

# Annual Performance Plan 2016-17



*Improving the movement of people and goods*

# Table of Contents

<b>FOREWORD BY THE EXECUTIVE AUTHORITY .....</b>	<b>4</b>
<b>FOREWORD BY THE ACCOUNTING AUTHORITY .....</b>	<b>5</b>
<b>OFFICIAL SIGN-OFF .....</b>	<b>7</b>
 <b>1. PART A: STRATEGIC OVERVIEW .....</b>	 <b>8</b>
<b>1. SITUATIONAL ANALYSIS .....</b>	<b>8</b>
1.1. Background.....	8
1.2. Socio-Economic Environment .....	9
1.3. Regional environment .....	9
1.4. Performance environment .....	12
1.5. Organisational environmeNT.....	13
<b>2. REVISIONS TO LEGISLATIVE AND OTHER MANDATES .....</b>	<b>14</b>
2.1. Relevant Court Rulings .....	14
Name of Court Case: Central African Roads Services (CARS) vs. C-BRTA and Minister of Transport.....	14
<b>3. OVERVIEW OF 2015 BUDGET AND MTEF ESTIMATES .....</b>	<b>15</b>
<b>4. ORGANISATIONAL STRUCTURE AND STAFF COMPLEMENT .....</b>	<b>16</b>
 <b>2. PART B: PROGRAMME AND SUB-PROGRAMME PLANS .....</b>	 <b>19</b>
<b>1. PROGRAMME ONE: ADMINISTRATION .....</b>	<b>20</b>
1.1. Sub-Programme: Human Resources.....	20
1.2. Sub-Programme: Finance And Supply Chain Management (SCM) .....	22
1.3. Sub-Programme: Office Of The Chief Information Officer (CIO) .....	23
1.4. Sub-Programme: Governance And Legal Services .....	25
<b>2. PROGRAMME TWO: REGULATORY SERVICES .....</b>	<b>27</b>
<b>3. PROGRAMME THREE: ROAD TRANSPORT INSPECTORATE .....</b>	<b>30</b>
<b>4. PROGRAMME FOUR: FACILITATION AND INDUSTRY DEVELOPMENT .....</b>	<b>32</b>
<b>5. PROGRAMME FIVE: OFFICE OF THE CHIEF EXECUTIVE OFFICER (CEO) .....</b>	<b>35</b>

3.	ANNEXURE 1: CHANGES TO THE 2015-2020 STRATEGIC PLAN .....	38
4.	PART C: TECHNICAL INDICATORS.....	48
1.	<b>PROGRAMME ONE: ADMINISTRATION .....</b>	<b>48</b>
	Programme 1.1 Human Resources.....	48
	Indicator No. 1.1.1 .....	48
	Indicator No. 1.1.2 .....	49
	Indicator No. 1.2.1 .....	49
	Programme 1.3. Office of the Chief Information Officer.....	50
	Indicator No. 1.3.1 .....	50
	Indicator No. 1.3.2.....	50
	Programme 1.4. Governance And Legal Services .....	51
	Indicator No. 1.4.1 .....	51
	Indicator No. 1.4.2 .....	51
2.	<b>PROGRAMME TWO: REGULATORY SERVICES .....</b>	<b>52</b>
	Indicator No. 2.1 .....	52
	Indicator No. 2.2 .....	52
3.	<b>PROGRAMME THREE: ROAD TRANSPORT INSPECTORATE .....</b>	<b>53</b>
	Indicator No. 3.1 .....	53
	Indicator No. 3.2 .....	53
4.	<b>PROGRAMME FOUR: FACILITATION AND INDUSTRY DEVELOPMENT .....</b>	<b>54</b>
	Indicator No. 4.1 .....	54
	Indicator No. 4.2 .....	54
	Indicator No. 4.3 .....	55
5.	<b>PROGRAMME FIVE: OFFICE OF THE CEO .....</b>	<b>56</b>
	Indicator No. 5.1 .....	56
	Indicator No. 5.2 .....	56
	Indicator No. 5.3 .....	56
	Indicator No. 5.4 .....	56

## FOREWORD BY THE EXECUTIVE AUTHORITY



The National Development Plan (NDP) Vision 2030, provides a blueprint that should be a guide to all public entities on the tasks at hand and the envisaged future trajectory for South Africa. Given the imperatives articulated in the NDP, the Ministry of Planning, Monitoring and Evaluation in the Presidency has articulated clear performance outcomes for the Medium Term Strategic Framework 2014-2019.

In determining the Strategic direction of the Cross Border Road Transport Agency (C-BRTA), for the 2015-2020 period, the realisation of the goals articulated in the NDP took precedence. The policy mandate of the C-BRTA requires the Agency to facilitate the free flow of goods and persons, and thus to enhance regional integration, improve trade relations and promote social cohesion between RSA and her African neighbouring States.

In response to the mandate requirements and the strategic economic imperatives, the Agency has prioritised the need to resolve operational constraints faced by cross-border transport operators in the cause of doing business.

The Agency will focus on the re-engineering of its business model over the next five years in order to reduce the transport operator's cost of doing cross border business and increase productivity on the major cross-border corridors whilst enhancing the integration of South Africa with the SADC member-States and the rest of the continent. As part of enhancing efficiencies on cross-border corridors, the C-BRTA will also play its part in improving road traffic safety on these cross-border corridors by introducing a comprehensive cross-border vehicle examination capability.

Cross-border road passenger transport between the RSA and the Kingdom of Lesotho ("Lesotho") has been characterised by instability and violence. The crux of the impasse centres around the sharing of the market between legitimate cross-border operators and domestic (inter - and intra-provincial) operators that fall within the definition of cross-border road transport in view of the area of operation and its proximity to national land borders along the Eastern Cape, Free State and KwaZulu-Natal Provinces.

A National Ministerial Task Team (NMTT) was established by the Honorable Minister of Transport, under the leadership of the National Department, to develop and deploy a holistic solution to restore harmonious cross-border passenger movements between RSA and Lesotho. The NMTT is currently engaged in a parallel process of development and consultation of an economic benefit-sharing model, which is meant to address the major issues around market share.

As the Executive Authority, I support and endorse this Annual Performance Plan and commit to monitor and continuously assessing the progress made towards the delivery of the strategy.

A handwritten signature in black ink, appearing to read 'ED Peters'.

**Minister ED Peters, MP**

**Minister of Transport**

**Date:** 08/03/2016

## FOREWORD BY THE ACCOUNTING AUTHORITY

The role of transport continues to be a significant input into the trade equation at both global and regional levels. Regions with efficient transport systems continue to be associated with booming economies, high trade volumes and enough momentum towards improvement of their socio-economic environments. The demand for cross border road transport between South Africa and Southern African Development Community (SADC) countries continues to surge on the back of rising socio-economic interconnectedness and relations between member states. This positions South Africa to take advantage of the regional environment towards enhancing economic growth and furthering regional agenda on trade and integration. The significance of external markets in driving the development of any given country is increasingly becoming of paramount importance at global level, and South Africa should accelerate her regional market reach, particularly for goods and services manufactured domestically in order to enhance economic development. However, in order for this to be achievable, the need for an enabling cross border transport infrastructure underpinned by effective connectivity is imperative in order to facilitate economic interactions between South Africa and neighbouring countries.

It is a fact that one of the key factors that play a pivotal role in any country or region's economic growth and development is the presence of reliable, dependable, affordable, efficient and productive transportation system. Such a transport system will ensure provision of adequate economic support capacity, mobility and accessibility which are all essential requirements for increased economic interactions. Achieving this feat requires that cross border road transport corridors and border posts are exorcised from many challenges that continue to hamper efficiency and productivity. Finding lasting solutions to these challenges will ignite the optimization of the regional market by South African industries culminating in increased exports and the Gross National Product (GNP) which will significantly support attainment of policy objectives on transport (enhancing trade, regional trade and integration, as well as economic development) as articulated in the National Development Plan.

To this end, the Agency continues to support regional initiatives centred on addressing challenges particularly in respect to: improvements at border posts by advocating the move towards harmonisation of standards, rules and practices, and concerted efforts towards improving corridor management systems and regulation of cross border road transport through accreditation systems. In this respect, Agency shall continue to support the COMESA-EAC-SADC Tripartite programmes on Transport and Trade Facilitation Programme with the objective of aligning to South Africa's vision on cross border transport and trade facilitation in Africa.

As an Agency, the C-BRTA remains committed to creating a conducive environment for cross border transport operators to conduct business. The Agency commits to continue with the operator value-centred strategy underpinned by programmes that seek to directly benefit transport operators. The Operator Compliance Accreditation Scheme is one such initiative that will address multi-faceted challenges in the cross border environment: addressing over 80% of challenges faced by operators, challenges faced by regulatory authorities, advancing harmonisation, enhancing industry efficiency, safety, reliability, dependability, improving productivity, enabling transport to effectively support cross border trade, regional integration and economic development in the SADC region and beyond.

The Agency has embarked on a research project of reviewing its mandate with the effort to identify overlaps and opportunities to expand the current mandate. With the outcomes of the research, the Agency will be able to provide support to the NDoT in its own initiative of aligning and streamlining all its Road Agencies founding legislations. Furthermore, the revised mandate of the Agency will then focus on effective regulation of cross border road transport movements. This review may open up opportunities for a long term financial sustainability funding model for the Agency.

With the limited financial resources available to execute its mandate, the C-BRTA is committed to implementing a turnaround plan which will enable financial and operational sustainability. As part of implementing the Road Safety Summit Resolution and the Turnaround Plan, a single traffic and law enforcement authority will be established. This will necessitate the migration of the Agency's Road Transport Inspectorate (RTI) division to the Road Traffic Management Cooperation (RTMC). Once this migration has been finalised, the Agency will save cost approximated at R75 million (excluding Profiling) and forego revenue of R35 million, thereby saving a projected amount of R40 million per year, assuming that permit tariffs remains the same.

The Agency commits to improve governance matters and through maintaining and improving on the unqualified audit performance. In conclusion, as the chairperson of the C-BRTA Board I would like to commit on behalf of the Agency, its leadership and all staff that this Annual Performance Plan is achievable and has been aligned to our limited resources. By achieving the objectives in this plan, the C-BRTA will be able to respond to transport operator's needs, regional emerging issues and contribute towards the attainment of the objectives of the National Development Plan.

Lastly, the C-BRTA shall continue to support the Department of Transport towards delivery of sustainable, efficient, safe and reliable cross border road transport system, thereby contributing to the overall improvement of the transport sector.


A handwritten signature in black ink, appearing to read 'P. Pokane', with a stylized, flowing script.

**Ms P. Pokane**  
**Chairperson, Accounting Authority**

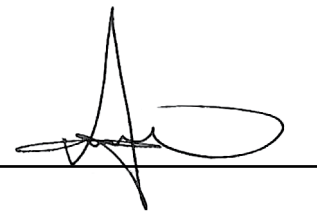
It is hereby certified that this Annual Performance Plan was developed by the Accounting Authority with input received from the Executive Management of the Cross-Border Road Transport Agency.

The Annual Performance Plan has been developed in line with the current Strategic Plan of the Cross-Border Road Transport Agency (C-BRTA) and accurately reflects the performance targets which the C-BRTA will endeavour to achieve given the resources made available in the budget for the – 2016 – 2017 year.


**Mr A.N. Maepa**  
Chief Financial Officer

Signature: 

**Mr S. Khumalo**  
Chief Executive Officer

Signature: 

**Ms. P. Pokane**  
Chairperson, Accounting Authority

Signature: 

APPROVED BY:

**Ms D. Peters**  
Minister of Transport  
Executive Authority, C-BRTA

Signature: 

# PART A: STRATEGIC OVERVIEW

## 1. SITUATIONAL ANALYSIS

### 1.1. BACKGROUND

The Agency has been self-funded since its establishment during 1998 and is primarily funded through the permit fees. It became evident during 2010/2011 financial year that the levels of revenue being generated were not sufficient to fund the operations of the Agency in a manner that will enable the Agency to execute its mandate and add value to the industry. The permit fees were not increased between the periods June 2003 to 2011, which resulted in the Agency's inability to finance its capital and operational expenditure. The financial situation was not sustainable to carry the bare minimum and additional funding was not only required to ensure that the Agency remains a going concern but also to ensure that the Agency executes its prescribed mandate effectively as stipulated in the Act.

The 2011 Amendment Regulations increasing the permit fees payable by the operators effective from 1st April 2011 were published. However this increase was challenged in the High Court by some freight operators and the Court ruled that 2011 Amendment Regulations were invalid and unconstitutional due to procedural errors that had been made during the process.

The Court granting a declaratory order in their favour on the 1st November 2013 which meant that the Agency had to revert to the 2003 permit tariffs on 20 November 2013. This subsequently created a liability of R37, 4 million relating to refunds for operators who had acquired permits on the basis of 2011 tariffs between 15 August and 19 November 2013 inclusively.

The matter was finalised by the Constitutional Court which ruled in favour of the operators on the 12 May 2015 which meant that 2011 Amendment Regulations were invalid with retrospective effect, thereby creating an additional liability of R318.9 million for operator refunds. This additional liability meant that the financial situation is again not sustainable resulting in going concern issues for the Agency. The 2014 Regulations are also under threat and under the Court process.

With the limited financial resources available to execute its mandate, the C-BRTA is committed to implementing a turnaround plan which will enable financial and operational sustainability. As part of implementing the Road Safety Summit Resolution and the Turnaround Plan, a single traffic and law enforcement authority will be established. This will necessitate the migration of the Agency's Road Transport Inspectorate (RTI) division to the Road Traffic Management Cooperation (RTMC). Once this migration has been finalised, the Agency will save cost approximated at R75 million (excluding Profiling) and forego revenue of R35 million, thereby saving a projected amount of R40 million per year, assuming that permit tariffs remains the same. Over and above the migration initiative, the Agency will also be implementing the Financial Sustainability Strategy as per the Turnaround Plan.

As a result of this financial predicament, the Agency was not able to implement about 30% of its 2015/16 Annual Performance Plan targets. The prior year's performance has necessitated that there be a diversion on the set targets as per the approved 2015-2020 Strategic Plan. However the changes are only limited to the key performance indicators and the related targets as detailed in Annexure 1 on PART C of the document and not the strategic goals and objectives.



