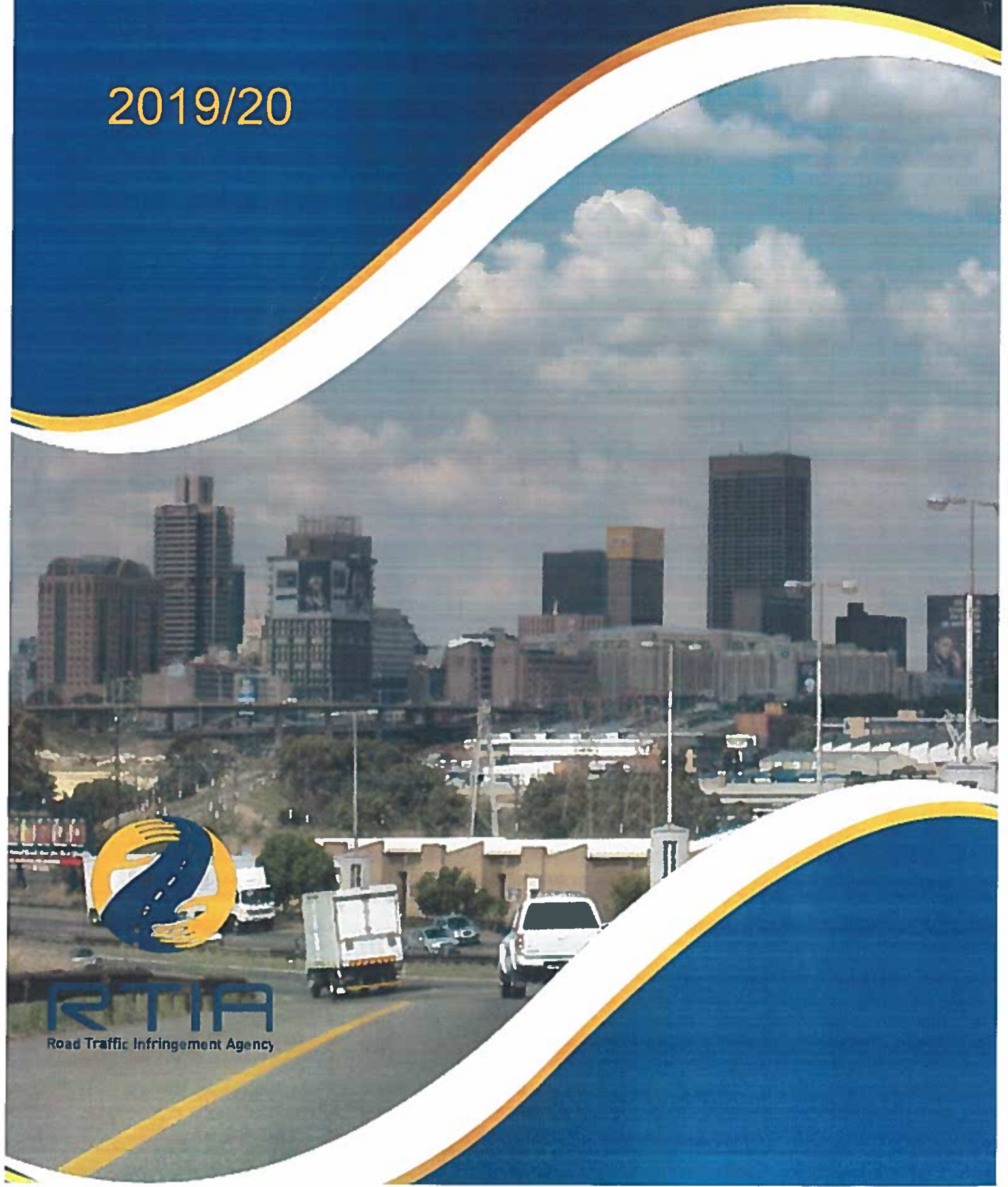# Annual Performance Plan

2019/20

RTIA
Road Traffic Infringement Agency

Foreword by the MINISTER OF TRANSPORT

The development of this Annual Performance Plan (APP) was guided by the Framework for Strategic Plans and Annual Performance Plans. The 2019/20 APP for the Road Traffic Infringement Agency (RTIA) is a result of wide consultation, strategic analysis and reflection on the national priorities of government related to the provision of a safe and reliable transport environment.

The RTIA envisages implementation of the Points Demerit System following a successful promulgation of the AARTO Amendment Bill and the expected proclamation by the President during the 2019/20 financial year. Achieving this milestone will go a long way towards evidencing government's decisive stance against lawlessness and enable the Agency to influence positive behavioural change through the establishment of rehabilitation programmes for recalcitrant road users.

This Annual Performance Plan has been developed with specific consideration and alignment to the 6th Government's seven Apex Priorities and RTIA's contribution towards their achievement. The Agency will continue to solidify its preparations for the national rollout of AARTO, leveraging on strategic partnerships for broad-based road user empowerment programmes and contributing towards the eradication of corruption in the road traffic management environment. Furthermore, this APP will enable the Agency to realise the targets embodied in the National Development Plan (NDP), especially the objective of reducing injury, accidents and violence. It creates a platform for the development of comprehensive programmes to improve road user behaviour for increased compliance to all road traffic laws, pursuant to encouraging safer road users in accordance with Pillar 4 of the Global Plan for the Decade of Action for Road Safety 2011-2020. This APP therefore incorporates the Medium Term Expenditure Framework (MTEF) targets and alignment to the Apex Priorities, thereby contributing to the successful achievement of the strategic outcomes of the Department of Transport (DoT).

I am confident that the successful achievement of the deliverables contained in this APP will result in the Agency and the transport fraternity realising the Constitutional imperatives of the protection of lives of all road users in South Africa.

I hereby wish to reaffirm my confidence in the Accounting Authority, the senior management team and staff in the RTIA. I further commit to provide the requisite support and guidance for the successful implementation of this 2019/20 APP.

Mr FA Mbalula, MP

Minister of Transport

Executive Authority

Overview by the **REGISTRAR**

Strategic planning in government is underpinned by the Medium Term Strategic Framework (MTSF) which reflects political outcomes priorities. In line with the changes in Government's approach to planning, monitoring and evaluation, this MTSF is geared at achieving the government's key priorities and is aligned to its election mandate. As the Accounting Authority in terms of section 49 (2) (b), I am satisfied with the process undertaken by Management in the development of this Annual Performance Plan and take full responsibility for the strategic priorities outlined herein for the period 2019 to 2020, and have confidence that it lays a solid foundation for ensuring a transport sector that is safe and secure for the country.

Understanding that Government represents the will of the people it leads, and dispenses such mandate through the machinery of state, the Agency, as a delivery structure of Government, specifically endeavoured to align this APP to the seven Apex Priorities of the 6th Administration.   The Agency's focus will primarily be on all the preparatory activities of rolling out the AARTO as a positive contribution towards entrenching road safety and a safe environment for all road users. To that extent, this APP builds on the success attained with the approval of the AARTO Amendment Bill by Parliament in the previous financial year. The Agency awaits the President to assent to the Bill, thereby enabling the framework and related programmes to be rolled out. Furthermore, the Agency will continue to entrench and sustain its strategic partnerships with the Interfaith movement and all strategic partners, culminating into a unified and unstoppable force through the National Prayer Day for Road Safety that is one of the Agency's key legacy programmes.

