability, efficiency, and equity, ultimately strengthening South Africa's position as a leader in cross border transport within the SADC region.

3.3. Technical indicator descriptions (TID)

Outcome Indicator 3.1.1

Indicator Title	**Number of compliance inspections conducted**
Definition	This indicator focuses on the cross border operator compliance monitoring through inspections by law enforcement officers in line with the C-BRTA Act
Source of data	• System generated reports
Method of calculation/ Assessment	Quantitative - Simple count of inspections conducted
Assumptions	Majority of the compliance checks will be conducted through physical human inspection
Disaggregation of Beneficiaries	Not applicable
Spatial Transformation	Not applicable
Desired Performance	95% of the targeted performance is considered desirable
Indicator Responsibility	**Executive Manager: Law Enforcement**

Table 34: Technical Indicator Description for Indicator 3.1.1

Outcome Indicator 3.2.1.

Indicator Title	**Established an integrated cross border smart law enforcement system**
Definition	This indicator measures the establishment and operationalisation of a technology-driven, integrated cross border law enforcement system.
Source of data	Integrated law enforcement framework
Method of calculation/ Assessment	Qualitative - User acceptance test report
Assumptions	Need for an integrated system still exists
Disaggregation of Beneficiaries	Not applicable
Spatial Transformation	Not applicable
Desired Performance	At least 2 modules are integrated
Indicator Responsibility	**Executive Manager: Law Enforcement**

Table 35: Technical Indicator Description for Indicator 3.2.1

Outcome Indicator 3.3.1.

Indicator Title	**Number of road safety initiatives on routes leading to borders**
Definition	This indicator means that the Agency will implement the Board approved reviewed C-BRTA Road Safety Strategy initiatives
Source of data	• Board Approved reviewed C-BRTA's Road Safety Strategy • Joint law enforcement operations
Method of calculation/ Assessment	Quantitative – Simple count of initiatives undertaken
Assumptions	• High prevalence of road fatalities in border corridors • The intensity of the road safety initiatives by other stakeholders will remain constant
Disaggregation of Beneficiaries	Not applicable
Spatial Transformation	Not applicable
Desired Performance	At least 90% of the initiatives are implemented.
Indicator Responsibility	**Executive Manager: Law Enforcement**

Table 36: Technical Indicator Description for Indicator 3.3.1

PROGRAMME 4: FACILITATION & ADVISORY

4.1. Purpose of Programme

4.1.1. Purpose of Sub-Programme – Facilitation

Facilitation function collaborates and forms relations with both primary and secondary stakeholders within the industry with the view to attain the desired state of free-flowing transport of goods and passengers along the corridors. It further facilitates regional integration through a structured campaign that seeks to influence the African agenda for change.

This function is further responsible for the establishment and maintaining of structures, conduct consultations with the aim of resolving conflicts by engaging with stakeholders including the SADC counterparts who have an interest in the cross border road transport value chain.

The facilitation mandate further requires that the Agency enhances the development of the industry through direct participation in industry related initiatives and the implementation of initiatives aimed at enhancing industry development.

4.1.2. Purpose of Sub-Programme - Advisory

The Advisory Programme conducts in-depth research in relevant areas with the aim of providing scientifically driven solutions to the Agency and information to key industry stakeholders. The information is disseminated with a view to inform relevant policies, strategies, and decision-making towards resolving challenges in the cross border road transport industry, enhancing the unimpeded flow of cross border road transport movements, regional trade, regional integration, the development of the industry and providing information towards the overall development of the sector.

MTDP Strategic Priority	Inclusive growth and job creation		
Impact Statement	**Impact Statement 3:** Transformation and enhanced inclusivity in the cross border transport sector. **Impact Statement 4:** Advanced sustainable transport through reduced environmental impact and decarbonisation.		
Problem Addressed	• Significant challenges due to fragmented regulations, • Unharmonised legal frameworks, • Untransformed industry fueled by bureaucratic processes		
OUTCOME	**OUTCOME INDICATOR**	**BASELINE**	**FIVE-YEAR TARGET**
Improved representation of previously disadvantaged groups in	Percentage of cross border operators from previously	7% increase in the number of participating target groups freight	20% of cross border operators from previously disadvantaged

