



# Annual Performance Plan 2017-18



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## LIST OF ACRONYMS & ABBREVIATIONS

ACRONYM	MEANING
APP	Annual Performance Plan
ASCBOR	Annual State of Cross-Border Operations Report
BMA	Border Management Agency
CBM	Collaborative Border Manager
C-BRTA	Cross-Border Road Transport Agency
COMESA	Common Market for Eastern and Southern Africa
COTO	Committee of Transport Officials
DoT	Department of Transport
EAC	East African Community
EXCO	Executive Committee
ICT	Information Communication Technology
IPDP	Industry Partnership Development Plan
LAP	Linking Africa Plan
MAR	Market Access Regulation
MTEF	Medium Term Expenditure Framework
MinMEC	Ministers and Members of Executive Councils Meeting
MTSF	Medium Term Strategic Framework
NDP	National Development Plan
NSC	North-South Corridor
OCAS	Operator Compliance Accreditation Scheme
PESTEL	Political; Environment; Social; Technology; Economic; Legal/Legislative
PICI	Presidential Infrastructure Championing Initiative
PPDF	Project Preparation Development Facility
PPP	Public, Private Partnerships
REC	Regional Economic Communities
RIDMP	Regional Infrastructure Development Master Plan
SADC	Southern African Development Community
ToR	Terms of Reference

## FOREWORD BY THE EXECUTIVE AUTHORITY



The National Development Plan (NDP) calls for all government entities to commit and participate in all initiatives that are geared for achievement of the Vision 2020. The plan is a multi-focused development plan which among other are intended to enable economic development and regional integration, whilst it holistically responds to the Department of Transport's strategic outcomes.

In view of the policy mandate of the C-BRTA, that is, to facilitate the free flow of goods and persons, enhance regional integration, improve trade relations and promote social cohesion between RSA and her neighboring states, the 2017/18 annual performance plan was developed to enable the Agency to give special focus to building relations that will optimise regional integration. This brings new thinking and approach to stakeholder relations building and management.

C-BRTA's new initiative, "Linking Africa Plan (LAP)" is an initiative for repositioning the role of transport and trade as twin partners that can be catalysts for enabling African countries to transform and diversify their economies by providing them with an incentive for industrialisation through peer influence. The Agency will through LAP complement existing initiatives such as the "North South Corridor (NSC) Aid-for-Trade Programme", which South Africa is leading as part of the Presidential Infrastructure Championing Initiative (PICI). In response to the current state of affairs, LAP will seek to build on the momentum of regional integration energized by the Africa 2063 Agenda: *The Africa We Want*.

The 2017/18 annual performance plan is a prelude to a vibrant and integrated development approach to transport and trade facilitation. It is geared to enhance building of fruitful partnerships with various stakeholders within trade facilitation, transport and economic development arenas.

As the Minister of Transport, I therefore endorse and commit to continuous progress monitoring for successful delivery of this plan.

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

**Ms Dipuo Peters, MP**

**Minister of Transport**

**Date: 10/03/2017**

## FOREWORD BY THE ACCOUNTING AUTHORITY

Transportation is acknowledged as an important driver of economic growth and development. The sector accounts for a large proportion of infrastructure investment in most sub-Saharan countries and its quality and performance affects the productivity of other sectors. Infrastructure underdevelopment (inefficiencies) along regional road transport corridors are partly to blame for the low level of intra-Africa trade that currently stands at around 10-12%, compared to 60% and 40% intra regional trade that has been achieved in Europe and North America respectively. Africa is riddled with inexplicable barriers to trade, and it appears to be helpless in unraveling these afflictions. As a result, as African countries seek to promote economic integration within the continent, transport infrastructure is critical to create solid transport networks that link Africa to the global economy.

Road transport is a dominant mode of transport that carries over 80% of regional traffic in SADC. Despite the strategic importance of the road transport sector, the quality of road networks in the region still lags far behind much of the rest of the world and is in a serious need of improvement. Existing challenges range from disjointed planning and policy setting at regional level to inefficient transport regulations, lack of intermodal integration, insufficient and poorly maintained road infrastructure which results in poor regional connectivity and poorly designed border posts that hinder the seamless movement of traffic across national boundaries. The impact of border post impediments on intra-regional trade flows can never be over-stated, they materialise in delays for cross-border road transport operators which result in inefficiency of cross-border road transport operations. These inefficiencies are the main reasons for low level intra-African trade.

Whilst Africa's economies are anchored on minerals and consumption, it is sabotaged by inexplicable barriers to trade. The Rising Africa narrative ended with the ending of the commodity boom and to date, African economies are still struggling to shrug-off the lingering effects of the economic slowdown of China, the Global Recession and continuous sluggishness of Organisation for Economic Cooperation and Development (OECD) economies. Focus on resolving these inefficiencies should be given priority given that there are 54 land border posts between South Africa and immediate neighbouring countries, of the 53 borders 19 are designated commercial border posts however, C-BRTA is currently active at 23 border posts. Beitbridge, Lebombo, Maseru and Skilpadshek border post are located in the busiest corridors linking South Africa to the SADC region through the North-South Corridor (N1), Trans-Kalahari Corridor, the Maputo Corridor (N4) and carry over 70% of the traffic (commercial passenger and freight vehicles). There are some efforts currently in progress to respond to these challenges however, most border post projects revolve around the establishment of One Stop Border Posts (OSBP's) yet the projects display a regional character that depends on the establishment of Collaborative Border Management (CBM) to succeed.

Given the complexity of the environment in which the Agency operates, the most powerful instrument for achieving value for the cross-border operators is through peer influence, which makes collaboration between stakeholders an imperative approach. In order to broaden the Agency's collaboration efforts within the border and corridor environment space, the new initiative, "Linking Africa Plan (LAP)" was conceived. LAP is a concerted campaign aimed at unlocking Africa's trade potential. This plan makes the highlight of the Agency's 2017/18 focus as it will be driven as a structured campaign that seeks to influence the African agenda for change founded on the philosophy that change can be achieved through peer influence. As a role-player in the cross-border environment, the C-BRTA embraces regional and national initiatives since the Agency believes that the implementation of transport reforms will improve the seamless flow of traffic within the region. Improved traffic movements within SADC will also yield national gains; with regard to achieving the objectives set out in the National Development Plan (NDP).

Meanwhile, the implementation of the Operator Compliance Accreditation Scheme (OCAS) is also moving ahead. Extensive stakeholder engagements during the past financial year resulted in growing support for OCAS, with more role-players acknowledging the advantages that this scheme will pose to cross-border road transport operators, once implemented. The Agency's efforts will be complemented by other efforts taken within the region. Improving regional connectivity is important to promote intra-regional trade and economic development in the SADC region through addressing impediments along the entire transport value chain (road transport corridors). In 2012, SADC adopted the Regional Development Infrastructure Master Plan (RIDMP) which is a 15 years blueprint intended to address transport infrastructure constraints and inefficiencies. It reflects approved regional infrastructure development projects that aim to improve regional connectivity. Furthermore, the SADC Secretariat has recently launched the Project Preparation Development Facility (PPDF) to secure funding and support member states in packaging Public Private Partnerships (PPP) project.

The emergence of the Tripartite that includes the Common Market for Eastern and Southern Africa (COMESA), the East African Community (EAC) and the Southern African Community (SADC) will shape the future of the cross-border road transport industry. All 26 countries forming part of the Tripartite (South Africa included) support the single multilateral cross border road transport permit initiative. The Border Management Authority (BMA) has been established at national level and cabinet approved the BMA Bill in 2015. The Agency supports the new border management paradigm since it believes that a single authority structure, managing border post operations will not only secure and protect South Africa's borders, but also improves the seamless movement of cross-border traffic across national boundaries, with associated benefits to cross-border road transport operators and enhance trade and regional development.

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 financial and human resources. Furthermore, the C-BRTA shall continue to support the Department of Transport towards the delivery of a sustainable, efficient, safe and reliable cross-border road transport system.



**Mr M. Ramathe**  
**Chairperson of the Board**

## OFFICIAL SIGN-OFF

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 2017 – 2018 year.

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

Signature: 

**Mr S. Khumalo**  
Chief Executive Officer


Signature: 

**Mr M. Ramathe**  
Chairperson, Accounting Authority

Signature: 

**APPROVED BY:**

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

Signature: 



# PART A: STRATEGIC OVERVIEW

This APP is based on the Strategic Plan 2015-2020 themed Linking Africa and takes into account our resources and aims to drive the Government's Programme of Action for the Medium Term Strategic Framework (MTSF) 2014 – 2019 for economic transformation and growth.

## 1. SITUATIONAL ANALYSIS

### 1.1 BACKGROUND

In line with its Mandate, the Cross-Border Road Transport Agency (C-BRTA) champions the facilitation of unimpeded flow of passengers and goods within an environment of multiple role-players and stakeholders. The Agency has been self-funding, since its establishment in 1998, primarily through the levying of fees for the issuing of cross-border permits. In 2011, its first big move to improve its revenue was met with displeasure among its primary stakeholders when it affected increase in permit tariffs for the first time since 2003. The increase implied increase in revenue base from approximately R50 million to a revenue base of R168 million. The 2011 Amendment Regulations were challenged by some freight operators. The Constitutional Court in May 2015 ruled in favour of the operators which effectively meant that the 2011 Permit Tariff Regulations were invalid with retrospective effect, which in turn created a liability of over R356 million to be refunded to operators. This liability as well as the threat that the current revenue streams create uncertainty regarding the Agency's ability to remain a going concern.

In May 2015 a request for additional funding for the Cross Border Road Transport Agency (C-BRTA) was submitted to the Minister of Transport, however the request was not supported by the Minister of Finance mainly due to the fact that the request did not meet the criteria of section 30(2) (b) of the Public Finance Management Act (PFMA) of 1999, even though the liability of the Agency was unforeseen and unavoidable. Given the impact on its financial position and cash flow, the Agency thus developed a Turnaround Plan which will enable it to generate funding to support its operations while at the same time generating surpluses to reduce its liabilities. This will be achieved through implementation of initiatives that can enhance the revenue base within a short-term to a long-term.

The said initiatives include the migration of the Agency's Road Transport Inspection (RTI) function to the Road Traffic Management Cooperation (RTMC) by the beginning of the 2017 - 18 financial year. This move is aligned with the Constitutio which calls for the establishment of a single traffic and law enforcement authority. Subsequent to taking this initiative was the revision of the C-BRTA strategy that meant to incorporate the changes which had an impact on the service-delivery environment. Both The Vision and Mission were revised. The Vision has been changed from "The leading road transport trade facilitation Agency within the region" to "The champion of free-flowing inter-state operations", whilst The mission of the Agency was revised from: "We spearhead the unimpeded flow of inter-state operations thereby facilitating sustainable social and economic development" to "We spearhead the unimpeded flow of inter-state operations thereby facilitating sustainable social and economic development". The change in the service delivery environment further called for the review and enhancement of Strategic Goals, Objectives and Key Performance Indicators.