## 1.2. SOCIO-ECONOMIC ENVIRONMENT

Organisations do not exist in a vacuum. They exist within a myriad of factors such as economic and social factors. It is in this context that the C-BRTA takes cognisance of the economic imperatives within its operating environment. South Africa's ailing economy, with the expected growth of about 0.7% for 2016 naturally affects all sectors of the economy, including the cross-border road transport industry. South Africa has been reported amongst the worst economic performers in sub-Saharan Africa. Inflation rose from 4.8% in November to 5.2% in December 2015, hitting the highest reading in over a year.

The South African Rand continued on its downward trend and reached a new record low in early January 2016, which ultimately affects operators doing business in the region in terms of exchange rate volatility. The Chinese economy has also slowed down affecting commodity prices.

It is in such an environment that the National Development Plan (NDP) becomes paramount. The NDP is the cornerstone from which the nation's aspiration for growth, poverty reduction and employment are articulated. It presents an opportunity for South Africa to attain faster economic growth through raising employment levels. The NDP, thus, serves as a broad, multi-dimensional framework aimed at changing the development trajectory of South Africa. It also amplifies the importance of global economic shifts, technology, globalisation, climate change and African economic growth as notable trends for South Africa.

In 2015, South Africa's Gini Coefficient was reduced to 0.59, from a base of 0.7 in 2008. This measure indicates the level of inequality in our society. It thus magnifies the need for wealth distribution in South Africa. South Africa has in this regard made fantastic progress in reducing its Gini Coefficient, more than any developing state. The call for a developmental and transformative state is therefore justifiable. The NDP highlights a path for the developmental state to tackle the root cause of poverty and inequality. The role of transport and specifically cross-border road transport is a catalyst in the social and economic development of any country and region.

## 1.3. REGIONAL ENVIRONMENT

The vision for the Southern African region is one of the highest possible degree of economic cooperation, mutual assistance where necessary and joint planning of regional development initiatives, leading to integration consistent with socio-economic, environmental and political realities. Regulation and policies for infrastructure services need to better target existing market failures and address structural impediments to improve performance in the sector and unleash the potential of Africa's services economy. To compensate for this, the Southern African Development Community (SADC) is prioritising regional infrastructure projects and roadmaps which are ready to attract direct foreign investment to benefit economic scale due to multi-country participation and ownership. Furthermore, the SADC secretariat is embarking on the promotion of regional integration through the strengthening and consolidation of Southern African Customs Union (SACU) and SADC free trade agreements.

The National Development Plan 2030 of South Africa envisions trade in services as a means to move towards faster growth which is linked to regional integration. Sectoral approach to transport has been developed and a regulation pertaining to the free movement of people and goods which has taken a modal approach is SADC. At regional level the emphasis is put on policies coherence to address trade policy disconnections. SADC has adopted a development integration approach which seeks to address production, infrastructure and efficiency barriers to growth and development. South Africa has significant interests in the region and in regional integration. Since 1994 the South African government has regarded the Southern African region as the most important priority in terms of international relations strategy.

The C-BRTA will continue to improve its overall performance and spearhead social and economic development within the SADC region through facilitating unimpeded cross-border road transport movements. The Agency, however, realises the need for change. It notes that in order to remain relevant and sustainable, the era of business-as-usual has elapsed. The quest for technological advancement and operational efficiency presents a promise of value-add not only to the organisation but to the operators at large.

C-BRTA has taken an active role in comprehending the environment in which it operates. The table below reflects the environmental scan using the PESTEL factors undertaken in order to remain relevant and responsive in the execution of our mandate to the benefit of our stakeholders:

## PESTEL FACTORS

ENVIRONMENTAL ASPECT	FACTORS AFFECTING THE OPERATING ENVIRONMENT
POLITICAL	<p>The political state in countries with which the Agency does business affects cross-border operations, decision continuity and administration. This is mainly associated with constant change in senior office bearers.</p> <p>The areas that get affected include the following:</p> <ul style="list-style-type: none"> <li>• The review and amendment of bilateral agreements;</li> <li>• The desired harmonisation of operating procedures and legislative frameworks;</li> <li>• The roll-out of major projects that requires regional support; and</li> <li>• The demand and supply of cross-border transport services.</li> </ul> <p>The C-BRT Act was amended in 2008 but it lags behind in terms of enabling the Agency to drive initiatives with high impact in the cross-border industry. The changes on the ground advocate that the C-BRT Act needs to be amended and hence a proposal for a mandate review is underway.</p>
ECONOMIC	<p>The Agency is working on proposals for enhancements on the current funding model.</p> <p>The global economy continues to recover from the impact of the 2008 financial crisis. However, the recovery has been sluggish in some economies and this has impacted the domestic and regional economies and trade volumes.</p> <p>The sound monetary and fiscal policy regime in the country shredded off the worst impacts of the global financial crisis. This culminated in the stabilisation of the domestic economy. The country has capitalised on this to expand exports to the rest of the SADC region, thus demand for cross-border road transport has been on an increase.</p> <p>The lack of harmonisation of regulatory instruments, operating procedures and standards in the region has potential to continue increasing the cost of doing business by transport operators' standards.</p> <p>The rise in regional trade has positive impact in terms of prospective industry growth which potentially will increase the demand for cross-border permits.</p>
SOCIAL	<p>The changes in migration patterns could affect passenger transport demand in the region. Currently this is in favour of South Africa.</p> <p>The safety of inspectors on the corridors is a matter of concern as they are not properly equipped to deal with possible attacks by criminals.</p> <p>The impact of HIV among drivers has a likelihood of reducing driver wellness.</p>

ENVIRONMENTAL ASPECT	FACTORS AFFECTING THE OPERATING ENVIRONMENT
TECHNOLOGICAL	<p>The inadequate IT infrastructure in the Agency compromises the Agency's ability to integrate with external systems, communicate effectively both internally and externally.</p> <p>Without the right IT infrastructure, implementation of business intelligence systems linking to other national systems is also compromised</p> <p>The revamping of the C-BRTA website creates an opportunity for greater accessibility.</p> <p>Lagging behind industry technological acquisition and development threatens integration ability of the Agency to other systems.</p> <p>The rise in social networking and communication technologies presents an opportunity for the Agency to enhance communication and information dissemination.</p> <p>The deployment of best practice border management systems in the region like One-Stop-Border Posts will improve border crossing times.</p> <p>The SADC region is advocating for market liberalisation and deployment of voluntary accreditation schemes. This will improve the need for balanced regulatory control and transport movement facilitation in the region. This will also improve productivity and efficiency in the industry.</p>
ENVIRONMENTAL	<p>The increasing demand for environmentally friendly vehicles in the sector creates an opportunity for enforcement by the Agency.</p> <p>The general move towards paperless business operations in the cross-border sector emphasises the need for moving in the same direction by the Agency in response to lowering the carbon foot print.</p> <p>There is a rise in the emergence of vehicles that are not roadworthy, second hand imported vehicles by SADC counterparts with which South Africa has bilateral agreements. Due to reciprocity these vehicles enter South Africa, increasing the risk of accidents and incidents.</p> <p>There is potential emigration of operators applying for permits in other countries.</p> <p>The advancement of transportation and trade facilitation programmes in the region creates opportunities for improving cross-border road transport operations and regulation.</p> <p>Regional orientation towards movement facilitation over regulatory control requires a review of the mandate of the Agency and its counterparts in the region. Ideally this should start with the SADC Protocol cascading to other regional and bilateral agreements.</p> <p>Increased COMESA-EAC-SADC coordination efforts are likely to enhance resolution of long standing cross-border road transport challenges.</p> <p>Harmonisation of third part insurance needs to be accelerated to take away the burden of double insurance by operators.</p> <p>Various initiatives towards eliminating non-tariff barriers championed by regional secretariats and member states will improve cross-border road transport movement.</p> <p>The establishment of the Single Transport Economic Regulator may need the Agency to review its business model.</p> <p>The funding model for the Agency is not sustainable. The Agency recently lost the case on 2011 Regulations and operators are also challenging the legitimacy of the recent regulations. The financial sustainability of the Agency is at risk and in future it will be difficult for the Agency to implement tariff increases despite rising operating expenditure.</p>

ENVIRONMENTAL ASPECT	FACTORS AFFECTING THE OPERATING ENVIRONMENT
REGULATORY & LEGAL	<p>The recent regulations on immigration may affect cross-border road traffic between South Africa and some SADC countries.</p> <p>The mandate review process underway presents the Agency with an opportunity to provide input to the review process. The thrust of this process should be on value-add to transport operators.</p> <p>The lack of harmonisation of regulatory instruments, operating procedures and standards in the region has a potential to continue increasing the cost of doing business by transport operators standards. It affects the effectiveness and efficiency of the regulatory environment in regard to industry regulation. It further creates unnecessary non-tariff barriers to operators.</p> <p>The SADC region is advocating for a single permit in the region. Should this succeed, the revenue source of the Agency will be at risk. Alternative revenue streams will be required.</p> <p>There is no common understanding of the C-BRT Act and other related Acts in the transport sector and this leads to contestation of the mandate of the Agency and disputes in regard to areas of scope and jurisdiction, duplication and overlapping mandates</p> <p>The disharmony between national, regional and international regulatory and legislative environment creates difficulties in the administration and regulation of the cross-border road transport sector.</p> <p>The bilateral agreements are out-dated and require review in order to capacitate regulatory authorities to deliver on their respective mandates in line with policy directives.</p>

## 1.4. PERFORMANCE ENVIRONMENT

The C-BRTA is cognisant of customer needs that include reduced timelines at the borders and along the transport corridor and the reduction in the cost of doing business. To this end, the C-BRTA will continue to collaborate with players in the border and corridor environment to enhance service offerings.

The C-BRTA notes the growing need to keep abreast with technological advancement, particularly in the regulation of cross-border operations. A number of projects have been planned in this regard. These entail the Market Access Regulation (MAR) and the use of Short Messaging System (SMS) to communicate with operators.

## 1.5. ORGANISATIONAL ENVIRONMENT

The Cross-Border Road Transport Agency (C-BRTA) has assessed its organisational environment in the previous year and asserts the following reflection:

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>• The Agency has expert skills in relation to cross-border subject matter</li> <li>• Existence of governance structures;</li> <li>• Regional thought-leadership on Cross-Border matters;</li> </ul>	<ul style="list-style-type: none"> <li>• Unknown brand</li> <li>• Infant performance management systems</li> <li>• Poor IT infrastructure</li> <li>• Lack of integrated internal IT systems;</li> <li>• Lack of implementation of succession planning policies</li> <li>• Centralised permit system</li> <li>• Unsustainable funding model</li> </ul>
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>• Establish a web-based operator forum</li> <li>• Exploring Limpopo Bridge as a possible revenue stream</li> <li>• Administration of cross-border road-user charges</li> <li>• Electronic collection of fines (one that will collectively cover the use of technology to do business)</li> <li>• Implementation of smart law enforcement</li> <li>• Management of weighbridges at border posts</li> </ul>	<ul style="list-style-type: none"> <li>• Single Road Traffic Service</li> <li>• Lack of regional political will with regards to harmonisation</li> <li>• Possible spill-over of the Lesotho/Free State challenges</li> <li>• Fraud and corruption</li> <li>• Inability for the Agency to meet operators expectations</li> </ul>

*Figure 1: C-BRTA SWOT analysis*

## 2. REVISIONS TO LEGISLATIVE AND OTHER MANDATES

There have been no significant changes to the Cross-Border Road Transport Agency's legislative and other mandates.

### 2.1. RELEVANT COURT RULINGS

#### NAME OF COURT CASE: CENTRAL AFRICAN ROADS SERVICES (CARS) VS. C-BRTA AND MINISTER OF TRANSPORT

The Minister of Transport promulgated cross-border road transport Act Regulations, 2014 ("2014 Regulations") on the 6 May 2014. The applicant filed a review application on the Agency on 1 September 2014 seeking an order in the following terms:

- Reviewing and setting aside the 2014 Regulations promulgated on 6 May 2014;
- Declaring the 2014 Regulations to be inconsistent with the Constitution and invalid;
- Ordering the respondents to pay the costs of the application.

The applicant contends that 2014 Regulations are inconsistent with the Constitution and invalid.

The Agency instructed its attorneys to oppose the review application and subsequently filed a Rule 30 notice to correct its relief seeking both the Minister and the Agency to produce the record pertaining to the promulgation of the 2014 Regulations.

The request for relief should be directed against the Minister only. CARS filed an amended notice indicating that only the Minister is obligated to file the record. The record and the reasons were finalised and served. The Agency's replying affidavit was filed on the 19 August 2015. An interlocutory application was served on the Agency to compel it to provide certain information. The Agency filed for opposition to the application as well as papers. The matter was in court on the 26 October 2015 in which it was postponed *sine die* – the matter is still pending.

If the Court rules in favour of the operators, an estimated liability exceeding R250 million (depending on the timing of the finalisation of the litigation) shall be created.