MTDP Strategic Priority	Inclusive growth and job creation		
Impact Statement	**Impact Statement 3:** Transformation and enhanced inclusivity in the cross border transport sector. **Impact Statement 4:** Advanced sustainable transport through reduced environmental impact and decarbonisation.		
Problem Addressed	• Significant challenges due to fragmented regulations, • Unharmonised legal frameworks, • Untransformed industry fueled by bureaucratic processes		
OUTCOME	**OUTCOME INDICATOR**	**BASELINE**	**FIVE-YEAR TARGET**
cross border road transport operations.	disadvantaged backgrounds represented	and tourism cross border road transport industries	backgrounds represented through implementation of the incubation strategy
Conducive operating environment for cross border road transport operators	Reduction in reported operational constraints	94% reduction in the number of operational constraints reported.	100% resolution of operator constraints
Economic growth and Infrastructure Development	Constructed a Truckstop along a route leading to a port of entry	Approved Truck Stop Strategy	Constructed a Truckstop along a route leading to a port of entry
Increased value-add through execution of industry-relevant research	Number of industry-relevant research publications / thought pieces	New Indicator	5 thought pieces on industry relevant research

Table 37: Measuring Outcomes – Programme 4

4.2. Explanation of the planned performance over the 5-year planning period

4.2.1. Outcome 4.1: Improved representation of previously disadvantaged groups in cross border road transport operations

Implementation of the incubation strategy will capacitate and sustain the Historically Disadvantaged Individuals' participation and representation in the cross border road transportation. Incubation refers to the process of nurturing and supporting new businesses or projects through their early stages of development. This often involves providing resources such as funding, mentorship, workspace, and access to networks. The goal is to help startups overcome initial challenges and increase their chances of success. Incubation is necessary for startups in cross border transportation to assist with: -

- Complex Regulations: Cross border transportation involves navigating complex regulations and compliance requirements in different countries. Incubators can provide expertise and guidance to help startups understand and meet these requirements
- Market Access: Incubators often have established networks and partnerships that can help startups gain access to new markets. This is crucial for cross border transportation startups looking to expand their operations internationally

- Resource Allocation: Startups in this sector require significant resources, including technology, logistics infrastructure, and skilled personnel. Incubators can help secure these resources, either directly or through their networks
- Risk Mitigation: The cross border transportation industry is fraught with risks such as geopolitical instability, fluctuating tariffs, and logistical challenges. Incubators can provide risk management strategies and support to help startups navigate these uncertainties
- Innovation and Adaptation: Incubators foster an environment of innovation, encouraging startups to develop new technologies and business models that can adapt to the dynamic nature of cross border transportation
- Mentorship and Training: Access to experienced mentors and training programs can help startups build the necessary skills and knowledge to succeed in the competitive cross border transportation market

By leveraging the support and resources provided through incubation, startups in cross border transportation can better navigate the complexities of international operations, innovate effectively, and achieve sustainable growth.

4.2.2. Outcome 4.2: Conducive operating environment for cross border road transport operators

Efforts to improve the operating environment for cross border road transport operators lead to a more efficient, safer, and economically viable sector. By reducing operational costs through better coordination trade will be facilitated smoothly, strengthen economic integration and create a competitive environment that supports the long-term success of the sector.

4.2.3. Outcome 4.3: Economic growth and infrastructure development

A truck stop facility serves as a designated area where truck drivers can rest, refuel, and access essential services while transporting goods between countries.

The establishment of a truck stop will significantly boost local economic development and generate employment opportunities for communities along the corridor. By providing essential services for truck drivers, such as fuelling, rest areas, and maintenance facilities, the truck stop will attract more traffic and commerce to the area. This influx of activity can lead to increased business for local shops and restaurants, further stimulating the economy. Additionally, the project will create jobs not only during the construction phase but also in ongoing operations, benefiting the surrounding neighbourhoods.

Overall, this development will play a vital role in enhancing infrastructure, supporting economic growth, and improving the quality of life for residents by fostering a more vibrant local economy.

4.2.4. Outcome 4.4: Increased value-add trough execution of industry-demanded research

Industry-relevant research involves investigating and analysing topics, trends and challenges that influence the performance of the cross border road transport industry, with a view to provide insights and solutions to the problems facing this industry. The research that will be conducted responds to the current developments in the cross border road transport sector especially the need to decarbonise. This is in line with the DoT Green Transport Strategy. An example of industry-relevant research with regards to this aspect would include studies aimed at decarbonising the transport sector in line with international treaties and conducting road transport corridor studies, aimed at improving trade and transport facilitation. Another example of industry-relevant research would entail exploring the implications of the DoT Road to Rail Policy which to some extent also has a bearing on decarbonisation. The execution of industry-relevant research will contribute to increasing value-added outcomes by improving practices, supporting informed decision making, enhancing competitiveness, fostering economic growth, and advancing social and environmental sustainability within the industry.