In light of the dynamic nature of the transportation industry, The Agency continues to redefine its focus and put more emphasis on regulating the cross-border industry. This necessitates amendments on the mandate as articulated in the C-BRT Act for the implementation of some initiatives/interventions. As this is not just a phenomenon for the C-BRTA only, the Department has seen it necessary that an alignment and streamlining of all Roads Entities Founding Legislation be conducted. The Agency champions its mandate of facilitating the unimpeded flow of passengers and goods within a terrain that has multiple role-players and stakeholders and marked with delays at the border posts; inadequate infrastructure (hard & soft) at the border posts; and uncoordinated stoppages of commercial vehicles for law enforcement along the various transport corridor. The C-BRTA is enjoined to establish partnerships and prioritise changing the face of the cross-border road transport industry.

There is a growing acknowledgement that the transport sector is the enabler or servant of trade. With the increasing demand for mobility in both passenger and freight, especially in the developing world implies a need for a plan that would support the integration of African economies. In this regard, the Agency will champion the development of a Linking Africa Transport Plan which seeks to consolidate the work of the continent in international road transportation trade and social integration. The strategic scope of the Linking Africa Plan will engender an approach within the C-BRTA that will position stakeholder engagement as a strategic activity, which is founded on the philosophy of producing results through peer influence. As a catalyst for regional integration, the plan will locate cross-border stakeholders at the center of all projects undertaken by the C-BRTA, as it recognises stakeholder engagement as a vital part of creating successful change.

LAP approaches projects and change as a strategic tool for developing the organisation and propelling it towards a desired future. Ultimately, through LAP, the C-BRTA will engender a stakeholder engagement culture for all its stakeholders, starting with its own employees and provide for mechanisms on how to measure its maturity. Enabling the industry players to maximise business opportunities and to regulate themselves incrementally in order to improve safety, security, reliability, quality and efficiency of the cross-border road transport services. This will enable all industry stakeholders to realise the goal of providing “for co-operative and co-ordinated provision of advice, regulation, facilitation and law enforcement in respect of cross-border road transport by the public and private sectors.

As part of a larger sectoral transformation agenda of advancing women emancipation and empowerment in the cross-border industry, the Agency will develop and implement an Industry Development Strategy in the next three (3) financial years. This strategy would be seeking to promote transformation and development of the cross-border industry especially freight, with special focus on women and youth.

## 1.2 SOCIO-ECONOMIC ENVIRONMENT

Africa's trade depends on a narrow range of natural resources and commodities with a global trade measured at around 3%. This represents a much slower progress than other developing regions. In the aftermath of the United Kingdom's (UK) decision to leave the European Union (EU) the rand took the deepest plunge among emerging economies. The Brexit vote has cast a shadow in South Africa's Economy as the country has close trade ties with both the UK and the EU. South Africa's economy is already suffering the consequences of slowing demand from China and low commodity prices and uncertainty regarding the spillover effects of Brexit. This coupled with escalating tariffs that are biased against developing countries, continuation of agricultural subsidies by the West and bullying tactics by bigger economic powers are the main causes of poor social development in the region. It is unfortunate that Africa has over time failed to produce meaningful industrial policies that would alleviate the situation. In the political arena, local government elections were held on the 3 August 2016 and saw the opposition taking control of the major metros of South Africa.

South Africa remains a dual economy with one of the highest inequality rates in the world, perpetuating inequality and exclusion. With an income Gini coefficient that ranges between 0.66 to 0.70, the top decile of the population accounts for 58% of the country's income, while the bottom decile for 0.5% bottom half accounts for less than 8%. It is in such an environment that the National Development Plan becomes paramount for socio-economic development. The NDP highlights a path for the developmental state to tackle the root cause of poverty and inequality. This is the cornerstone from which the nation's aspiration for growth, poverty reduction and employment articulates an opportunity for South Africa to attain faster economic growth through raising employment levels. This serves as a broad, multi-dimensional framework aimed at changing the development trajectory of South Africa.

## 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. SADC has adopted a development integration approach which seeks to address production, infrastructure and efficiency barriers to growth and development. The SADC-EAC-COMESA Tripartite took a decision to repeal bilateral cross-border road transport agreements and replace these with a single Multilateral Cross-Border Road Transport Agreement (MCBRTA) in the tripartite regions. The MCBRTA also sets in motion the migration from quantity regulation to quality regulation in the cross-border road transport industry.

The C-BRTA will continue to improve the 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 present a promise of value-add not only to the organisation but to the operators at large.

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>a) The conclusion of the consolidated text of the treaty of the SADC 2015 will provide stepping stones for regional cross border operations.</p> <p>b) Implications of multi and bilateral agreements:</p> <ul style="list-style-type: none"> <li>• These agreements are not binding (sovereign)</li> <li>• There are no specific timeframes in terms of review of such agreements</li> <li>• There is no political will from member state to implement and thereby subjecting our operators to unfair business practices</li> </ul> <p>c) The constant change in Senior Office bearers of our counterparts affects cross-border operations, decision continuity and administration. The areas that get affected includes the following:</p> <ul style="list-style-type: none"> <li>• The review and amendment of bilateral agreements;</li> <li>• The envisaged repeal of bilateral cross-border road transport agreements;</li> <li>• The desired harmonisation of operating procedures and legislative frameworks;</li> <li>• Review of major policies;</li> <li>• The roll-out of major projects that requires regional support;</li> <li>• The demand and supply of cross-border transport services;</li> <li>• Political instability in regional countries e.g. Zimbabwe</li> </ul> <p>d) The introduction of trade barriers such as strict validation measures and surcharge such as Zimbabwean consignment-based conformity assessment programme and the “ban of certain imports” are negatively impacting on intra-regional trade.</p>
ECONOMIC	<p>a) Trade is impeded by higher costs resulting from complex domestic regulation, insufficient productive capacity and relatively weak infrastructure connectivity that do not allow Africa to benefit from geographical proximity.</p> <p>b) An assessment of intra-regional trade flows with supporting trade stats indicating higher exports and imports between South Africa and other SADC member states.</p> <p>c) In relation to intra-regional trade, approximately 12% of African trade is amongst African countries, as compared to 40% trade amongst the North American countries and 63% of Western European countries.</p> <p>d) The notion of Africans investing in Africa is a growing and positive trend across the continent, exemplified by highly competitive players from retail and fast-moving consumer goods to financial services and real estate.</p> <p>e) 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 for transport operators.</p> <p>f) In addition to that, poor inter-regional trade has a negative impact on the cross border road industry and attraction of foreign investments.</p>

ENVIRONMENTAL ASPECT	FACTORS AFFECTING THE OPERATING ENVIRONMENT
SOCIAL	<ul style="list-style-type: none"> <li>a) Employment and food security is highly dependent on economic activities and trends. The prevailing conditions are impacting negatively on any possibility of job creation and improving the social status of Africans.</li> <li>b) A great opportunity for job creation is also lost through exporting of raw materials which robs Africa of the opportunity of innovation that would enable it to tap into every fortune embedded along the transport value-chain.</li> <li>c) Another social challenge imposed by cross border migration, is the transmission of human immune deficiency virus (HIV). This matter cannot be overlooked as it has a negative impact on family and social. The Agency needs to take cognisance of the plight of HIV and identify means to educate operators and their labour force on measures to alleviate the situation.</li> </ul>
TECHNOLOGICAL	<ul style="list-style-type: none"> <li>a) Low competency level with regard to excellent service delivery is inherent across the African continent due to lack or slow technological development.</li> <li>b) The Agency has to maintain and catch up with emerging trends because the digital economy has increased cross border transactions making it easier for multinational to exist and operate in multiple countries to creating virtual borders</li> <li>c) An initiative that focuses on enhancing value added services to cross border operators will automatically give the Agency a competitive urge to ensure ease of access to the Agency's services from anywhere at any time.</li> <li>d) The impediments identified in the cross border industry could be turned around through introduction of technology.</li> </ul>
ENVIRONMENTAL	<ul style="list-style-type: none"> <li>a) The general move towards paperless business operations in the cross-border sector implies that the Agency should also follow in the same direction in order to contribute to the lowering of the carbon foot print.</li> <li>b) The existing bilateral agreements have a negative impact on the environment. Since the agreements came to exist, there is a rise in imported second hand vehicles that are hazardous and not roadworthy by SADC counterparts. These vehicles transit through South Africa as they are allowed by the conditions of the existing bilateral agreements.</li> <li>c) The advancement of transport and trade facilitation programmes in the region would therefore create opportunities for improving cross-border road transport operations and regulation.</li> </ul>
REGULATORY & LEGAL	<ul style="list-style-type: none"> <li>a) The disharmony between national and regional in the legislative environment creates difficulties in the administration and regulation of the cross-border road transport sector.</li> <li>b) 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.</li> <li>c) The lack of harmonisation of regulatory instruments, operating procedures and standards in the region is a non-tariff barrier to operators that affects the effectiveness and efficiency of the regulatory environment with regard to industry regulation.</li> <li>d) The SADC region is advocating for a single permit in the region, which may pose a challenge to the unsustainable funding model of the Agency.</li> <li>e) The process of implementing alternative revenue streams have commenced in a reciprocity manner with the introduction of cross border charges.</li> </ul>

Table 1: PESTEL analysis

## 1.4 PERFORMANCE ENVIRONMENT

The C-BRTA is cognisant of customer needs that include reduced time spent waiting on queues at the borders and frequency of being stopped for law enforcement along the transport corridor which contributor significantly to 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 Agency's planned flagship projects are the Linking Africa Plan; introduction of the Cross Border Flow Calculator and rebranding of OCAS.

## 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 such as good research team.</li><li>• Existence of governance structures.</li><li>• Regional thought-leadership on Cross-Border matters.</li><li>• Efficient centralized issuing of permits.</li><li>• Good relationships with passenger side of business (taxi associations).</li></ul>	<ul style="list-style-type: none"><li>• Disempowering guiding legislations.</li><li>• Legal opinions acquired have kept status quo than to allow improvement.</li><li>• Failure to implement and monitor new initiatives.</li><li>• Failure to evaluate the impact of what we do.</li><li>• The Agency possesses a wealth of data that is raw and cannot be used in its current form.</li><li>• Disintegrated and outdated IT infrastructure - high risk area in the agency such as legacy system built on old technology.</li><li>• There's a wealth of raw data internally that cannot be used in its current form.</li><li>• Internal delivery mechanisms are stifling – not integrated, cross-functional teamwork (Divisions working in silos).</li><li>• Too many vacancies in critical positions and inability to retain critical skills.</li><li>• Lack of confidence in the current workforce – with little empowerment and no implementation of succession plan.</li><li>• Lack of staff recognition and wellness.</li><li>• High rate of staff turnover.</li><li>• Lack of stakeholder management capabilities.</li><li>• Inefficient customer and support service.</li><li>• Infant performance management systems.</li><li>• Centralised permit system.</li><li>• Ineffective regulatory system.</li><li>• Poor communication with internal employees or management employees.</li><li>• Compliance risk due to migration of law enforcement.</li><li>• Inappropriate platforms of engaging with operators, especially freight operators.</li><li>• Unknown brand.</li><li>• Technically insolvent.</li><li>• Inadequate fraud and corruption mechanisms.</li></ul>

OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>• Linking Africa initiatives.</li> <li>• Develop harmonised road transport policy providing for equal treatment, non-discrimination, reciprocity and liberalise market access for road freight operators.</li> <li>• South Africa's trade with regional neighbours should balance levels of imports and exports.</li> <li>• Lead the review and implementation of bilateral agreements to promote and facilitate cross-border road freight and passenger.</li> <li>• Simplify existing administrative requirements (harmonisation) and ensure compliance to regulations.</li> <li>• Cross-border flow calculator - Provide real time information to transport industry; Implement a route adherence system.</li> <li>• Introduction of an accreditation scheme (OCAS) to promote smooth operations at across borders.</li> <li>• Building a strong brand.</li> <li>• Establishing a cross-border data bank.</li> <li>• Establish a web-based operator forum.</li> <li>• Establishment of international ranking facilities.</li> <li>• Administration of cross-border road user charges.</li> <li>• Development and regulation of cross-border vehicles standards.</li> <li>• Policy and regulatory changes at regional/national levels, in favour of quality regulation.</li> <li>• Decentralisation of permit issuance using information technology to save money and time for operators requires automation the submission, approval and payments of permit application.</li> </ul>	<ul style="list-style-type: none"> <li>• Ineffective border management &amp; governance systems.</li> <li>• Lack of shared vision and poor work ethics among border stakeholders.</li> <li>• Lack of coordination between national and regional border stakeholders.</li> <li>• Complex document systems.</li> <li>• Lack of systems process integration across the value chain.</li> <li>• Inadequate communication and information sharing.</li> <li>• Inadequate and poor infrastructure of roads leading to borders.</li> <li>• Poor layout and configuration of border infrastructure.</li> <li>• Dissatisfied freight transport industry.</li> <li>• Quality regulation may be a threat to current revenue stream.</li> <li>• Unsustainable funding model.</li> <li>• Lack of regional political will, with regards to harmonisation.</li> <li>• Possible spill-over of the Lesotho/Free State cross-border passenger operational challenges.</li> <li>• Lack of alignment of legislation within transport.</li> </ul>

**Table 2: C-BRTA SWOT analysis**

The C-BRTA will continue to improve the 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 present a promise of value-add not only to the organisation but to the operators at large.

We are Innovative and  
Passionate  
about Performance

## 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

There have been no relevant court rulings even though there are court cases that might have significant financial implications for the Agency.

#### 2.1.1 CURRENT COURT PROCEEDINGS

##### a. Central African Roads Services (CARS) vs. C-BRTA and Minister of Transport

The Minister 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.

##### b. Road Freight Association (RFA) vs. Minister of Transport and the C-BRTA

The applicant, RFA filed a review application on the Agency on 14 September 2015 seeking an order in the following terms:

- The late filing of the review application is condoned to the extent necessary and/or the time periods with which the applicant did not comply if any are varied in accordance with the provisions of the section 9(2) of the Promotion of Administrative Justice Act of 2000;
- The Ministers decision to promulgate and/or implement the tariff published in the Government Gazette no.37614 on 6 May 2014 is reviewed and set aside with full retrospective effect;
- The tariff that was in place immediately before the new tariff was promulgated as published in Government Notice R677 on 2 June 2003 is deemed to have been the operative tariff from its inception including the period after 6 May 2014;
- Declaring that cross- border road freight operators who purchased permits under the new tariff are entitled to a refund of the difference between what they paid under the new tariff less what they ought to have paid under the old tariff; and
- Cost of the suit.



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

#### 3.1 REVENUE ESTIMATES

	ACTUAL REVENUE OUTCOMES			CURRENT	MEDIUM TERM REVENUE ESTIMATES		
	ACTUAL	ACTUAL	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
	Audited	Audited	Projected	Budget	Budget	Budget	Budget
	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Permit Income	166,798	190,868	201,197	211,378	219,833	230,825	240,058
Interest	5,537	6,572	1,238	3,020	3,020	2,718	2,446
Other Income	452	2,141	-	463	486	511	541
Fines, Penalty	34,571	31,935	36,477	-	-	-	-
<b>Total Revenue</b>	<b>207,358</b>	<b>231,516</b>	<b>238,913</b>	<b>214,861</b>	<b>223,339</b>	<b>234,053</b>	<b>243,045</b>
Surplus/(Deficit)	2,422	35,342	0	0	-0	0	-0

#### 3.2 EXPENDITURE ESTIMATES

<i>Expenditure Estimates</i>	ACTUAL		CURRENT		MEDIUM TERM 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>204,936</b>	<b>196,174</b>	<b>238,913</b>	<b>214,861</b>	<b>223,339</b>	<b>234,053</b>	<b>243,045</b>
Compensation of employees	131,999	139,207	165,921	127,889	138,836	149,719	160,006
Goods and services	67,672	54,160	65,271	81,511	78,714	78,898	77,294
Depreciation	5,264	2,808	7,721	5,461	5,788	5,436	5,745
<b>Payment for Capital Assets</b>	<b>6,444</b>	<b>1,265</b>	<b>7,721</b>	<b>16,500</b>	<b>15,000</b>	<b>16,000</b>	<b>24,000</b>
Total capital additions	6,444	1,265	7,721	16,500	15,000	16,000	24,000
<b>Total</b>	<b>211,380</b>	<b>197,439</b>	<b>246,633</b>	<b>231,361</b>	<b>238,339</b>	<b>250,053</b>	<b>267,045</b>

### 3.3 OPERATIONAL EXPENDITURE PER PROGRAMME

OPERATIONAL EXPENDITURE PER PROGRAMME	ACTUAL		CURRENT		MEDIUM TERM ESTIMATES		
	AUDITED	AUDITED	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
	31-MAR-15	31-MAR-16	31-MAR-17	31-MAR-18	31-MAR-19	31-MAR-20	31-MAR-21
	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Facilitation & Industry Development	10,713	12,090	14,147	23,879	24,821	26,012	27,011
COO - PMO, Advisory and Research	10,812	11,029	20,351	26,046	27,074	28,373	29,463
Administration (including Legal services, CG, HR, Office of the CEO, Finance, SCM and IT)**	77,758	78,527	101,846	126,370	131,356	137,657	142,946
Road Transport Inspectorate	81,827	69,077	81,546	15,951	16,580	17,375	18,043
Regulatory Services	23,826	25,452	21,023	22,616	23,508	24,636	25,582
<b>Total Expenditure</b>	<b>204,936</b>	<b>196,174</b>	<b>238,913</b>	<b>214,861</b>	<b>223,339</b>	<b>234,053</b>	<b>243,045</b>

### 3.4 CASH FLOW STATEMENT

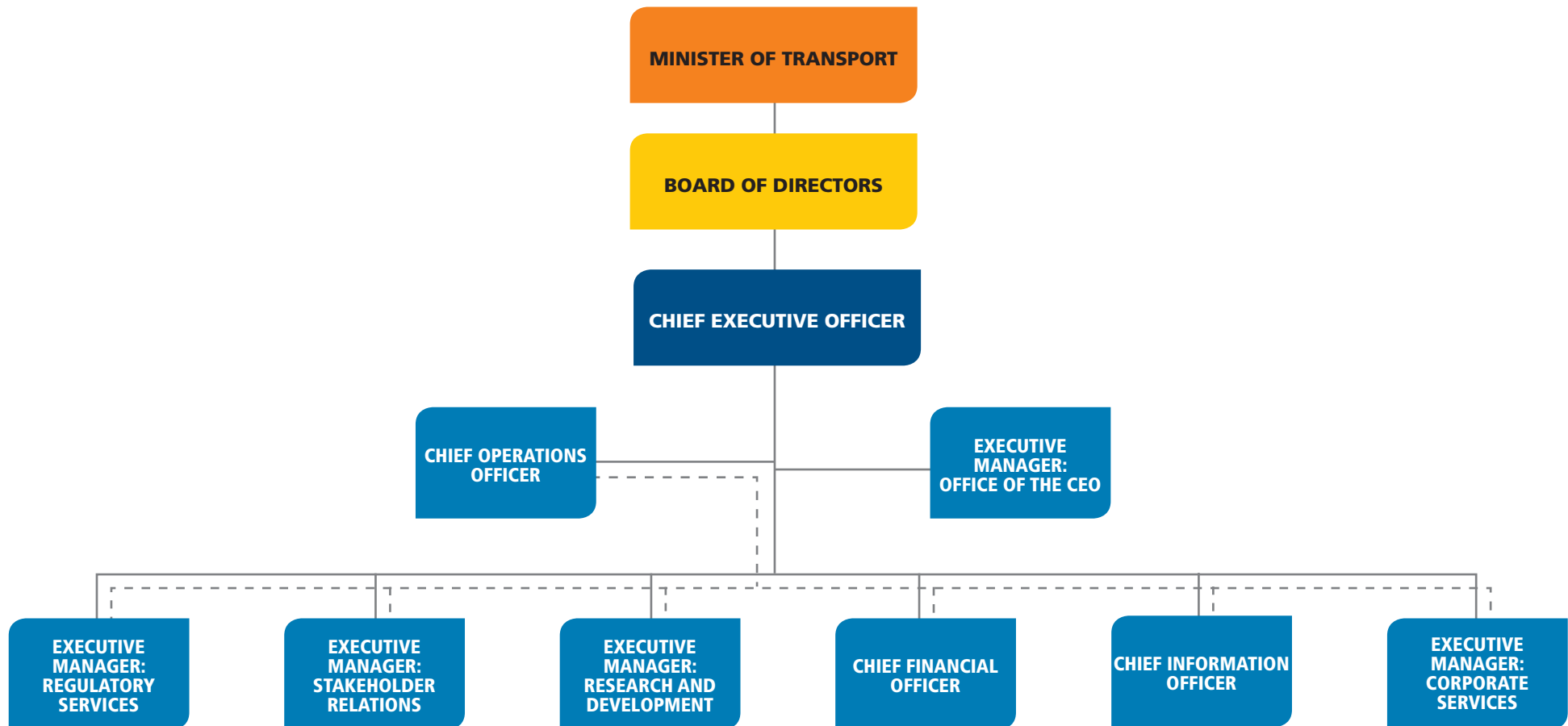
OPERATIONAL EXPENDITURE PER PROGRAMME	ACTUAL		CURRENT		MEDIUM TERM ESTIMATES		
	AUDITED	AUDITED	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
	31-MAR-15	31-MAR-16	31-MAR-17	31-MAR-18	31-MAR-19	31-MAR-20	31-MAR-21
	R'000	R'000	R'000	R'000	R'000	R'000	R'000
<b>Cash flows from operating activities</b>							
Receipts							
Sale of goods and services	202,566	225,430	238,913	216,602	225,266	232,024	236,665
	202,566	225,430	238,913	216,602	225,266	232,024	236,665
Payments							
Employee costs	131,921	136,729	165,923	123,964	129,531	134,737	142,392
Suppliers	69,280	59,873	70,798	61,939	62,661	66,023	69,984
Permit refunds	11,761	30,458	32,254	34,060	35,968	17,982	15,180
	212,962	227,060	268,975	219,963	228,160	218,742	227,557
<b>Net cash flows from operating activities</b>	<b>10,396</b>	<b>1,630</b>	<b>30,062</b>	<b>3,361</b>	<b>2,894</b>	<b>13,282</b>	<b>9,108</b>
<b>Cash flows from investing activities</b>							
Purchase of property, plant and equipment	6,103	1,119	7,721	12,980	12,981	15,900	10,500
Purchase of other intangible assets	341	146	-	2,020	2,020	100	106
Interest income	5,537	6,572	1,238	3,020	3,020	2,718	2,881
	<b>907</b>	<b>5,307</b>	<b>6,483</b>	<b>11,980</b>	<b>11,981</b>	<b>13,282</b>	<b>7,725</b>
<b>Cash flows from financing activities</b>							
Finance costs and interest paid	-	447	-	-	-	-	-
<b>Net increase/(decrease) in cash and cash equivalents</b>	<b>(11,303)</b>	<b>3,230</b>	<b>(36,545)</b>	<b>(15,341)</b>	<b>(14,875)</b>	<b>0</b>	<b>1,384</b>
Cash and cash equivalents at the beginning of the year	120,308	109,005	112,236	75,691	60,350	45,475	45,475
<b>Cash and cash equivalents at the end of the year</b>	<b>109,005</b>	<b>112,235</b>	<b>75,691</b>	<b>60,350</b>	<b>45,475</b>	<b>45,475</b>	<b>46,001</b>