### 3. OVERVIEW OF 2015 BUDGET AND MTEF ESTIMATES

#### 3.1. REVENUE ESTIMATES

	REVENUE OUTCOME		CURRENT	MEDIUM TERM REVENUE ESTIMATES		
	AUDITED	AUDITED	BUDGET	BUDGET	BUDGET	BUDGET
	31-MAR-14	31-MAR-15	31-MAR-16	31-MAR-17	31-MAR-18	31-MAR-19
	R'000	R'000	R'000	R'000	R'000	R'000
Sale of goods and services	42,340	166,798	199,205	201,197	206,227	218,649
Fines, penalties and forfeits	35,053	34,571	35,761	36,477	37,206	37,950
Interest, dividends and other income	7,138	5,988	5,768	1,238	1,090	1,172
<b>Total receipts</b>	<b>84,531</b>	<b>207,358</b>	<b>240,734</b>	<b>238,913</b>	<b>244,523</b>	<b>257,771</b>
Surplus / (Deficit)	(367,195)	2,422	-	-	-	-

#### 3.2. EXPENDITURE ESTIMATES

	EXPENDITURE OUTCOME		CURRENT	MEDIUM TERM EXPENDITURE ESTIMATES			
	AUDITED	AUDITED	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
	31-MAR-13	31-MAR-14	31-MAR-15	31-MAR-16	31-MAR-17	31-MAR-18	31-MAR-19
	R'000	R'000	R'000	R'000	R'000	R'000	R'000
<b>Current payments</b>	<b>158,755</b>	<b>451,727</b>	<b>204,935</b>	<b>240,735</b>	<b>238,912</b>	<b>244,523</b>	<b>257,771</b>
<b>Compensation of employees</b>	<b>101,004</b>	<b>118,190</b>	<b>131,999</b>	<b>159,979</b>	<b>165,921</b>	<b>175,115</b>	<b>185,420</b>
Goods and services	54,222	328,823	67,672	74,386	64,730	61,295	63,882
Depreciation	3,529	4,714	5,264	6,371	8,261	8,113	8,469
Payment for Capital Assets	4,378	5,008	6,443	30,000	7,721	10,000	24,000
<b>Total capital additions</b>	<b>4,378</b>	<b>5,008</b>	<b>6,445</b>	<b>30,000</b>	<b>7,721</b>	<b>10,000</b>	<b>24,000</b>
<b>Total Expenditure</b>	<b>163,133</b>	<b>456,735</b>	<b>211,380</b>	<b>270,735</b>	<b>246,633</b>	<b>254,523</b>	<b>281,771</b>

### 3.3. OPERATIONAL EXPENDITURE PER PROGRAMME

PROGRAMME	AUDITED	AUDITED	AUDITED	AUDITED	AUDITED	APPROVED BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
	31-MAR-10	31-MAR-11	31-MAR-12	31-MAR-13	31-MAR-14	31-MAR-15	31-MAR-16	31-MAR-17	31-MAR-18	31-MAR-19	31-MAR-20
	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Facilitation & Industry Development	3 466	4 453	5 303	11 113	11 920	20 047	19 190	14 147	14 479	15 264	16 015
COO - PMO, Advisory and Research	1 593	2 047	4 527	14 288	17 155	24 458	22 533	20 351	20 829	21 958	23 038
Administration (including Corporate Services, Governance, Office of the CEO, Finance, SCM and IT)**	21 377	27 467	53 798	60 327	64 330	64 759	89 681	101 846	104 238	109 885	115 293
Road Transport Inspectorate	19 595	25 177	39 846	61 915	72 497	77 639	83 545	81 546	83 461	87 983	92 312
Regulatory Services	6 956	8 938	10 995	11 113	285 825	27 053	25 785	21 023	21 516	22 682	23 798
<b>Total Expenditure</b>	<b>52 988</b>	<b>68 082</b>	<b>114 469</b>	<b>158 755</b>	<b>451 726</b>	<b>213 956</b>	<b>240 735</b>	<b>238 913</b>	<b>244 523</b>	<b>257 771</b>	<b>270 457</b>

### 3.4. CASH FLOW STATEMENT

	OUTCOMES		CURRENT	MEDIUM TERM ESTIMATES				
	AUDITED	AUDITED	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
	31-MAR-13	31-MAR-14	31-MAR-15	31-MAR-16	31-MAR-17	31-MAR-18	31-MAR-19	31-MAR-20
	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Receipts	191 889	169 840	190 805	240 735	238 913	244 523	257 771	270 457
Sale of goods and services	191 889	78 358	202 566	240 735	238 913	244 523	257 771	270 457
Permit income refundable		91 482	(11 761)					
Payments	(146 699)	(175 963)	(201 201)	(240 734)	(238 914)	(244 523)	(257 771)	(270 457)
Net cash flows from operating activities	45 190	(6 123)	(10 396)	0	0	0	(0)	(0)
Cash flows from interest & investing activities	(4 378)	969	(907)	(30 000)	(7 721)	(10 000)	(24 000)	(24 100)
Net increase/ (decrease) in cash and cash equivalents	40 812	(5 154)	(11 303)	(99 787)	(1 537)	1 255	1 065	67 189
Cash and cash equivalents at the beginning of the year	84 651	125 462	120 308	109 005	9 218	7 681	8 936	10 001
Cash and cash equivalents at the end of the year	125 462	120 308	109 005	9 218	7 681	8 936	10 001	77 190



### 3.5. STATEMENT OF FINANCIAL PERFORMANCE

	OUTCOMES		CURRENT	MEDIUM TERM EXPENDITURE ESTIMATES				
	AUDITED	AUDITED	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
	31-MAR-13	31-MAR-14	31-MAR-15	31-MAR-16	31-MAR-17	31-MAR-18	31-MAR-19	31-MAR-20
	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Permit Income	165 934	42 340	166 798	199 205	201 197	206 227	218 649	230 694
Penalty Income	19 996	35 053	34 571	35 761	36 477	37 206	37 950	38 708
Interest and other income	7 323	7 138	5 989	5 768	1 238	1 090	1 172	1 054
Government allocations	-	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>193 253</b>	<b>84 531</b>	<b>207 358</b>	<b>240 735</b>	<b>238 913</b>	<b>244 523</b>	<b>257 771</b>	<b>270 457</b>
Current payments	158 756	187 331	204 936	240 735	238 913	244 523	257 771	270 457
Compensation of employees	101 004	118 190	142 156	159 979	165 921	175 115	185 420	196 340
Goods and services	54 223	64 427	57 516	74 386	64 730	61 295	63 882	65 275
Depreciation	3 529	4 714	5 264	6 371	8 261	8 113	8 469	8 842
	-	264 395						
<b>SURPLUS / DEFICIT</b>	<b>34 497</b>	<b>(367 195)</b>	<b>2 422</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(0)</b>	<b>(0)</b>

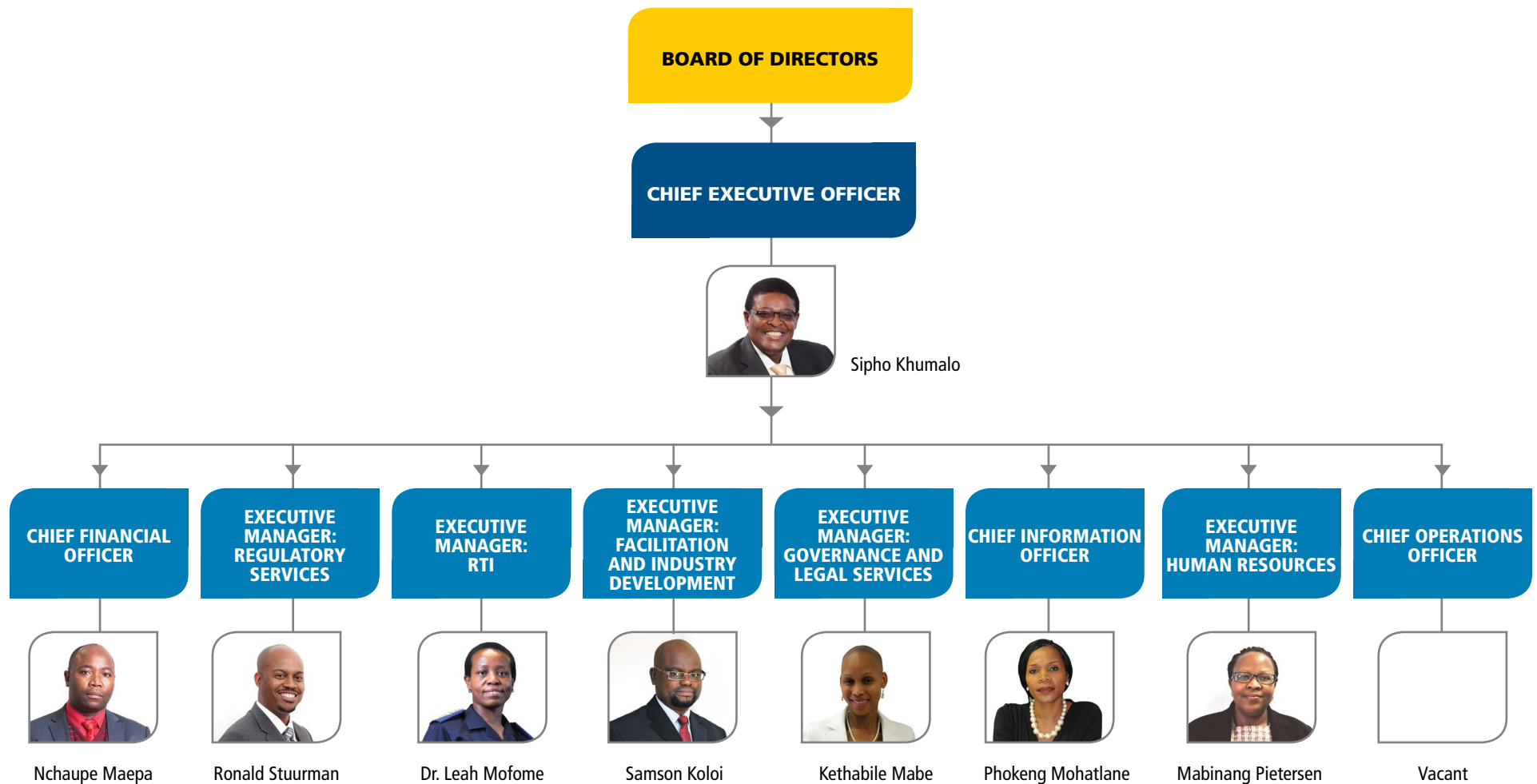
We are Dependable,  
Trustworthy and  
Value Our Customers

### 3.6. STATEMENT OF FINANCIAL POSITION

	OUTCOMES		CURRENT	MEDIUM TERM ESTIMATES				
	AUDITED	AUDITED	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
	31-MAR-13	31-MAR-14	31-MAR-15	31-MAR-16	31-MAR-17	31-MAR-18	31-MAR-19	31-MAR-20
	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Non- Current Assets	9 414	9 640	10 729	29 729	38 729	47 405	58 177	62 831
Current Assets	129 269	124 222	112 174	13 184	12 075	13 804	14 869	14 373
Receivables - Exchange	574	954	1 234					
Receivables - non-exchange	3 233	2 960	1 935	3 966	4 394	4 868	4 868	5 500
Cash and cash equivalents	125 462	120 308	109 005	9 218	7 681	8 936	10 001	8 873
Total assets	138 683	133 862	122 903	42 913	50 804	61 209	73 046	77 204
Financed by:								
Current Liabilities	27 941	390 406	376 946	221 328	158 710	77 249	71 072	75 072
Operating Lease Liability	682	521	97	619	423	565	8 967	9 684
Payables from exchange transactions	15 415	14 639	15 415	15 338	15 915	13 706	13 706	12 928
Other payables from (non-exchange)	2 780	361 000	348 695	189 946	127 847	46 452	25 917	27 990
Provisions	9 064	14 246	12 739	15 425	14 525	16 526	22 482	24 470
Non - current Liabilities	1 646	1 555	1 634	1 765	1 906	2 058	1 974	2 132
Retirement benefit obligation	1 646	1 555	1 634	1 765	1 906	2 058	1 974	2 132
ACCUMULATED SURPLUS	109 096	-258 099	-255 677	-180 180	-109 812	-18 098	0	0

We are Innovative and  
Passionate  
about Performance

## 4 . ORGANISATIONAL STRUCTURE



## PART B: PROGRAMME AND SUB-PROGRAMME PLANS

### 1. PROGRAMME ONE: ADMINISTRATION

#### 1.1. SUB-PROGRAMME: HUMAN RESOURCES

##### 1.1.1. PROGRAMME PURPOSE

The purpose of the Division is to provide professional advice and services related to human resources and facilities management to enable and enhance business delivery.

##### 1.1.2. STRATEGIC OBJECTIVE ANNUAL TARGETS FOR 2016-17

Annual MTEF targets for strategic objectives for sub-programme 1.1 are shown in the table below. The 2015– 2018 medium term targets are based on.

STRATEGIC OBJECTIVE		AUDITED/ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MEDIUM-TERM TARGETS		
		2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
1.	To develop, implement and sustain a high performance culture in the organisation.	62% satisfaction levels	-	-	Conducted survey and obtained 64% satisfaction levels	100% Implementation of the prioritised culture change recommendations from the snap survey	Conducted survey and obtained 62% satisfaction levels	100% Implementation of the prioritised culture change recommendations
2.	To ensure the financial viability and sustainability of the C-BRTA	-	-	-	-	Migration of Road Transport Inspectorate function to RTMC facilitated	-	-

##### 1.1.3. PROGRAMME PERFORMANCE INDICATORS AND ANNUAL TARGETS FOR 2016-17

Annual MTEF targets against performance indicators for the strategic objectives are shown in the table below.

PROGRAMME PERFORMANCE INDICATOR		AUDITED/ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MEDIUM-TERM TARGETS		
		2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
1.	Percentage <sup>1</sup> improvement in organisational culture	62% satisfaction levels	-	-	Conducted survey and obtain 64% satisfaction levels	100% Implementation of the prioritised culture change recommendations from the snap survey	Conducted survey and obtained 62% satisfaction levels	100% Implementation of the prioritised culture change recommendations
2.	Facilitate the migration of the Road Transport Inspectorate function to RTMC	-	-	-	-	Migration of Road Transport Inspectorate function to RTMC facilitated	-	-

<sup>1</sup> Assessed through the implementation of culture change recommendation and culture survey results

#### 1.1.4 QUARTERLY TARGETS FOR 2015-16

PROGRAMME PERFORMANCE INDICATOR		REPORTING PERIOD	BASELINE	ANNUAL TARGET	QUARTERLY TARGETS			
				2016/17	1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>	4 <sup>TH</sup>
1.	Percentage improvement in organisational culture	Quarterly	62% satisfaction levels	100% Implementation of the prioritised culture change recommendations from the snap survey	Submit implementation plan to Board for approval	Progress report linked to approved implementation plan submitted to Board for noting	Progress report linked to approved implementation plan submitted to Board for noting	100% Implementation of the prioritised culture change recommendations from the snap survey
2.	Facilitate the migration of the Road Transport Inspectorate function to RTMC	Quarterly	None, new indicator	Migration of Road Transport Inspectorate function to RTMC facilitated	Board Approval for establishment of Inter-Agency Transition Project Team and Implementation Plan	Progress report linked to approved implementation plan submitted to Board for noting	Progress report linked to approved implementation plan submitted to Board for noting	Road Transport Inspectorate Function migrated to RTMC

#### 1.1.5. RECONCILING PERFORMANCE TARGETS WITH THE BUDGET AND MTEF

Expenditure estimate: Human Resources and Administration

STRATEGIC OBJECTIVE	EXPENDITURE OUTCOME			CURRENT BUDGET	MEDIUM-TERM EXPENDITURE ESTIMATES		
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
	R'000	R'000	R'000	R'000	R'000	R'000	R'000
To develop, implement and sustain a high performance culture in the organisation.	60,327*	64,330*	77,757*	89,681*	101,846*	104,238*	109,885*

\* Expenditure estimates are for the Administration programme which includes Human Resources and Administration, Governance, Finance and SCM; and Office of the Chief Information Officer (CIO).

