



Annual Performance Plan 2018-19

Celebrating
20
YEARS OF SERVICE
1998 - 2018

Regulation • Facilitation • Law Enforcement • Advisory



Table of Contents

| | |
|--|-----------|
| LIST OF ACRONYMS & ABBREVIATIONS | iv |
| FOREWORD BY THE EXECUTIVE AUTHORITY | 1 |
| FOREWORD BY THE ACCOUNTING AUTHORITY | 2 |
| OFFICIAL SIGN-OFF..... | 3 |
| PART A: STRATEGIC OVERVIEW..... | 4 |
| 1. SITUATIONAL ANALYSIS..... | 4 |
| 1.1 Background | 4 |
| 1.2 Socio-Economic Environment..... | 5 |
| 1.3 Regional environment..... | 6 |
| 1.4 Performance environment..... | 8 |
| 1.5 Organisational environment | 8 |
| 2. REVISIONS TO LEGISLATIVE AND OTHER MANDATES | 9 |
| 2.1. Pending Court Cases..... | 9 |
| 2.2. Revision to C-BRTAs legislation and other mandates | 9 |
| 3. OVERVIEW OF 2019 BUDGET AND MTEF ESTIMATES | 10 |
| 4. LINKS BETWEEN THE C-BRTAS MANDATE AND STRATEGIC OBJECTIVES | 15 |

| | |
|--|----|
| PART B: PROGRAMS..... | 16 |
| 5. PROGRAMME AND SUB-PROGRAMME PLANS | 16 |
| 5.1 PROGRAMME 1: ADMINISTRATION | 16 |
| 5.2 PROGRAMME 2: REGULATORY SERVICES | 18 |
| 5.3 PROGRAMME 3: PROFILING SERVICES | 22 |
| 5.4 PROGRAMME 4: STAKEHOLDER MANAGEMENT..... | 23 |
| 5.5 PROGRAMME 5: RESEARCH AND ADVISORY SERVICES | 25 |
| PART C: ANNEXURES..... | 28 |
| 6. ANNEXURE A: CHANGES TO THE 2015-2020 STRATEGIC PLAN | 28 |
| 7. ANNEXURE B: TECHNICAL INDICATORS..... | 32 |
| 7.1 PROGRAMME 1: ADMINISTRATION | 32 |
| 7.2 PROGRAMME 2: REGULATORY SERVICES | 35 |
| 7.3 PROGRAMME 3: PROFILING SERVICES | 37 |
| 7.4 PROGRAMME 4: STAKEHOLDER MANAGEMENT..... | 38 |
| INDICATOR NO: 4.1 | 38 |
| 7.5 PROGRAMME 5: RESEARCH AND DEVELOPMENT..... | 39 |

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

This year marks twenty (20) years since the Agency was established to provide 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. Let me commend the Agency for the visible efforts taken in relation to regulation of cross border industry, transport and trade facilitation, law enforcement and advisory services. The role of the Agency is highly needed for reducing cost burdens caused by lengthy procedures and controls at national borders whilst maximising efficiency and safeguarding legitimate regulatory objectives.



As we reflect back, the first decade of the Agency's existence was focused on "selling" cross-border permits and issuing of "penalties" upon violation of permit conditions. . Owing to commitment to continuous improvement, it switched its focus in the second decade to accelerate its contribution towards regional intergration. The change in focus was coupled with acknowledgement that the costs of providing a satisfactory service far outweigh revenues generated through the provision of the permits and issuing penalties. There is a need for the Agency to pursue alternative revenue streams and we are poised to support its efforts in implementing new revenue streams. We will also be working closely with the Agency to accomplish all the requirements that are necessary for the implementation of the Operator Compliance Accreditation Scheme.



In responding to its strategic intent, the Agency must accelerate and take significant strides in crystallising its role in driving regional integration thereby reducing operational constraints at border posts and actively engage with processes of turning Southern Africa into a regional economic force.

May all the experiences that were encountered in the past twenty years be celebrated through enhanced performance in coming financial years.



Dr BE Nzimande, MP
Minister of Transport
Executive Authority
Cross-Border Road Transport Agency

FOREWORD BY THE ACCOUNTING AUTHORITY

The statement “Without transport there can be no trade, without trade, there can be no meaningful industrialization and without industrialization, Africa’s economies cannot be transformed and meaningful diversified” acknowledges that transport is indeed the heartbeat of any economy and an important driver of economic growth and development. The transport 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 transport corridors is partly to blame for the low level of intra-Africa trade. Africa is beset with inexplicable barriers to trade which are a hindrance to regional integration.

Road transport is a dominant mode of transport that carries over 80% of regional traffic in the Southern African Development Community (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 requires serious 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 result in poor regional connectivity and poorly designed border posts that hinder seamless movement of traffic across national boundaries. The border post impediments have a huge impact on the cross-border road transport operations. Focus on resolving these inefficiencies should be a priority given that there are 53 land border posts between South Africa and her immediate neighbouring countries. Of the 53 borders, 19 are designated commercial border posts. Beitbridge, Lebombo, Maseru and Skilpadshek border posts are located in the busiest corridors linking South Africa to the region through North-South Corridor (N1), Trans-Kalahari Corridor, the Maputo Corridor (N4) and carry over 70% of the traffic (commercial passenger and freight vehicles).

The Agency operates in a complex environment and strives to achieve value for the cross-border road transport operators through peer influence and collaboration with various cross-border stakeholders. The Agency conceived the “Linking Africa Plan” in order to broaden its collaboration efforts within the border and corridor environment

and with a view of unlocking Africa’s trade potential. As a role-player in the cross-border environment, the Cross-Border Road Transport Agency (C-BRTA), embraces regional and national initiatives which seek to improve the seamless flow of traffic within the region thereby achieving the objectives set out in the National Development Plan. In support of the Linking Africa initiative, the Agency will pursue the implementation of a broad Stakeholder Development Plan.

To contribute to the improvement of the cross-border operations, the Agency is championing the implementation of Operator Compliance Accreditation Scheme (OCAS) – a risk based scheme that seeks to ensure seamless movement of compliant operators. The focus for the financial year will be the development of policy on OCAS as well as the development of implementation manuals. One of the key outcomes of the workshop hosted by the C-BRTA on the SADC Protocol and regional agreements was the establishment of the Cross-Border Road Transport Regulators Forum. The Agency will fully participate in this forum to lobby for full implementation of the SADC Protocol on Transport, Communication and Meteorology to achieve harmonization, sharing of information across SADC member states to improve cross-border road transport operations and enhance integration of regional programmes.

As the chairperson of the C-BRTA Board, I commit on behalf of the Agency, its leadership and staff that this Annual Performance Plan is achievable and is aligned to our limited financial and human resources. The Agency shall continue to contribute to the achievement 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 2018 – 2019 year.

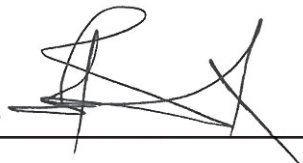
Mr A.N. Maepa
Acting Chief Financial Officer

Signature: 

Mr S. Khumalo
Chief Executive Officer

Signature: 

Mr M. Ramathe
Chairperson, Accounting Authority

Signature: 

APPROVED BY:

Dr BE Nzimande, MP
Minister of Transport
Executive Authority, C-BRTA

Signature: 

PART A: STRATEGIC OVERVIEW

This APP is based on the reviewed 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

The mid-term review that was conducted in 2016/17 steered focus of the Agency towards development and strengthening of stakeholder relations. This approach was adopted with an understanding that it will uncover Africa's trade potential which is currently suffocated by various impediments that may improve through vibrant partnerships, hence the theme "Linking Africa". In line with that, a plan was developed to ensure successful implementation and realisation of desired outcomes. The "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.

It has been almost twenty years since its establishment in 1998 yet the Agency was seen to be failing to meet some of its objectives it was established for. For the first twelve years, the Agency was perceived as not being visible at most platforms where cross-border transport challenges were discussed, not present at border posts hence failed to make an impact on cross-border transportation needs and the country's transport and trade facilitation imperatives. As a result, the Agency could not meet stakeholders' expectations in relation to making contribution to the transportation and trade, thus no impact on economic development.

The recently reviewed operator-centric strategy boosted the level of consideration for operator interests and that is evident in the nature of key performance areas identified and outcomes thereof. The new approach adopted in the Linking-Africa strategy is meant to fuel the approach by stretching facilitation and enhancement of cross-border transportation across Africa. The Approach is pivotal to addressing key challenges and delivering on the mandate of the Agency as clearly outlined in the C-BRT Act as:

- To improve unimpeded flow by road of freight and passenger in the region;
- To liberalize market access in respect of cross border freight road transport;
- To introduce regulated competition in respect of cross-border passenger road transport;
- To reduce operational constraints for cross border road transport;
- To enhance and strengthen the capacity of the public sector;
- To empower the cross border industry to maximise business opportunities and to regulate themselves incrementally to improve safety, security, reliability, quality and efficiency of services.




The Linking Africa strategy was conceived with the understanding that transport thrives on vibrant networks and well-collaborated implementation of critical goals. Transportation as a key economic driver is currently seen to be an impediment in Africa's development due to poor infrastructure, as it accounts for a large proportion of infrastructure investment in most sub-Saharan countries, it is deemed critical to give focus to building of relations with all role players in infrastructure development. 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. Since infrastructure limitations exist along the corridors and at the borders, stakeholder networks will be spread across various spheres to ascertain the much needed interventions.