### 3.5 STATEMENT OF FINANCIAL POSITION

STATEMENT OF FINANCIAL POSITION	ACTUAL		CURRENT		MEDIUM TERM ESTIMATES		
	AUDITED	AUDITED	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
	31-MAR-15	31-MAR-16	31-MAR-17	31-MAR-18	31-MAR-19	31-MAR-20	31-MAR-21
	R'000	R'000	R'000	R'000	R'000	R'000	R'000
<b>Current Assets</b>							
Receivables from exchange transactions	1,234	1,134					
Receivables from non-exchange transactions	1,935	1,382	2,642	2,774	913	1,076	341
Cash and cash equivalents	109,005	112,236	75,691	60,350	45,475	45,475	46,001
	<b>112,174</b>	<b>114,752</b>	<b>78,333</b>	<b>63,124</b>	<b>46,388</b>	<b>46,551</b>	<b>46,342</b>
<b>Non-Current Assets</b>							
Property, plant and equipment	9,535	8,492	19,486	24,691	31,918	42,558	45,111
Intangible assets	1,194	627	13,262	20,337	25,811	30,760	32,606
<b>Total capital additions</b>	<b>10,729</b>	<b>9,119</b>	<b>32,748</b>	<b>45,028</b>	<b>57,729</b>	<b>73,318</b>	<b>77,717</b>
<b>Total Assets</b>	<b>122,903</b>	<b>123,871</b>	<b>111,081</b>	<b>108,152</b>	<b>104,117</b>	<b>119,869</b>	<b>124,059</b>
<b>Liabilities</b>							
<b>Current Liabilities</b>							
Operating lease liability	97	299	314	330	346	360	382
Payables from exchange transactions	15,415	12,756	15,382	15,587	14,460	15,382	15,505
Provisions from non-exchange transactions	348,695	267,471	232,125	226,045	220,045	231,244	231,196
Payables from non-exchange transactions		47,196	41,149	43,059	45,056	47,512	50,363
Provisions	12,739	13,852	14,683	15,564	16,498	17,488	18,537
	<b>376,946</b>	<b>341,574</b>	<b>303,653</b>	<b>300,585</b>	<b>296,405</b>	<b>311,986</b>	<b>315,983</b>
<b>Non-current Liabilities</b>							
Employee benefit obligation	1,634	2,632	2,763	2,902	3,047	3,218	3,411
<b>Total Liabilities</b>	<b>378,580</b>	<b>344,206</b>	<b>306,416</b>	<b>303,487</b>	<b>299,452</b>	<b>315,204</b>	<b>319,394</b>
<b>Net Liabilities</b>	<b>255,677</b>	<b>220,335</b>	<b>195,335</b>	<b>195,335</b>	<b>195,335</b>	<b>195,335</b>	<b>195,335</b>
Accumulated deficit	255,677	220,335	195,335	195,335	195,335	195,335	195,335

## 4 . ORGANISATIONAL STRUCTURE

As a result of the Law Enforcement function migration to Road Traffic Management Cooperations (RTMC), the Agency needed to revise its organizational structure in order to redefine core functions, cater for other functions and realign its approach to service delivery environment through the Linking Africa initiative. The C-BRTA organogram is highlighted below:



## PART B: PROGRAMS

### 5. PROGRAMME AND SUB-PROGRAMME PLANS

#### 5.1 PROGRAMME 1: ADMINISTRATION

##### 5.1.1 PROGRAMME PURPOSE

The purpose of the Administration programme is to ensure effective leadership and administrative support to the C-BRTA on the delivery of set objectives. The core areas under Administration are reflected below:

- **Corporate Services**
  - It provides professional advice and corporate service support that includes human resources, legal services, integrity management and facilities management.
- **Finance and SCM**
  - It provides financial and supply chain management to the Agency while ensuring compliance with statutory requirements and best practice models.
- **Information and Communication Technology (ICT)**
  - It provides information and communication technology support to the Agency while ensuring compliance with statutory requirements and best practice models.

##### 5.1.2 STRATEGIC OBJECTIVE ANNUAL TARGETS FOR 2017-18

Annual MTEF targets for strategic objectives for this programme are shown in the table below. The 2017 - 2020 medium term targets are based on.

STRATEGIC OBJECTIVE		AUDITED/ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MEDIUM-TERM TARGETS		
		2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
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	Consultation and development of legislative proposal on cross border charges	Implemented 1 additional revenue stream  Increased revenue baseline by 20%	Increased revenue baseline by 20%
2.	To improve efficiency in business operations	-	-	Defined New Permit System requirements and specifications	Developed and Piloted new permit system at Head Office	Developed Enterprise Architecture for cross-border management system	Developed cross-border management system at Head Office	Implemented cross-border management system
3.	To introduce and implement regulated competition of cross border movements	-	-	-	-	Amended Draft Permit Fee Regulations	Amended Permit Fee Regulations	Amended Permit Fee Regulations

### 5.1.3 PROGRAMME PERFORMANCE INDICATORS AND ANNUAL TARGETS FOR 2017-18

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		
		2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
1.	Developed <sup>1</sup> 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 <sup>2</sup>	Consultation and development of legislative proposal on cross border charges	Implemented 1 additional revenue stream  Increased revenue baseline by 20%	Increased revenue baseline by 20%
2.	Developed <sup>3</sup> and implemented <sup>4</sup> new cross-border management system	-	-	Defined New Permit System requirements and specifications	Developed and Piloted new permit system at Head Office <sup>5</sup>	Developed Enterprise Architecture for cross-border management system	Developed cross-border management system at Head Office	Implemented cross-border management system
3.	Developed Permit Fee Regulations	-	-	-	-	Amended Draft Permit Fee Regulations	Amended Permit Fee Regulations	Amended Permit Fee Regulations

<sup>1</sup> Development entails vigorous consultation with the Department of Transport and other affected stakeholders in order to draft a legislative proposal.

<sup>2</sup> 2016 -17 Baseline was not achieved. The C-BRTA and Department of Transport Task Team is working on a Project Plan on the Comprehensive levying of cross-border charges.

<sup>3</sup> Developed means sign-off by the Regulatory division (client unit) as per service providers final deliverable

<sup>4</sup> Implementation means operationalising the system. System reports to serve as completion of implementation

<sup>5</sup> 2016 -17 Baseline was not achieved. The new approach is to implement a cross-border management system which will have permit system as one of the modules

We are Open and  
Accountable in  
Our Interactions with  
Stakeholders

#### 5.1.4 QUARTERLY TARGETS FOR 2017-18

PROGRAMME PERFORMANCE INDICATOR		REPORTING PERIOD	BASELINE	ANNUAL TARGET	QUARTERLY TARGETS			
				2017/18	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	Revised financial sustainability strategy  Implemented cross-border user charges as a new revenue stream	Consultation and development of legislative proposal on cross border charges	Consultation with relevant stakeholders	Consultation with relevant stakeholders  Draft legislative proposal on cross border charges	EXCO approved Close out report on consultation with relevant stakeholders	Board approved legislative proposal submitted to DoT
2.	Developed and implemented new cross-border management system	Quarterly	None, new indicator	Developed Enterprise Architecture for cross-border management system	EXCO approved progress report on Enterprise Architecture development	EXCO approved Enterprise Architecture	EXCO approved business case on phase 1 of the cross-border management system	-
3.	Developed Permit Fee Regulations	Quarterly	None as this is a new indicator	Amended Draft Permit Fee Regulations	Revised Permit Fee tariff schedules	Draft Permit Fee tariff regulations	Progress Report on consultations	Amended Draft Permit Fee Regulations submitted to DoT

#### 5.1.5 RECONCILING PERFORMANCE TARGETS WITH THE BUDGET AND MTEF

Expenditure estimate: Administration

STRATEGIC OBJECTIVE	EXPENDITURE OUTCOME			CURRENT BUDGET	MEDIUM-TERM EXPENDITURE ESTIMATES		
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
	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	29,485	33,849	22,920	31,631	39,223	40,792	42,831
To improve efficiency in business operations	-	-	7,927	12,011	14,893	15,489	16,263
To introduce and implement regulated competition as pertaining to cross-border movements	5,952	5,044	11,700	17,728	21,982	22,862	24,005

## 5.2 PROGRAMME 2: REGULATORY SERVICES

### 5.2.1 PROGRAMME PURPOSE

The Regulatory Services function is responsible for regulating access to the cross-border road transport market (freight and passengers) through a permit administration regime. The function is geared towards promotion of socio-economic development and regional integration through compliance to the Agency's legislation and other related legislation, as well as the provisions of the bi-lateral and multi-lateral road transport agreements.

### 5.2.2 STRATEGIC OBJECTIVE ANNUAL TARGETS FOR 2017 – 2018

Annual MTEF targets for strategic objectives for programme 2 are shown in the table below.

STRATEGIC OBJECTIVE		AUDITED/ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MEDIUM-TERM TARGETS		
		2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
1.	To introduce and implement regulated competition of cross border movements	-	-	Piloted and implemented scientific tool on 3 main corridor	Impact assessment on the three (3) main corridors  Refinement of the scientific tool	Fully implemented scientific tool	Post implementation assessment	Review scientific tool
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	Board approved Draft legislation	Initiate legislative reform	Approved OCAS ICT design
3.	To improve efficiencies in business operations	-	-	90% issued front office permits within 1 day.  90% issued front office permits within 3 days.	-	90% of compliant applications for temporary permits processed and permits issued in front office within 1 day.  90% of compliant applications for temporary permits processed and permits issued in remote office within 2 days.	90% of compliant applications for temporary permits processed and permits issued in front office within 8 hours.  90% of compliant applications for temporary permits processed and permits issued in remote office within 1 day.	90% of compliant applications for temporary permits processed and permits issued in front office within 8 hours.  90% of compliant applications for temporary permits processed and permits issued in remote office within 8 hours.



### 5.2.3 PROGRAMME PERFORMANCE INDICATORS AND ANNUAL TARGETS FOR 2017-18

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		
		2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
1.	Implemented <sup>5</sup> 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 3 main corridor	Impact assessment on the three (3) main corridors  Refinement of the scientific tool	Fully implemented scientific tool	Post implementation assessment	Review scientific tool
2.	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	National Feasibility Assessment	Board approved Draft legislation	Initiate legislative reform	Approved OCAS ICT design
3.	Percentage of temporary permits issued within pre-determined turnaround times	-	-	90% issued front office permits within 1 day.  90% issued front office permits within 3 days.	-	90% of compliant applications for temporary permits processed and permits issued in front office within 1 day.  90% of compliant applications for temporary permits processed and permits issued in remote office within 2 days.	90% of compliant applications for temporary permits processed and permits issued in front office within 8 hours.  90% of compliant applications for temporary permits processed and permits issued in remote office within 1 day.	90% of compliant applications for temporary permits processed and permits issued in front office within 8 hours.  90% of compliant applications for temporary permits processed and permits issued in remote office within 8 hours.