## 1.2. SUB-PROGRAMME: FINANCE AND SUPPLY CHAIN MANAGEMENT (SCM)

### 1.2.1. PROGRAMME PURPOSE

The purpose of the Units under this programme is to ensure organisational compliance with all statutory and policy requirements pertaining to, Finance and SCM.

### 1.2.2. STRATEGIC OBJECTIVE ANNUAL TARGETS FOR 2016-2017

Annual MTEF targets for strategic objectives for sub-programme 1.2 are shown in the table below.

STRATEGIC OBJECTIVE		AUDITED/ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MEDIUM-TERM TARGETS		
		2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
1.	To ensure the financial viability and sustainability of the C-BRTA	-	-	Approved strategy	Conducted feasibility study on proposed new revenue streams	Revised financial sustainability strategy  Implemented cross-border user charges as a new revenue stream	Implemented 1 additional revenue stream  Increased revenue baseline by 20%	Implemented 1 additional revenue stream  Increased revenue baseline by 20%

### 1.2.3. PROGRAMME PERFORMANCE INDICATORS AND ANNUAL TARGETS FOR 2016-2017

Annual MTEF targets against performance indicators for the strategic objectives are shown in the table below.

PROGRAMME PERFORMANCE INDICATOR		AUDITED/ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MEDIUM-TERM TARGETS		
		2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
1.	Developed and implemented new revenue streams as per financial sustainability strategy	-	-	Approved strategy	Conducted feasibility study on proposed new revenue streams	Revised financial sustainability strategy  Implemented cross-border user charges as a new revenue stream	Implemented 1 additional revenue stream  Increased revenue baseline by 20%	Implemented 1 additional revenue stream  Increased revenue baseline by 20%

### 1.2.4. QUARTERLY TARGETS FOR 2016-17

PROGRAMME PERFORMANCE INDICATOR		REPORTING PERIOD	BASELINE	ANNUAL TARGET	QUARTERLY TARGETS			
					1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>	4 <sup>TH</sup>
1.	Developed and implemented new revenue streams as per financial sustainability strategy	Quarterly	Conducted feasibility study on proposed new revenue streams	Revised financial sustainability strategy  Implemented cross-border user charges as a new revenue stream	Submitted revised financial sustainability strategy to the Board for approval	Submitted to the Minister a proposal to have the revenue streams implemented	Submitted progress report on the implementation of financial sustainability strategy to the Board for noting	Implemented cross-border user charges as a new revenue stream

### 1.2.5. RECONCILING PERFORMANCE TARGETS WITH THE BUDGET AND MTEF

Expenditure estimates: Finance and SCM

STRATEGIC OBJECTIVE	EXPENDITURE OUTCOME			CURRENT BUDGET	MEDIUM-TERM EXPENDITURE ESTIMATES		
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
	R'000	R'000	R'000	R'000	R'000	R'000	R'000
To ensure the financial viability and sustainability of the C-BRTA	60,327*	64,330*	77,757*	89,681*	101,846*	104,238*	109,885*

\* Expenditure estimates are for the Administration programme which includes Human Resources, Governance, Finance and SCM; and Office of the Chief Information Officer (CIO).

## 1.3. SUB-PROGRAMME: OFFICE OF THE CHIEF INFORMATION OFFICER (CIO)

### 1.3.1. PROGRAMME PURPOSE

The purpose of the Division under this programme is to ensure organisational efficiency in the deployment of ICT systems to support core functions.

### 1.3.2. STRATEGIC OBJECTIVE ANNUAL TARGETS FOR 2016-2017

Annual MTEF targets for strategic objectives for sub-programme 1.3 are shown in the table below

STRATEGIC OBJECTIVE		AUDITED/ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MEDIUM-TERM TARGETS		
		2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
1.	Integration of ICT systems	-	-	-	Developed and piloted new permit system at Head office	Developed and Piloted new permit system at Head Office	Full deployment of the permit system at all regions	Integration of selected C-BRTA ICT systems
2.	Optimise Technology Foundation	-	-	-	-	Upgraded Technology Platforms	Implemented Service Management Tools	-

### 1.3.3. PROGRAMME PERFORMANCE INDICATORS AND ANNUAL TARGETS FOR 2016-2017

Annual MTEF targets against performance indicators for the strategic objectives are shown in the table below.

PROGRAMME PERFORMANCE INDICATOR		AUDITED/ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MEDIUM-TERM TARGETS		
		2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
1.	Developed <sup>2</sup> and implemented new business system	-	-		Developed and piloted new permit system at Head Office	Developed and Piloted new permit system at Head Office	Full deployment of the permit system at all Regional Offices	Integration of selected C-BRTA ICT systems
2.	Optimise Technology Foundation				-	Upgraded Technology Platforms	Implemented Service Management Tools	

<sup>2</sup> Sign-off by the Regulatory Executive (client unit) as per service providers final deliverable

#### 1.3.4. QUARTERLY TARGETS FOR 2015-16

PROGRAMME PERFORMANCE INDICATOR		REPORTING PERIOD	BASELINE	ANNUAL TARGET	QUARTERLY TARGETS			
					1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>	4 <sup>TH</sup>
1.	Developed and implemented new business system	Quarterly	-	Developed and Piloted new permit system at Head Office	Submitted project plan to the Board for approval	Submitted progress report as per project plan to the Board for noting	Submitted progress report as per project plan to the Board for noting	Developed and piloted new permit system at Head Office
2.	Optimise Technology Foundation	Quarterly	-	Upgraded Technology Platforms	Submitted implementation plan to the Board for noting	Submitted progress report as implementation plan to the Board for noting	Submitted progress report as implementation plan to the Board for noting	Upgraded back end and front end Technology Platforms

#### 1.3.5. RECONCILING PERFORMANCE TARGETS WITH THE BUDGET AND MTEF

Expenditure estimates: Office of the Chief Information Officer (CIO)

STRATEGIC OBJECTIVE	EXPENDITURE OUTCOME			CURRENT BUDGET	MEDIUM-TERM EXPENDITURE ESTIMATES		
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Integration of ICT systems	60,327*	64,330*	77,757*	89,681*	101,846*	104,238*	109,885*

\* Expenditure estimates are for the Administration programme which includes Human Resources, Governance, Finance and SCM; and Office of the Chief Information Officer (CIO).

We are Open and  
Accountable in  
Our Interactions with  
Stakeholders



## 1.4. SUB-PROGRAMME: GOVERNANCE AND LEGAL SERVICES

### 1.4.1. PROGRAMME PURPOSE

The purpose of the Division is to establish sound corporate governance systems, provide guidance to the Board and its subcommittees, monitor and report on compliance matters, conduct investigations to prevent fraud and corruption, provide legal support and advisory services, facilitate internal audit and risk management.

### 1.4.2. STRATEGIC OBJECTIVE ANNUAL TARGETS FOR 2016-2017

STRATEGIC OBJECTIVE		AUDITED/ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MEDIUM-TERM TARGETS		
		2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
1.	Prevention of fraud and corruption	-	-	-	Developed anti-corruption strategy  Developed integrity management framework	60% fraud and corruption programmes implemented	Percentage reduction in the number of reported cases	Impact assessment on the anti-corruption initiatives
2	To introduce and implement regulated competition as pertaining to cross-border movements	-	-	-	Consultation and development of a Business Case on comprehensive levying of cross-border charges	Submitted a draft legislative proposal on comprehensive levying of cross-border charges	-	-

### 1.4.3. PROGRAMME PERFORMANCE INDICATORS AND ANNUAL TARGETS FOR 2016-2017

Annual MTEF targets against performance indicators for the strategic objectives are shown in the table below.

PROGRAMME PERFORMANCE INDICATOR		AUDITED/ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MEDIUM-TERM TARGETS		
		2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
1.	Implemented fraud and corruption prevention programmes	-	-	-	Developed anti-corruption strategy  Developed integrity management framework	60% fraud and corruption programmes implemented	Percentage reduction in the number of reported cases	Impact assessment on the anti-corruption initiatives
2.	Developed Business Case on comprehensive levying of cross-border charged	-	-	-	Consultation and development of a Business Case on comprehensive levying of cross-border user charges	Submitted a draft legislative proposal on comprehensive levying of cross-border user charges	-	-

#### 1.4.4. Quarterly targets for 2016-17

PROGRAMME PERFORMANCE INDICATOR		REPORTING PERIOD	BASELINE	ANNUAL TARGET	QUARTERLY TARGETS			
					1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>	4 <sup>TH</sup>
1.	Implemented fraud and corruption prevention programmes	Quarterly	Developed anti-corruption strategy  Developed integrity management framework	60% fraud and corruption programmes implemented	Submitted Fraud and Corruption implementation plan to the Board for approval	10% fraud and corruption programmes implemented	20% fraud and corruption programmes implemented	30% fraud and corruption programmes implemented
2.	Developed Business Case on comprehensive levying of cross-border charged	Quarterly	Consultation and development of a Business Case on comprehensive levying of cross-border user charges	Submitted a draft legislative proposal on comprehensive levying of cross-border user charges	Developed Discussion paper and workshopped with the relevant stakeholders	Submitted Draft legislative proposal on comprehensive levying of cross-border user charges to the Board	Board approved Draft legislative proposal on comprehensive levying of cross-border user charges	Submitted a draft legislative proposal on comprehensive levying of cross-border user charges to the DoT

#### 1.4.5. RECONCILING PERFORMANCE TARGETS WITH THE BUDGET AND MTEF

Expenditure estimates: Governance and Legal Services

STRATEGIC OBJECTIVE	EXPENDITURE OUTCOME			CURRENT BUDGET	MEDIUM-TERM EXPENDITURE ESTIMATES		
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Prevention of fraud and corruption	60,327*	64,330*	77,757*	89,681*	101,846*	104,238*	109,885*

\* Expenditure estimates are for the Administration programme which includes Human Resources, Governance, Finance and SCM; and Office of the Chief Information Officer (CIO).

## 2. PROGRAMME ONE: REGULATORY SERVICES

### 2.1. PROGRAMME PURPOSE

The Regulatory Services Division is responsible for regulating access to the cross-border road transport market, freight and passengers, through a permit administration regime. The regulation is geared towards improvement and promotion of social and economic development and regional integration.

### 2.2. STRATEGIC OBJECTIVE ANNUAL TARGETS FOR 2016 – 2017

Annual MTEF targets for strategic objectives for programme 1 are shown in the table below.

STRATEGIC OBJECTIVE		AUDITED/ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MEDIUM-TERM TARGETS		
		2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
1.	To introduce and implement regulated competition of cross border movements	-	-	-	Piloted and implemented scientific tool on three (3) main corridor	Impact assessment on the three (3) main corridors  Refinement of the scientific tool	Fully implemented scientific tool	Post implementation assessment
2.	To improve compliance with road transport legislation	-	-	-	Consultation with key stakeholders  EXCO approved Revised Feasibility Report  EXCO approved revised OCAS ICT Terms of Reference for appointment of system developer	National Feasibility Assessment	Initiate legislative reform process	Initiate legislative reform process

## 2.3. PROGRAMME PERFORMANCE INDICATORS AND ANNUAL TARGETS FOR 2016 - 2017

Annual MTEF targets against performance indicators for the strategic objectives are shown in the table below.

PROGRAMME PERFORMANCE INDICATOR		AUDITED/ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MEDIUM-TERM TARGETS		
		2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
1.	Implemented scientific tool used by the Regulatory Committee to manage supply and demand of cross-border passenger transport	-	-	Approved Framework  Adopted scientific tool  Piloted and refined scientific tool	Piloted and implemented scientific tool on three (3) main corridor	Impact assessment on the three (3) main corridors  Refinement of the scientific tool	Fully implemented scientific tool	Post implementation assessment
2.	Developed <sup>3</sup> and Implemented Operator Compliance Accreditation Scheme (OCAS)	-	-	Consultation and approved business rules and standards 2014/15 target)	Consultation with key stakeholders  EXCO approved Revised Feasibility Report  EXCO approved revised OCAS ICT Terms of Reference for appointment of system developer	National Feasibility Assessment	Initiate legislative reform process	Initiate legislative reform process

<sup>3</sup> Developed entails consultation with stakeholders, compilation of feasibility report and terms of reference

We are Honest, Fair and  
Do Not Tolerate Crime,  
Fraud and Corruption

## 2.4. QUARTERLY TARGETS FOR 2016 – 2017

PROGRAMME PERFORMANCE INDICATOR		REPORTING PERIOD	BASELINE	ANNUAL TARGET	QUARTERLY TARGETS			
					1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>	4 <sup>TH</sup>
1.	Implemented scientific tool used by the Regulatory Committee to manage supply and demand of cross-border passenger transport	Quarterly	Piloted and implemented scientific tool on three (3) main corridors	Impact assessment on the three (3) main corridors  Refinement of the scientific tool	Progress report on the pilot implementation to the Regulatory Committee for noting	Progress report on the pilot implementation to the Regulatory Committee for noting	Conducted impact assessment  Refine the MAR tool	Impact assessment on the three (3) main corridors  Refined scientific tool
2.	Developed and Implemented Operator Compliance Accreditation Scheme (OCAS)	Quarterly	Consultation with key stakeholders  Revised Feasibility Report	National Feasibility Assessment	Consult with key transport stakeholders to facilitate the National Feasibility Assessment	Consult with key transport stakeholders to facilitate the National Feasibility Assessment	Draft National Feasibility Assessment Report	Board approved National Feasibility Assessment Report

## 2.5. RECONCILING PERFORMANCE TARGETS WITH THE BUDGET AND MTEF

Expenditure estimates: Regulatory Services

STRATEGIC OBJECTIVE	EXPENDITURE OUTCOME			CURRENT BUDGET	MEDIUM-TERM EXPENDITURE ESTIMATES		
	2012/13	2013/14	2014/15		2015/16	2016/17	2017/18
	R'000	R'000	R'000		R'000	R'000	R'000
To introduce and implement regulated competition as pertaining to cross border movements	11,113	21,335	23,608	25,785	21,023	21,516	22,682
To promote efficiencies in permit issuing so as to reduce the cost of doing business for our operators							
To improve compliance with road transport legislation							

### 3. PROGRAMME TWO: ROAD TRANSPORT INSPECTORATE

#### 3.1. PROGRAMME PURPOSE

The purpose of the Division is to ensure compliance by operators with all cross-border road transport legislation as well as to the SADC Protocol. The strategic intent of the function is supporting the safety of freight and passengers in the Southern African Region through incentive-based voluntary compliance with relevant laws and regulations. The Division is structured to cover the following areas of focus:

- **Law enforcement** – which involves targeted roadside inspection to ensure compliance to all cross-border road transport legislation as well as to the SADC Protocol. This is the core functional area of the Division that involves prosecution of non-compliances. Key to the success of the Division is the development of Inspectors as well as collaboration with other law enforcement institutions.
  - **External activities** – which involves strategic partnering with law enforcement institutions and other relevant stakeholders to harmonise operating procedures and standards.
- **Law enforcement profiling** – which involves intelligent evidence-based decision making and developing law enforcement standard benchmarks.