This APP is developed within the context of enhancing transportation and trade within SADC and across Africa as a whole. 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. 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.

1.2 SOCIO-ECONOMIC ENVIRONMENT

At the beginning of 2017, South Africa's economic status rating was declared to be in a "Junk Status". The downgrade could possibly lead to an erosion of already poor levels of investor confidence and undermine an economy already struggling to achieve the levels of growth needed to meaningfully create jobs or lift the South African population out of poverty. Apart from this, there are other several implications on the economic status of the country, one of which is the increase in South Africa's debt-servicing costs which was about R144-billion in the 2016/17 fiscal year. This "Junk Status", also implies that the debt of the bonds issued by government is rated as riskier than they were in the past financial year. Further to that, taxes, inflation and ultimately interest rates will increase. Both domestic and foreign debts will require more in terms of interest.

As a result of all this, Government will have less money to spend on basic services whilst it faces a high need for basic services provision to the poor. Servicing a high foreign debt will divert funds from infrastructure improvements and development, which will discourage current and potential transporters to venture and continue in transportation business. For the cross-border operator, this may ultimately imply an increased cost of doing business since transportation costs are elastic and increase when other related costs increase.



1.3 REGIONAL ENVIRONMENT

C-BRTA's strategic focus stretches beyond the SADC region, therefore the Linking-Africa approach necessitates that trade and transportation be stretched across Africa rather than being confined within the SADC region. Although the importance of natural resources and primary commodities are downplayed, they are the major drivers of economic growth in Africa. Despite the fact that their importance seems to be declining, they are still in demand and consumption demand as a domestic factor plays an increasing role in maintaining the resilience of African economies. Domestic demand is driven by Africa's growing population and it represents a major catalyst for African entrepreneurship and the contribution of entrepreneurs to industrialisation. In this context, transportation becomes vital as there can be no industrialisation without transportation of raw material or resources.

The 2017 economic review revealed that the continent's development is encumbered by a massive infrastructure gap and estimated at about USD 50 billion per year. This situation has driven African countries to ramp up investments in public infrastructure projects whereby about 645 million people in sub-Saharan Africa are living in poverty; infrastructural development is still lacking and there is lack of access to electricity (African Economic Outlook, 2017 Report). Public investments rose by about 3% of GDP in 2014 and are expected to remain at this level for the next five years (African Economic Outlook, 2017 Report). The review further reflected fast-expanding regional markets accounting for about 16% of total trade in Africa which provides an avenue to diversity and supplementing more volatile trade with external partners. According to the African Economic Outlook, 2017 Report, intra-regional trade has increased steadily, standing at 18% of Africa's total exports in 2015, which was an increase from 10% in 1995, a low share when compared with other regions of the world. This confirms that C-BRTA's strategic approach – Linking African couldn't be more relevant than it will ever be. It is the time to link Africa.

PESTEL FACTORS

| ENVIRONMENTAL ASPECT | FACTORS AFFECTING THE OPERATING ENVIRONMENT |
|----------------------|--|
| POLITICAL | <p>There are political matters that hinder progress in implementation of initiatives that would result in the desired impact within the cross-border transport space. This includes but not limited to:</p> <ul style="list-style-type: none"> • Varying levels of commitment in implementing SADC Protocol on Transport, Communications and Meteorology among member states, • Lack of cooperation within SADC member states in implementing SADC Regional Infrastructure Development Master Plan (RIDMP), • Overlapping of memberships to Regional Economic Communities (RECs) by member countries causes' confusion in recommendations to member states of the RECs as there are conflicting processes and regulatory measures, • SACU MoU on Road Transportation inflicts conflicts between Lesotho and South Africa. |
| ECONOMIC | <p>The impact of cross-border transportation on the economy is unquestionable. Whilst Africa highly depends on improved transport infrastructure for accelerated economic growth, it faces challenges in relation to:</p> <ul style="list-style-type: none"> • Delays along SADC transport corridors and at border posts, • Lack of road network continuity: Connectivity is compromised in areas where there are missing road links. This problem is particularly severe in Angola, Tanzania and the Democratic Republic of the Congo (DRC), • Poor conditions of roads and other infrastructure, • Inadequate border posts design, • Uncoordinated operating hours of the border posts <p>On the other hand, the down-graded status of SA's currency to junk-status is disappointing given the beneficial effect of the weakening rand on the country's terms of trade. The trade data suggests the rand's depreciation is still not sufficient to compensate for the rapid decline in global commodity prices.</p> |

| ENVIRONMENTAL ASPECT | FACTORS AFFECTING THE OPERATING ENVIRONMENT |
|----------------------|---|
| SOCIAL | <p>Social factors and their possible impact cannot be under-estimated in gearing for improvement in transportation and trade. Factors to be considered in planning includes but not limited to:</p> <ul style="list-style-type: none"> • Non-existence of health facilities for drivers, • Lack of facilities for drivers in the form of washrooms, • Lack of boarding facilities for drivers and telephone services, |
| TECHNOLOGICAL | <p>Improved trade and transportation infrastructure that can make a significant impact on economic growth goes with improved and high-level ICT. As discussions on cross-border transportation improvements take place, there is a glaring reality that the following should be considered and dealt with:</p> <ul style="list-style-type: none"> • Out-dated ICT systems or lack of the right ICT systems impedes the exchange of information by and between regulatory and law enforcement authorities, • No centralised cross border road transport database in the SADC region, • ICT systems not interoperable (systems that do not talk to each other leading to lack of coordination and delays). |
| ENVIRONMENTAL | <p>Road transport is already known as one of the greatest causes of harm to the environment through gas emissions. However, transportation impacts on the environment in a number of ways and planning should ideally take such into consideration the following aspects:</p> <ul style="list-style-type: none"> • Congestion and overcrowding resulting in environmental damage, • Absence of sanitation facilities for cross-border truck drivers is a concern for the environment, • Damage on the environment due to lack of proper parking facilities. |
| REGULATORY & LEGAL | <p>Whilst there are a number of factors that are highly impacted by the regulatory and legal environment before they can change to enable achievement of the desired state:</p> <ul style="list-style-type: none"> • No dedicated regulated cross border ranking facilities, • Inefficient Regulatory System in the SADC region, • Fragmented Regulatory Regime: Each member state has its own regulatory mechanism that determines market access and operating requirements which must be adhered to by cross-border road transport operators, • Lack or no centralised corridor management entities in the SADC corridors e.g. North-South Corridor, • Corruption and bribery is rife, • General lack of skilled personnel serving at border posts and a lack of management and governance skills, • Inconsistent road user and cross-border charges in the SADC region, • Lack or no regulated truck stops along SADC corridors, • Lack of harmonised standards in the SADC region e.g. calibration of weighbridges, • Capacity exceeds demand at the Durban port. |

Table 1: PESTEL analysis

1.4 PERFORMANCE ENVIRONMENT

The Agency delivers its mandate within a changing environment dictated by market forces and regulatory environment. As a Regulator with a primary function of issuing cross-border permits, the Agency had until the 31st March 2017, a law enforcement function focusing on enforcing compliance with the Cross-Border Road Transport Act and conditions of issued permits. In April 2017, the law enforcement function was migrated to the Road Traffic Management Corporation (RTMC) to be under the control and command of the National Traffic Police (NTP).

As a result of the migration of the law enforcement function that complemented the regulatory function, the Agency might face a risk of increased illegal operations, including some operators conducting commercial cross-border operations without valid cross-border permits. The Agency in considering the risk identified, it has enhanced its focus on the Profiling function which will provide intelligence that will assist in focused deployments of law enforcement by the NTP. The developments in the region and the need for enhanced harmonization of transport systems and processes in the region requires the Agency to enhance its stakeholder collaboration efforts with a view to facilitating unimpeded flow of goods and people.

1.5 ORGANISATIONAL ENVIRONMENT

The C-BRTA will continue to improve its overall performance and spearhead social and economic development within the SADC region through facilitating unimpeded cross-border road transport movements. The migration of its law enforcement function resulted in the Agency having to review its structure and re-organized itself. The role of the Profiling unit is now positioned within the Research and Development and is being enhanced to provide intelligence to the road transport inspectorate and to collaborate with the RTMC and other law enforcement agencies to ensure that cross-border law enforcement mandate is carried out.

The role of stakeholder management is also being enhanced to ensure coordinated stakeholder collaboration efforts on areas of harmonization and information sharing while responding to the daily needs of cross-border operators.




2. REVISIONS TO LEGISLATIVE AND OTHER MANDATES

2.1 PENDING COURT CASES

There have been no relevant court rulings however, there are current pending court cases that might have significant financial implications for the Agency.

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; and
 - Ordering the respondents to pay the costs of the application.

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

2.2 REVISION TO C-BRTAS LEGISLATION AND OTHER MANDATES

There have been no significant changes to the Agency's legislative and other mandates.