<sup>5</sup>Implemented means to introduce the scientific tool on the corridor to manage the demand vs supply of cross-border permits

<sup>6</sup>Developed entails consultation with stakeholders, compilation of feasibility report and terms of reference

## 5.2.4 QUARTERLY TARGETS FOR 2017-18

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	Impact assessment on the three (3) main corridors  Refinement of the scientific tool	Fully implemented scientific tool	Refine tool parameters based on pilot assessment	Implementation of scientific tool on 3 corridors based on pilot	Pilot the scientific tool on remaining corridors	Implementation of scientific tool on remaining corridors
2. Developed and Implemented Operator Compliance Accreditation Scheme (OCAS)	Quarterly	National Feasibility Assessment	Board approved Draft legislation	Submit Memorandum to Committee of Transport Officials (COTO) for support	Submit Memorandum to MINMEC for support	Draft legislative reform proposal	Board approved legislative reform proposal submitted to the DoT
3. Percentage of temporary permits issued within pre-determined turnaround times	Quarterly	New indicator	90% of compliant applications for temporary permits processed and permits issued in front office within 1 day.  90% of compliant applications for temporary permits processed and permits issued in remote office within 2 days.	Reconfiguration and Testing of C BRTS Reporting Application.	Reconfiguration and Testing of C BRTS Reporting Application.	90% of compliant applications for temporary permits processed and permits issued in front office within 1 day.  90% of compliant applications for temporary permits processed and permits issued in remote office within 2 days.	90% of compliant applications for temporary permits processed and permits issued in front office within 1 day.  90% of compliant applications for temporary permits processed and permits issued in remote office within 2 days.

## 5.2.5 RECONCILING PERFORMANCE TARGETS WITH THE BUDGET AND MTEF

Expenditure estimates: Regulatory Services

STRATEGIC OBJECTIVE	EXPENDITURE OUTCOME			CURRENT BUDGET	MEDIUM-TERM EXPENDITURE ESTIMATES		
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
	R'000	R'000	R'000	R'000	R'000	R'000	R'000
To introduce and implement regulated competition as pertaining to cross border movements	340,848	23,826	25,452	21,023	22,616	23,508	24,636
To improve compliance with road transport legislation							
To improve efficiencies in business operations							

## 5.3 PROGRAMME 3: PROFILING SERVICES

### 5.3.1 PROGRAMME PURPOSE

This programme involves gathering of intelligence that is used for evidence based decision making and developing law enforcement standards benchmarks. Intelligence is generated from information and statistics obtained from sources such as law enforcement and profiling operator behaviour, analysing routes and traffic tendencies. A comprehensive intelligence program should be developed to provide timely, accurate and relevant support to Regulatory Committee.

### 5.3.2 STRATEGIC OBJECTIVE ANNUAL TARGETS FOR 2017 – 2018

Annual MTEF targets for strategic objectives for programme 3 are shown in the table below.

STRATEGIC OBJECTIVE		AUDITED/ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MEDIUM-TERM TARGETS		
		2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
1.	To improve compliance with road transport legislation	-	-	3 EXCO signed off quarterly reports on key findings from inspections and prosecutions	4 Law enforcement reports (Section 39(2))	4 Section 39 reports submitted to the Regulatory Committee for decision making	4 Section 39 reports submitted to the Regulatory Committee for decision making	4 Section 39 reports submitted to the Regulatory Committee for decision making

### 5.3.3 PROGRAMME PERFORMANCE INDICATORS AND ANNUAL TARGETS FOR 2017-18

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		
		2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
1.	Number of operator and corridor profiling reports for decision making	-	-	3 EXCO signed off quarterly reports on key findings from inspections and prosecutions	4 Law enforcement reports (Section 39(2))	4 Section 39 reports submitted to the Regulatory Committee for decision making	4 Section 39 reports submitted to the Regulatory Committee for decision making	4 Section 39 reports submitted to the Regulatory Committee for decision making

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#### 5.3.4 QUARTERLY TARGETS FOR 2017-18

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 operator and corridor profiling reports for decision making	Quarterly	4 Section 39 reports	4 Section 39 reports submitted to the Regulatory Committee for decision making	EXCO recommended Section 39 report submitted to the Regulatory Committee for decision making	EXCO recommended Section 39 report submitted to the Regulatory Committee for decision making	EXCO recommended Section 39 report submitted to the Regulatory Committee for decision making	EXCO recommended Section 39 report submitted to the Regulatory Committee for decision making

#### 5.3.5 RECONCILING PERFORMANCE TARGETS WITH THE BUDGET AND MTEF

Expenditure estimates: Profiling Services

STRATEGIC OBJECTIVE	EXPENDITURE OUTCOME			CURRENT BUDGET	MEDIUM-TERM EXPENDITURE ESTIMATES		
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
	R'000	R'000	R'000	R'000	R'000	R'000	R'000
To improve compliance with road transport legislation	73,904	81,827	69,077	81,546	15,951	16,580	17,375

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## 5.4 PROGRAMME 4: STAKEHOLDER MANAGEMENT

### 5.4.1 PROGRAMME PURPOSE

The primary purpose of this function is its strategic role of collaborating with both the primary and secondary stakeholders within the industry with the aim of sectoral transformation especially on freight transportation. Trade and transport facilitation requires strategic engagements with various stakeholders in order to attain the desired state of free-flowing transport along corridors. This programme will therefore drive the development of a strategic engagement model that will inform establishment of strategic and co-operative relationships with public and private institutions with freight and passenger industry players within South Africa.

The purpose for this function is to facilitate regional integration through a structured campaign that seeks to influence the African agenda for change. The core business of the initiative is centred around stakeholder management based on the fact that it is founded on the philosophy that change can be achieved through peer influence. For the period under consideration, focus will mainly be on identification, analysis and building a model for strategic engagement prior to its implementation. The programme will specifically focus on a broad spectrum of stakeholders across Africa.

### 5.4.2 STRATEGIC OBJECTIVE ANNUAL TARGETS FOR 2017 – 2018

Annual MTEF targets for strategic objectives for programme 4 are shown in the table below.

STRATEGIC OBJECTIVE		AUDITED/ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MEDIUM-TERM TARGETS		
		2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
1.	To establish and sustain strategic partnerships with stakeholders so as to enable the Agency to achieve its objectives	-	-	-	-	Board approved Stakeholder Management Plan  Hosted O.R. Tambo International Road Transport Indaba  Workshopped SADC protocol and regional agreement	Implemented Stakeholder Management Plan   Monitoring of the consultation action plan	Implemented Stakeholder Management Plan   Monitoring of the consultation action plan
2.	To proactively promote transformation and development of the cross-border industry	-	-	-	-	Board approved Industry Development strategy submitted to the Minister	Implemented Industry Development strategy	Implemented Industry Development strategy

### 5.4.3 PROGRAMME PERFORMANCE INDICATORS AND ANNUAL TARGETS FOR 2017-18

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		
		2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
1.	Developed and implemented stakeholder management plan	-	-	-	-	Board approved Stakeholder Management Plan  Hosted O.R. Tambo International Road Transport Indaba	Implemented Stakeholder Management Plan	Implemented Stakeholder Management Plan
2.	Facilitated the implementation of the SADC protocol and regional agreements	-	-	-	-	Workshopped SADC protocol and regional agreement	Monitoring of the consultation action plan	Monitoring of the consultation action plan
3.	Developed and implemented industry development strategy	-	-	-	-	Board approved Industry Development strategy submitted to the Minister	Implemented Industry Development strategy	Implemented Industry Development strategy

We Facilitate  
Unimpeded Flow of  
Cross-Border Goods  
and Passengers

#### 5.4.4 QUARTERLY TARGETS FOR 2017-18

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 stakeholder management plan	Quarterly	None, new indicator	Board approved Stakeholder Management Plan  Hosted O.R. Tambo International Road Transport Indaba	Stakeholder identification and analysis  Hosted O.R. Tambo International Road Transport Indaba	Draft stakeholder management plan submitted to EXCO for noting	Consultation with cross-border industry on Draft Stakeholder Management Plan	Board approved Stakeholder Management Plan
2.	Facilitated the implementation of the SADC protocol and regional agreements	Quarterly	None, new indicator	Workshopped SADC protocol and regional agreement	EXCO approved concept document	EXCO approved progress report	Convened a multilateral workshop	Board approved Workshop report with action plan
3.	Developed and implemented industry development strategy	Quarterly	None, new indicator	Board approved Industry Development strategy submitted to the Minister	Environmental scanning	Consultations with relevant stakeholders	Draft Industry Development strategy	Board approved Industry Development strategy submitted to the Minister  Amended draft Cross-border road transport regulations

#### 5.4.5 RECONCILING PERFORMANCE TARGETS WITH THE BUDGET AND MTEF

Expenditure estimates: Stakeholder Management

STRATEGIC OBJECTIVE	EXPENDITURE OUTCOME			CURRENT BUDGET	MEDIUM-TERM EXPENDITURE ESTIMATES		
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
	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	11,829	10,713	12,090	14,147	23,879	24,821	26,012
To proactively promote transformation and development of the cross-border industry							

## 5.5 PROGRAMME 5: RESEARCH AND ADVISORY SERVICES

### 5.5.1 PROGRAMME PURPOSE

The main purpose of the division is to provide advisory and strategic support by driving execution initiatives within the area(s) of project management and research. The function will focus on providing value added research advisory services and promoting a high performance culture within the Agency. Information generated by the programme will serve as guidelines for policy development and serve to guide decision making across various functions within the Agency. The programme further play a significant role in enhancing the visibility of the Agency and position it to achieve its objectives as outlined in the strategy.