#### 3.2. STRATEGIC OBJECTIVE ANNUAL TARGETS FOR 2015 - 2016

Annual MTEF targets for strategic objectives for Programme Two are shown in the table below.

STRATEGIC OBJECTIVE		AUDITED/ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MEDIUM-TERM TARGETS		
		2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
1.	To improve compliance with road transport legislation	-	-	-	5% (222 988) increase in the number of inspections conducted	5% (234 136) increase in the inspections baseline	5% (245 843) increase in the inspections baseline	5% (258 135) increase in the inspections baseline
		-	-	-	3 EXCO signed-off Quarterly reports on key findings from inspections and prosecutions	4 Law enforcement reports (Section 39(2))	4 Law enforcement reports (Section 39(2))	4 Law enforcement reports (Section 39(2))

### 3.3. PROGRAMME PERFORMANCE INDICATORS AND ANNUAL TARGETS FOR 2016 - 2017

Annual MTEF targets against performance indicators for the strategic objectives are shown in the table below.

PROGRAMME PERFORMANCE INDICATOR		AUDITED/ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MEDIUM-TERM TARGETS		
		2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2017/18
1.	Percentage increase in the number of inspections conducted	-	-	-	5% (222 988) increase in the number of inspections conducted	5% (234 136) increase in the inspections baseline	5% (245 843) increase in the inspections baseline	5% (258 135) increase in the inspections baseline
2.	Number of key findings reports on inspections and prosecutions	-	-	-	3 EXCO signed-off Quarterly reports on key findings from inspections and prosecutions	4 Law enforcement reports (Section 39(2))	4 Law enforcement reports (Section 39(2))	4 Law enforcement reports (Section 39(2))

### 3.4. QUARTERLY TARGETS FOR 2016-17

PROGRAMME PERFORMANCE INDICATOR		REPORTING PERIOD	BASELINE	ANNUAL TARGET	QUARTERLY TARGETS			
					1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>	4 <sup>TH</sup>
1.	Percentage increase in the number of inspections conducted	Quarterly	5% (222 988) increase in the number of inspections conducted	5% (234 136) increase in the inspections baseline	58 534 number of inspections conducted	58 534 number of inspections conducted	58 534 number of inspections conducted	58 534 number of inspections conducted
2.	Number of key findings reports on inspections and prosecutions	Quarterly	3 EXCO signed-off Quarterly reports on key findings from inspections and prosecutions	4 Law enforcement reports (Section 39(2))	Submitted Law enforcement report (Section 39(2)) to the Board for noting	Submitted Law enforcement report (Section 39(2)) to the Board for noting	Submitted Law enforcement report (Section 39(2)) to the Board for noting	Submitted Law enforcement report (Section 39(2)) to the Board for noting

### 3.5. RECONCILING PERFORMANCE TARGETS WITH THE BUDGET AND MTEF

Expenditure estimates: Road Transport Inspectorate

STRATEGIC OBJECTIVE	EXPENDITURE OUTCOME			CURRENT BUDGET	MEDIUM-TERM EXPENDITURE ESTIMATES		
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
	R'000	R'000	R'000	R'000	R'000	R'000	R'000
To improve compliance with road transport legislation	61,915	72,497	81,826	83,545	81,546	83,461	87,983

## 4. PROGRAMME THREE: FACILITATION AND INDUSTRY DEVELOPMENT

### 4.1. PROGRAMME PURPOSE

This Division is structured into two units, namely Facilitation and Industry Development.

The Facilitation Unit supports the establishment of strategic and co-operative relationships as well as structures between public and private institutions with freight and passenger industry players and SADC counterparts. The structured relationships with these stakeholders are developed in order to improve flow of freight and passenger road transport within the region.

The Industry Development component of this unit was established to provide value-add services to the Agency's clients, i.e. Cross-border Freight and Passenger Operators through facilitating the provision of training, capacity building and the promotion of entrepreneurship, especially with SMMEs in the transport sector.

### 4.2. STRATEGIC OBJECTIVE ANNUAL TARGETS FOR 2015-2016

Annual MTEF targets for strategic objectives for Programme Three are shown in the table below.

STRATEGIC OBJECTIVE		AUDITED/ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MEDIUM-TERM TARGETS		
		2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
1.	To establish and sustain strategic partnerships with stakeholders so as to enable the Agency to achieve its objectives	-	-	-	65% resolution of operator constraints, demonstrated escalation and consistent follow-through of registered constraints beyond CBRTA mandate	70% of operator constraints addressed within 6 months of reporting	70% of operator constraints addressed within 6 months of reporting	70% of operator constraints addressed within 6 months of reporting
		-	-	-	65% resolution of passenger transport conflicts registered and resolved within 6 months	70% of passenger transport conflicts resolved within 6 months of reporting	70% of passenger transport conflicts resolved within 6 months of reporting	70% of passenger transport conflicts resolved within 6 months of reporting
		-	-	-	Developed a primary and secondary stakeholder database  4 stakeholder forums	4 stakeholder forums	Developed and implemented an on-line complaints reporting mechanism  4 stakeholder forums	Developed and implemented a 24-hour corridor support hotline  4 stakeholder forums



#### 4.3. PROGRAMME PERFORMANCE INDICATORS AND ANNUAL TARGETS FOR 2016-17

Annual MTEF targets against performance indicators for the strategic objectives are shown in the table below.

PROGRAMME PERFORMANCE INDICATOR		AUDITED/ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MEDIUM-TERM TARGETS		
		2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
1.	Percentage of operator constraints addressed within 6 months	-	-	-	65% resolution of operator constraints, demonstrated escalation and consistence follow through of registered constraints beyond C-BRTA mandate	70% of operator constraints addressed within 6 months of reporting	70% of operator constraints addressed within 6 months of reporting	70% of operator constraints addressed within 6 months of reporting
2.	Percentage resolution of passenger transport conflicts registered and resolved within 6 months	-	-	-	65% resolution of passenger transport conflicts registered and resolved within 6 months	70% of passenger transport conflicts resolved within 6 months of reporting	70% of passenger transport conflicts resolved within 6 months of reporting	70% of passenger transport conflicts resolved within 6 months of reporting
3.	Number of the Industry Partnership Development Plan (IPDP) recommendations implemented	-	-	-	Developed a primary and secondary stakeholder database  4 stakeholder forums	4 stakeholder forums	Developed and implemented an on-line complaints reporting mechanism  4 stakeholder forums	Developed and implemented a 24-hour corridor support hotline  4 stakeholder forums

We ensure that the Interests  
of Cross-Border Operators  
are Central to  
Our Strategic Plans

#### 4.4. QUARTERLY TARGETS FOR 2016-17

PROGRAMME PERFORMANCE INDICATOR		REPORTING PERIOD	BASELINE	ANNUAL TARGET	QUARTERLY TARGETS			
				2016/17	1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>	4 <sup>TH</sup>
1.	Percentage of operator constraints addressed within 6 months	Quarterly	65% resolution of operator constraints, demonstrated escalation and consistence follow through of registered constraints beyond C-BRTA mandate	70% of operator constraints addressed within 6 months of reporting	Submitted progress report on operator constraints addressed and resolved within 6 months to the Board for noting	Submitted report on 70% operator constraints addressed within 6 months of reporting to the Board	Submitted progress report on operator constraints addressed and resolved within 6 months to the Board for noting	Submitted report on 70% operator constraints addressed within 6 months of reporting to the Board
2.	Percentage resolution of passenger transport conflicts registered and resolved within 6 months	Quarterly	65% resolution of passenger transport conflicts registered and resolved within 6 months	70% of passenger transport conflicts resolved within 6 months of reporting	Submitted progress report on resolution of passenger transport conflicts registered to the Board for noting	Submitted report on 70% resolution of passenger transport conflicts registered and resolved within 6 months to the Board for noting	Submitted progress report on resolution of passenger transport conflicts registered to the Board for noting	Submitted report on 70% resolution of passenger transport conflicts registered and resolved within 6 months to the Board for noting
3.	Number of the Industry Partnership Development Plan (IPDP) recommendations implemented	Quarterly	Developed a primary and secondary stakeholder database  4 stakeholder forums	4 stakeholder forums	Submitted Board stakeholder forum reports for noting	Submitted Board stakeholder forum reports for noting	Submitted Board stakeholder forum reports for noting	Submitted Board stakeholder forum reports for noting

#### 3.5. RECONCILING PERFORMANCE TARGETS WITH THE BUDGET AND MTEF

Expenditure estimates: Facilitation and Industry Development

STRATEGIC OBJECTIVE	EXPENDITURE OUTCOME			CURRENT BUDGET	MEDIUM-TERM EXPENDITURE ESTIMATES		
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
	R'000	R'000	R'000	R'000	R'000	R'000	R'000
To establish and sustain strategic partnerships with stakeholders so as to enable the Agency to achieve its objectives	11,113	11,920	10,713	19,190	14,147	14,479	15,264

## 5. PROGRAMME FOUR: OFFICE OF THE CHIEF EXECUTIVE OFFICER (CEO)

### 5.1. PROGRAMME PURPOSE

The main purpose of the office is to provide strategic and operational support within the Agency through project management, research, business performance, monitoring and evaluation, strategic and stakeholder relations, customer services. These initiatives are aimed at enabling the organisation to achieve its objectives and goals as set out in the 2015/20 Strategic Plan. The focus will be improved business efficiency, promote structured and coherent performance and monitoring mechanisms.

### 5.2. STRATEGIC OBJECTIVE ANNUAL TARGETS FOR 2015-2016

Annual MTEF targets for strategic objectives for Programme Four are shown in the table below.

STRATEGIC OBJECTIVE		AUDITED/ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MEDIUM-TERM TARGETS		
		2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
1.	To proactively provide value added advisory services to the Minister of Transport and other relevant stakeholders on cross-border matters in the transport sector	-	-	1 Cross-border road transport report	2 Annual State of Cross-Border Operations Report ASCBOR to the Minister	1 ASCBOR report to the Minister and other stakeholders	1 ASCBOR report to the Minister and other stakeholders	1 ASCBOR report to the Minister and other stakeholders
2.		-	-	-	2 country (Zimbabwe and Mozambique) profiles developed	2 country (Malawi and Lesotho) profiles developed	2 updated (Zimbabwe and Mozambique country profiles)  2 country (Swaziland and Botswana) profiles developed	2 updated (Malawi and Lesotho) country profiles  2 country (Zambia and Namibia) profiles developed
3.	To promote the C-BRTA's reputation	-	-	63% achievement	65% customer satisfaction achieved	65% customer satisfaction achieved	70% customer satisfaction achieved	80% customer satisfaction achieved
4.	To position the C-BRTA brand to ensure visibility and awareness	-	-	-	4 Presented papers at transport conferences	4 Presented papers at transport conferences	4 Presented papers at transport conferences	4 Presented papers at transport conferences

We Ensure  
Consultation and Partnerships  
with Key Role Players

### 5.3. STRATEGIC OBJECTIVE ANNUAL TARGETS FOR 2016-2017

Annual MTEF targets for strategic objectives for programme 5 are shown in the table below.

PROGRAMME PERFORMANCE INDICATOR		AUDITED/ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MEDIUM-TERM TARGETS		
		2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
1.	Number of Annual State of Cross-Border Operations Reports (ASCBOR) submitted to the Minister and other relevant stakeholders	-	-	1 cross-border road transport report	2 Annual State of Cross-Border Operations Report ASCBOR to the Minister	1 ASCBOR report to the Minister and other stakeholders	1 ASCBOR report to the Minister and other stakeholders	1 ASCBOR report to the Minister and other stakeholders
2.	Number country profiles developed or updated	-	-	-	2 country (Zimbabwe and Mozambique) profiles developed	2 country (Malawi and Lesotho) profiles developed	2 updated (Zimbabwe and Mozambique) country profiles  2 country (Swaziland and Botswana) profiles developed	2 updated (Malawi and Lesotho) country profiles  2 country (Zambia and Namibia) profiles developed
3.	Percentage achieved on client satisfaction survey conducted on freight and passenger (taxis and buses) operators	-	-	60% achievement	65% customer satisfaction achieved	65% customer satisfaction achieved	70% customer satisfaction achieved	80% customer satisfaction achieved
4.	Number of initiatives to increase C-BRTA's visibility	-	-	-	4 Presented papers at transport conferences	4 Presented papers at transport conferences	4 Presented papers at transport conferences	4 Presented papers at transport conferences

We Do Not Tolerate Crime,  
Fraud and Corruption

## 5.4. PROGRAMME PERFORMANCE INDICATORS AND ANNUAL TARGETS FOR 2016-2017

Annual MTEF targets against performance indicators for the strategic objectives are shown in the table below.