The Agency is sufficiently satisfied with the progress made by all stakeholders who took part during the AARTO public hearings process, Department of Transport, Parliamentary processes and the recommendation of the AARTO Amendment Bill for assenting by the President. We anticipate the positive outcomes of the related AARTO national rollout process, which includes the activities and hypothesis in relation to the Points Demerit System, Traffic Rehabilitation programme and the Infringement Appeals Tribunal for all the ensuing financial years in relation to this strategy in order to ensure the full implementation of the Act during the MTEF period.

We have aligned the strategic objectives to the 7 Apex priorities to bring meaningful and immediate changes to the lives of all South Africans. The alignment of our strategic objectives will ensure that we create job opportunities for youth, women and people with disabilities, build social cohesion through legislative AARTO public awareness and education to all road users. The assenting of the AARTO Amendment Bill by the President will enable implementation of the national rollout of AARTO as a catalyst for the achievement of most of all objectives and indicators set out herein.

I have full confidence that through this plan, the RTIA will play a critical role in providing a safe environment and protecting the future of our country and hereby endorse it.

Mr JR Chuwe

Registrar and Accounting Authority

Official **SIGN-OFF**

It is hereby certified that this Annual Performance Plan for 2019/20:

was developed by the management of the RTIA under the guidance of the Accounting Authority;

was prepared in line with the current Strategic Plan 2015–2020 of the RTIA; and

accurately reflects the performance targets which the RTIA will endeavour to achieve given the resources made available in the budget for the period 2019/20.

Mr Jacob Mmekoa
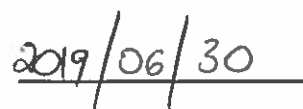
Head: Strategy & Reporting

2019/06/30

Date

Ms Palesa Moalusi

Chief Financial Officer

2019/06/30
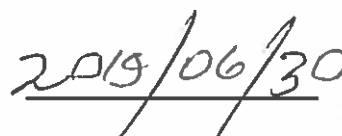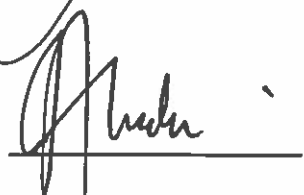
Date

Mr Japh Chuwe

Registrar/Chief Executive Officer

2019/06/30

Date

Mr FA Mbalula, MP

Minister of Transport

2019/07/01

Date

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ACRONYMS AND DEFINITIONS

Acronym/Term	Description/Definition
AARTO	Administrative Adjudication of Road Traffic Offences
AGSA	Auditor General of South Africa
BBBEE	Broad Based Black Economic Empowerment
CBRTA	Cross Border Road Transport Agency
CPA	Criminal Procedures Act
DLTC	Driving Licence Testing Centre
EFT	Electronic Funds Transfer
eNaTIS/ NaTIS	National Traffic Information System
EO/s	Enforcement Order/s
ERP	Enterprise Resource Plan
EXCO	Executive Committee of the Agency
FAR	Fixed Asset Register
GAAP	Generally Accepted Accounting Practice
GRAP	Generally Recognised Accounting Practice
IA	Issuing Authority
ICT	Information and Communication Technology
JIPSA	Joint Initiative on Priority Skills Acquisition
JMPD	Johannesburg Metropolitan Police Department
LGSETA	Local Government Sector Education Training Authority
MOU	Memorandum of Understanding
MTEF	Medium Term Expenditure Framework
NCR	National Contravention Register
NDOT/DoT	National Department of Transport/Department of Transport
NRTA	National Road Traffic Act
NT	National Treasury
OHS-Act	Occupational Health and Safety Act
PDS	Point Demerit System
PFMA	Public Finance Management Act
PPP	Public Private Partnerships
PrDP	Professional Driving Permit
RAF	Road Accident Fund
RPL	Recognition of Prior Learning
RO/s	Representation Officer/s
RTIA	Road Traffic Infringement Agency
RTMC	Road Traffic Management Corporation
RSA	Republic of South Africa
SANRAL	South African National Roads Agency Limited
SAPS	South African Police Service
SAPO	South African Post Office
SAQA	South African Qualification Authority

SCM	Supply Chain Management
SLA	Service Level Agreement
SMME	Small Medium and Micro Enterprise
SOP's	Standard Operating Procedures
SWOT	Strengths, Weaknesses, Opportunities, Threats
TETA	Transport Education Training Authority
TMPD	Tshwane Metropolitan Police Department
TOPC	Traffic Officers Pocket Computer
TOR	Terms of Reference
TR	Treasury Regulations
TRS	Traffic Rehabilitation School/s
UNDoARS	United Nations Decade of Action for Road Safety
VTS	Vehicle Testing Station

INTRODUCTION

The Road Traffic Infringement Agency (RTIA) is listed as a schedule 3A public entity under the Public Finance Management Act, 1999 (Act No.1 of 1999) and complies with Treasury Regulations as well as with all other legislation such as the Protection of Personal Information Act, 2013 (Act 4 of 2013), Promotion of Access to Information Act, 2000 (Act No.2 of 2000) and the Promotion of Administrative Justice Act, 2000 (Act No. 3 of 2000). The RTIA reports to the National Department of Transport.

The RTIA was established through its founding legislation, the Administrative Adjudication of Road Traffic Offences (AARTO) Act, 1998 (Act No. 46 of 1998). This Agency was established to facilitate the adjudication process in relation to the infringement notices dispensed by the various Issuing Authorities to the alleged infringers on South African roads. The AARTO Act depicts the RTIA as an independent adjudicator designed to provide for an administratively fair and just system for road traffic law infringement whilst upholding the rights of the alleged infringer. The RTIA's responsibilities as enshrined in the founding legislation includes the implementation of community educational and awareness programmes targeted at enhancing voluntary road traffic law compliance, and to foster behavioural change amongst road user communities. Thus, the RTIA is mandated to ensure the implementation of an objective, transparent and fair adjudication process for road traffic infringements.

Previously all traffic violations were dealt with under the Criminal Procedures Act (CPA), the establishment of an Adjudication Authority as well as the comprehensive implementation of the AARTO Act, illustrates government's commitment to decriminalise road traffic violations. Provision of an Adjudication Authority thus provides for an alleviation of the administrative burden on the judicial authorities and courts of law as most traffic law infringements will be provided for under the RTIA as an Adjudication Authority.

Under the guidance and leadership of the National Department of Transport, the RTIA embarked on a highly consultative process to amend the AARTO Act. It is anticipated that the AARTO Amendment Bill will be finalised during the 2019/20 financial year.

The previous 2018/19 APP set out a number of important departures from the RTIA's traditional ways of operating. Whilst the RTIA's strategic intent did not change, its business and operating model was re-engineered, laying the platform for positive change in the future. Being in the final year of the 2014/15-2019/20 Strategic Planning period, the 2019/20 APP seeks to build on the strengths of the previous APP. Importantly, it serves as a progressive stepping stone to poise the organisation for success in the next strategic planning period.

The 2019/20 APP is in effect, a consolidated and futuristic positioning of the RTIA, based on a realistic review of the core competencies and strategic intent of the RTIA. The review took cognizance of the following: the needs of the RTIA stakeholders, the national outcomes and key priorities of the country, and alignment to the legislative mandate. To do this, the plan provides the situational analysis for the RTIA, a broad overview of the RTIA's strategic goals, outcomes and objectives, as well as multi-year projections of programmes and strategic initiatives. The Agency contemplates the AARTO Amendment Bill to be finalised later in the 2019/20 financial year. As a result, this APP has taken into consideration the implications that this will have on the organisation.

In keeping in line with changes introduced in the 2018/19 APP, the strategic objectives have been packaged separately under two Programmes i.e., Programme 1: Administration and Programme 2: Operations, each reflecting individual budgets and the associated risks. This approach is in anticipation of national roll out and is a more efficient and effective way of reporting.