### 5.5.2 STRATEGIC OBJECTIVE ANNUAL TARGETS FOR 2017 – 2018

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

STRATEGIC OBJECTIVE		AUDITED/ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MEDIUM-TERM TARGETS		
		2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
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 transport report	2 ASCBOR submitted to the Minister	1 ASCBOR report to the Minister and other stakeholders	ASCBOR report to the Minister and other stakeholders	ASCBOR report to the Minister and other stakeholders	ASCBOR report to the Minister and other stakeholders
	-	-	-	2 country (Zimbabwe and Mozambique) profile developed and published	2 country (Malawi and Lesotho) profiles developed	2 country (Swaziland and Botswana) profiles developed	2 country (Zambia and Namibia) profiles developed	2 country (DRC) and (Angola) profiles developed
	-	-	-	-	-	Cross-border Flow calculator Concept document	Developed Cross-border Flow calculator model	Cross-border Flow calculator piloted model

We Ensure  
Consultation and Partnerships  
with Key Role Players



### 5.5.3 PROGRAMME PERFORMANCE INDICATORS AND ANNUAL TARGETS FOR 2017-18

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		
		2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
1.	Number of Annual State of Cross-border operations reports (ASCBOR) submitted to the Minister and other relevant stakeholders	-	1 Cross-border transport report	2 ASCBOR submitted to the Minister	1 Annual State of Cross-border operations report ASCBOR to the Minister	ASCBOR report to the Minister and other stakeholders	ASCBOR report to the Minister and other stakeholders	ASCBOR report to the Minister and other stakeholders
2.	Number country profiles developed	-	-	2 country (Zimbabwe and Mozambique) profile developed and published	2 country (Malawi and Lesotho) profiles developed	2 country (Swaziland and Botswana) profiles developed	2 country (Zambia and Namibia) profiles developed	2 country (DRC) and (Angola) profiles developed
3.	Developed model to calculate transit and cost of delays at commercial border posts	-	-	-	-	Cross-border Flow calculator Concept document	Developed Cross-border Flow calculator model	Piloted Cross-border Flow calculator model

We are Dependable,  
Trustworthy and  
Value Our Customers

#### 5.5.4 QUARTERLY TARGETS FOR 2017-18

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	1 Annual State of the Cross-Border Operations Report (ASCBOR) to the Minister	1 ASCBOR report to the Minister and other stakeholders	EXCO approved Progress report	EXCO approved Progress report	EXCO approved Progress report	Board approved Report submitted to Minister and other stakeholders
2. Number of country profiles developed	Quarterly	2 country (Malawi and Lesotho) profiles developed	2 country (Swaziland and Botswana) profiles developed	EXCO approved progress report for Swaziland country profile	Country profile for Swaziland developed	EXCO approved country profile progress report for Botswana	Country profile for Botswana developed
3. Developed model to calculate transit and cost of delays at commercial border posts	Quarterly	-	Cross-border Flow calculator Concept document	EXCO approved Cross-border Flow calculator charter	EXCO approved progress report on Cross-border Flow calculator concept	Draft Cross-border Flow calculator Concept document	Board approved Cross-border Flow calculator Concept document

#### 5.5.5 RECONCILING PERFORMANCE TARGETS WITH THE BUDGET AND MTEF

Expenditure estimates: Research and Advisory Services

STRATEGIC OBJECTIVE	EXPENDITURE OUTCOME			CURRENT BUDGET	MEDIUM-TERM EXPENDITURE ESTIMATES		
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
	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	11,297	10,812	11,029	20,351	26,046	27,074	28,373

## PART C: TECHNICAL INDICATORS

### 6. TECHNICAL INDICATORS DESCRIPTORS

#### 6.1 PROGRAMME 1: ADMINISTRATION

##### 6.1.1 INDICATOR NO. 1.1

INDICATOR TITLE	Developed and implemented cross-border charges as an additional revenue stream	
Short definition	Initiatives taken aimed at improving the financial sustainability of the Agency	
Purpose/importance	To implement cross border charges as an additional revenue stream so as to improve the financial sustainability of the Agency	
Source/collection of data	Minutes/ reports of meetings, Reports of consultations with relevant stakeholders	
Method of calculation	2 Consultation reports, 1 close out report, 1 Board approved legislative proposal resolution	
Data limitations	None	
Type of indicator	Outcome	
Calculation type	Non-Cumulative	
Reporting cycle	Quarterly	
New indicator	No	
Desired performance and admissible evidence for quarterly targets	Quarterly Targets	Admissible Evidence for Quarterly Targets
	Q1: Consultation with relevant stakeholders	Extract of EXCO minutes and consultation report
	Q2: Consultation with relevant stakeholders and Draft legislative proposal on cross border charges	Extract of EXCO minutes and consultation report and Draft legislative proposal on cross border charges
	Q3: EXCO approved Close out report on consultations	Extract of EXCO minutes and Close out report on consultation
	Q4: Board approved legislative proposal submitted to DoT	Board Resolution, Legislative proposal and Acknowledgment letter/email from DoT
Indicator responsibility	Chief Financial Officer Executive: Corporate Services	

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

### 6.1.2 INDICATOR NO. 1.2

INDICATOR TITLE	Developed and implemented cross-border management system	
Short definition	Develop and implement new systems aligned to the business needs	
Purpose/importance	Develop new effective business systems and ensure that they are rolled out at every office they are required within the C-BRTA	
Source/collection of data	Terms of reference, Project plan for cross-border management system	
Method of calculation	2 EXCO approved progress reports (Extract of EXCO minutes approving progress reports), Service Level agreement with service provider	
Data limitations	None	
Type of indicator	Output	
Calculation type	Non-cumulative	
Reporting cycle	Quarterly	
New indicator	No	
Desired performance and admissible evidence for quarterly targets	<b>Quarterly Targets</b>	<b>Admissible Evidence for Quarterly Targets</b>
	Q1: EXCO approved progress report on Enterprise Architecture development	Q1: Progress report on Enterprise Architecture development and Extract of EXCO minutes
	Q2: EXCO approved Enterprise Architecture	Q2: Extract of EXCO minutes
	Q3: EXCO approved business case on phase 1 of cross-border management system	Q3: Extract of EXCO minutes and Business case
Indicator responsibility	Chief Information Officer	

### 6.1.3 INDICATOR NO. 1.3

INDICATOR TITLE	Developed Permit Fee Regulations	
Short definition	Permit tariff regulations	
Purpose/importance	To amend the Permit Tariff annually as prescribed by legislation	
Source/collection of data	EXCO minutes extract; Permit Fee tariff schedule; Progress report on consultations; amended regulations; acknowledgement of receipts from DoT	
Method of calculation	1 Amended Draft Permit Fee Regulations	
Data limitations	None	
Type of indicator	Output	
Calculation type	Non-cumulative	
Reporting cycle	Quarterly	
New indicator	Yes	
Desired performance and admissible evidence for quarterly targets	<b>Quarterly Targets</b>	<b>Admissible Evidence for Quarterly Targets</b>
	Q1: Revised Permit Fee tariff schedules	Q1: EXCO minutes extract and permit fee tariff schedule
	Q2: Draft Permit Fee tariff regulations	Q2: EXCO minutes extract and draft permit fee tariff regulations
	Q3: Progress Report on consultations	Q3: EXCO minutes extract and progress report on consultations
	Q4: Amended Draft Permit Fee Regulations submitted to DoT	Q4: Draft Permit Fee Regulations and acknowledgement of receipts from DoT
Indicator responsibility	Executive Corporate Services	

## 6.2 PROGRAMME 2: REGULATORY SERVICES

### 6.2.1 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 tool used to balance supply and demand of passenger transport on different cross border routes	
Source/collection of data	Scientific tool, Regulatory Committee minutes	
Method of calculation	Report on refined tool, 2 consultation reports, pilot assessment report, Extract of EXCO minutes	
Data limitations	Delays in securing buy-in from regional counterparts	
Type of indicator	Output	
Calculation type	Non-cumulative	
Reporting cycle	Quarterly	
New indicator	No	
Desired performance and admissible evidence for quarterly targets	Quarterly Targets	Admissible Evidence for Quarterly Targets
	Q1: Refine tool parameters based on pilot assessment	Q1 – Q4 Extract of EXCO minutes, Pilot assessment report and refined tool
	Q2: Implementation on 3 corridors based on pilot	
	Q3: Pilot the scientific tool on remaining corridors	
	Q4: Implementation of scientific tool on remaining corridors	
Indicator responsibility	Executive Manager: Regulatory Services	

### 6.2.2 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	<b>Manual Systems</b> Memoranda, meeting minutes and draft legislative reform proposal	
Method of calculation	2 Memoranda (COTO and MinMEC), EXCO / Extract of EXCO minutes and draft legislative reform proposal	
Data limitations	Delays in obtaining buy-in for policy reform from relevant structures	
Type of indicator	Output	
Calculation type	Non-cumulative	
Reporting cycle	Quarterly	
New indicator	No	
Desired performance and admissible evidence for quarterly targets	<b>Quarterly Targets</b>	<b>Admissible Evidence for Quarterly Targets</b>
	Q1: Submit Memorandum to Committee of Transport Officials (COTO) for support	Submission of Memorandum to COTO
	Q2: Submit Memorandum to MinMEC for support	Submission of Memorandum to MinMEC meeting.
	Q3: Draft legislative reform proposal	Draft legislative reform proposal
	Q4: Board approved legislative reform proposal submitted to the DoT	Board Resolution of approved legislative reform for submission to DoT
Indicator responsibility	Executive Manager: Research and Development	

### 6.2.3 INDICATOR NO. 2.3

INDICATOR TITLE	Percentage of temporary permits issued within pre-determined turnaround times	
Short definition	To improve service delivery by progressively reducing the turnaround time to process compliant applications for temporary permits.	
Purpose/importance	To improve service delivery efficiency.	
Source/collection of data	Cross Border Road Transport System (CBRTS) – Permit Turnaround Report. SCM submission and IT signoff Report.	
Method of calculation	Percentage of permits issued within pre-determined turnaround time dertermined through the CBRTS permit turnaround reports	
Data limitations	Delays in reconfiguration of CBRTS turnaround reports.	
Type of indicator	Outcome	
Calculation type	Non cumulative	
Reporting cycle	Quarterly / Annual	
New indicator	Yes	
Desired performance and admissible evidence for quarterly targets	Quarterly Targets	Admissible Evidence for Quarterly Targets
	Q1: Reconfiguration and Testing of C BRTS Reporting Application.	SCM submission and IT signoff Report.
	Q2: Reconfiguration and Testing of C BRTS Reporting Application.	IT signoff Report.
	Q3: 90% of compliant applications for temporary permits processed and permits issued in front office within 1 day.	Permit Turnaround Report
	90% of compliant applications for temporary permits processed and permits issued in remote office within 2 days.	
	Q4: 90% of compliant applications for temporary permits processed and permits issued in front office within 1 day.	Permit Turnaround Report
	90% of compliant applications for temporary permits processed and permits issued in remote office within 2 days.	
Indicator responsibility	Executive Manager: Regulatory Services	

We Do Not Tolerate Crime,  
Fraud and Corruption

## 6.3 PROGRAMME 3: PROFILING SERVICES

### 6.3.1 INDICATOR NO. 3.1

INDICATOR TITLE	Number of operator and corridor profiling reports for decision making	
Short definition	To report key findings on inspections and prosecutions conducted	
Purpose/importance	To reduce operational constraints and thus reduce the cost of doing business for operators	
Source/collection of data	Extract of EXCO minutes; Section 39 Reports	
Method of calculation	4 Section 39 reports	
Data limitations	Dependency on other stakeholders to resolve the constraints	
Type of indicator	Output	
Calculation type	Non-cumulative	
Reporting cycle	Quarterly	
New indicator	No	
Desired performance and admissible evidence for quarterly targets	<b>Quarterly Targets</b>	<b>Admissible Evidence for Quarterly Targets</b>
	Q1 – Q4: 1 EXCO recommended Section 39 report to the Regulatory Committee for decision making	Q1 – Q4: Section 39 reports recommended to the Regulatory Committed by EXCO, Extract of EXCO minutes
Indicator responsibility	Executive Manager: Research and Development	