3. OVERVIEW OF 2019 BUDGET AND MTEF ESTIMATES

3.1 REVENUE ESTIMATES

| | ACTUAL OUTCOMES | | | CURRENT | MEDIUM TERM ESTIMATES | | |
|----------------------|-----------------|----------------|----------------|----------------|-----------------------|----------------|----------------|
| | ACTUAL | ACTUAL | ACTUAL | | BUDGET | BUDGET | BUDGET |
| | 31-MAR-15 | 31-MAR-16 | 31-MAR-17 | 31-MAR-18 | 31-MAR-19 | 31-MAR-20 | 31-MAR-21 |
| | Audited | Audited | Audited | Projected | Budget | Budget | Budget |
| | R'000 | R'000 | R'000 | R'000 | R'000 | R'000 | R'000 |
| Permit Income | 166,075 | 190,868 | 204,259 | 195,186 | 223,787 | 239,508 | 256,334 |
| Interest | 5,537 | 6,572 | 6,685 | 4,287 | 4,293 | 4,293 | 4,293 |
| Other Income | 1,175 | 2,141 | - | - | - | - | - |
| Fines, Penalty | 34,571 | 31,935 | 25,430 | 345 | - | - | - |
| Total Revenue | 207,358 | 231,516 | 236,374 | 199,818 | 228,080 | 243,801 | 260,627 |
| Surplus/(Deficit) | 2,422 | 35,342 | 38,845 | 38,227 | 30,260 | 29,853 | 28,566 |

3.2 EXPENDITURE ESTIMATES

| | ACTUAL OUTCOMES | | | CURRENT | MEDIUM TERM ESTIMATES | | |
|-----------------------------------|-----------------|----------------|----------------|----------------|-----------------------|----------------|----------------|
| | ACTUAL | ACTUAL | ACTUAL | | BUDGET | BUDGET | BUDGET |
| | 31-MAR-15 | 31-MAR-16 | 31-MAR-17 | 31-MAR-18 | 31-MAR-19 | 31-MAR-20 | 31-MAR-21 |
| | Audited | Audited | Audited | Projected | Budget | Budget | Budget |
| | R'000 | R'000 | R'000 | R'000 | R'000 | R'000 | R'000 |
| OPERATING EXPENDITURE | 204,936 | 196,174 | 197,530 | 161,591 | 197,820 | 213,948 | 232,061 |
| Compensation of employees | 133,062 | 139,166 | 142,703 | 112,355 | 138,300 | 150,747 | 164,315 |
| Goods and services | 66,610 | 54,200 | 52,277 | 45,486 | 55,170 | 59,032 | 63,164 |
| Depreciation and Amortisation | 5,264 | 2,808 | 2,549 | 3,750 | 4,350 | 4,169 | 4,583 |
| Payment for Capital Assets | 6,354 | 1,265 | 1,467 | 6,507 | 7,250 | 6,000 | 6,750 |
| Total Capital Additions | 6,354 | 1,265 | 1,467 | 6,507 | 7,250 | 6,000 | 6,750 |
| TOTAL EXPENDITURE | 211,289 | 197,439 | 198,997 | 168,098 | 205,070 | 219,948 | 238,811 |

3.3 OPERATIONAL EXPENDITURE PER PROGRAMME

| | ACTUAL OUTCOMES | | | CURRENT | MEDIUM TERM ESTIMATES | | |
|---------------------------------------|-----------------|----------------|----------------|----------------|-----------------------|----------------|----------------|
| | ACTUAL | ACTUAL | ACTUAL | | BUDGET | BUDGET | BUDGET |
| | 31-MAR-15 | 31-MAR-16 | 31-MAR-17 | 31-MAR-18 | 31-MAR-19 | 31-MAR-20 | 31-MAR-21 |
| | Audited | Audited | Audited | Projected | Budget | Budget | Budget |
| | R'000 | R'000 | R'000 | R'000 | R'000 | R'000 | R'000 |
| Programme 1- Administration | 77,758 | 78,527 | 87,076 | 108,949 | 136,612 | 147,495 | 159,910 |
| Programme 2- Regulatory Services | 23,826 | 25,452 | 16,307 | 15,847 | 17,240 | 18,756 | 20,406 |
| Programme 3- Profiling Services | 10,713 | 12,090 | 10,666 | 17,761 | 19,284 | 20,938 | 22,736 |
| Programme 4- Stakeholder Management | - | - | - | 10,508 | 15,427 | 16,708 | 18,096 |
| Programme 5- Research And Development | 10,812 | 11,029 | 5,120 | 8,525 | 9,256 | 10,050 | 10,913 |
| Road Transport Inspectorate | 81,827 | 69,076 | 78,360 | - | - | - | - |
| Total Expenditure | 204,936 | 196,174 | 197,530 | 161,591 | 197,820 | 213,948 | 232,061 |

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3.4 CASH FLOW STATEMENT

| OPERATIONAL EXPENDITURE PER PROGRAMME | ACTUAL OUTCOMES | | | CURRENT | MEDIUM TERM ESTIMATES | | |
|---|-----------------|-----------------|-----------------|-----------------|-----------------------|-----------------|-----------------|
| | ACTUAL | ACTUAL | ACTUAL | | BUDGET | BUDGET | BUDGET |
| | 31-MAR-15 | 31-MAR-16 | 31-MAR-17 | 31-MAR-18 | 31-MAR-19 | 31-MAR-20 | 31-MAR-21 |
| | AUDITED | AUDITED | AUDITED | PROJECTED | BUDGET | BUDGET | BUDGET |
| | R'000 | R'000 | R'000 | R'000 | R'000 | R'000 | R'000 |
| Cash flows from operating activities | | | | | | | |
| Receipts | 202,389 | 223,456 | 221,619 | 195,186 | 224,813 | 239,383 | 256,200 |
| Sale of Goods and Services | 202,389 | 223,456 | 221,619 | 195,186 | 224,813 | 239,383 | 256,200 |
| | | | | | | | |
| Payments | -213,395 | -227,264 | -282,763 | -195,029 | -230,669 | -245,837 | -263,541 |
| Employee Costs | -133,062 | -139,166 | -142,703 | -112,355 | -138,300 | -150,747 | -164,315 |
| Suppliers | -80,333 | -88,098 | -105,328 | -45,486 | -55,170 | -59,032 | -63,164 |
| Permit Refunds | - | - | -34,732 | -37,188 | -37,199 | -36,058 | -36,063 |
| | | | | | | | |
| Net cash flows from operating activities | -11,006 | -3,809 | -61,144 | 157 | -5,856 | -6,454 | -7,341 |
| Cash flows from investing activities | | | | | | | |
| Purchase of property, plant and equipment | -6,012 | -1,119 | -1,379 | -3,388 | -1,500 | -1,000 | -1,000 |
| Purchase of other Intangible Assets | -342 | -146 | -89 | -3,119 | -5,750 | -5,000 | -5,750 |
| Proceeds on Disposals of non-Current Assets | - | 6 | 66 | - | - | - | - |
| Interest Income | 6,621 | 8,713 | 14,640 | 4,287 | 4,293 | 4,293 | 4,293 |
| | | | | | | | |
| NET CASH FLOWS FROM INVESTING ACTIVITIES | 268 | 7,454 | 13,237 | -2,220 | -2,957 | -1,707 | -2,457 |
| Cash flows from financing activities | -220 | -1,615 | -262 | - | - | - | - |
| Finance costs and interest paid | | | | | | | |
| Retirement Benefit Obligation | 79 | 998 | -20 | 185 | 196 | 209 | 224 |
| Operating Lease Liability | -424 | 202 | -140 | -150 | 12 | 13 | 14 |
| | | | | | | | |
| NET CASH FLOWS FROM FINANCING ACTIVITIES | -565 | -415 | -422 | 35 | 208 | 222 | 238 |
| NET CHANGE IN CASH AND CASH EQUIVALENTS | -11,303 | 3,230 | -48,329 | -2,028 | -8,606 | -7,939 | -9,561 |
| CASH AND CASH EQUIVALENTS AT BEGINNING OF THE YEAR | 120,308 | 109,005 | 112,235 | 63,907 | 61,879 | 53,273 | 45,334 |
| Cash and Cash Equivalents at the End of the Year | 109,005 | 112,235 | 63,907 | 61,879 | 53,273 | 45,334 | 35,773 |

3.5 STATEMENT OF FINANCIAL POSITION

| STATEMENT OF FINANCIAL POSITION | ACTUAL OUTCOMES | | | CURRENT | MEDIUM TERM ESTIMATES | | |
|--|-----------------|----------------|----------------|----------------|-----------------------|----------------|----------------|
| | ACTUAL | ACTUAL | ACTUAL | | BUDGET | BUDGET | BUDGET |
| | 31-MAR-15 | 31-MAR-16 | 31-MAR-17 | 31-MAR-18 | 31-MAR-19 | 31-MAR-20 | 31-MAR-21 |
| | Audited | Audited | Audited | Projected | Budget | Budget | Budget |
| | R'000 | R'000 | R'000 | R'000 | R'000 | R'000 | R'000 |
| Current Assets | 112,174 | 114,752 | 66,539 | 64,698 | 55,067 | 47,253 | 37,826 |
| Receivables from exchange transactions | 1,234 | 1,134 | 1,565 | 1,676 | 1,793 | 1,919 | 2,053 |
| Receivables from non-exchange transactions | 1,935 | 1,382 | 1,067 | 1,143 | - | - | - |
| Cash and Cash Equivalents | 109,005 | 112,235 | 63,907 | 61,879 | 53,273 | 45,334 | 35,773 |
| Non-Current Assets | 10,729 | 9,119 | 7,947 | 10,704 | 13,605 | 15,436 | 17,603 |
| Property, plant and equipment | 9,535 | 8,492 | 7,699 | 8,580 | 7,828 | 6,519 | 5,060 |
| Intangible Assets | 1,194 | 627 | 249 | 2,124 | 5,776 | 8,916 | 12,543 |
| Total Assets | 122,903 | 123,871 | 74,486 | 75,402 | 68,671 | 62,688 | 55,429 |
| Current Liabilities | 376,946 | 341,574 | 253,364 | 215,868 | 178,682 | 142,637 | 106,588 |
| Operating Lease Liability | 97 | 299 | 160 | 171 | 183 | 196 | 209 |
| Payables from Exchange Transactions | 54,015 | 53,173 | 55,883 | 59,834 | 64,023 | 68,504 | 73,300 |
| Payables from Non-exchange Transactions | 322,834 | 288,102 | 197,321 | 155,863 | 114,476 | 73,937 | 33,079 |
| Non-current Liabilities | 1,634 | 2,632 | 2,612 | 2,797 | 2,992 | 3,202 | 3,426 |
| Employee benefit obligation | 1,634 | 2,632 | 2,612 | 2,797 | 2,992 | 3,202 | 3,426 |
| Total Liabilities | 378,580 | 344,206 | 255,976 | 218,665 | 181,674 | 145,838 | 110,014 |
| Net Liabilities | 255,677 | 220,335 | 181,490 | 143,263 | 113,002 | 83,150 | 54,584 |
| Accumulated deficit | 255,677 | 220,335 | 181,490 | 143,263 | 113,002 | 83,150 | 54,584 |