Part A:

Strategic Overview
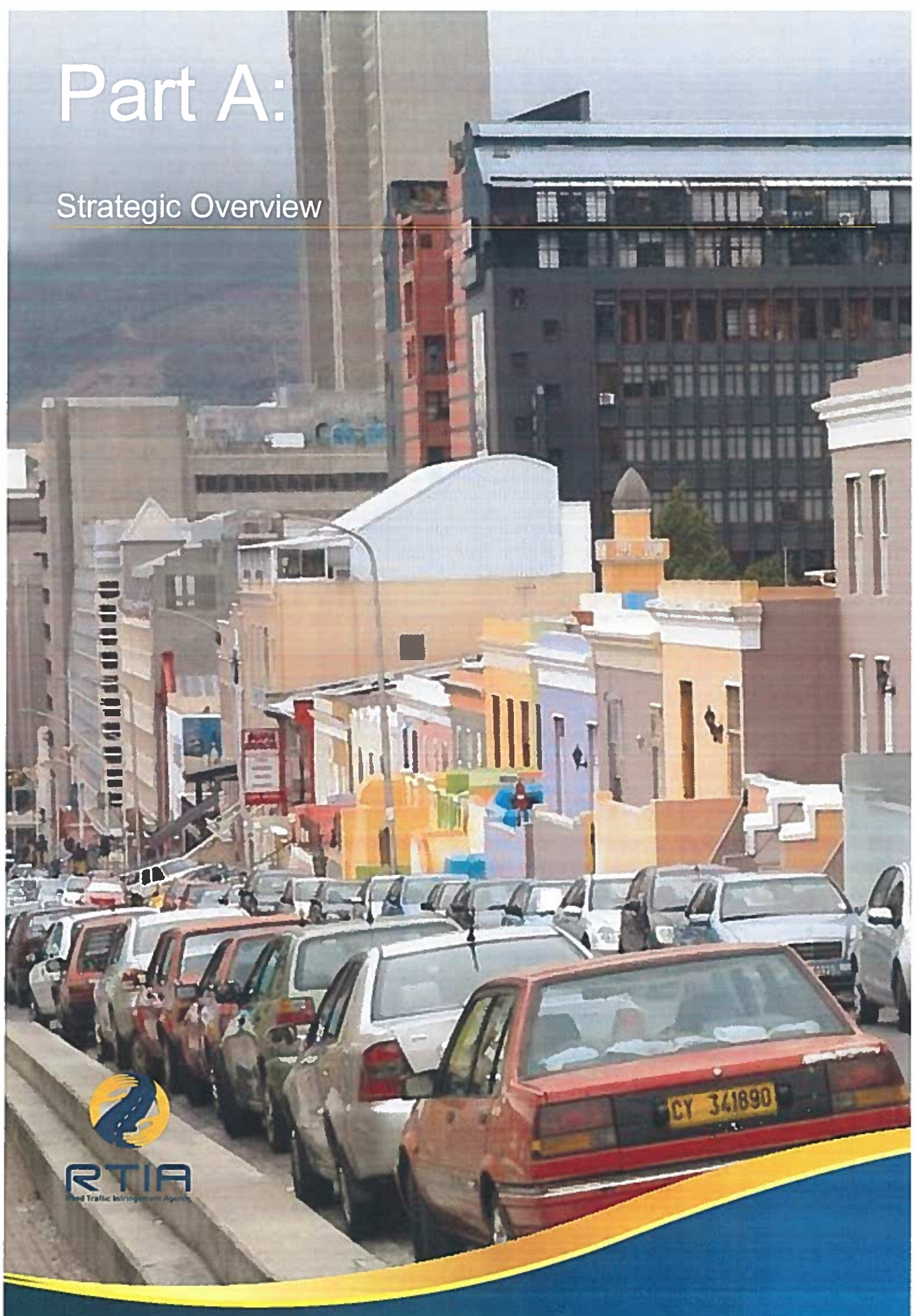
1. VISION

"A safe road user community".

2. MISSION

The Mission of the RTIA is:

"To encourage compliance with road traffic laws in South Africa through procedurally fair, reasonable and lawful administrative processes."

3. VALUES

The RTIA's Values reflect traits or qualities that represent the requirements of the Constitution of South Africa, in particular Chapter 10 – Public Administration and Batho Pele principles. This emphasises certain basic values and principles governing Public Administration and requires that Public Administration be governed by the democratic values and principles enshrined in the Constitution. The RTIA's values are grounded in strong ethical considerations. RTIA staff members are required to maintain the highest standards of proper conduct and integrity at all times and to ensure that there is no doubt as to what actions are required by them. To this end, the RTIA has developed a set of core values.

All RTIA employees are consistently encouraged to live the RTIA's values in all that they do. The RTIA will continue to encourage staff to do so through regular communication until such time as the values form an integral part of the work life of all staff at the RTIA. These values must remain relevant and become firmly institutionalised.

The RTIA's value statements (in direct alignment with the Batho Pele principles) are reflected in the Figure below:

Value		Description
1 Accessibility		Being available to serve and be reached by all our stakeholders across the country in line with our purpose and mandate
2 Accountability		Being responsible and answerable for our actions and decisions
3 Transparency		Being open with stakeholders and communicating the basis upon which decisions are made and actions taken
4 Integrity		Being truthful, uncompromising, and acting impartially, without fear or favour in our relationships with all stakeholders
5 Innovation		To embrace a disruptive and innovative approach in all that we do in order to deliver exceptional quality of service and deliver on our mandate within a rapidly changing external and internal environment

Figure 1: RTIA list of values

4. LEGISLATIVE AND OTHER MANDATES

4.1   Constitutional Mandate

The RTIA carries out its work having due regard to the fundamental rights as contained in the Constitution of the Republic of South Africa. Specifically, the RTIA has a direct impact on sections 32, 33 and 34 of the Constitution, under the Bill of Rights Chapter.

CONSTITUTIONAL MANDATE

Table 1: RTIA Constitutional Mandate

Constitution	
Section 9,10,14	'To the extent to which applicable'
Section 32	**Access to Information** 1. Everyone has the right of access to a) Any information held by the state; and

	2. National legislation must be enacted to give effect to this right, and may provide for reasonable measures to alleviate the administrative and financial burden on the state.
	Just administrative action
	1. Everyone has the right to administrative action that is lawful, reasonable and procedurally fair.
	2. Everyone whose rights have been adversely affected by administrative action has the right to be given written reasons.
	3. National legislation must be enacted to give effect to these rights, and must
Section 33	a. Provide for the review of administrative action by a court, or, where appropriate, an independent and impartial tribunal;
	b. Impose a duty on the state to give effect to the rights in subsections (1) and (2); and
	c. Promote an efficient administration.
Section 34	**Access to Courts**
	Everyone has the right to have any dispute that can be managed and adjudicated by the application of law decided in a fair public hearing before a court; or where appropriate, another independent and impartial tribunal or forum.
Section 35	'To the extent which applicable'

4.2   Legislative Mandate

The work of the RTIA is governed by a **legislative framework** as set out below:

Table 2: Legislative Mandate

Name of Act	Purpose/objectives
Administrative Adjudication of Road Traffic Offences Act (46 of 1998)	• To administer a procedure to discourage the contravention of road traffic laws and to support the adjudication of infringements • To enforce penalties imposed against persons contravening road traffic laws • To provide specialised prosecution support services • To undertake community education and community awareness programmes in order to ensure that individuals understand their rights and options