4.3. Technical Indicator Descriptor

Indicator 4.1

Indicator Title	**Percentage of cross border operators from previously disadvantaged backgrounds represented**
Definition	The indicator measures progress in promoting diversity and inclusion within the cross border transport sector, ensuring that the previously disadvantaged groups are represented.
Source of data	• CrossEasy system generated report • Transformation strategy • B-BBEE reports • Incubation strategy
Method of calculation/ Assessment	Quantitative –Stratification of how many previously disadvantaged groups are represented
Assumptions	Sector codes are approved
Disaggregation of Beneficiaries	Women, Youth & Persons with disabilities
Spatial Transformation	Not applicable

Indicator Title	**Percentage of cross border operators from previously disadvantaged backgrounds represented**
Desired Performance	At least 15% of cross border operators from previously disadvantaged backgrounds represented through implementation of the incubation strategy
Indicator Responsibility	**Executive Manager: Facilitation and Advisory**

Table 38: Technical Indicator Description for Indicator 4.1

Indicator 4.2

Indicator Title	**Reduction in reported operational constraints**
Definition	This indicator tracks improvements in the operational environment of cross border road transport operators, suggesting that the conditions for conducting cross border transport or trade are becoming more efficient, streamlined, and less obstructed.
Source of data	• Constraints register • Structures, fora and/ committees reports
Method of calculation/ Assessment	Quantitative– calculation of the total number constraints have been resolved out of total number registered
Assumptions	• Existing cross border structures, fora and/ committees are working efficiently • Stakeholder engagements continue to be positive
Disaggregation of Beneficiaries	Not applicable
Spatial Transformation	Not applicable
Desired Performance	90% resolution of operator constraints
Indicator Responsibility	**Executive Manager: Facilitation and Advisory**

Table 39: Technical Indicator Description for Indicator 4.2

Indicator 4.3

Indicator Title	**Constructed a Truckstop along a route leading to a port of entry**
Definition	This indicator outlines the intention to build a truckstop along a route leading to a port of entry in order to enhance road safety. Technical term defined : A truck stop facility serves as a designated area where truck drivers can rest, refuel, and access essential services while transporting goods between countries. Port of entry: Means …
Source of data	Approved truckstop strategy
Method of calculation/ Assessment	Approved construction plans
Assumptions	• Buy-in by Private Sector • Signed PPP agreement • Approved Environmental Impact Assessment • Alignment with National Spatial Development Framework (NSDF)
Disaggregation of Beneficiaries	• Historically Disadvantaged stakeholders
Spatial Transformation	• Rural areas along key border routes with declined economic activity
Desired Performance	• Appointment of the construction service providers
Indicator Responsibility	**Executive Manager: Facilitation and Advisory**

Table 40: Technical Indicator Description for Indicator 4.3

Indicator 4.4

Indicator Title	**Number of industry-relevant research publications / thought pieces**
Definition	This indicator refers to the count of thought leadership contribution through published studies, reports, articles, or opinion pieces that are directly related to the cross border industry.
Source of data	• Industry-Specific Reports and White Papers • Industry Conferences and Seminars
Method of calculation/ Assessment	Quantitative- simple count of publications and/ published studies, reports, articles, or opinion pieces

Indicator Title	**Number of industry-relevant research publications / thought pieces**
Assumptions	• Availability of critical cross border information • Access to research applications and tools
Disaggregation of Beneficiaries	Not applicable
Spatial Transformation	Not applicable
Desired Performance	At least 4 thought pieces on industry relevant research
Indicator Responsibility	**Executive Manager: Facilitation and Advisory**

Table 41: Technical Indicator Description for Indicator 4.4

6. Strategic Risks

The organisation faces a complex landscape of strategic risks that could hinder the successful execution of its strategy. The risks are complex due to the fact that, they are linked to other internal and external factors within the cross-border sector. As such, these need to be managed to ensure that they do not significantly impede the agency's ability to achieve its objectives, should they materialise.