PROGRAMME PERFORMANCE INDICATOR		REPORTING PERIOD	BASELINE	ANNUAL TARGET	QUARTERLY TARGETS			
					1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>	4 <sup>TH</sup>
1.	Number of Annual State of Cross-Border Operations Reports (ASCBOR) submitted to the Minister and other relevant stakeholders	Quarterly	2 Annual State of the Cross-Border Operations Report (ASCBOR) to the Minister	1 ASCBOR report to the Minister and other stakeholders	Submitted Progress report on ASCBOR to the Board for noting	Submitted Progress report on ASCBOR to the Board for noting	Submitted Progress report on ASCBOR to the Board for noting	Board Approved ASCBOR to the Minister  Submitted ASCBOR to the Minister and stakeholders
2.	Number of country profiles developed or updated	Quarterly	2 country (Zimbabwe and Mozambique) profile developed and published	2 country (Malawi and Lesotho) profile developed	Progress Report on the development of the country profile (Malawi)	Developed country profile (Malawi) for Board noting	Progress Report on the development of the country profile (Lesotho)	Developed country profile (Lesotho) for Board noting
3.	Percentage achieved on client satisfaction survey conducted on freight and passenger (taxis and buses) operators	Quarterly	65% customer satisfaction achieved	65% customer satisfaction achieved	Develop survey plan	Progress report on the roll out of survey plan	1 survey conducted on freight transport operators	1 survey conducted on passenger transport operators  Consolidated survey report for Board noting
4.	Number of initiatives to increase C-BRTA's visibility	Quarterly	4 Presented papers at transport conferences	4 Presented papers at transport conferences	At least one (1) paper presented at transport conferences	At least one (1) paper presented at transport conferences	At least one (1) paper presented at transport conferences	At least one (1) paper presented at transport conferences

## 5.5. RECONCILING PERFORMANCE TARGETS WITH THE BUDGET AND MTEF

Expenditure estimates: Office of the CEO

STRATEGIC OBJECTIVE	EXPENDITURE OUTCOME			CURRENT BUDGET	MEDIUM-TERM EXPENDITURE ESTIMATES		
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
	R'000	R'000	R'000	R'000	R'000	R'000	R'000
To proactively provide value added advisory services to the Minister of Transport and other relevant stakeholders on cross-border matters in the transport sector	14,288	17,155	10,811	22,533	20,351	20,829	21,958
To promote the C-BRTA's reputation							
To position the C-BRTA brand to ensure visibility and awareness							
To introduce and implement regulated competition as pertaining to cross border movements							

### 3. ANNEXURE 1: CHANGES TO THE 2015-2020 STRATEGIC PLAN

C-BRTA MANDATE	STRATEGIC GOALS	STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATORS	BASELINE	2015/16 TARGET	2016/17 TARGET	2017/18 TARGET	2018/19 TARGET	2019/20 TARGET
<p>To introduce regulated competition in respect of cross-border passenger road transport</p> <p>To liberalise market access progressively in respect of cross-border freight road transport</p>	GOAL 2: Facilitate unimpeded flow of cross-border transport	1. To introduce and implement regulated competition of cross-border movements	1. Implemented <sup>4</sup> scientific tool used by the Regulatory Committee to manage supply and demand of cross-border passenger transport	<p>Approved framework</p> <p>Adopted scientific tool</p> <p>Piloted and refined scientific tool</p>	Piloted and implemented scientific tool on 3 main corridor	<p><b>OLD</b></p> <p>Impact assessment and refinement of the scientific tool on the cross-border routes</p> <p><b>NEW</b></p> <p>Impact assessment on the three (3) main corridors</p> <p>Refinement of the scientific tool</p>	<p><b>OLD</b></p> <p>Piloted and fully implemented scientific tool</p> <p><b>NEW</b></p> <p>Fully implemented scientific tool</p>	<p><i>There was previously no target</i></p> <p><b>NEW</b></p> <p>Post implementation assessment</p>	<p><i>There was previously no target</i></p> <p><b>NEW</b></p> <p>Post implementation assessment</p>
			2. Developed <sup>5</sup> a business case for integrated regulatory framework to reduce passenger transport conflict	None, as this is a new indicator	Board approved business case on Integrated Regulatory Framework	-	-	-	-
			3. Developed business case on comprehensive levying of cross-border charges	None, as this is a new indicator	Consultation and development of a Business Case on comprehensive levying of cross-border charges	Submitted a draft legislative proposal on comprehensive levying of cross-border charges	-	-	-

<sup>4</sup> Implemented means to introduce the scientific tool on the corridor to manage the demand vs supply of cross-border permits

<sup>5</sup> Developed means to research the legislation to determine areas of harmonisation and lobbying of 9 provinces for input into the regulatory framework

C-BRTA MANDATE	STRATEGIC GOALS	STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATORS	BASELINE	2015/16 TARGET	2016/17 TARGET	2017/18 TARGET	2018/19 TARGET	2019/20 TARGET
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	GOAL 4 Promote safe and reliable cross-border transport	2. To promote efficiencies in permit issuing so as to reduce the cost of doing business for our operators	4. Percentage of temporary permits issued from front and remote office within pre-determined turnaround times	None, as this is a new indicator	90% <sup>6</sup> Issued front office temporary permits within 1 day  90% Issued remote office temporary permits within 3 working days	<b>REMOVED:</b> To be measured at operational level  90% Issued front office temporary permits within 6 hours  90% Issued remote office temporary permits within 2 working days	<b>REMOVED:</b> To be measured at operational level  90% Issued front office temporary permits within 4 hours  90% Issued remote office temporary permits within 2 working days	<b>REMOVED:</b> To be measured at operational level  90% Issued front office temporary permits within 4 hours  90% Issued remote office temporary permits within 2 working days	<b>REMOVED:</b> To be measured at operational level  90% Issued front office temporary permits within 3 hours  90% Issued remote office temporary permits within 1 working day

<sup>6</sup> To mitigate for unforeseen and uncontrollable incidents such as power outages and receipt of incomplete documents

We Spearhead  
Socio-Economic  
Development  
in the SADC Region

C-BRTA MANDATE	STRATEGIC GOALS	STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATORS	BASELINE	2015/16 TARGET	2016/17 TARGET	2017/18 TARGET	2018/19 TARGET	2019/20 TARGET
To improve the unimpeded flow by road of freight and passengers in the region by reducing operational constraints for the industry	GOAL 2 Facilitate unimpeded flow of cross-border transport	3. To improve compliance with road transport legislation	5. Developed <sup>7</sup> and Implemented Operator Compliance Accreditation Scheme (OCAS)	Consultation and approved business rules and standards	Consultation with key stakeholders  EXCO Approved Revised Feasibility Report  EXCO Approved revised OCAS ICT Terms of Reference for appointment of system developer	<b>OLD</b> Development OCAS ICT system  EXCO signed off Test report of OCAS ICT system  Pilot implementation plan signed off by EXCO  <b>NEW</b> National Feasibility Assessment	<b>OLD</b> Piloting of OCAS system and impact assessment report  <b>NEW</b> Initiate legislative reform	<b>OLD</b> Draft Regulations  <b>NEW</b> Initiate legislative reform	<b>OLD</b> Implementation of the OCAS system  <b>NEW</b> Implemented of the OCAS system
		3. To improve compliance with road transport legislation	6. Developed and operationalised <sup>8</sup> smart law enforcement strategy	Adopted research paper	EXCO approved smart law strategy  Piloted smart law enforcement tool  Acquisition of staff and physical equipment	<b>REMOVED:</b> To be measured at operational level  <b>OLD</b> Implement 1 electronic tool and generate intelligence in three (3) regions	<b>REMOVED:</b> To be measured at operational level  Roll out the electronic tool and generate intelligence in 2 regions	<b>REMOVED:</b> To be measured at operational level  Roll out the electronic tool and generate intelligence in 2 regions  Review and refine the implemented electronic tool	<b>REMOVED:</b> To be measured at operational level  Implemented technology and intelligence driven law enforcement in all regions

<sup>7</sup> Developed entails consultation with stakeholders, compilation of feasibility report and terms of reference

<sup>8</sup> Operationalise means rendering an implementable strategy

<sup>9</sup> Permanent deployment refers to posting of inspectors within the 2km proximity of major borders depending on the border post traffic flow



C-BRTA MANDATE	STRATEGIC GOALS	STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATORS	BASELINE	2015/16 TARGET	2016/17 TARGET	2017/18 TARGET	2018/19 TARGET	2019/20 TARGET
			7. Number of borders with permanently <sup>9</sup> deployed Inspectors within 2km proximity from major borders	2 Borders	Deployed inspectors to 4 Borders	<b>REMOVED:</b> To be measured at operational level  Deployed inspectors to 1 Border (Skilpadshek)	<b>REMOVED:</b> To be measured at operational level  Deployed inspectors to 1 Border (Kopfontein)	<b>REMOVED:</b> To be measured at operational level  Deployed inspectors to 1 Border (Golela)	<b>REMOVED:</b> To be measured at operational level  Deployed inspectors to 1 Border (Phafuri)
			8. Percentage increase in the number of inspections conducted	178 753 number of inspection	5% (222 988) increase in the number of inspections conducted	<b>OLD</b> 10% increase in the number of inspections baseline  <b>NEW</b> 5% (234 136) increase in the number of inspections baseline	<b>OLD</b> 12% increase in the number of inspections baseline  <b>NEW</b> 5% (245 843) increase in the number of inspections baseline	<b>OLD</b> 12% increase in the number of inspections baseline  <b>NEW</b> 5% (258 135) increase in the number of inspections baseline	<b>OLD</b> 15% increase in the number of inspections baseline  <b>NEW</b> 5% (271 042) increase in the number of inspections baseline
	GOAL 2 Promote safe and reliable cross-border transport		9. Number of key finding reports on inspections and prosecutions as approved by the EXCO	None as this is a new indicator	4 EXCO signed off reports on key <sup>10</sup> findings from inspections and prosecutions	<b>OLD</b> 4 quarterly reports on key findings from inspections and prosecutions as signed-off by EXCO  <b>NEW</b> 4 Law enforcement reports (section 39 (2))	<b>OLD</b> 4 quarterly reports on key findings from inspections and prosecutions as signed-off by EXCO  <b>NEW</b> 4 Law enforcement reports (section 39 (2))	<b>OLD</b> 4 quarterly reports on key findings from inspections and prosecutions as signed-off by EXCO  <b>NEW</b> 4 Law enforcement reports (section 39 (2))	<b>OLD</b> 4 quarterly reports on key findings from inspections and prosecutions as signed-off by EXCO  <b>NEW</b> 4 Law enforcement reports (section 39 (2))

<sup>10</sup> Key findings refer to findings relating to vehicle and driver fitness as defined in NRTA and C-BRT Act.

C-BRTA MANDATE	STRATEGIC GOALS	STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATORS	BASELINE	2015/16 TARGET	2016/17 TARGET	2017/18 TARGET	2018/19 TARGET	2019/20 TARGET
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	GOAL 3 Promote regional integration	4. To establish and sustain strategic partnerships with stakeholders so as to enable the Agency to achieve its objectives	10. Percentage of operator constraints <sup>11</sup> addressed <sup>12</sup> within 6 months	None as this is a new indicator	65% of operator constraints addressed within 6 months of reporting	<b>OLD</b> 70% resolution of operator constraints, demonstrated escalation and consistent follow through of registered constraints beyond C-BRTA mandate	<b>OLD</b> 70% resolution of operator constraints, demonstrated escalation and consistent follow through of registered constraints beyond C-BRTA mandate	<b>OLD</b> 70% resolution of operator constraints, demonstrated escalation and consistent follow through of registered constraints beyond C-BRTA mandate	<b>OLD</b> 70% resolution of operator constraints, demonstrated escalation and consistent follow through of registered constraints beyond C-BRTA mandate
			11. Percentage resolution of passenger transport conflicts registered and addressed within 6 months	None as this is a new indicator	65% of passenger transport conflicts addressed within 6 months	<b>OLD</b> 65% resolution of passenger transport conflicts registered and resolved within 6 months  <b>NEW</b> 70% of passenger transport conflicts addressed within 6 months of reporting	<b>OLD</b> 70% resolution of passenger transport conflicts registered and resolved within 6 months  <b>NEW</b> 70% of passenger transport conflicts addressed within 6 months of reporting	<b>OLD</b> 70% resolution of passenger transport conflicts registered and resolved within 6 months  <b>NEW</b> 70% of passenger transport conflicts addressed within 6 months of reporting	<b>OLD</b> 75% resolution of passenger transport conflicts registered and resolved within 6 months  <b>NEW</b> 75% of passenger transport conflicts addressed within 6 months of reporting

<sup>11</sup> Constraints refer to cross-border road transport operational impediments that hinder unimpeded flow or movement.