- Receiving notices from any issuing authority if an infringer has failed to comply with an infringement notice
- Considering representations from an infringer in terms of section 18 with regard to an infringement notice relating to a minor infringement
- Issuing a courtesy letter in terms of section 19 to an infringer who has failed to comply with an infringement notice
- Issuing an enforcement order in terms of section 20 against an infringer who has failed to comply with the requirements of a notification contemplated in section 18(7) or a courtesy letter contemplated in section 19(2)(b), or who has failed to appear in court under the circumstances
- Issuing a warrant in terms of section 21 against an infringer who has failed to comply with an enforcement order
- Revoking an enforcement order
- Updating the national contraventions register in the prescribed manner
- Serving a courtesy letter in terms of section 19 on an infringer who has failed to comply with an infringement notice
- Serving an enforcement order in terms of section 20 on an infringer who has failed to comply with the requirements of a notification contemplated in section 18(7) or a courtesy letter contemplated in section 19(2)(b), or failed to appear in court under the circumstances contemplated in section 22
- Executing a warrant in terms of section 21 against an infringer who has failed to comply with an enforcement order
- Assisting the prosecuting authorities to get persons who committed offences before the courts through serving of documents and keeping of records on its database
- Providing traffic law enforcement equipment and support services to issuing authorities
- Providing, at the request of the Office of a Director of Public Prosecutions, a person to testify as an expert witness in a trial on a charge relating to an offence
- Providing training, where possible, to authorised officers or staff of the prosecuting authority
- Disseminating information regarding the role and functions of the agency, and the rights enjoyed by individuals, in terms of this Act

	• Applying efficient and equitable procedures to encourage compliance with this Act and fostering law abiding behaviour by road users • Supporting road safety awareness programmes • Establish the prescribed information management system and database which is connected with the national contraventions register, and utilise such database to create, process and maintain records with regard to any action performed by it in terms of this Act
Promotion of Administrative Justice Act,2002 (Act 3 of 2002)	• To give effect to the right to administrative action that is lawful, reasonable and procedurally fair and to the right to written reasons for administrative action as contemplated in section 33 of the Constitution of the Republic of South Africa,1996; • And to provide for matters incidental thereto.
Promotion of Access to Information Act (Act 2 of 2000)	• To give effect to the constitutional right of access to any information held by the State and any information that is held by another person and that is required for the exercise or protection of any rights; and • To provide for matters connected therewith.
National Road Traffic Act, 1996 (Act 93 of 1996)	• To provide for road traffic matters which shall apply uniformly through the Republic and for matters connected therewith.
Criminal Procedure Act, 1995 (Act 56 of 1995)	• To make provision for procedures and related matters in criminal proceedings.
Prevention and Combating of Corrupt Activities Act, 2004 (Act 12 of 2004).	• To provide for the strengthening of measures to prevent and combat corruption and corrupt activities; • To provide for the offence of corruption and offences relating to corrupt activities; • To provide for investigative measures in respect of corruption and related corrupt activities; • To provide for the establishment and endorsement of a Register in order to place certain restrictions on persons and enterprises convicted of corrupt activities relating to tenders and contracts; • To place a duty on certain persons holding a position of authority to report certain corrupt transactions;

Public Finance Management Act, 1999(Act 1 of 1999) - PFMA	• To provide for extraterritorial jurisdiction in respect of the offence of corruption and offences relating to corrupt activities; and • To provide for matters connected therewith.
	• To regulate financial management in the national government and provincial government; • To ensure that all revenue, expenditure, assets and liabilities of those governments are managed efficiently and effectively; • To provide for the responsibilities of persons entrusted with the financial management in those governments; • And to provide for matters connected therewith.
Electronic Communications and Transactions Act,2000 (Act 25 of 2000)	• To provide for the facilitation and regulation of electronic communications and transactions; • To provide for the development of a national e-strategy for the Republic; • To promote universal access to electronic communications and transactions and the use of electronic transactions by SMMEs; • To provide for human resource development in electronic transactions; • To prevent abuse of information systems; • To encourage the use of e-government services; and • To provide for matters connected therewith.
Protection of Personal Information Act, 2013 (Act 4 of 2013).	• To promote the protection of personal information processed by public and private bodies; • To introduce information protection principles so as to establish minimum requirements for the processing of personal information; • To provide for the establishment of an Information Protection Regulator; • To provide for the issuing of codes of conduct; • To provide for the rights of persons regarding unsolicited electronic communications and automated decision making; • To regulate the flow of personal information across the borders of the Republic; and • To provide for matters connected therewith.

Preferential Procurement Policy Framework Act,2000(Act 5 of 2000)	• To give effect to section 217 (3) of the Constitution by providing a framework for the implementation of the procurement policy contemplated in section 217 (2) of the Constitution; • And to provide for matters connected therewith.
Broad-Based Black Economic Empowerment Act, 2003 (Act 53 of 2003).	• To establish a legislative framework for the promotion of black economic empowerment; • To empower the Minister to issue codes of good practice and to publish transformation charters; • To establish the Black Economic Empowerment Advisory Council; and • To provide for matters connected therewith.

5. RELEVANT COURT RULINGS

Name of Litigant	Nature of the litigation	Current status	Manage-ment Actions
Fines 4 U & Another	Litigant seeking to review decisions taken by representation officers in terms of section 18 of the AARTO Act.	Judgement finalised and ruling made against the Agency with costs. The Agency unsuccessfully appealed the judgement and the cost order of the appeal application was made in favour of Fines 4 U.	Adjudications Framework reviewed and takes into account all the issues raised in the judgement.
Edwards Matter	The Applicant in this matter requests the court to order the Agency and Tshwane Metropolitan Municipality (joined as the second respondent in the matter) to issue him with his driving licence and licence disc in respect of various vehicles under the circumstances where the Applicant has been served with an enforcement order.	Matlala Attorneys was appointed to oppose this matter on behalf of the Agency. Before the date of set down, the Parties agreed to settle the matter out of court on the basis that Mr Edwards has rendered his application academic by paying for the enforcement order. After paying for the enforcement order, Mr Edwards could transact on eNatis by renewing his	Mr Edwards filed his notice of withdrawal and the matter was accordingly removed from the roll of the court.

		driving licence and licence disc.	
Howard Dembovsky v Department of Transport and Others	Mr Howards has lodged this application to, amongst others, contest the constitutionality of some of the provisions in the AARTO Act as well as its Regulations. He alleges that those identified provisions of the Act contravene in the main, the right to a fair trial as enshrined in the Constitution. This application also seeks to request cancellation of all infringement notices in an instance where infringers have elected to be tried in court but have still not been served with summonses for a period over 18 months, as prescribed by the Director of Public Prosecutions.	Legal Services has gone through the papers and believe there is a cause to oppose the application. As a consequence, SCM has been approached for assistance to procure a law firm which will file the Agency's notice of intentions to oppose as well as attending to all other matters relating to this application.	This application will be opposed after appointment of a service provider.

6. SITUATIONAL ANALYSIS

In terms of the AARTO Act, the Agency is expected to play a critical role in forging a closer, more effective and efficient link between the enforcement and adjudication processes. It is intended to play the role of an independent adjudicator overseeing and enforcing the provisions of the AARTO Act. The RTIA is also expected to increase compliance with road traffic laws as well as inculcate a new habit of voluntary compliance with traffic laws through educational programmes and mechanisms. Overall, the Agency is mandated to ensure the implementation of objective, transparent and fair administrative processes.