OUTCOME	RISK IDENTIFIED	RISK MITIGATION
Enhanced regulatory regime through the implementation of quality regulations	Lack of buy-in and collaboration from stakeholders	Enhanced stakeholder engagement
Enhanced compliance within cross border commercial road transport.	Inability to discharge legislative mandate	• Improved participation and influence at the NLCC and NEDLAC • Review of C-BRTA Legislation
Increased road safety advocacy on routes leading to borders		• Ensure adequate resourcing to focus on the road safety programmes • Implement the approved Road Safety
An integrated smart law enforcement	Resistance to change management in relation to use of Law Enforcement technologies	Introduce change management and training interventions for the Law enforcement functions
Improved representation of previously disadvantaged groups in cross border road transport operations	Lack of buy-in from stakeholders or change resistance in transforming the industry will hinder the success of the incubation programme Increased barriers of entry into the cross-border industry	Implement a robust incubation programme
Conducive operating environment for cross border road transport operators	Lack of buy-in from counterparts	Enhanced stakeholder engagement
Increased value-add through execution of industry-relevant research	Inability to implement the research strategy	Collaborate with key stakeholders in producing industry-demanded research
Economic growth and Infrastructure Development	Inability to fund the construction of truck stops	Enter into Private-Public Partnership Agreements (PPP)
Attraction and retention of high performing employees	• Uncompetitive talent strategies (both retention and attraction) • Poor organisational culture	Develop and implement an employee focused Human resources strategy
Improved transport sector skills capacity	Inadequate Training Resources	Form partnerships with educational institutions, industry experts, and other organizations to share resources and expertise

OUTCOME	RISK IDENTIFIED	RISK MITIGATION
Integrated Cross border systems	Insufficient resources both financial and, necessary skill	Implementation of alternative revenue streams
Financially sustainable organisation	Inability to implement revenue diversification strategies	
Improved governance and strengthen control environment	Non-compliance with the applicable laws, regulations and frameworks	Effective internal control mechanism that are able to detect breaches
Advocacy for compliance with decarbonisation initiatives.	Increased industry resistance due to potential costs, operational disruptions, and job losses	Enhanced stakeholder engagement
Enhanced communication and marketing	Inability to brand position the organisation	Implement effective communications strategy which includes brand visibility and brand awareness initiatives/activities

Table 42: Strategic Outcome Risks and Mitigation

Part E: Resource Considerations

Below depicts the financial resources that will be used to implement the strategies to achieve the desired results.

	PRIOR YEAR OUTCOMES			CURRENT POSITIONS		MEDIUM TERM ESTIMATES			LONG TERM ESTIMATE
	ACTUAL	ACTUAL	ACTUAL	FORECAST	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
	31-Mar-22	31-Mar-23	31-Mar-24	31-Mar-25	31-Mar-26	31-Mar-27	31-Mar-28	31-Mar-29	31-Mar-30
	AUDITED	AUDITED	AUDITED	APP	APP	MTEF	MTEF	MTEF	LTEF
	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Permit Income	199,951	228,943	270,670	293,078	315,281	329,627	344,526	360,098	376,375
Compliance Fees	13,557	14,929	18,110	16,626	17,902	18,716	19,562	20,446	21,370
Fines, Penalty	44,037	77,329	78,838	91,541	91,978	96,163	100,510	105,053	109,801
Grants	419	56	-	-	-	-	-	-	-
Interest Received	5,868	11,385	17,697	15,497	15,227	5,137	5,369	5,612	5,865
Other Income	1,988	800	57	243	248	259	271	283	296
TOTAL RECEIPTS	**265,820**	**333,443**	**385,372**	**416,985**	**440,637**	**449,902**	**470,238**	**491,493**	**513,708**
TOTAL PAYMENTS	**233,685**	**291,728**	**348,339**	**364,832**	**440,518**	**449,853**	**470,186**	**491,438**	**513,651**
Staff and Directors Remuneration Costs	136,257	147,691	229,555	259,677	296,446	309,934	323,943	338,586	353,890
Operating expenses	51,295	137,681	109,552	92,725	131,552	126,829	132,562	138,553	144,816
Administrative fee- RTMC	41,625	-	-	-	-	-	-	-	-
Finance costs	470	261	339	77	-	-	-	-	-
Loss of Sale of Assets	24	170	121	-	-	-	-	-	-
Depreciation	4,014	5,926	8,772	12,353	12,520	13,089	13,681	14,299	14,946
SURPLUS for the PERIOD	**32,135**	**41,715**	**37,033**	**52,153**	**118**	**49**	**52**	**54**	**57**

Figure 9: Resource Consideration

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