3.6 STATEMENT OF FINANCIAL PERFORMANCE

| | ACTUAL OUTCOMES | | | CURRENT | MEDIUM TERM ESTIMATES | | |
|--------------------------------------|-----------------|----------------|----------------|----------------|-----------------------|----------------|----------------|
| | ACTUAL | ACTUAL | ACTUAL | | BUDGET | BUDGET | BUDGET |
| | 31-MAR-15 | 31-MAR-16 | 31-MAR-17 | 31-MAR-18 | 31-MAR-19 | 31-MAR-20 | 31-MAR-21 |
| | Audited | Audited | Audited | Projected | Budget | Budget | Budget |
| | R'000 | R'000 | R'000 | R'000 | R'000 | R'000 | R'000 |
| Permit Income | 166,075 | 190,868 | 204,259 | 195,186 | 223,787 | 239,508 | 256,334 |
| Interest | 5,537 | 6,572 | 6,685 | 4,287 | 4,293 | 4,293 | 4,293 |
| Other Income | 1,175 | 2,141 | - | - | - | - | - |
| Fines, Penalty | 34,571 | 31,935 | 25,430 | 345 | - | - | - |
| Total Revenue | 207,358 | 231,516 | 236,374 | 199,818 | 228,080 | 243,801 | 260,627 |
| | | | | | | | |
| CURRENT PAYMENTS | 204,936 | 196,174 | 197,530 | 161,591 | 197,820 | 213,948 | 232,061 |
| Compensation of Employees | 133,062 | 139,166 | 142,703 | 112,355 | 138,300 | 150,747 | 164,315 |
| Goods and Services | 66,610 | 54,200 | 52,277 | 45,486 | 55,170 | 59,032 | 63,164 |
| Depreciation and Amortisation | 5,264 | 2,808 | 2,549 | 3,750 | 4,350 | 4,169 | 4,583 |
| Surplus/(Deficit) | 2,422 | 35,342 | 38,845 | 38,227 | 30,260 | 29,853 | 28,566 |

4 . LINKS BETWEEN THE C-BRTAS MANDATE AND STRATEGIC OBJECTIVES

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:

| MANDATE/RATIONAL FOR EXISTENCE | STRATEGIC OBJECTIVES | KEY PERFORMANCE INDICATOR |
|---|---|--|
| To improve the unimpeded flow by road of freight and passengers in the region | To proactively provide value added advisory services to the Minister of Transport and other relevant stakeholders on cross border matters in the transport sector | Number of Annual State of Cross-border operations reports (ASCBOR) submitted to the Minister and other relevant stakeholders Number of country profiles developed Developed model to calculate transit and cost of delays at commercial border posts |
| To liberalise market access progressively in respect of cross-border freight road transport Implemented scientific tool used by the Regulatory Committee to manage supply and demand of cross-border passenger transport Developed Permit Fee Regulations | To introduce and implement regulated competition of cross border movements | Implemented scientific tool used by the Regulatory Committee to manage supply and demand of cross-border passenger transport Developed Permit Fee Regulations |
| To reduce operational constraints for the cross-border road transport industry as a whole (area covered in the operational plan) | To establish and sustain strategic partnerships with stakeholders so as to enable the Agency to achieve its objectives | Percentage of operator constraints addressed within 6 months Percentage resolution of passenger transport conflicts registered and resolved within 6 months |
| To enhance and strengthen the capacity of the public sector in support of its strategic planning, enabling and monitoring functions | To establish and sustain strategic partnerships with stakeholders so as to enable the Agency to achieve its objectives | Developed and implemented stakeholder management plan Facilitated the implementation of the SADC protocol and regional agreements. |
| To empower the cross-border road transport industry to maximise business opportunities and to regulate themselves incrementally to improve safety, security, reliability, quality and efficiency of services; | To proactively promote transformation and development of the cross-border industry To improve compliance with road transport legislation | Developed and implemented industry development strategy Developed and implemented Operator Compliance Accreditation Scheme (OCAS) Number of operator and corridor profiling reports for decision making |

PART B: PROGRAMMES

5. PROGRAMMES

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

5.1.2 STRATEGIC OBJECTIVE, PROGRAMME PERFORMANCE INDICATORS AND ANNUAL MTEF TARGETS FOR 2018-19

Annual MTEF targets for strategic objectives and key performance indicators for this programme are shown in the table below.

| STRATEGIC OBJECTIVE | | PROGRAMME PERFORMANCE INDICATOR | AUDITED/ACTUAL PERFORMANCE | | | ESTIMATED PERFORMANCE | MEDIUM-TERM TARGETS | | |
|---------------------|---|--|----------------------------|---|--|--|--|--|--|
| | | | 2014/15 | 2015/16 | 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2020/21 |
| 1 | To ensure financial viability and sustainability of the C-BRTA | Developed and implemented new revenue streams | 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 | Developed Business Case on the 'Sale of Information' revenue stream | Implemented the 'Sale of Information' revenue stream | Implemented the 'Sale of Information' revenue stream |
| 2 | To improve efficiencies in business operations | Developed and implemented new cross border management system | - | - | Developed and Piloted new permit system at Head Office | Developed Enterprise Architecture for cross border management system | Implemented prioritised interventions as per the approved EA Roadmap | Implemented prioritised interventions as per the approved EA Roadmap | Enhanced cross border management system |
| 3 | To introduce and implement regulated competition and cross-border movements | Developed Permit Fee Regulations | - | - | - | Amended Draft Permit Fee Regulations | Submitted Draft Permit Fee Regulations to DoT | Submitted Draft Permit Fee Regulations to DoT | Submitted Draft Permit Fee Regulations to DoT |

5.1.3 QUARTERLY PERFORMANCE TARGETS FOR 2018-19

| PROGRAMME PERFORMANCE INDICATOR | | REPORTING PERIOD | BASELINE | ANNUAL TARGET | QUARTERLY TARGETS | | | |
|---------------------------------|--|------------------|--|--|---|--|--|---|
| | | | | 2018/19 | 1 ST | 2 ND | 3 RD | 4 TH |
| 1. | Developed and implemented new revenue streams | Quarterly | Consultation and development of legislative proposal on cross border charges | Developed Business Case on the 'Sale of Information' revenue stream | EXCO approved Plan on the Business Case | Progress report as per approved plan submitted to EXCO | Progress report as per approved plan submitted to EXCO | EXCO approved Business Case |
| 2. | Developed and implemented new cross border management system | Quarterly | Developed Enterprise Architecture (EA) for cross border management system | Implemented prioritised interventions as per the approved EA Roadmap | EXCO Approved project plan for prioritised interventions as per the approved EA Roadmap | Implemented prioritised interventions as per approved plan | Implemented prioritised interventions as per approved plan | Close-out report on implemented prioritised interventions |
| 3. | Developed Permit Fee Regulations | Quarterly | Amended Draft Permit Fee Regulations | Submitted Draft Permit Fee Regulations to DoT | EXCO approved revised permit fee schedule | Draft permit fee tariff regulations submitted to DoT | - | - |

5.1.4 RECONCILING PERFORMANCE TARGETS WITH THE BUDGET AND MTEF

Expenditure estimate: Administration

| STRATEGIC OBJECTIVE | EXPENDITURE OUTCOME | | | CURRENT BUDGET | MEDIUM-TERM EXPENDITURE ESTIMATES | | |
|--|---------------------|---------|---------|----------------|-----------------------------------|---------|-----------|
| | 2014/15 | 2015/16 | 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2020/2021 |
| | R'000 | R'000 | R'000 | R'000 | R'000 | R'000 | R'000 |
| Developed Business Case on the 'Sale of Information' revenue stream | 46,252 | 32,281 | 31,808 | 42,245 | 50,924 | 54,751 | 59,521 |
| Implemented prioritised interventions as per the approved EA Roadmap | 1,924 | 10,754 | 15,255 | 19,426 | 27,453 | 29,716 | 32,167 |
| Submitted Draft Permit Fee Regulations to DoT | 29,582 | 35,492 | 40,013 | 47,278 | 58,235 | 63,028 | 68,222 |

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 legislative and other related regulations, as well as the provision of the bi-lateral and multi-lateral road transport agreements.