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

## 6.4 PROGRAMME 4: STAKEHOLDER MANAGEMENT

### 6.4.1 INDICATOR NO. 4.1

INDICATOR TITLE	Developed and implemented stakeholder management plan	
Short definition	Develop and implement a stakeholder management plan	
Purpose/importance	To consult with groups of cross-border stakeholders (operators, government departments and agencies, municipalities, private sector, etc., regional and international stakeholders with a view to facilitate the unimpeded flow of freight and passenger transport	
Source/collection of data	List of identified Stakeholder, Stakeholder Analysis report; Board resolution	
Method of calculation	1 List of identified Stakeholders and Analysis report, Report of O.R.Tambo International Road Transport Indaba, 1 Draft stakeholder management Plan and 1 Stakeholder Management Plan	
Data limitations	Dependency on other stakeholders to resolve the constraints	
Type of indicator	Output	
Calculation type	Non-cumulative	
Reporting cycle	Quarterly	
New indicator	Yes	
Desired performance and admissible evidence for quarterly targets	Quarterly Targets	Admissible Evidence for Quarterly Targets
	Q1: Stakeholder identification and analysis: and Hosted O.R. Tambo International Road Transport Indaba	Q1: List of identified Stakeholders and Analysis Report and Report of O.R.Tambo International Road Transport Indaba
	Q2: Draft Stakeholder Management Plan submitted to EXCO for noting	Q2: Extract of EXCO minutes and Draft Stakeholder Management Plan
	Q3: Consultation with cross-border industry on draft Stakeholder Management Plan	Q3: Extract of EXCO minutes and Consultation report
	Q4: Board approved Stakeholder Management Plan	Q4: Board resolution
Indicator responsibility	Executive Manager: Stakeholder Relations	

We Achieve Set Goals and  
Objectives with  
Desired Outcome



#### 6.4.2 INDICATOR NO. 4.2

INDICATOR TITLE	Facilitated the implementation of the SADC protocol and regional agreements	
Short definition	Facilitate the implementation of SADC protocol and regional agreements	
Purpose/importance	To ensure the common understanding and implementation of the SADC protocol and the regional agreements	
Source/collection of data	EXCO approved concept document; EXCO approved progress report; Workshop report with an annexure on the action plan; EXCO minutes extract and Board resolution	
Method of calculation	1 Concept document; 1 progress report; 1 workshop report with an annexure on the action plan	
Data limitations	Lack of buy-in from counterparts	
Type of indicator	Output	
Calculation type	Non Cumulative	
Reporting cycle	Quarterly	
New indicator	Yes	
Desired performance and admissible evidence for quarterly targets	<b>Quarterly Targets</b>	<b>Admissible Evidence for Quarterly Targets</b>
	Q1: EXCO approved concept document	Q1: Extract of EXCO minutes and concept document
	Q2: EXCO approved progress report	Q2: Extract of EXCO minutes and progress report
	Q3: Convened a multilateral workshop	Q3: Draft Industry Development strategy
Indicator responsibility	Q4: Board approved Workshop report with action plan	Q4: Board resolution and workshop report with an action plan
	Executive Manager: Stakeholder Relations	

#### 6.2.3 INDICATOR NO. 4.3

INDICATOR TITLE	Developed and implemented industry development strategy	
Short definition	Develop and implement an industry development strategy	
Purpose/importance	To proactively promote transformation and development of the cross-border industry	
Source/collection of data	Desktop research; Stakeholder Consultation report; Draft industry development strategy; Approved Industry Development plan; 2 Board Resolutions; acknowledgement letter/email from DoT	
Method of calculation	1 List of identified Stakeholder, 1 Stakeholder Analysis report, 1 Draft stakeholder management Plan and 1 Stakeholder Management Plan	
Data limitations	Dependency on other stakeholders to resolve the constraints	
Type of indicator	Output	
Calculation type	Non-cumulative	
Reporting cycle	Quarterly	
New indicator	Yes	
Desired performance and admissible evidence for quarterly targets	<b>Quarterly Targets</b>	<b>Admissible Evidence for Quarterly Targets</b>
	Q1: Environmental scanning	Q1: Status Quo Report
	Q2: Consultations with relevant stakeholders	Q2: Consultation Report and extract of EXCO minutes
	Q3: Draft Industry Development strategy	Q3: Draft Industry Development strategy
Indicator responsibility	Q4: Board approved Industry Development strategy submitted to the Minister; and amended draft Cross-border road transport regulations	Q4: Industry Development Strategy; Board resolution and Acknowledgement letter/email from DoT Amended draft Cross-border road transport regulations
	Executive Manager: Research and Development	

## 6.5 PROGRAMME 5: RESEARCH AND DEVELOPMENT

### 6.5.1 INDICATOR NO. 5.1

INDICATOR TITLE	Number of Annual State of Cross-Border Operations Report (ASCBOR) to the Minister and other stakeholders	
Short definition	Submission of ASCBOR 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 (developments, constraints and initiatives) in order to improve unimpeded flow of cross-border road transport. The report should include findings, recommendations and action plans	
Source/collection of data	Quarterly progress reports and 1 ASCBOR report to the Minister and other relevant stakeholders and Board Resolution	
Method of calculation	1 State of Cross-Border Operations Report (ASCBOR) submitted to the Minister and other stakeholders	
Data limitations	Unavailability of stakeholders for consultation during data gathering stage which may delay data gathering	
Type of indicator	Output	
Reporting cycle	No	
New indicator	Yes	
Desired performance and admissible evidence for quarterly targets	Quarterly Targets	Admissible Evidence for Quarterly Targets
	Q1: EXCO approved progress Report	Extract of EXCO minutes approving progress reports
	Q2: EXCO approved progress Report	
	Q3: EXCO approved progress Report	
	Q4: Board approved ASCBOR Report to the Minister and other stakeholders	Board resolution approving the report to the Minister
Indicator responsibility	Executive Manager: Research and Development	

### 6.5.2 INDICATOR NO. 5.2

INDICATOR TITLE	Number of country profiles developed	
Short definition	To develop country profiles	
Purpose/importance	To provide value added advisory services to relevant stakeholders on cross-border matters	
Source/collection of data	2 EXCO approved quarterly Progress Reports on Country Profiles ; extract EXCO minutes	
Method of calculation	2 Developed country profiles approved by Board	
Data limitations	Unavailability of stakeholders for consultation during data gathering stage which may delay data gathering	
Type of indicator	Output	
Reporting cycle	Quarterly	
New indicator	No	
Desired performance and admissible evidence for quarterly targets	Quarterly Targets	Admissible Evidence for Quarterly Targets
	Q1: EXCO approved Progress Report for Swaziland country profile	EXCO Resolution/extract of minutes and progress report
	Q2: Country profile for Swaziland developed	Final Swaziland country profile
	Q3: EXCO approved Progress Report for Botswana country profile	EXCO approval of Progress Report for Botswana country profile
	Q4: Country profile for Botswana developed	Final Botswana country profile
Indicator responsibility	Executive Manager: Research and Development	

### 6.5.3 INDICATOR NO. 5.3

INDICATOR TITLE	Developed model to calculate transit and cost of delays at commercial border posts	
Short definition	To develop a model to calculate transit and cost of delays at commercial border posts	
Purpose/importance	To provide value added advisory services to relevant stakeholders on cross-border matters	
Source/collection of data	EXCO signed off Charter, EXCO signed off Quarterly Progress Reports, EXCO signed off Concept Document; Board resolution	
Method of calculation	1 Cross-border Flow Calculator Charter ; 1 Progress report; 1 concept document	
Data limitations	Unavailability of stakeholders for consultation during data concept development stage which may delay data gathering	
Type of indicator	Output	
Reporting cycle	Quarterly	
New indicator	Yes	
Desired performance and admissible evidence for quarterly targets	Quarterly Targets	Admissible Evidence for Quarterly Targets
	Q1: EXCO approved Cross-border Flow Calculator Charter	Q1: EXCO approved Cross-border Flow Calculator Charter
	Q2: EXCO approved Progress Report on cross-border flow calculator concept	Q2: EXCO approved Progress Report on cross-border flow calculator concept
	Q3: Draft Cross-border Flow Calculator Concept document	Q3: Draft Cross-border Flow Calculator Concept document
	Q4: Board approved Cross-Border concept Document	Q4: Board resolution, and Cross-Border concept Document
Indicator responsibility	Executive Manager: Research and Development	

We aim to  
Improve Road Safety from  
a Cross-Border Road  
Perspective

## 7. STRATEGIC RISK REGISTER

The C-BRTA is cognisant of the material risk inherent in its strategy and the following are the strategic risks facing the Agency:

### 7.1 STRATEGIC RISKS HEAT MAP

Figure: Heat Map of Strategic Risks of C-BRTA Risks for 2017/18 Financial Year:

Almost Certain	5	Low	Moderate	High	Critical	Critical
Likely	4	Low	Moderate	High	High	Critical
Possible	3	Low	Low	Moderate	High	High
Unlikely	2	Low	Low	Low	Moderate	Moderate
Remote	1	Low	Low	Low	Low	Low
		1	2	3	4	5
		Insignificant	Minor	Moderate	Major	Severe
Impact of Consequence						

## 7.2 TOTAL INHERENT AND RESIDUAL RISK

Nine (9) risks were identified during the Risk Assessment process, are shown below as prioritised by participants in terms of high to low Residual Risk Exposure level:

No.	Ref No.	Risk	Inherent Risk	Residual Risk
1	9	Discharging of legislative mandate	20	15
2	8	Sector Transformation	12	12
3	3	Concentration of revenue streams	10	10
4	7	Strategic Position	12	9
5	5	Service Delivery	9	9
6	6	Supply and demand	12	8
7	1	Loss of revenue	20	5
8	2	Bankruptcy	10	5
9	4	Unrealised migration of RTI to RTMC	8	4

## 7.3 STRATEGIC RISK REGISTER

NO.	RISK DESCRIPTION	INHERENT RISK RATING	CURRENT CONTROLS	RESIDUAL RISK RATING	IMPROVEMENT PLANS	DUE DATE	RISK OWNER
<b>Linked Strategic Objective: To ensure the financial viability and sustainability of the C-BRTA</b>							
1.	<b>Risk Event:</b> Potential loss of revenue  <b>Root Cause:</b> Migration might lead to non-compliance by operators and this resulting in loss of income to the Agency  <b>Risk Impact:</b> Loss of revenue	<b>Critical</b> (Likelihood:4 Impact:5)	<ul style="list-style-type: none"> <li>Retention of the profiling unit</li> <li>Retention of the law enforcement mandate</li> </ul>	<b>Low</b> (Likelihood:1 Impact:5)	MoU with RTMC  Implementation of the LoU with SARS  Capacitating the profiling unit  Implementation of the MoU with DHA	31 March 2018  31 March 2018  31 March 2018  31 March 2018	Executive: Corporate Services  Executive: Regulatory Services  Executive: Research and Development  Executive: Stakeholder Management
2.	<b>Risk Event:</b> Bankruptcy as a result of Unmitigated operator refunds  <b>Root Cause:</b> Unmitigated operator refunds demand( Level of operator claims)  <b>Risk Impact:</b> Commercial Insolvency	<b>High</b> (Likelihood:2 Impact:5)	1) Approved turnaround plan and cost control; 2) Negotiate with claimants and agree on payment terms( Staggering Payments/not refunding five year permits/not paying interest); 3) Structured cash flow management (Regular formal cash flow forecasting, reflecting cash positions on a monthly basis)	<b>Low</b> (Likelihood:1 Impact:5)	Notice of prescription  Introduction of cross border charges  Continued maintenance cost containment measures.  Migration of RTI to RTMC ( Cost Reduction Plan)	31 March 2018  31 March 2018  31 March 2018  31 March 2018	Chief Financial Officer (CFO)  Chief Financial Officer (CFO)  Chief Financial Officer (CFO)  Chief Financial Officer ( CFO)