The AARTO process starts with the detection by a traffic officer of an infringement committed by an infringer. Upon allegedly committing an infringement, an authorised officer or a person duly authorised by an issuing authority, must serve or cause to be served on the allegedly identified infringer an infringement notice.

The figure below indicates the total number of notices captured between 2013/14 and 2017/18 financial years.
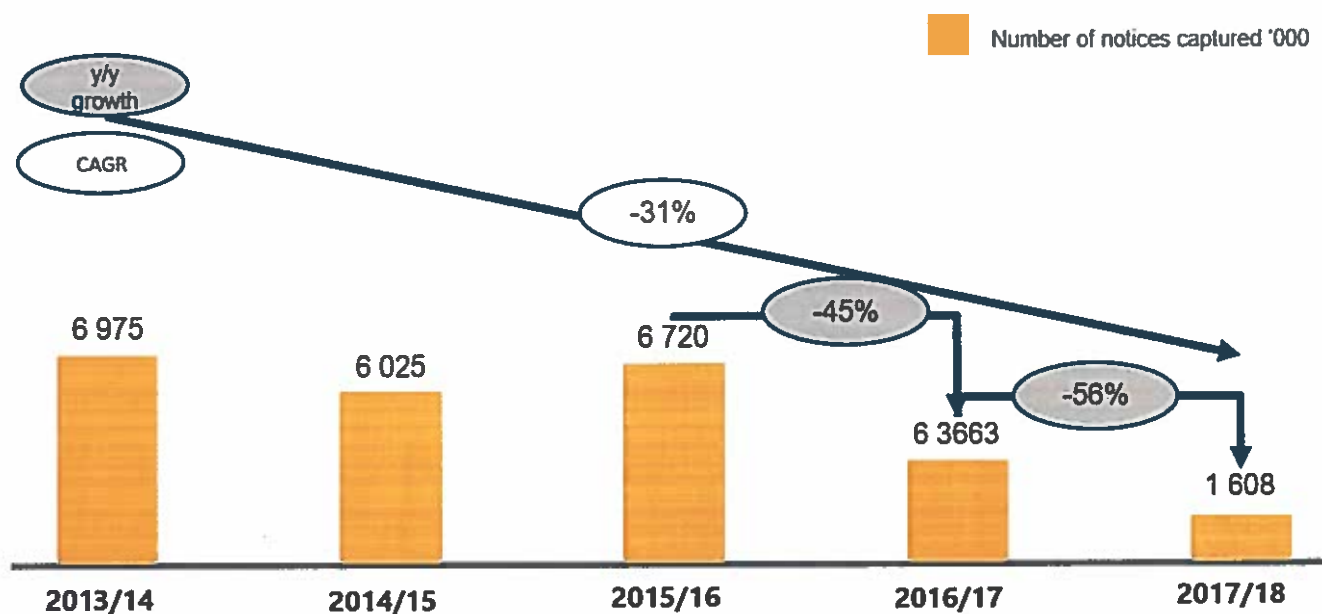
Figure 2: Total number of notices captured between 2013/14 and 2017/18

Figure 1 shows that there has been a significant decline in the total number of notices captured since 2013/14, at a CAGR of -31%. There has been a particularly sharp decline in notices captured in the 2016/17 and 2017/18 financial years, decreasing at 45% and 56%, respectively. With the reduction in the number of notices issued, a concomitant decline in revenue collection was experienced, as presented in the figure below.
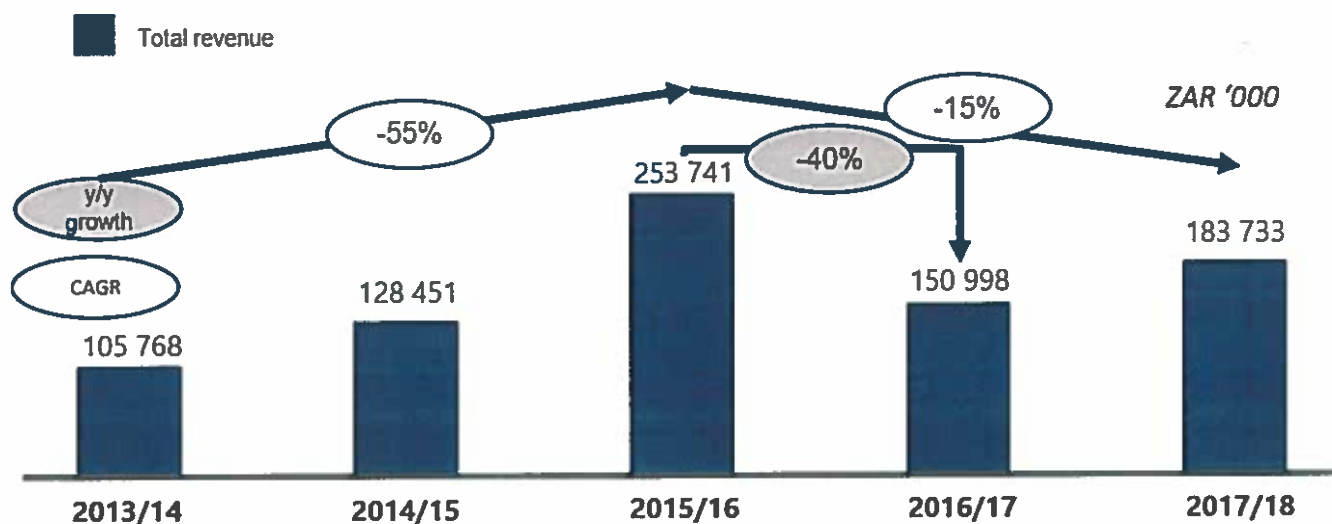
Figure 3: Total RTIA revenue between 2013/14 and 2017/18

An Infringement Notice is served either in person or through registered mail to the alleged infringer. The AARTO process allows the alleged infringer to select any one of the following five options to be exercised within a period of 32 days after having received such notice:

1. To pay the penalty, reduced by the discount amount contemplated, if paid within the set timeframe of 32 days; or
2. Elect to pay in instalments; or
3. Submit a representation; or
4. Elect to be tried in court; or
5. Nominate the driver or person in control of the vehicle at the time the alleged infringement was committed, if it was not the owner.

Table 3: The elective rates by infringers

	2016/17	2017/18	Change	%
Representations	96 310	133 790	37 480	38.92
Nominations	65 868	26 376	-39 492	-59. 96
Court	386 261	286 390	-99 871	-25.86
Instalments	622	474	-148	-23.79
Revocation of Enforcement Order	12 392	41 451	29 059	234.50
Total	**561 453**	**488 481**	**-72 972**	**-13.00**

The elective rates by infringers over the past two financial years can be summarised as follows:

- -23.79% elected to pay in instalments;
- 38.92% submitted representations;
- 25.86% elected to be tried in court; and
- -59.96% nominated drivers.

The statistics above indicate that there is a low compliance rate with the provisions of the AARTO Act. Thus, the Agency continues with the overwhelming task of changing road user attitudes and perceptions. In order to assist with this process, the following measures amongst others, may be pursued:

- Introduction of the electronic serving of AARTO documents;
- Improving the process for the delivery and collection of Enforcement Orders;
- The blocking of certain NaTIS transactions for unresponsive infringers which will prevent them from registering new vehicles or renewing their driving and vehicle licences; and
- Increasing the penalty amount.

6.1 Performance Environment (External: PESTLE)

The RTIA has performed an External Performance Delivery Environment Analysis using a PESTLE analysis, a SWOT analysis, Stakeholder Analysis and a Risk Review.

The RTIA's macro-environment was assessed, taking into consideration the Political, Economic, Social, Technological, Legal & Environmental aspects. These trends have informed the development of strategic goals and objectives to steer the organisation on its path to deliver on its mandate.