5.2.2 STRATEGIC OBJECTIVE, PROGRAMME PERFORMANCE INDICATORS AND ANNUAL MTEF TARGETS FOR 2018-19

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

| STRATEGIC OBJECTIVE | | PROGRAMME PERFORMANCE INDICATOR | AUDITED/ACTUAL PERFORMANCE | | | ESTIMATED PERFORMANCE | MEDIUM-TERM TARGETS | | |
|---------------------|--|--|----------------------------|---|--|-----------------------------------|--|------------------------------|------------------------------------|
| | | | 2014/15 | 2015/16 | 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2020/21 |
| 1 | To introduce and implement regulated competition of cross-border movements | Implemented scientific tool used by the Regulatory Committee to manage supply and demand of cross-border passenger transport | - | 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 | Implementation of scientific tool. |
| 2 | To improve compliance with road transport legislation | Developed and Implemented Operator Compliance Accreditation Scheme (OCAS) | - | 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 | Exco approved OCAS Implementation manual | Pilot Implementation of OCAS | Full Implementation of OCAS |

| STRATEGIC OBJECTIVE | | PROGRAMME PERFORMANCE INDICATOR | AUDITED/ACTUAL PERFORMANCE | | | ESTIMATED PERFORMANCE | MEDIUM-TERM TARGETS | | |
|---------------------|--|---|----------------------------|--|---------|--|---|---|---|
| | | | 2014/15 | 2015/16 | 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2020/21 |
| 3 | To improve efficiencies in business operations | Percentage of temporary permits issued within pre-determined turnaround times | - | 90% Issued front office permits within 1 day 90% Issued back 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 back 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 back 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 back office within 8 hours | 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 back office within 8 hours |

We are Establishing
a Culture of
Conscious Risk Management

5.2.3 QUARTERLY PERFORMANCE TARGETS FOR 2018 – 2019

| PROGRAMME PERFORMANCE INDICATOR | | REPORTING PERIOD | BASELINE | ANNUAL TARGET | QUARTERLY TARGETS | | | |
|---------------------------------|--|------------------|---|---|---|---|---|---|
| | | | | 2018/19 | 1 ST | 2 ND | 3 RD | 4 TH |
| 1. | Implemented scientific tool used by the Regulatory Committee to manage supply and demand of cross-border passenger transport | Quarterly | Fully implemented scientific tool | Post implementation assessment | Implementation of the Market Access Regulation Model | Implementation of the Market Access Regulation Model | Implementation of the Market Access Regulation Model | Post Implementation Assessment |
| 2. | Developed and implemented Operator Compliance Accreditation Scheme (OCAS) | Quarterly | Submit Board approved legislative reform proposal to the DoT | Exco approved OCAS Implementation manuals | Socio-Economic Impact assessment finalized and submitted to DoT | Development of framework for OCAS implementation manuals | Draft OCAS implementation manuals | Exco approved OCAS Implementation manuals |
| 3. | Percentage of temporary permits issued within pre-determined turnaround times | Quarterly | 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 front office within 8 hours | 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 front office within 8 hours | 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 front office within 8 hours |
| | | | 90% of compliant applications for temporary permits processed and permits issued in back office within 2 days | 90% of compliant applications for temporary permits processed and permits issued in back office within 1 day | 90% of compliant applications for temporary permits processed and permits issued in back office within 1 day | 90% of compliant applications for temporary permits processed and permits issued in back office within 1 day | 90% of compliant applications for temporary permits processed and permits issued in back office within 1 day | 90% of compliant applications for temporary permits processed and permits issued in back office within 1 day |

5.2.4 RECONCILING PERFORMANCE TARGETS WITH THE BUDGET AND MTEF

Expenditure estimates: Regulatory Services

| STRATEGIC OBJECTIVE | EXPENDITURE OUTCOME | | | CURRENT BUDGET | MEDIUM-TERM EXPENDITURE ESTIMATES | | |
|---|---------------------|---------|---------|----------------|-----------------------------------|---------|-----------|
| | 2014/15 | 2015/16 | 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2020/2021 |
| | R'000 | R'000 | R'000 | R'000 | R'000 | R'000 | R'000 |
| Post implementation assessment | | | | | | | |
| Developed OCAS implementation manuals | | | | | | | |
| 90% of compliant applications for temporary permits processed and permits issued in front office within 8 hours | 23,826 | 25,452 | 16,307 | 15,847 | 17,240 | 18,756 | 20,406 |
| 90% of compliant applications for temporary permits processed and permits issued in back office within 1 day | | | | | | | |

We Ensure
Consultation and Partnerships
with Key Role Players

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.

5.3.2 STRATEGIC OBJECTIVE, PROGRAMME PERFORMANCE INDICATORS AND ANNUAL MTEF TARGETS FOR 2018-19

Annual MTEF targets for strategic objectives and key performance indicators for this programme are shown in the table below.

| STRATEGIC OBJECTIVE | | PROGRAMME PERFORMANCE INDICATOR | AUDITED/ACTUAL PERFORMANCE | | | ESTIMATED PERFORMANCE | MEDIUM-TERM TARGETS | | |
|---------------------|---|---|----------------------------|--|---|--|---|---|---|
| | | | 2014/15 | 2015/16 | 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2020/21 |
| 1 | To improve compliance with road transport legislation | Number of operator and corridor profiling reports | - | 3 EXCO signed off quarterly reports on key findings from inspection and prosecutions | 4 Law enforcement report (Section 39 (2)) | 4 Section 39 reports submitted to the Regulatory Committee | 4 Operator and Corridor Profiling (Section 39) reports submitted to EXCO for recommendation to Regulatory Committee | 4 Operator and Corridor Profiling (Section 39) reports submitted to EXCO for recommendation to Regulatory Committee | 4 Operator and Corridor Profiling (Section 39) reports submitted to EXCO for recommendation to Regulatory Committee |

5.3.3 QUARTERLY PERFORMANCE TARGETS FOR 2017 – 2018

| PROGRAMME PERFORMANCE INDICATOR | | REPORTING PERIOD | BASELINE | ANNUAL TARGET | QUARTERLY TARGETS | | | |
|---------------------------------|---|------------------|---|---|--|--|--|--|
| | | | | 2018/19 | 1 ST | 2 ND | 3 RD | 4 TH |
| 1. | Number of operator and corridor profiling reports | Quarterly | 4 Section 39 reports submitted to the Regulatory Committee for noting | 4 Operator and Corridor Profiling (Section 39) reports submitted to EXCO for recommendation | EXCO recommended Operator and Corridor Profiling (Section 39) report | EXCO recommended Operator and Corridor Profiling (Section 39) report | EXCO recommended Operator and Corridor Profiling (Section 39) report | EXCO recommended Operator and Corridor Profiling (Section 39) report |

5.3.4 RECONCILING PERFORMANCE TARGETS WITH THE BUDGET AND MTEF

Expenditure estimates: Profiling Services

| STRATEGIC OBJECTIVE | EXPENDITURE OUTCOME | | | CURRENT BUDGET | MEDIUM-TERM EXPENDITURE ESTIMATES | | |
|---|---------------------|---------|---------|----------------|-----------------------------------|---------|-----------|
| | 2014/15 | 2015/16 | 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2020/2021 |
| | R'000 | R'000 | R'000 | R'000 | R'000 | R'000 | R'000 |
| 4 Operator and Corridor Profiling (Section 39) reports submitted to EXCO for recommendation | 10,713 | 12,090 | 10,666 | 17,761 | 19,284 | 20,938 | 22,736 |

5.4 PROGRAMME 4: STAKEHOLDER MANAGEMENT

5.4.1 PROGRAMME PURPOSE

The primary purpose of this strategic function is to collaborate and form relations with both the primary and secondary stakeholders within the industry a view of attaining the desired state of free-flowing transport of goods and passengers along the corridors. It further facilitates regional integration through a structured campaign that seeks to influence the African agenda for change. For the period under consideration, focus will mainly be on identification, analysis and building a model for strategic engagement prior to its implementation. This will therefore imply driving the development of a strategic engagement model that will inform establishment of strategic and co-operative relationships with public, private institutions and with freight and passenger industry players within SADC. The programme will therefore specifically focus on a broad spectrum of stakeholders across Africa.