<sup>12</sup> Addressed means resolved by C-BRTA or escalated (i.e. consultation (as defined in the technical indicator) with the relevant stakeholder/ authority on the identified constraint that is not within the Agency's mandate) and consistently followed-through

C-BRTA MANDATE	STRATEGIC GOALS	STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATORS	BASELINE	2015/16 TARGET	2016/17 TARGET	2017/18 TARGET	2018/19 TARGET	2019/20 TARGET
			12. Number of the Industry Partnership Development Plan (IPDP) recommendations <sup>13</sup> implemented	None as this indicator is new	Developed a primary and secondary stakeholder database  4 stakeholder forums	<b>OLD</b> Recommendation 2 Developed and implemented a 24-hour corridor support hotline  4 stakeholder forums  <b>NEW</b> 4 stakeholder forums	<b>NO CHANGE</b> Recommendation 3 Developed and implemented an on-line complaints reporting mechanism  4 stakeholder forums	<b>OLD</b> 4 stakeholder forums  <b>NEW</b> Developed and implemented a 24-hour corridor support hotline  4 stakeholder forums	-
			13. Number of opportunities <sup>14</sup> created for women/youth/people with disabilities within the cross-border freight industry	None as this is a new indicator	2 opportunities created in the freight industry	<b>REMOVED</b> 2 opportunities facilitated in the freight industry	<b>REMOVED</b> 2 opportunities facilitated in the freight industry	<b>REMOVED</b> 2 opportunities facilitated in the freight industry	<b>REMOVED</b> 2 opportunities facilitated in the freight industry
			14. Number of empowerment initiatives facilitated	Establish and incubate two (2) co-operatives targeting women, youth and people with disability	Facilitate <sup>15</sup> the incubation <sup>16</sup> of the established cooperatives  2 rural community outreach on cross-border opportunities	<b>REMOVED</b> 2 community outreach on cross-border opportunities	<b>REMOVED</b> 2 community outreach on cross-border opportunities	<b>REMOVED</b> 2 community outreach on cross-border opportunities	<b>REMOVED</b> 2 community outreach on cross-border opportunities

<sup>13</sup> Four selected recommendations over a period of 5 years

<sup>14</sup> Researched and identified viable business opportunities ready for uptake

<sup>15</sup> Coordinate, organise and arrange information sharing sessions

<sup>16</sup> Refers to training intervention, workshops and mentoring processes aimed at rendering the newly registered cooperatives ready to operate

C-BRTA MANDATE	STRATEGIC GOALS	STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATORS	BASELINE	2015/16 TARGET	2016/17 TARGET	2017/18 TARGET	2018/19 TARGET	2019/20 TARGET
To enhance and strengthen the capacity of the public sector in support of the C-BRTA's strategic planning, enabling and monitoring functions	GOAL 3 Promote regional integration	5. To proactively provide value added advisory services to the Minister of Transport and other relevant stakeholders on cross-border matters in the transport sector.	15. Number of Annual State of Cross-Border Operations Reports (ASCBOR) submitted to the Minister and other relevant stakeholders.	None, as this is a new indicator	2 Annual State of Cross-Border Operations Report (ASCBOR) to the Minister	<b>OLD</b> 3 ASCBOR reports to the Minister (2) and other stakeholders (1)  <b>NEW</b> 1 ASCBOR report to the Minister and other stakeholders	<b>OLD</b> 3 ASCBOR reports to the Minister (2) and other stakeholders (1)  <b>NEW</b> 1 ASCBOR report to the Minister and other stakeholders	<b>OLD</b> 3 ASCBOR reports to the Minister (2) and other stakeholders (1)  <b>NEW</b> 1 ASCBOR report to the Minister and other stakeholders	<b>OLD</b> 3 ASCBOR reports to the Minister (2) and other stakeholders (1)  <b>NEW</b> 1 ASCBOR report to the Minister and other stakeholders
			16. Number country of profiles developed or updated	None, as this is a new indicator	2 country (Zimbabwe and Mozambique) profiles developed	<b>OLD</b> 2 updated (Zimbabwe and Mozambique) country profiles  1 country (Malawi) profile developed  <b>NEW</b> 2 country (Malawi and Lesotho) profiles developed	<b>OLD</b> 3 updated (Zimbabwe, Mozambique and Malawi) country profiles  3 country (Lesotho, Swaziland and Botswana) profiles developed  <b>NEW</b> 2 updated (Zimbabwe and Mozambique) country profiles  2 country (Swaziland and Botswana) profiles developed	<b>OLD</b> 6 updated (Zimbabwe, Mozambique, Malawi, Lesotho, Swaziland and Botswana) country profiles  2 country profiles (Zambia and Namibia) developed  <b>NEW</b> 2 updated (Malawi and Lesotho) country profiles  2 country (Zambia and Namibia) profiles developed	<b>OLD</b> 8 updated (Zimbabwe, Mozambique, Malawi, Lesotho, Swaziland, Botswana, Zambia and Namibia) country profiles  1 country (DRC) profile developed  <b>NEW</b> 2 updated (Swaziland and Botswana, ) country profiles  1 country (DRC) developed

C-BRTA MANDATE	STRATEGIC GOALS	STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATORS	BASELINE	2015/16 TARGET	2016/17 TARGET	2017/18 TARGET	2018/19 TARGET	2019/20 TARGET
To enhance and strengthen the capacity of the public sector in support of the C-BRTA's strategic planning, enabling and monitoring functions	GOAL 1 Enhance organisational performance	6. To promote the C-BRTA's reputation	17. Percentage achieved on client satisfaction survey conducted on freight and passenger (taxis and buses) operators	60%	65% customer satisfaction achieved	65% customer satisfaction achieved	<b>NO CHANGE</b> 70% customer satisfaction achieved	<b>NO CHANGE</b> 80% customer satisfaction achieved	<b>NO CHANGE</b> 85% customer satisfaction achieved
To enhance and strengthen the capacity of the public sector in support of the C-BRTA's strategic planning, enabling and monitoring functions	GOAL 5 Strategic positioning to enhance organisational sustainability	7. To position the C-BRTA brand to ensure visibility and awareness	18. Number of initiatives to increase C-BRTA's visibility	None, as this is a new indicator	4 Presented papers at transport conferences  Hosted Cross-Border Road Transport Conference	<b>OLD</b> 5 initiatives 4 Presented papers at transport conferences  Implement 100% of selected resolutions made at the conference  <b>NEW</b> 4 Presented papers at transport conferences	<b>OLD</b> 5 initiatives 4 Presented papers at transport conferences  Host Cross-border road transport conference  <b>NEW</b> 4 Presented papers at transport conferences	<b>OLD</b> 5 initiatives 4 Presented papers at transport conferences  Implement 100% of selected resolutions made at the conference  <b>NEW</b> 4 Presented papers at transport conferences	-

C-BRTA MANDATE	STRATEGIC GOALS	STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATORS	BASELINE	2015/16 TARGET	2016/17 TARGET	2017/18 TARGET	2018/19 TARGET	2019/20 TARGET
To enhance and strengthen the capacity of the public sector in support of the C-BRTA's strategic planning, enabling and monitoring functions	GOAL 5 Strategic positioning to enhance organisational sustainability	8. To develop, implement and sustain a high performance culture in the organisation.	19. Percentage <sup>17</sup> Improvement in organisational culture	62%	Conducted survey and obtained 64% satisfaction levels	<b>OLD</b> 100% Implementation of the selected culture change recommendations  <b>NEW</b> 100% Implemented the prioritised culture change recommendations from the snap survey	<b>OLD</b> Conducted survey and obtained 75% satisfaction levels  <b>NEW</b> Conducted survey and obtained 62% satisfaction levels	<b>NO CHANGE</b> 100% Implemented the prioritised culture change recommendations	<b>OLD</b> 100% Implemented the prioritised culture change recommendations  <b>NEW</b> Conducted survey and obtained 65% satisfaction levels
To enhance and strengthen the capacity of the public sector in support of the C-BRTA's strategic planning, enabling and monitoring functions	GOAL 5 Strategic positioning to enhance organisational sustainability	9. To ensure the financial viability and sustainability of the C-BRTA	20. Developed and implemented new revenue streams as per financial sustainability strategy/model	None, as this is a new indicator	Conducted feasibility study on proposed new revenue streams	<b>OLD</b> Revised financial sustainability strategy  <b>NEW</b> Revised financial sustainability strategy  Implemented cross-border user charges as a new revenue stream	<b>THERE WERE NO TARGETS</b> Implemented 1 additional revenue stream  Increased revenue baseline by 20% ( <i>this target had its own KPI, now integrated</i> )	<b>THERE WERE NO TARGETS</b> Implemented 1 additional revenue stream  Increased revenue baseline by 20% ( <i>this target had its own KPI, now integrated</i> )	<b>THERE WERE NO TARGETS</b> Implemented 1 new revenue stream  Increase revenue baseline by 20% ( <i>this target had its own KPI, now integrated</i> )
			21. Developed Business case on Beitbridge Border Modernisation Project (BBMI)	None, as this is a new indicator	Submitted of Board approved business case	-	-	-	-
			22. Facilitate the migration of the Road Transport Inspectorate function to RTMC	None as this is a new indicator	-	<b>NEW</b> Migration of Road Transport Inspectorate function to RTMC facilitated	-	-	-

<sup>17</sup> Assessed through the implementation of culture change recommendation and culture survey results

C-BRTA MANDATE	STRATEGIC GOALS	STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATORS	BASELINE	2015/16 TARGET	2016/17 TARGET	2017/18 TARGET	2018/19 TARGET	2019/20 TARGET
To enhance and strengthen the capacity of the public sector in support of the C-BRTA's strategic planning, enabling and monitoring functions	GOAL 1 Enhance organisational performance	10. Integration of ICT systems	23. Developed <sup>18</sup> or implemented <sup>19</sup> new permit system	Developed and Piloted new permit system at Head Office	Developed and Piloted new permit system at Head Office	<b>OLD</b> Full deployment of the permit system at all regions  <b>NEW</b> Developed and Piloted new permit system at Head Office	<b>OLD</b> Integration of selected C-BRTA ICT systems  <b>NEW</b> Full deployment of the permit system at all regions	<b>NEW</b> Integration of selected C-BRTA ICT systems	-
			<b>INDICATOR REMOVED</b> To be measured at operational level 24. Uptime percentage on business critical systems	None, as this is a new indicator	97% uptime	99% uptime	100% uptime	100% uptime	100% uptime
			25. <b>NEW INDICATOR</b> Optimised technology foundation	None, this is a new indicator	-	Upgraded technology platforms	Implemented Service Management Tools	-	-
To enhance and strengthen the capacity of the public sector in support of the C-BRTA's strategic planning, enabling and monitoring functions	GOAL 1 Enhance organisational performance	11. Prevent fraud and corruption	26. Number of implemented <sup>20</sup> fraud and corruption prevention initiatives	None, as this is a new indicator	Developed anti-corruption strategy  Developed integrity management framework	<b>OLD</b> Percentage reduction in the prevalence of reported cases  <b>NEW</b> 60% fraud and corruption programmes implemented	<b>NEW</b> Percentage reduction in the number of reported cases	<b>NEW</b> Impact assessment on the anti-corruption initiatives	-

<sup>18</sup> Sign-off by the Regulatory division (client unit) as per service providers final deliverable

<sup>19</sup> Implementation means operationalising the system. System reports to serve as completion of implementation for each region where the system is implemented.

<sup>20</sup> Carrying out of activities relating to fraud and corruption prevention programmes

## 4. PART C: TECHNICAL INDICATORS

### 1. PROGRAMME ONE: ADMINISTRATION

#### PROGRAMME 1.1 HUMAN RESOURCES AND ADMINISTRATION

##### INDICATOR NO. 1.1.1

INDICATOR TITLE	Percentage Improvement on Organisational culture
Short definition	To improve on the organisational culture
Purpose/importance	To implement the recommendations from the snap survey conducted
Source/collection of data	Board approval of the implementation plan; progress report as per implementation plan submitted to Board, Board approved close-out report; EXCO minutes for progress reports
Method of calculation	1 Board approved Implementation plan; 2 progress reports; 2 EXCO minutes and 1 Board approved close-out report
Data limitations	None
Type of indicator	Outcome
Reporting cycle	Quarterly
New indicator	No
Desired performance	Q1: Submitted implementation plan to Board for approval Q2: Progress report linked to approved implementation plan submitted to Board for noting Q3: Progress report linked to approved implementation plan submitted to Board for noting Q4: 100% Implementation of the prioritised culture change recommendations from the snap survey
Indicator responsibility	Executive Manager: Human Resources

##### INDICATOR NO. 1.1.2

INDICATOR TITLE	Facilitate the migration of the Road Transport Inspectorate function to RTMC
Short definition	Transfer of the Law Enforcement function to RTMC.
Purpose/importance	Facilitate the implementation of the transfer of the Road Transport Inspectorate function to RTMC.
Source/collection of data	Board approved implementation plan; progress report as per implementation plan submitted to Board, Board approved close-out report; EXCO minutes for progress reports
Method of calculation	1 Board approved implementation plan; 2 progress reports; 2 EXCO minutes and 1 Board approved close-out report
Data limitations	Lack of buy-in
Type of indicator	Activity
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Q1: Board Approval for establishment of Inter-Agency Transition Project Team and Implementation Plan Q2: Progress report linked to approved implementation plan submitted to Board for noting Q3: Progress report linked to approved implementation plan submitted to Board for noting Q4: Road Transport Inspectorate Function migrated to RTMC
Indicator responsibility	Executive Manager: Human Resources



## PROGRAMME 1.2 FINANCE AND SCM

### INDICATOR NO. 1.2.1

INDICATOR TITLE	Developed and implemented new revenue streams as per financial sustainability strategy
Short definition	Initiatives taken aimed at improving the financial sustainability of the Agency
Purpose/importance	To implement the cross-border user charges as an additional revenue stream so as to improve the financial viability of the Agency
Source/collection of data	Board approval of revised financial sustainability, Ministerial submission of the proposal to have the revenue streams implemented, Board submissions of progress report on the implementation of financial sustainability strategy
Method of calculation	1 Board approved revised financial sustainability, 1 Ministerial submission of the proposal, 2 Board submissions of progress report on the financial sustainability strategy
Data limitations	None
Type of indicator	Outcome
Reporting cycle	Quarterly
New indicator	No
Desired performance	Q1: Submitted revised financial sustainability strategy to the Board for approval Q2: Submitted to the Minister a proposal to have the revenue streams implemented Q3: Submitted to progress report on the implementation of financial sustainability strategy to the Board for noting Q4: Implemented cross-border user charges as a new revenue stream
Indicator responsibility	Chief Financial Officer

We Promote Road Safety  
and Compliance Through  
the Cross-Alive Campaign

## PROGRAMME 1.3 CHIEF INFORMATION OFFICER

### INDICATOR NO. 1.3.1

INDICATOR TITLE	Developed and implemented new business systems
Short definition	Develop and implement new systems aligned to the business needs
Purpose/importance	Develop new effective business systems
Source/collection of data	Board approved project plan, Board submission of progress reports as per project plan; Board submission of close-out report
Method of calculation	1 Board approved project plan, 2 Board submission of progress reports as per project plan; 1 Board submission of close-out report
Data limitations	None
Type of indicator	Output
Reporting cycle	Quarterly
New indicator	No
Desired performance	Q1: Submitted project plan to the Board for approval Q2: Submitted progress report as per project plan to the Board for noting Q3: Submitted progress report as per project plan to the Board for noting Q4: Developed and piloted new permit system at Head Office
Indicator responsibility	Chief Information Officer