NO.	RISK DESCRIPTION	INHERENT RISK RATING	CURRENT CONTROLS	RESIDUAL RISK RATING	IMPROVEMENT PLANS	DUE DATE	RISK OWNER
3.	<p><b>Risk Event:</b> Decreased concentration in revenue streams as a result of loss of penalty revenue ( RTI Migration)</p> <p><b>Root Cause:</b> Migration of RTI might lead to possible loss of revenue streams</p> <p><b>Risk Impact:</b> 1) Reduced revenue 2) Instability of revenue flow</p>	<b>High</b> (Likelihood:5 Impact:2)	Effective management of cash surplus	<b>High</b> (Likelihood:5 Impact:2)	Introduction of cross border charges	31 March 2019	Chief Financial Officer (CFO)
4.	<p><b>Risk Event:</b> Unrealised migration of RTI to RTMC as a result failure to manage the migration project within defined timelines</p> <p><b>Root Cause:</b> 1) Change of political mandate 2) Failure to manage the project within defined timelines 3) Failure to reach consensus amongst affected parties</p> <p><b>Risk Impact:</b> Failure to achieve objectives depended on the RTI migration</p>	<b>Moderate</b> (Likelihood:2 Impact:4)	1) Inter-agency Task Team to manage the migration 2) Implementation plan approved by both Agency Boards 3) Consultation with labour	<b>Low</b> (Likelihood:1 Impact:4)	Conclusion of the MoU between CBRTA and RTMC	31 March 2018	Executive: Corporate Services

NO.	RISK DESCRIPTION	INHERENT RISK RATING	CURRENT CONTROLS	RESIDUAL RISK RATING	IMPROVEMENT PLANS	DUE DATE	RISK OWNER
<b>Linked Strategic Objectives: To improve efficiency in business operations</b>							
5.	<b>Risk Event:</b> Ineffective Service delivery due to inadequate service delivery platforms  <b>Root Causes:</b> 1) Out-dated systems technology 2) Inadaptable and inconsistent system architecture 3) Partial automation of business processes 4) Business process silos 5) Inability to resolve operator constraints  <b>Risk Impact:</b> 1) Undetected fraudulent activities 2) Inability to accommodate changing business needs 3) longer turnaround times 4) Poor customer satisfaction	Moderate (Likelihood:3 Impact:3)	1) System maintenance contracts 2) Adhoc system enhancements 3) Manual business processes 4) Stakeholder engagement forums 5) Formal and informal stakeholder engagements 6) Implemented Customer Survey Plan( Surveys analysis and implementation of improvement plan)	Moderate (Likelihood:3 Impact:3)	Develop Enterprise Architecture (EA)  Implementation of a fully integrated cross border road transport system  Develop a detailed business process map  Develop and implement the stakeholder engagement plan  Implemented Customer Survey Plan and Improvement interventions	31 March 2018  31 March 2020  31 March 2018  31 March 2018  31 March 2018	Chief Information Officer (CIO)  Chief Information Officer (CIO)  Chief Operations Officer (COO)  Executive: Stakeholder Management  Executive: Stakeholder Management
<b>Linked Strategic Objective: To introduce and implement regulated competition of cross border movements as pertaining to cross border movements</b>							
6.	<b>Risk Event:</b> Inability to balance supply and demand due to absence of a scientific tool to regulate market access  <b>Root Cause:</b> 1) Absence of a scientific tool to regulate market access 2) Illegal operations 3) Inability to obtain pertinent data from RTMC law enforcement  <b>Risk Impact:</b> 1) Operator Conflicts 2) Market saturation	Moderate (Likelihood:3 Impact:4)	1) Regulatory Committee guidelines on consideration of cross border road transport permits for the conveyances of passengers 2) Market access reports 3) Referral of permits applications to counter parts 4) Implementation of Road Transport Agreements 5) Access of national land transport information system 6) Concurrence of municipalities on ranking facilities 7) Profiling compliance reports 8) Law enforcement	Moderate (Likelihood:2 Impact:4)	Implementation of MAR model on piloted corridors;  Identify other corridors for MAR implementation  Permit as a requirement at the border post  Enter into an MoU with SAPS on cross border illegal operations	2016/18  31 March 2019  31 March 2018  31 March 2018	EXCO  Executive: Regularity Services  Executive: Regularity Services  Executive: Stakeholder Management

NO.	RISK DESCRIPTION	INHERENT RISK RATING	CURRENT CONTROLS	RESIDUAL RISK RATING	IMPROVEMENT PLANS	DUE DATE	RISK OWNER
<b>Linked Strategic Objective: To proactively provide value added advisory services to the Minister of Transport and other relevant stakeholders on cross border matters in the transport sector</b>							
7.	<b>Risk Event:</b> Lack of strategic positioning of the Agency as a competent authority in the cross border road transport space  <b>Root Cause:</b> 1) Inadequate research capacity 2) Inadequate PR campaigns 3) Lack of partnerships with research institutions 4) Un-corporative stakeholders 5) Inadequate mechanisms to provide information to the sector 6) Inadequate mechanisms /channels to source sufficient data  <b>Risk Impact:</b> 1) Loss of relevance/credibility 2) Reputational damage 3) Inadequate brand visibility/profiling 4) Delayed resolutions of constraints and other challenges facing cross border operators 5) Negative impact on trade volumes 6) Reduction in terms of volumes	<b>High</b> (Likelihood:3 Impact:4)	1) Road Transport Agreements and MoU's 2) MOU's with SARS, DHA, ITAC and Sanparks 3) Stakeholder consultative forums 4) Industry Partnership Development Plan (IPDP) 5) Sector based research reports e.g. (State of borders projects and Country profiles Reports) 6) Presentation at conferences 7) Publication of articles on cross border transport	<b>Moderate</b> (Likelihood:3 Impact:3)	Public Relations Campaigns (Increase the Agency's visibility and publications on work produced)  Implementation of the Communication and Marketing Strategy  Enhance the role of the research, development and stakeholder management unit  Enhance the Agency's service delivery and corporate culture	31 March 2018  31 March 2020  31 March 2018  31 March 2018	Executive: CEO's Office  Executive: CEO's Office  Executive: Stakeholder Management and Research and Development  Chief Operations Officer

We are Establishing  
a Culture of  
Conscious Risk Management



NO.	RISK DESCRIPTION	INHERENT RISK RATING	CURRENT CONTROLS	RESIDUAL RISK RATING	IMPROVEMENT PLANS	DUE DATE	RISK OWNER
<b>Linked Strategic Objective: To proactively promote transformation and development of the cross-border industry</b>							
8.	<b>Risk Event:</b> Lack of co-operation from the industry to align with the Agency's transformational objectives  <b>Root Cause:</b> 1) Absence of a levers through which compel the industry to transform 2) Lack of understanding amongst primary beneficiaries 3) Resistance from the industry to transform 4) Lack of funding to promote transformation and development 5) Lack of confidence on the CBRTA's agenda  <b>Risk Impact:</b> 1) Loss of relevance/credibility as regulator that is able to transform the sector 2) Reputational damage	High (Likelihood:3 Impact:4)	None	High (Likelihood:3 Impact:4)	Amended Cross border Road Transport Act Regulations (To include transformation factors) (2018)  Implement BBBEE Transport Charter(2020)	31 March 2018  31 March 2020	Executive: Regulatory Services  Executive: Regulatory Services
<b>Linked Strategic Objective: To improve compliance with road transport legislation</b>							
9.	<b>Risk Event:</b> Inability to discharge our legislative mandate  <b>Root Cause:</b> 1) RTI migration 2) Possible spill-over of the Lesotho/Free State cross-border passenger operational challenges 3) Inability to enforce compliance with road transport legislation  <b>Risk Impact:</b> Loss of credibility as a regulator /Reputational damage	Critical (Likelihood: 4 Impact:5)	1) Continue to influence policy direction which drive the Agency's mandate through participation in Key structures on: (revising white paper on transport policies, Road freight strategy, road policy, National Freight logistics strategy, regional road transport agenda) 2) On-going engagement to resolve the Lesotho/Free state challenge 3) Strategic relationship with Road Transport Authorities 4) Implementation of Regional Transport Agreements 5) Systems, governance structures and expertise on key mandates	High (Likelihood:3 Impact:5)	Implement Law enforcement( MoU with RTMC as of April 2017)  Sustain sound working relationships with BMA and other stakeholders Development of an Integrated regulatory framework Implementation of the LoU with SARS Implementation of OCAS Implementation Route adherence system	31 March 2018 31 March 2018 31 March 2019 31 March 2020 31 March 2020 31 March 2020	Executive : Corporate Services Executive : Stakeholder Management Executive : Regulatory Services Executive : Regulatory Services Executive : Regulatory Services Executive : Regulatory Services

## 8. BUDGET ASSUMPTIONS

### 8.1. KEY REVENUE ASSUMPTIONS

- Permit revenue remain the only stream. The penalty revenue will fund the law enforcement functions that will be housed under the Single Traffic Policy Service
- Permit tariff increases by 4.64% and also include allowance for efficiencies
- Permit revenue from freight constitute over 90% of the total permit revenue and passenger and tourism carriers constitute just under 10%
- Interest income to grow at 6% per annum

### 8.2. EXPENDITURE ESTIMATES: ASSUMPTIONS AND TRENDS

- Non-staff costs –consumer price index inflation projected at 6.2% in 2017/18; 5.9% for both 2018/19 and 2019/20 (as provided for by the National Treasury)
- Staff costs – projected at 8.5% in 2017/18; 7.5% for in 2018/19 and 7.0% for 2019/20
- The inflation projections are used as a guide for expenditure estimates at an aggregate level; but variations along different budget lines have been allowed.
- Staff costs are based on the 178 positions the migration law enforcement function. Allowances made for savings when positions become vacant and/or filled for part of the financial year in 2017/18
- Cost cutting measures maintained during the financial year
- Capex to be funded from depreciation charge and other projects



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and Compliance Through  
the Cross-Alive Campaign

## 9. CAPITAL EXPENDITURE

NAME OF DIVISION:	FINANCE	INFORMATION TECHNOLOGY	REGULATORY SERVICES	CORPORATE SERVICES	COO (SS & RESEARCH)	OFFICE OF THE CEO & COMMS	TOTAL
CAPITAL EXPENDITURE							-
Computer Equipment (PCs, Laptops, Printers, Ipads)	-	2 561 760	-	-	-	-	2 561 760
Computer Equipment (Security printers)	-	-	400 000	-	-	-	400 000
Leasehold Improvements (Leasehold improvements)	-	-	-	1 487 042	-	-	1 487 042
New Permit Issuance system and Servers	-	8 620 298	-	-	-	-	8 620 298
Motor Vehicles (Pool cars)	-	-	-	600 000	-	-	600 000
Furniture & Fittings	-	-	-	-	-	-	-
Other Intangibles (Website, Patents, etc)	50 000	-	-	1 061 000	-	1 419 900	2 530 900
Office Equipment	-	-	-	-	300 000	-	300 000
<b>SUB-TOTAL - CAPITAL EXPENDITURE</b>	<b>50 000</b>	<b>11 182 058</b>	<b>400 000</b>	<b>3 148 042</b>	<b>300 000</b>	<b>1 419 900</b>	<b>16 500 000</b>

We Lead the Way in  
Cross-Border Road Transport



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