Table 4: PESTLE Analysis

PESTLE Component	Considerations
Political	• Amendment Bill process not finalised by Parliament • Strikes by major stakeholders, such as the South African Post Office have placed significant pressure on the delivery of notices • Mixed success in getting political buy-in for AARTO at a local level • to ensure that there is no overlap/competition between RTIA and DoT Entities • To seek continuous support from shareholder • To consider the impact of 2019 general elections on RTIA processes • To support the DoT on achieving goals aligned to the Decade of Action for Road Safety
Economic	• Poor national economic growth in the past several years with continued flat growth forecasted have resulted in austerity measures being in place • RTIA is as a result poorly funded through the fiscus, with an overall downward trend • Government continue to cut costs through consolidation of public entities • RTIA revenue has been declining at a significant rate over the past five years
Social	• Poor attitude towards road traffic laws has a negative impact on the AARTO act • High levels of corruption at a local, provincial and national level • High population of young drivers, who are riskier on the roads • High drug and alcohol abuse leading to increased fatalities on SA roads • High unemployment and financial instability leading to unwillingness and inability to pay fines • High technology accessibility has led to an increase in the number of people using cell phones while driving • High levels of urbanisation in SA has led to more movement from villages and rural areas to cities, increasing the number of cars on SA roads

	Technological	• International trends in safety enabled vehicles (eg. self-braking and self-driving vehicles) as well as driverless vehicles will change the regional road traffic ecosystem in the future • Increased accessibility of vehicles with advanced safety technology in SA reduces the risk of accidents • South Africa tends towards being a technology friendly and embracing country • TOPC (Traffic Officer Pocket Computer) may now be used on SA roads • Information security is a major challenge globally, and the type of organisation that RTIA represents will make it a target for cyber attackers • The rise of "big data", predictive analytics and intelligent forecasting and reporting tools can be utilised to create increased internal efficiencies and better service delivery • Opportunities exist to import existing best practice roaf traffic policies and adapt to the South African environment
	Legal	• There is some degree of overlap in the scope of mandates between various DoT subsidiaries, incl. RTIA and RTMC • legislative process to make amendments to the AARTO Act is lengthy and complex, involving a number of stakeholders • Significant gaps exist in the current AARTO Act • Operating in a highly regulated environment
	Environmental	• Currently no internal and external green strategy to enhance the environmental responsibility of the organisation • Currently internal drive towards reducing the consumption of resources, in particular, paper • Has the ability to influence South Africans carbon consumption within the mobility sector • The RTIA is in the recommendations stage of implementing the Occupational Health Safety and Environmental issues audit.

The RTIA will continue to monitor the ongoing changes in its external environment in order to respond timeously, appropriately and with relevance to any significant shifts or changes.

6.2   Organisational Environment (Internal-SWOT)

S

Strengths

- Competent and qualified staff /workforce
- Good shareholder support
- Strong relationships with stakeholders
- Capable leadership
- Strong reporting and good governance structure
- Good IT security and governance
- Sound financial & corporate governance
- Soundness of inter-personal relationships and diversity of organisational culture
- Increased focus on implementing sound HR practices
- Strong focus on workspace skills development
- Organisation structure has been approved

W
Weaknesses

- Lack of project management capabilities
- Lack of a progressive organisational culture, which is not aligned to mandate.
- Limited access to NCR and influence of NCR
- Many policies have not been approved
- Many business processes are not defined mapped and documented, which is the initial phase of gaining process maturity
- Lack of process automation
- Lack of capacity to execute certain functions
- Documents and records management systems and practices not always operationalised
- Lack of effective internal communications
- Absence of communication channels that employees deem to be safe to utilize to voice concerns
- Lack of effective and strategic change management

O
Opportunities

- Continuing to strengthen and diversify collaboration with stakeholders will reinforce RTIAs impact
- Improving and strengthening internal policies and procedures environment will bring better efficiencies
- Influencing the development of the NCR is part of the RTIA mandate
- Commitment to a more focused strategy will unleash the organsiations potential
- Automation of processes will increase efficiencies and service delivery
- Continuing to share knowledge locally and with international agencies improves RTIAs reputability and drives progress
- Continuous implementation of the performance management system will drive improved individual and organisational performance
- Developing and optimizing an alternative funding model to secure RTIA financial sustainability
- Consultations ongoing on the Traffic Rehabilitation programme
- Public awareness campaigns incl. above the line advertising for the first time will ensure successful rollout of AARTO

T
Threats

- Uncertainty about when the AARTO bill will be approved in Parliament and implemented
- Pressure groups are creating a negative perception of AARTO
- General public resistance to change in SA
- Loss of value of AARTO due to partial implementation
- Available data not being used for planning
- ICT security threats and safeguarding of public information is a key threat to the organisation
- Erosion of RTIA relevance, public support and reputation is a concern.
- Loss of key skills (staff turnover)
- Culture of non-payment in SA affects financial sustainability
- Organisation is lacking innovation/innovative thinking
- Value proposition of the organisation is not been clearly defined to clearly defined which affects quality of service delivery
- Centralised budgeting system is not necessarily informed nor informing the strategy

Figure 4: SWOT Analysis

A SWOT analysis is a powerful tool for sizing up an organisation's resource capabilities and deficiencies. The RTIA's internal strengths and weaknesses, together with the its opportunities and threats referenced earlier, were evaluated to provide a basis for re-aligning, re-prioritising and refining the RTIA's goals and objectives. The purpose is for the RTIA to optimise identified strengths, harness opportunities, offset identified weaknesses and mitigate threats.

The table below summarises alignment of RTIA strategic objective to the 7 Apex Priority areas adopted by the 6th Administration:

RTIA Alignment to 7 Apex Priorities		
Strategic Objective	**Strategic Objective**	**Strategic Objective**
1. Transforming the Economy to serve all South Africans and create Jobs	1.1 To promote effective internal management of the agency to proficiently deliver on AARTO	• % of SOP's approved • % of Workplace Skills Plan Implemented • Promotion of good governance through credible compliance to governance prescripts
	1.2 To stimulate and encourage positive change in road user behaviour	• Number of new AARTO service outlets established • Create job opportunities for youth, women and people with disabilities • Strategic partnerships with interfaith movement to entrench road safety education
2. Investing in the capabilities of all the people, through an Education and Skills revolution	2.1 To promote effective internal management of the agency to proficiently deliver on AARTO	• % of Workplace Skills Plan Implemented • Strengthening of the research capabilities of the Agency to develop catalyst interventions
3. Advance nation-building and social cohesion, and a safe South Africa for all	3.1 To stimulate and encourage positive change in road user behaviour	• Number of campaigns implemented to influence change in road user behaviour
	3.2 To discourage the contravention of road traffic laws through increased compliance and adjudication	• % of received representations adjudicated within 21 days • % of enforcement orders authorised to enforce payment of penalties • % workshops conducted throughout the country in preparation for the AARTO national rollout
	3.3 To facilitate the readiness and support of key stakeholders in the national implementation of AARTO	• % of IA readiness for AARTO Roll Out based on the RTIA Readiness checklist • The number of workshops held to disseminate AARTO related information to key stakeholders

6.3   Stakeholder Analysis

The RTIA has a variety of stakeholders who assume substantial influence over the operation of the organisation. These stakeholders have respective expectations that must be fulfilled as tabulated below