### INDICATOR NO. 1.3.2

INDICATOR TITLE	Optimise Technology Foundation
Short definition	Upgrade technology platforms required to support the business operations
Purpose/importance	To ensure that the IT Infrastructure platforms (i.e. Back-end) and C-BRTA IT Tools of Trade (i.e. front-end) are adequate and in support of the C-BRTA business operations
Source/collection of data	Board submission of the implementation plan, Submission of progress report on implementation plan; Board submission of close-out report
Method of calculation	1 Board submission of the implementation plan, 2 Submission of progress report on implementation plan; 1 Board submission of close-out report
Data limitations	None
Type of indicator	Output
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Q1: Submitted implementation plan to Board for noting Q2: Submitted progress report as implementation plan to Board for noting Q3: Submitted progress report as implementation plan to Board for noting Q4: Upgraded back end and front end Technology Platforms
Indicator responsibility	Chief Information Officer

## PROGRAMME 1.4 GOVERNANCE AND LEGAL SERVICES

### INDICATOR NO. 1.4.1

INDICATOR TITLE	Implemented fraud and corruption prevention programmes
Short definition	Effective and efficient fraud prevention programmes implemented
Purpose/importance	To implement fraud and corruption programmes cumulatively so as to improve ethical culture
Source/collection of data	Board approved implementation plan; register of fraud and corruption programmes
Method of calculation	10% of programmes implemented from the fraud and corruption implementation plan =Q2; 30% of programmes implemented from the fraud and corruption implementation plan =Q3; 60% of programmes implemented from the fraud and corruption implementation plan =Q4
Data limitations	Insufficient information received from the whistle-blowers and change in the hotline number
Type of indicator	Activity
Reporting cycle	Quarterly
New indicator	No
Desired performance	Q1: Submitted Fraud and Corruption implementation plan to the Board for approval Q2: 10% fraud and corruption programmes implemented Q3: 20% fraud and corruption programmes implemented Q4: 30% fraud and corruption programmes implemented
Indicator responsibility	Executive Manager: Governance and Legal Services

### INDICATOR NO. 1.4.2

INDICATOR TITLE	Developed business case on comprehensive levying of cross-border user charges
Short definition	Develop a legislative proposal on comprehensive levying of cross-border user charges
Purpose/importance	To draft and submit a legislative proposal to the DoT so as to enable comprehensive levying of cross-border user charges
Source/collection of data	Business case on Comprehensive levying of cross-border user charges; Board submission of Draft Legislative proposal; Submission of Board approved legislative proposal to the DoT on comprehensive levying of cross-border user charges
Method of calculation	1 Business case on Comprehensive levying of cross-border user charges; 1 Board submission of Draft Legislative proposal; 1 Submission of Board approved legislative proposal on comprehensive levying of cross-border user charges
Data limitations	None
Type of indicator	Output
Reporting cycle	Quarterly
New indicator	No
Desired performance	Q1: Developed Discussion paper and workshopped with the relevant stakeholders Q2: Submitted Draft legislative proposal on comprehensive levying of cross-border user charges to the Board Q3: Board approved Draft legislative proposal on comprehensive levying of cross-border user charges Q4: Submitted a draft legislative proposal on comprehensive levying of cross-border user charges to the DoT
Indicator responsibility	Executive Manager: Governance and Legal Services

## 2. PROGRAMME TWO: REGULATORY SERVICES

### INDICATOR NO. 2.1

INDICATOR TITLE	Implemented scientific tool used by the Regulatory Committee to manage supply and demand of passenger transport
Short definition	To introduce market driven regulated competition
Purpose/importance	To evaluate the impact of the MAR tool used to balance supply and demand of passenger transport per cross border route
Source/collection of data	Regulatory Committee submission of pilot implementation progress report; Impact assessment report, refined MAR tool; Regulatory Committee minutes
Method of calculation	2 Regulatory Committee submission of pilot implementation progress report; 1 Regulatory Committee Submission of Impact assessment report, 1 Resolution approving the refined MAR tool
Data limitations	None
Type of indicator	Output
Reporting cycle	Quarterly
New indicator	No
Desired performance	Q1: Submitted progress report on the pilot implementation to the Regulatory Committee for noting Q2: Submitted progress report on the pilot implementation to the Regulatory Committee for noting Q3: Conducted impact assessment and Refine the MAR tool Q4: Regulatory Committee approved impact assessment report and Refined scientific tool
Indicator responsibility	Executive Manager: Regulatory Services

### INDICATOR NO. 2.2

INDICATOR TITLE	Developed and Implemented Operator Compliance Accreditation Scheme (OCAS)
Short definition	Development of an accreditation system to promote compliance
Purpose/importance	To improve the safety, quality, reliability and efficiency of cross-border transport services
Source/collection of data	Consultation reports, Draft National Feasibility Assessment report with EXCO minutes, Board approved National Feasibility Assessment Report
Method of calculation	2 Consultation reports, 1 Draft National Feasibility Assessment report, 1 Board approved National Feasibility Assessment Report
Data limitations	Delays in the development of OCAS ICT system
Type of indicator	Output
Reporting cycle	Quarterly
New indicator	No
Desired performance	Q1: Consult with key transport stakeholders to facilitate the National Feasibility Assessment Q2: Consult with key transport stakeholders to facilitate the National Feasibility Assessment Q3: Draft National Feasibility Assessment Report Q4: Board approved National Feasibility Assessment Report
Indicator responsibility	Executive Manager: Regulatory Services

### 3. PROGRAMMETHREE: ROAD TRANSPORT INSPECTORATE

#### INDICATOR NO. 3.1

INDICATOR TITLE	Percentage increase in the number of inspections conducted
Short definition	Increase in the percentage of inspections conducted
Purpose/importance	To improve operator compliance
Source/collection of data	Consolidated inspection reports and inspection forms
Method of calculation	Number of inspections conducted per quarter
Data limitations	Cross-border conflicts
Type of indicator	Activity
Reporting cycle	Quarterly
New indicator	No
Desired performance	Q1: 58 534 number of inspections conducted Q2: 58 534 number of inspections conducted Q3: 58 534 number of inspections conducted Q4: 58 534 number of inspections conducted
Indicator responsibility	Executive Manager: Road Transport Inspectorate

#### INDICATOR NO. 3.2

INDICATOR TITLE	Number of key findings reports on inspections and prosecutions
Short definition	To report key findings on inspections and prosecutions conducted
Purpose/importance	To inform decision making in respect of policy interventions and support the road safety initiatives
Source/collection of data	Enforcer report of key findings on inspections and prosecutions, monthly reports from regions, route analysis reports
Method of calculation	4 Law enforcement as approved by Board
Data limitations	None
Type of indicator	Output
Reporting cycle	Quarterly
New indicator	No
Desired performance	Q1: Submitted Law enforcement report (Section 39(2)) to the Board for noting Q2: Submitted Law enforcement report (Section 39(2)) to the Board for noting Q3: Submitted Law enforcement report (Section 39(2)) to the Board for noting Q4: Submitted Law enforcement report (Section 39(2)) to the Board for noting
Indicator responsibility	Executive Manager: Road Transport Inspectorate

## 4. PROGRAMME FOUR: FACILITATION AND INDUSTRY DEVELOPMENT

### INDICATOR NO. 4.1

INDICATOR TITLE	Percentage of operator constraints addressed within 6 months
Short definition	Resolution/ escalation and follow-up of constraints registered within the C-BRTA mandate
Purpose/importance	To reduce operational constraints and thus reduce the cost of doing business for operators
Source/collection of data	The tracking register of issues raised through operator engagement platforms e.g. JRMGs and Operators forum; Minutes of meetings, Board Submission of progress reports; EXCO minutes
Method of calculation	Percentage (Number of constraints addressed / total registered constraints for the semester) * 100
Data limitations	Dependency on other stakeholders to resolve the constraints
Type of indicator	Output
Reporting cycle	Quarterly
New indicator	No
Desired performance	Q1 & Q3: Submitted Progress Report on operator constraints addressed to Board for noting Q2 & Q4: Submitted report on 70% operator constraints addressed within 6 months of reporting to the Board
Indicator responsibility	Executive Manager: Facilitation and Industry Development

### INDICATOR NO. 4.2

INDICATOR TITLE	Percentage resolution of passenger transport conflicts registered and resolved within 6 months
Short definition	Resolution of passenger transport conflicts registered
Purpose/importance	To resolve conflicts in the cross-border passenger sector
Source/collection of data	Operators Conflict Report, Signed Minutes from operator meetings, Tracking Register of Issues; Board Submission of progress reports and EXCO minutes
Method of calculation	Percentage = (Number of conflicts resolved / total registered for the quarter) * 100
Data limitations	Operators unwillingness to co-operate
Type of indicator	Output
Reporting cycle	Quarterly
New indicator	No
Desired performance	Q1 & Q3 : Submitted Progress Report on resolution of passenger transport conflicts registered and resolved within 6 months to Board for noting Q2 & Q4: Submitted report on 70% resolution of passenger transport conflicts registered and resolved within 6 months to Board
Indicator responsibility	Executive Manager: Facilitation and Industry Development

### INDICATOR NO. 4.3

INDICATOR TITLE	Implemented recommendations of the Industry Partnership Development Plan (IPDP)
Short definition	Implement recommendations of the IPDP
Purpose/importance	To consult with cross-border stakeholders with a view to facilitate the unimpeded flow of freight and passenger transport
Source/collection of data	Board Submission of Stakeholder Forum reports; EXCO minutes
Method of calculation	Stakeholder Forum Report
Data limitations	None
Type of indicator	Output
Reporting cycle	Quarterly
New indicator	No
Desired performance	Q1 - Q4: Submitted to Board stakeholder forum reports for noting
Indicator responsibility	Executive Manager: Facilitation and Industry Development

We Spearhead  
Socio-Economic Development  
in the SADC Region

## 5. PROGRAMME FIVE: OFFICE OF THE CEO

### INDICATOR NO. 5.1

INDICATOR TITLE	Number of Annual State of the Cross-Border Operations Report (ASCBOR) to the Minister and other relevant stakeholders
Short definition	Submission of a cross-border transport report to the Minister and other relevant stakeholders
Purpose/importance	To provide value added advisory services to the Minister of Transport and other relevant stakeholders on cross border matters
Source/collection of data	Board submission of Progress report on ASCBOR; Board Approved ASCBOR and Ministerial submission of ASCBOR
Method of calculation	3 Board submission of Progress report on ASCBOR; 1 Board Approved ASCBOR and 1 Ministerial submission of ASCBOR
Data limitations	None
Type of indicator	Output
Reporting cycle	Quarterly
New indicator	No
Desired performance	Q1 – Q3: Submitted Progress report on ASCBOR to the Board for noting Q4: Board Approved ASCBOR to the Minister and Submitted ASCBOR to the Minister and stakeholders
Indicator responsibility	Chief Executive Officer

### INDICATOR NO. 5.2

INDICATOR TITLE	Number of country profiles developed or updated
Short definition	Developed country profiles
Purpose/importance	To provide value added advisory services to operators on the different countries
Source/collection of data	Progress Reports (1 Malawi and 1 Lesotho) and Country Profiles (Malawi and Lesotho) with EXCO minutes
Method of calculation	2 Progress Reports (1 Malawi and 1 Lesotho) with EXCO minutes and 2 Country Profiles (1 Malawi and 1 Lesotho)
Data limitations	None
Type of indicator	Output
Reporting cycle	Quarterly
New indicator	No
Desired performance	Q1: Progress Report on the development of the country profile (Malawi) Q2: Developed Country Profile (Malawi) Q3: Progress Report on the development of the country (Lesotho) Q4: Developed Country Profile (Lesotho)
Indicator responsibility	Chief Executive Officer



### INDICATOR NO. 5.3

INDICATOR TITLE	Percentage achieved on client satisfaction survey conducted on freight and passenger operators (taxis and buses)
Short definition	Client satisfaction surveys conducted on cross-border operators
Purpose/importance	Determine the client satisfaction levels from surveys in order to improve on customer value add
Source/collection of data	Survey plan, Progress report on the survey plan with EXCO minutes, Survey report on freight transport operators, Survey conducted on passenger transport operators, Consolidated survey report for Board noting
Method of calculation	Average percentage of the quarterly survey results
Data limitations	Non-responsive operators
Type of indicator	Outcome
Reporting cycle	Quarterly
New indicator	No
Desired performance	Q1: Developed survey plan Q2: Progress report on the roll out of survey plan Q3: 1 survey conducted on freight transport operators Q4: 1 survey conducted on passenger transport operators and consolidated survey report for Board noting
Indicator responsibility	Chief Executive Officer

### INDICATOR NO. 5.4

INDICATOR TITLE	Number of initiatives to Increase C-BRTA's visibility
Short definition	To present research papers at transport conferences
Purpose/importance	To position the C-BRTA brand to ensure visibility and awareness
Source/collection of data	Programmes/ Confirmation of speakers, papers/presentations delivered at conferences
Method of calculation	At least four (4) papers/presentations delivered
Data limitations	None
Type of indicator	Outcome
Reporting cycle	Quarterly
New indicator	No
Desired performance	Q1: Presented at least 1 papers at Conferences Q2: Presented at least 1 paper at Conferences Q3: Presented at least 1 paper at Conferences Q4: Presented at least 1 paper at Conferences
Indicator responsibility	Chief Executive Officer

This image shows a single sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.



Leading The Way in  
cross-border road transport

Glen Manor Office Park  
Building 3  
138 Frikkie de Beer Street  
Menlyn, Pretoria  
South Africa

PO Box 560  
Menlyn, 0063  
Pretoria  
South Africa

Tel: +27 12 471 2000  
Fax: +27 12 369 8485

[www.cbrta.co.za](http://www.cbrta.co.za)