5.4.2 STRATEGIC OBJECTIVE, PROGRAMME PERFORMANCE INDICATORS AND ANNUAL TARGETS FOR 2018-2019

Annual MTEF targets for strategic objectives and key performance indicators for this programme are shown in the table below.

| STRATEGIC OBJECTIVE | | PROGRAMME PERFORMANCE INDICATOR | AUDITED/ACTUAL PERFORMANCE | | | ESTIMATED PERFORMANCE | MEDIUM-TERM TARGETS | | |
|---------------------|--|---|----------------------------|---------|---------|--|---|---|---|
| | | | 2014/15 | 2015/16 | 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2020/21 |
| 1. | To establish and sustain strategic partnerships with stakeholders so as to enable the Agency to achieve its objectives | 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 | Implemented Stakeholder Management Plan |
| 2. | To establish and sustain strategic partnerships with stakeholders so as to enable the Agency to achieve its objectives | Facilitated the implementation of the SADC protocol and regional agreements | - | - | - | Workshopped SADC protocol and regional agreement | Monitored compliance by member states to the SADC Protocol and regional agreement | Monitored compliance by member states to the SADC Protocol and regional agreement | Monitored compliance by member states to the SADC Protocol and regional agreement |

5.4.3 QUARTERLY TARGETS FOR 2018-19

| PROGRAMME PERFORMANCE INDICATOR | | REPORTING PERIOD | BASELINE | ANNUAL TARGET | QUARTERLY TARGETS | | | |
|---------------------------------|---|------------------|--|---|--|--|--|--|
| | | | | 2018/19 | 1 ST | 2 ND | 3 RD | 4 TH |
| 1. | Developed and implemented stakeholder management plan | Quarterly | Developed Stakeholder Management Plan Hosted O.R Tambo International Road Transport Indaba | Implemented Stakeholder Management Plan | Engage cross-border stakeholders as per the plan | Engage cross-border stakeholders as per the plan | Engage cross-border stakeholders as per the plan | Board Approved consolidated stakeholder engagements outcomes |
| 2. | Facilitated implementation of the SADC Protocol and regional agreements | Quarterly | Workshopped SADC protocol and regional agreement | Monitored compliance by member states to the SADC Protocol and regional agreement | EXCO approved action plan | EXCO approved progress report on implementation of action plan | EXCO approved progress report on implementation of action plan | Assessment report on the level of compliance |

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 | | |
|--|---------------------|---------|---------|----------------|-----------------------------------|---------|-----------|
| | 2014/15 | 2015/16 | 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2020/2021 |
| | R'000 | R'000 | R'000 | R'000 | R'000 | R'000 | R'000 |
| Implemented Stakeholder Management Plan | - | - | - | 10,508 | 15,427 | 16,708 | 18,096 |
| Monitored compliance by member states to the SADC Protocol | | | | | | | |

We Spearhead
Socio-Economic
Development
in the SADC Region

5.5 PROGRAMME 5: RESEARCH AND DEVELOPMENT

5.5.1 PROGRAMME PURPOSE

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

5.5.2 STRATEGIC OBJECTIVE, PROGRAMME PERFORMANCE INDICATORS AND ANNUAL TARGETS FOR 2018-2019

Annual MTEF targets for strategic objectives and key performance indicators for this programme are shown in the table below.

| STRATEGIC OBJECTIVE | | PROGRAMME PERFORMANCE INDICATOR | AUDITED/ACTUAL PERFORMANCE | | | ESTIMATED PERFORMANCE | MEDIUM-TERM TARGETS | | |
|---------------------|---|--|---------------------------------|---|--|--|--|---|---|
| | | | 2014/15 | 2015/16 | 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2020/21 |
| 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 | Number of Annual State of Cross-border operations reports (ASCBOR) submitted to the Minister and other relevant stakeholders | 1 Cross-border transport report | 2 Annual State of Cross Border Operations (ASCBOR) report to the Minister | 1 ASCBOR report to the Minister and other stakeholders | 1 ASCBOR report to the Minister and other stakeholders | 1 ASCBOR report to the Minister and other stakeholders | 1 ASCBOR report to the Minister and other stakeholders | 1 ASCBOR report to the Minister and other stakeholders |
| 2. | To proactively provide value added advisory services to the Minister of Transport and other relevant stakeholders on cross border matters in the transport sector | Number country profiles developed | - | 2 country (Zimbabwe and Mozambique) profile developed | 2 country (Malawi and Lesotho) profiles developed | 2 country (Swaziland and Botswana) profiles developed | 2 country (Zambia and Namibia) profiles developed | 1 country (DRC) profiles developed | 1 country (Angola) profiles developed |
| 3. | To proactively provide value added advisory services to the Minister of Transport and other relevant stakeholders on cross border matters in the transport sector | Developed model to calculate transit and cost of delays at commercial border posts | - | - | - | Cross-border Flow calculator Concept document | Piloted Cross-border Flow calculator model at 3 border post (Beitbridge, Lebombo and Martin Drift) | Piloted Cross-border Flow calculator model in 1 corridor (Trans Kalahari) | Expansion to multiple corridors (North-South and Maputo Corridor) |

| STRATEGIC OBJECTIVE | | PROGRAMME PERFORMANCE INDICATOR | AUDITED/ACTUAL PERFORMANCE | | | ESTIMATED PERFORMANCE | MEDIUM-TERM TARGETS | | |
|---------------------|--|---|----------------------------|---------|---------|--|---|---|---|
| | | | 2014/15 | 2015/16 | 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2020/21 |
| 4. | To proactively promote transformation and development of the cross border industry | Developed and implemented Industry Development Strategy | - | - | - | Board approved Industry Development Strategy submitted to the Minister | Implemented Industry Development Strategy | Implemented Industry Development Strategy | Implemented Industry Development Strategy |

5.5.3 PROGRAMME PERFORMANCE INDICATORS AND ANNUAL TARGETS FOR 2018-2019

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 | | | |
|---------------------------------|--|------------------|--|--|--|--|--|---|
| | | | | 2018/19 | 1 ST | 2 ND | 3 RD | 4 TH |
| 1. | Number of Annual State of Cross-border operations reports (ASCBOR) submitted to the Minister and other relevant stakeholders | Quarterly | 1 ASCBOR report to the Minister and other stakeholders | 1 ASCBOR report to the Minister and other stakeholders | EXCO approved project plan and progress report | EXCO approved Progress Report as per project plan Conducted Seminar on ASCBOR | EXCO approved Progress Report as per project plan Seminar outcomes report | Board approved ASCBOR report to the Minister of Transport and other relevant stakeholders |
| 2. | Number of country profiles developed | Quarterly | 2 country (Swaziland and Botswana) profiles developed | 2 country (Zambia and Namibia) profiles developed | EXCO approved Progress Report for Zambia Country profile | Country profile for Zambia developed | EXCO approved Progress Report for Namibia Country profile | Country profile for Namibia developed |
| 3. | Developed model to calculate transit and cost of delays at commercial border posts | Quarterly | Board approved Cross-border Flow calculator concept document | Piloted Cross-border Flow calculator model at 3 border post (Beitbridge, Lebombo and Martin Drift) | EXCO project plan on the pilot of Cross-border flow calculator | Piloted Cross-border Flow calculator model at the Beitbridge border post | Piloted Cross-border Flow calculator model at the Lebombo border post | Piloted Cross-border Flow calculator model at the Martin Drift border post |
| 4. | Developed and implemented Industry Development Strategy | Quarterly | Board approved Industry Development Strategy submitted to the Minister | Implemented Industry Development Strategy | EXCO approved Implementation plan on mandate aligned interventions | Implement intervention as per implementation plan | Implement intervention as per implementation plan | Implement intervention as per implementation plan |

5.5.4 RECONCILING PERFORMANCE TARGETS WITH THE BUDGET AND MTEF

Expenditure estimates: Research and Development

| 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 |
| 1 ASCBOR report to the Minister and other stakeholders | 10,812 | 11,029 | 5,120 | 8,525 | 9,256 | 10,050 | 10,913 |
| 2 country (Zambia and Namibia) profiles developed | | | | | | | |
| Piloted Cross-border Flow calculator model at 3 border post (Beitbridge, Lebombo and Martin Drift) | | | | | | | |
| Implemented Industry Development Strategy | | | | | | | |

We Facilitate
Unimpeded Flow of
Cross-Border Goods
and Passengers

PART C: ANNEXURES

6. ANNEXURE A: CHANGES TO THE 2015-2020 STRATEGIC PLAN

| C-BRTA MANDATE | STRATEGIC GOALS | STRATEGIC OBJECTIVE | KEY PERFORMANCE INDICATORS | BASELINE | 2015/16 TARGET | 2016/17 TARGET | 2017/18 TARGET | 2018/19 TARGET | 2019/20 TARGET |
|---|--|---|--|--|---|---|--|---|---|
| To enhance and strengthen the capacity of the public sector in support of the C-BRTA's strategic planning, enabling and monitoring functions | GOAL 2: Strategic positioning to enhance organisational sustainability | 1. To ensure the financial viability and sustainability of the C-BRTA | 1. Developed and implemented new revenue streams | Consultation and development of legislative proposal on cross border charges | Conducted Feasibility study on proposed new revenue streams | Revised financial sustainability strategy Implemented cross border user charges as new revenue streams | Consultation and development of legislative proposal on cross border charges | OLD Implemented 1 additional revenue stream Increased revenue baseline by 20% NEW Developed Business Case on the 'Sale of Information' revenue stream | OLD Increased revenue baseline by 20% NEW Implemented the Sale of Information revenue stream |
| To introduce and implement regulated competition in respect to cross-border passenger road transport To liberalise market access progressively in respect of cross-border freight road transport | Goal 1: Facilitate unimpeded flow of cross-border transport | To introduce and implement regulated completion of cross-border movements | 2. Developed permit fee regulations | None, as this is a new indicator | - | - | Amended Draft Permit Fee Regulations | OLD Amended Draft Permit Fee Regulations NEW Submitted Draft Permit Fee Regulations to DoT | OLD Amended Draft Permit Fee Regulations NEW Submitted Draft Permit Fee Regulations to DoT |