Table 5: Stakeholder Analysis Matrix

Stakeholder	Influence	Expectation
IA, DLTC, RA, SAPO, Local government/Province	Fairness and transparency in adjudication and administration of AARTO so that people can trust the intention and spirit of the AARTO Act	• Build trust through facilitation to foster compliance with traffic/legislation laws. Law enforcement, Actual Implementation and Compliance
SAPO	Link RTIA , business and public with each other on their established infrastructure. Influence on operations	• Provide postal and logistics to the public (Service Delivery)
Financial institutions/ Bank payment platforms	Revenue as well as accessibility of payment platforms	• Provide quality financial payment platforms to cater to online/real time financial transactions
Political groups	Information sharing, workshops, seminars that report on and assess the implementation of road and economic policies	• Lay the bases for partnership in action • Promoting a shared vision of South Africa's development strategy • Social dialogue on broad policy framework

		• Securing the commitment and active participation of all role players on traffic and transport environment. • Political support
DOT	Enable accurate implementation, oversight	• Buy in, support roll-out and strategic direction
Parliament	Legislation and oversight	• Approval of legislation and endorsement
Public Transport Associations	Influence on operators	• Compliance
MUARC- Monash University Accident Research Centre	Bench mark and policy influences	• Advice and Support
RTMC	Influence on enforcement standards and NCR	• Road safety strategy and system support training
SANRAL	Influence on the integrity of operations	• Compliance
MINMEC	Influence on implementation	• Support and endorsement and collaboration
NPA/Justice	Prosecutions and rehabilitation	• Collaborations
TETA and DSBD	Operations	• Collaborations
Fleet Management Companies	Operations	• Compliance
NICRO	Rehabilitation and Implementation	• Collaborations and thought leadership

6.4   Risk Analysis

The leadership and staff of the RTIA have discussed the risks facing the organisation and have participated in a risk review workshop with the purpose of identifying and assessing the risks that are envisaged in future. These risks have been specifically highlighted as they could potentially affect the RTIA's ability to achieve its strategic and business plan objectives.

The following risks have been identified as the top 7 risks within the RTIA. These risks are reflected in the heat map that follows. The risks have been ranked appropriately and the risk ranking metrics are also reflected below. The risks have been taken into account in order to succinctly compile the programmes of work associated with this APP.

The top 7 risks are:

1. Lack of validity of the AARTO notices
2. Inability of the RTIA to influence behavioural change amongst road users
3. Failure to enforce compliance for payment of penalties
4. Resistance to the implementation of AARTO
5. Compromised sustainability of the Agency
6. Minimal impact realised in influencing behavioural changes of habitual infringers
7. Integrity of data lost on NCR

Likelihood of Occurrence
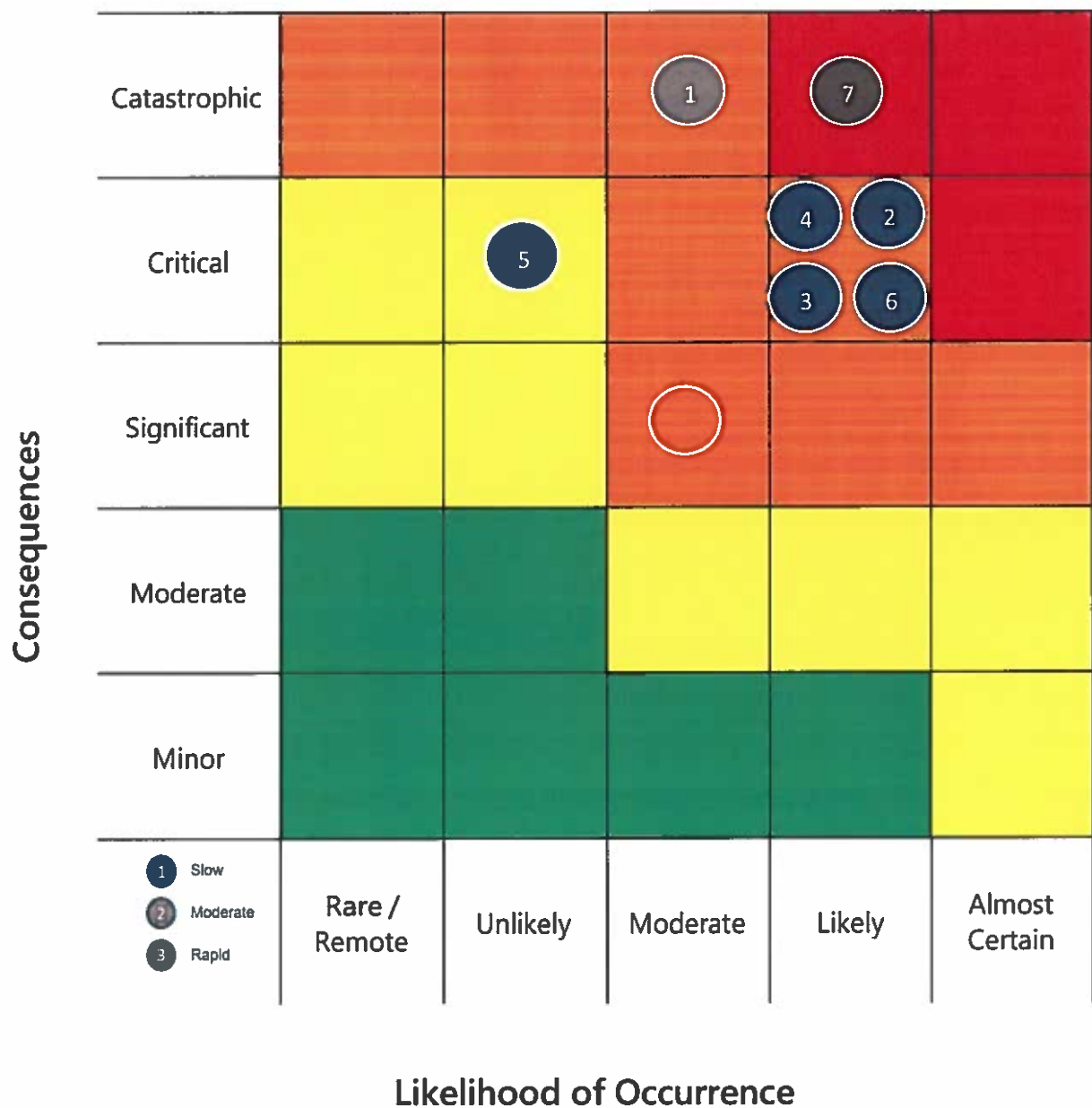
Figure 5: Heat Map, Risk Ranking Matrix

7. ORGANISATIONAL STRUCTURE

7.1   Governance structure

The RTIA is a Schedule 3A public entity listed in the Public Finance Management Act, 1999 (Act No. 1 of 1999). The Agency reports to the Executive Authority i.e., Minister of Transport. The Minister appoints a Board which serves to provide an oversight role. The board comprises of:

- five persons appointed by the Minister;
- a Director of Public Prosecutions, nominated by the National Director of Public Prosecutions; and
- a Registrar.

The Board's responsibilities are to provide strategic leadership and direction to the Registrar and advise the Minister in matters related to legislative amendments to the Act and other applicable road traffic matters. The Registrar is the accounting officer and exercises the powers given to him in pursuit of his fiduciary duties to ensure the efficient operations of the Agency and the performance of the AARTO functions as provided for in the Act. The RTIA's activities are funded by the provision of an extremely limited budget from funds voted annually to the DoT as well as 50% of any infringement penalty paid after 32 days after the receipt of such penalty and fees payable to the Agency.