| C-BRTA MANDATE | STRATEGIC GOALS | STRATEGIC OBJECTIVE | KEY PERFORMANCE INDICATORS | BASELINE | 2015/16 TARGET | 2016/17 TARGET | 2017/18 TARGET | 2018/19 TARGET | 2019/20 TARGET |
|---|--|--|--|--|---|--|--|---|---|
| To improve the unimpeded flow by road of freight and passengers in the region by reducing operational constraints for the industry | GOAL 1 Facilitate unimpeded flow of cross border transport | 2. To improve compliance with road transport legislation | 3. Developed 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 | OLD Initiate legislative reform NEW Exco approved OCAS implementation manuals | OLD Board approved OCAS ICT design NEW Pilot Implementation of OCAS |
| To empower the cross-border road transport industry to maximise business opportunities and to regulate themselves in incrementally to improve safety, security, reliability, quality and efficiency of services | GOAL 3: Promote safe and reliable cross-border road transport | To improve compliance with road transport legislation | 4. Number of operator and corridor profiling reports | None, as this is a new indicator | 4 Law enforcement reports | 4 Section 39 reports submitted to Regulatory Committee for decision making | 4 Section 39 reports submitted to Regulatory Committee for decision making | OLD 4 Section 39 reports submitted to Regulatory Committee for decision making NEW 4 Operator and Corridor Profiling (Section 39) reports submitted to EXCO for recommendation | OLD 4 Section 39 reports submitted to Regulatory Committee for decision making NEW 4 Operator and Corridor Profiling (Section 39) reports submitted to EXCO for recommendation |



| C-BRTA MANDATE | STRATEGIC GOALS | STRATEGIC OBJECTIVE | KEY PERFORMANCE INDICATORS | BASELINE | 2015/16 TARGET | 2016/17 TARGET | 2017/18 TARGET | 2018/19 TARGET | 2019/20 TARGET |
|---|--|---|---|----------|----------------|----------------|--|---|--|
| To introduce and implement regulated competition in respect to cross-border passenger road transport To liberalise market access progressively in respect of cross-border freight road transport | GOAL 2: Strategic positioning to enhance organisational sustainability | To establish and sustain strategic partnerships with stakeholders so as to enable the Agency to achieve its objectives | 5. Facilitated implementation of the SADC Protocol and regional agreements | None | None | None | Workshopped SADC protocol and regional agreement | OLD Monitoring of the consultation Action Plan NEW Monitored compliance by member states to the SADC Protocol and regional agreements | OLD Monitoring of the consultation Action Plan NEW Monitored compliance by member states to the SADC Protocol and regional agreements |
| | | To proactively provide value added advisory services to the Minister of Transport and other relevant stakeholders on cross-border matters in the transport sector | 6. Developed model to calculate transit and cost of delays at commercial border posts | None | None | None | Cross-border Flow calculator Concept document | OLD Developed Cross-border Flow calculator model NEW Piloted Cross-border Flow calculator model at 3 border posts (Beitbridge, Lebombo and Martin Drift) | OLD Piloted Cross-border Flow calculator model NEW Piloted Cross-border Flow calculator model in 1 corridor (Trans Kalahari) |



| C-BRTA MANDATE | STRATEGIC GOALS | STRATEGIC OBJECTIVE | KEY PERFORMANCE INDICATORS | BASELINE | 2015/16 TARGET | 2016/17 TARGET | 2017/18 TARGET | 2018/19 TARGET | 2019/20 TARGET |
|--|---|--|--|----------|---|--|--|---|---|
| To enhance and strengthen the capacity of the public sector in support of the C-BRTA's strategic planning, enabling and monitoring functions | GOAL 4 Enhance organisational performance in order to improve sustainability | To improve efficiency in business operations | 7. Developed and implemented cross-border management system | None | Defined new permit system requirements and specifications | Developed and Piloted new permit system at Head Office | Developed Enterprise Architecture for cross border management system | OLD Developed cross border management system NEW Implemented prioritised interventions as per the approved EA plan | OLD Implemented cross border management system NEW Implemented prioritised interventions as per the approved EA plan |

We are Dependable,
Trustworthy and
Value Our Customers

7. ANNEXURE B: TECHNICAL INDICATORS DESCRIPTORS

7.1 PROGRAMME 1: ADMINISTRATION

7.1.1 INDICATOR NO. 1.1

| INDICATOR TITLE | Developed and implemented new revenue streams | |
|---|--|--|
| Short definition | Initiatives taken aimed at improving the financial sustainability of the Agency | |
| Purpose/importance | To develop a business case on the additional revenue stream of Sale of Information | |
| Source/collection of data | Project Plan, Progress reports, Business Case on Sale of Information revenue stream for identified opportunities | |
| Method of calculation | Approved Business Case , Extract of EXCO minutes | |
| 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 | Quarterly Targets | Admissible Evidence for Quarterly Targets |
| | Q1: EXCO approved Plan on the Business Case | Q1: Approved Plan, Extract of EXCO minutes |
| | Q2: Progress report as per approved plan submitted to EXCO | Q2: Progress report, Extract of EXCO minutes |
| | Q3: Progress report as per approved plan submitted to EXCO | Q3: Progress report, Extract of EXCO minutes |
| | Q4: EXCO approved Business Case | Q4: EXCO approved Business Case, Extract of EXCO minutes |
| Indicator responsibility | Chief Financial Officer | |

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

7.1.2 INDICATOR NO. 1.2

| INDICATOR TITLE | Developed and implemented cross border management system | |
|---|--|---|
| Short definition | Implemented prioritised Enterprise Architecture interventions as per the approved Enterprise Architecture Roadmap | |
| 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 | Enterprise Architecture Roadmap; Project plan for prioritised Enterprise Architecture interventions; Progress and close-out reports | |
| Method of calculation | Extract of EXCO minutes; EXCO approved project plan; Service provider appointment letter; EXCO noted progress reports; EXCO noted close-out report | |
| Data limitations | Delays in securing the appointment of a service provider | |
| 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: EXCO Approved project plan for prioritised interventions as per the approved EA Roadmap | Q1: EXCO approved project plan and extract of EXCO minutes; Service provider appointment letter |
| | Q2: Implemented prioritised interventions as per approved project plan | Q2: Progress report, extract of EXCO minutes |
| | Q3: Implemented prioritised interventions as per approved project plan | Q3: Progress report, extract of EXCO minutes |
| | Q4: Close-out report on implemented prioritised interventions | |
| Indicator responsibility | Chief Information Officer | |

We Lead the Way in
Cross-Border Road Transport

7.1.3 INDICATOR NO. 1.3

| INDICATOR TITLE | Developed Permit Fee Regulations | |
|---|---|---|
| Short definition | Amendment and drafting of permit tariff regulations | |
| Purpose/importance | To initiate the amendment of the Permit Tariff annually as prescribed by legislations | |
| Source/collection of data | EXCO minutes extract; Permit Fee tariff schedule; evidence (email/letter/acknowledgement of receipt) of submission to DoT | |
| Method of calculation | 1 EXCO approved revised permit fee schedule; Extract of EXCO minutes; Draft Permit fee Regulations; DoT submission | |
| 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 | Quarterly Targets | Admissible Evidence for Quarterly Targets |
| | Q1: EXCO approved revised permit fee schedule | Q1:EXCO minutes extract and permit fee tariff schedule |
| | Q2: Draft permit fee tariff regulations submitted to DoT | Q2:EXCO minutes extract and draft permit fee tariff regulations, proof of submission to DoT (email) |
| | Q3-Q4 No Target | |
| Indicator responsibility | Executive Manager: Corporate Services | |

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

7.2 PROGRAMME 2: REGULATORY SERVICES

7.2.1 INDICATOR NO. 2.1

| INDICATOR TITLE | Implemented scientific tool used by the Regulatory Committee to manage supply and demand of cross border passenger transport | |
|---|--|---|
| Short definition | Introduce regulated competition in the cross border passenger industry | |
| Purpose/importance | To evaluate the impact of the model used to balance market demand and supply in the cross-border passenger industry | |
| Source/collection of data | Market Access Regulation Model System; Review Assessment Report*; Regulatory Committee Hearing Statistics and Regulatory Committee Minutes | |
| Method of calculation | 3 Market Access Model System Reports; Implementation Assessment Report; Regulatory Committee Hearing Statistics and Regulatory Committee submission and minutes. | |
| Data limitations | System Reporting Capability / Exclusion of RSA – Lesotho route from Model implementation | |
| 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 - Q3: Implementation of the Market Access Regulation Model | Q1 – Q3: Market Access Regulation Implementation Report, System Reports(print-outs) |
| | Q4: Post Implementation Assessment | Q4: Post Implementation Assessment Report |
| Indicator responsibility | Executive Manager: Regulatory Services | |

7.2.2 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 | Extract of EXCO minutes , Implementation manuals, Socio-Economic Impact assessment, Draft Policy | |
| Method of calculation | Socio-Economic Impact assessment, Framework for Implementation manuals, Exco approved Implementation Manuals, Exco Resolution | |
| 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 | Quarterly Targets | Admissible Evidence for Quarterly Targets |
| | Q1: Socio-Economic Impact assessment finalized and submitted to DoT | Social Economic Impact Assessment report, EXCO minutes, email to DoT |
| | Q2: Development of framework for OCAS implementation manuals | EXCO minutes extract, Draft Framework |
| | Q3: Draft OCAS implementation manuals | Draft implementation manual |
| | Q4: Exco approved implementation manuals | EXCO Resolution, Implementation Manuals |
| Indicator responsibility | Executive Manager: Research and Development | |

7.2.3 INDICATOR NO. 2.3

| INDICATOR TITLE | Percentage of temporary permits issued within pre-determined turnaround times | |
|---|--|--|
| Short definition | To progressively improve service delivery efficiency by 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 (C-BRTS) Management Report | |
| Method of calculation | $\% = \text{number of temporary permits issued within 8hrs or 1day} / \text{total number of temporary permits issued} * 100$ | |
| Data limitations | Delays in reconfiguration of C-BRTS reporting capability | |
| 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 – Q4 | C-BRTS Permit Management Report |
| | 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 back office within 1 day | |
| Indicator responsibility | Executive Manager: Regulatory Services | |

We Do Not Tolerate Crime,
Fraud and Corruption

7.3 PROGRAMME 3: PROFILING SERVICES

7.3.1 INDICATOR NO. 3.1

| INDICATOR TITLE | Number of operator and corridor profiling reports | |
|---|---|---|
| Short definition | To report comprehensive intelligence on inspections and operator tendencies | |
| Purpose/importance | To provide timely, accurate and relevant information regarding profiles of Operators and Corridors to Regulatory Committee functions. | |
| Source/collection of data | Extract of EXCO minutes; 4 Section 39 Reports | |
| Method of calculation | 4 Operator and Corridor Profiling (Section 39) Reports and Extract of EXCO minutes | |
| Data limitations | None | |
| Type of indicator | Output | |
| Calculation type | Cumulative | |
| Reporting cycle | Quarterly | |
| New indicator | No | |
| Desired performance and admissible evidence for quarterly targets | Quarterly Targets | Admissible Evidence for Quarterly Targets |
| | Q1-Q4 EXCO approved Operator and Corridor Profiling (Section 39) Report for recommendation | Q1-Q4 Extract of EXCO minutes and 4 Section 39 report |
| Indicator responsibility | Executive Manager: Research and Development | |

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

7.4 PROGRAMME 4: STAKEHOLDER MANAGEMENT

7.4.1 INDICATOR NO. 4.1

| INDICATOR TITLE | Developed and implemented stakeholder management plan | |
|---|--|--|
| Short definition | Implement stakeholder management plan. | |
| Purpose/importance | To engage cross-border stakeholders (operators, government departments/agencies, municipalities, private sector, regional and international stakeholders) as per the engagement plan in order to facilitate the unimpeded flow of freight and passenger transport. | |
| Source/collection of data | Meeting invitations / Forum Consultation / Engagements Reports; Minutes of all engagements with stakeholders | |
| Method of calculation | Extract of EXCO minutes; Action plan/list of stakeholders to be engaged; EXCO approved Stakeholder Engagements Reports; EXCO Approved consolidated stakeholder engagements outcomes | |
| Data limitations | Budget constraints, dependency on other Countries and Departments, lack of buy in from stakeholders. | |
| Type of indicator | Activity | |
| Calculation type | Cumulative | |
| Reporting cycle | Quarterly | |
| New indicator | NO | |
| Desired performance and admissible evidence for quarterly targets | Quarterly Targets | Admissible Evidence for Quarterly Targets |
| | Q1: Engage cross-border stakeholders as per the plan | Q1: Stakeholder engagement report, EXCO minutes extract |
| | Q2: Engage cross-border stakeholders as per the plan | Q2: Stakeholder engagement report and EXCO minutes extract |
| | Q3: Engage cross-border stakeholders as per the plan | Q3: EXCO approved stakeholder engagement report |
| | Q4: Board approved consolidated stakeholder engagements outcomes | Q4: Board approved consolidated stakeholder engagements outcomes |
| Indicator responsibility | Executive Manager: Stakeholder Relations | |

7.4.2 INDICATOR NO. 4.2

| INDICATOR TITLE | Facilitated the implementation of the SADC Protocol and regional agreements | |
|---|---|---|
| Short definition | Monitoring level of compliance by member states to the SADC Protocol | |
| Purpose/importance | To ensure common understanding and implementation of the SADC protocol and regional agreements | |
| Source/collection of data | Action plan for conducting assessment of compliance levels, monitoring tool, 2 progress reports, annual assessment report, extracts of EXCO minutes | |
| Method of calculation | Action plan for conducting assessment of compliance levels, monitoring tool, 2 progress reports, annual assessment report, extracts of EXCO minutes | |
| 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 | Quarterly Targets | Admissible Evidence for Quarterly Targets |
| | Q1: EXCO approved action plan | Q1: Action plan, extract of EXCO minutes. |
| | Q2: EXCO approved Progress report on implementation of action plan | Q2: EXCO approved progress report, extract of EXCO minutes |
| | Q3: EXCO Approved Progress report on implementation of action plan | Q3: EXCO approved progress report, extract of EXCO minutes |
| | Q4: Assessment report on the level of compliance | Q4: EXCO approved compliance assessment report, extract of EXCO minutes |
| Indicator responsibility | Executive Manager: Stakeholder Relations | |

7.5 PROGRAMME 5: RESEARCH AND DEVELOPMENT

7.5.1 INDICATOR NO. 5.1

| INDICATOR TITLE | Number of Annual State of Cross-Border Operations Report (ASCBOR) submitted to the Minister and other relevant 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 the unimpeded flow of cross-border road transport. The report should include findings, recommendations and action plans | |
| Source/collection of data | 3 Progress reports and 1 ASCBOR report to the Minister of Transport and other stakeholders; Board Resolution; Acknowledgement of receipt from DoT | |
| Method of calculation | 1 ASCBOR report submitted to the Minister and Publication on C-BRTA website for other relevant stakeholders; Acknowledgement of receipt from DoT | |
| Data limitations | Unavailability of stakeholders for consultation during data gathering stage which may delay data gathering | |
| Type of indicator | Output | |
| Reporting cycle | Quarterly | |
| Calculation type | Non-cumulative | |
| New indicator | No | |
| Desired performance and admissible evidence for quarterly targets | Quarterly Targets | Admissible Evidence for Quarterly Targets |
| | Q1: EXCO approved project plan and progress report | Q1: Extract of EXCO minutes approving plan and progress report |
| | Q2: EXCO approved Progress Report as per project plan | Q2: Extract of EXCO minutes approving progress report |
| | Conducted Seminar on ASCBOR | Register of seminar attendance |
| | Q3: EXCO approved Progress Report as per project plan | Extract of EXCO minutes approving progress report and Seminar report |
| | Seminar outcomes report | |
| Indicator responsibility | Q4: Board approved ASCBOR report to the Minister of Transport and other relevant stakeholders | Q4: Board resolution approving the report to the Minister, Acknowledgement of receipt from DoT |
| | Executive Manager: Research and Development | |

We Achieve Set Goals and Objectives with Desired Outcome

7.5.2 INDICATOR NO. 5.2

| INDICATOR TITLE | Number of Country Profiles Developed | |
|---|---|---|
| Short definition | To develop country profiles on cross border matters that have an impact on business operations | |
| 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 profile; 2 Extract of EXCO minutes; 2 Country profile reports developed | |
| Method of calculation | 2 developed country profile reports | |
| Data limitations | Unavailability of stakeholders for consultation during data gathering stage which may delay data gathering | |
| Type of indicator | Output | |
| Reporting cycle | Quarterly | |
| Calculation type | Cumulative | |
| New indicator | No | |
| Desired performance and admissible evidence for quarterly targets | Quarterly Targets | Admissible Evidence for Quarterly Targets |
| | Q1: EXCO approved Progress Report for Zambia Country profile | Q1: Extract of EXCO minutes approving progress report |
| | Q2: Country profile for Zambia developed | Q2: Final country profile for Zambia |
| | Q3: EXCO approved Progress Report for Namibia Country profile | Q3: Extract of EXCO minutes approving progress report |
| | Q4: Country profile for Namibia developed | Q4: Final country profile for Namibia |
| Indicator responsibility | Executive Manager: Research and Development | |

7.5.3 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 delays 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 approved quarterly progress reports on cross-border flow calculator model, Cross Border Flow Calculator Model approved by EXCO. | |
| Method of calculation | 1 Model developed, 1 cross-border flow calculator model report | |
| Data limitations | Unavailability of stakeholders for consultation during data gathering stage which may delay data gathering | |
| Type of indicator | Output | |
| Reporting cycle | Quarterly | |
| Calculation type | Non-cumulative | |
| New indicator | No | |
| Desired performance and admissible evidence for quarterly targets | Quarterly Targets | Admissible Evidence for Quarterly Targets |
| | Q1: EXCO project plan on the pilot of Cross-border flow calculator | Q1: Extract of EXCO minutes approving pilot project plan |
| | Q2: Piloted Cross-border Flow calculator model at the Beitbridge border post | Q2: Extract of EXCO minutes and pilot report Beitbridge border post |
| | Q3: Piloted Cross-border Flow calculator model at the Lebombo border post | Q3: Extract of EXCO minutes and pilot report Lebombo border post |
| | Q4: Piloted Cross-border Flow calculator model at the Martin Drift border post | Q4: Extract of EXCO minutes and pilot report for Martin Drift border post |
| Indicator responsibility | Executive Manager: Research and Development | |

7.5.4 INDICATOR NO. 5.4

| INDICATOR TITLE | Developed and implemented Industry Development Strategy | |
|---|---|--|
| Short definition | Implement the approved industry development strategy | |
| Purpose/importance | To proactively promote transformation and development of the cross-border industry | |
| Source/collection of data | EXCO Approved Industry Development Strategy, Industry Development Implementation plan, | |
| Method of calculation | Implementation Plan; EXCO approved report on implemented interventions, Extract of EXCO minutes | |
| Data limitations | Dependency on other stakeholders | |
| Type of indicator | Activity | |
| 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: EXCO approved Implementation plan on mandate aligned interventions | Q1: Extract of EXCO minutes on implementation plan |
| | Q2 - Q4: Implement of interventions as per implementation plan | Q2 - Q4: EXCO approved report on implemented interventions |
| Indicator responsibility | Executive Manager: Research and Development | |

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



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