Good governance is crucial to business sustainability and growth of the organisation. The Board has committees that advise on matters pertaining to governance. These are the Audit and Risk Committee, the Human Resource and Remuneration Committee, and the Technical Committee. These committees function by way of formal Charters.

7.2   Operational Structure

The **current** operational structure of the RTIA was approved by the Board. The structure has been adjusted over time to ensure that it remains relevant and appropriate to organisational requirements. It ensures that the RTIA continues to have the right people, with the right skills and competencies available at the right time, at the appropriate level to deliver on its mandate.

The RTIA's organisation structure ensures the appropriate blend of leadership continuity and workforce flexibility that ultimately contributes to the RTIA being an agile, responsive and efficient organisation. The current approved organisational structure is presented below.

Figure 6: Current approved organisation structure

Board of Directors

Registrar

Governance Committees
Technical
Audit and Risk
HR and Remuneration

Executive:
Risk Management and Internal Audit

Executive:
Legal, Compliance and Company Secretariat

Governance Functions

Deputy Registrar:
AARTO Operations

Deputy Registrar:
Traffic Infringement Management

Chief Financial Officer

Deputy Registrar:
Stakeholder Management and Communications

Deputy Registrar:
ICT

Deputy Registrar:
Corporate Services

The RTIA will continue to embrace Total Quality Management (TQM) by creating a total quality culture bent on continuously improving the performance of every task and value chain activity.

8. DESCRIPTION OF THE PLANNING PROCESS

The RTIA is committed to an ongoing, inclusive process of strategy crafting, planning, alignment and review. The life cycle for the development of the Annual Performance Plan exists within a wider five-year strategy planning period, which is aligned to the guidelines developed by the National Treasury, as presented in the figure below.
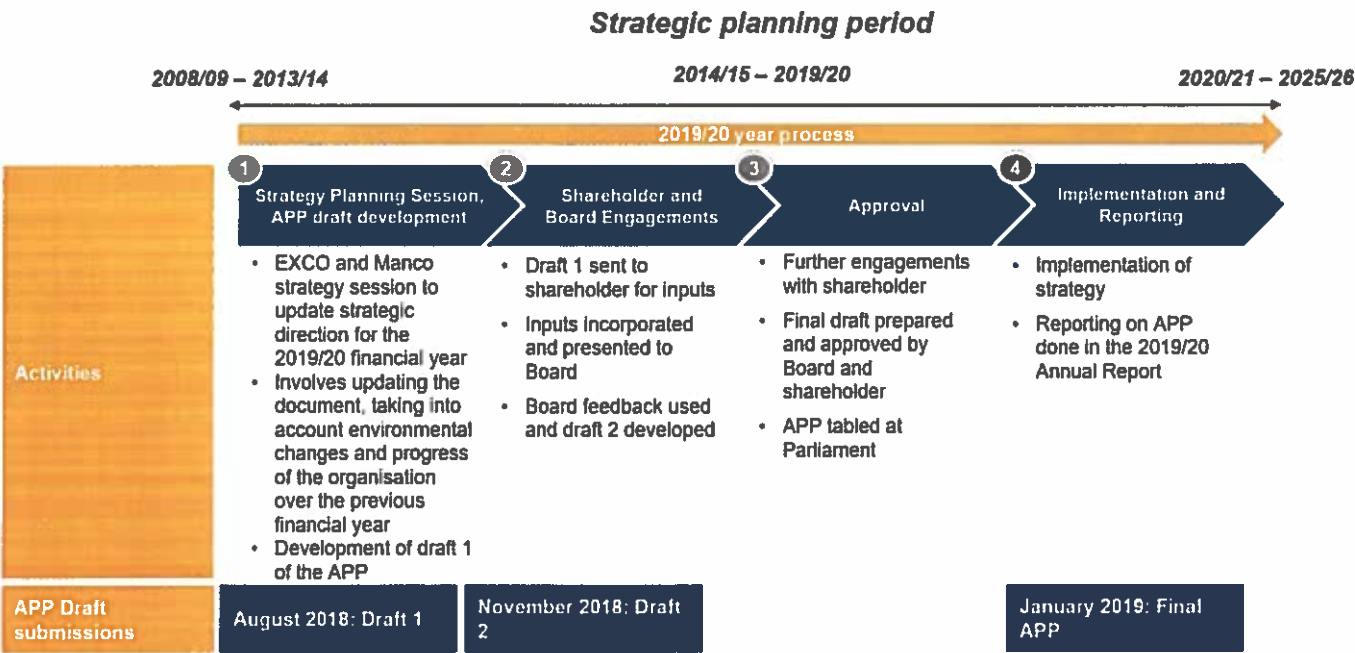
Figure 7: Overview of strategic planning process

The following workshops have been held to provide relevant input into the RTIA's Annual Performance Plan:

- On the 23rd and 24th August 2018, the RTIA leadership team participated in a workshop to review and correct the current Strategy and to plan amendments to the APP going forward.
- Between the 24th and 30th August 2018, the RTIA leadership team reviewed and refined further the content of the APP.
- Draft 1 was delivered to the shareholder on the 31st August 2018.

9. STRATEGIC GOALS AND OBJECTIVES

The RTIA Strategic Goals were derived from an extensive assessment of the macro-environment within which the RTIA operates; its internal strengths and weaknesses, as well as its external opportunities and threats (challenges). Critical challenges and opportunities facing the RTIA were reviewed, refined and reshaped to define critical areas of focus for the RTIA over the next five years.

The following Strategic Goals will be pursued by the RTIA over the period 2015-2020 and will receive a clear focus in this Annual Performance Plan. They are aligned to detailed and measurable objectives, which provide a way to commit resources and accountabilities to a particular course of action. The strategic objectives are supported by projects and/or activities which will be detailed in the operational plans of the organisation.

The following table sets out the alignment between the RTIA Strategic Goals, Strategic Objectives and Key Value Drivers.

Table 6: Strategic Goals, Strategic Objectives, and Key Value Drivers

Strategic Goals	Strategic Objectives	Key Value Drivers
(1) Effective and efficient organisational Management	• To promote effective internal management of the agency to proficiently deliver on AARTO (1)	• Sound governance and oversight. • Teamwork & collaboration. • Role clarity & accountability. • Effective internal processes, systems and controls. • ICT enablement. • Effective resourcing. • Sound Human Resources & management practices.
(2) Voluntary compliance with road traffic laws	• To discourage the contravention of road traffic laws through increased compliance and adjudication (2) • To facilitate the readiness and support of key stakeholders in the national implementation of AARTO (3) • To stimulate and encourage positive change in road user behaviour (4)	• Expeditious processing and finalising of infringements. • Research on relevant topics to support teams. • High quality, consistent decisions. • Technology enabled workflows, processes and channels. • Expeditious processing and finalising of matters. • Appropriate stakeholder management strategy in place.

10. ALIGNMENT TO THE GOVERNMENT-WIDE PRIORITIES AND OUTCOMES

The National Development Plan aims to eliminate poverty and reduce inequality by 2030. The insights of the National Development Plan (NDP) are self-evident and it continues to provide an outstanding framework for all South African public sector entities to align their work to. During the strategic planning process, the RTIA ensured the alignment of its Strategy and APP with the NDP, the Government's Medium Term Strategic Framework (MTSF), the Nine Point Plan as well as the strategic direction of the DoT.

RTIA alignment to the NDP

The following figure shows the ways in which the RTIA aligns to the NDP 2030.

Alignment to NDP 2030 Goals

1. Economy and employment
- Being a SOE, the RTIA is an important employer of South African people
- RTIA keep seek to keep people safe on SA roads, and in doing so, contribute to the functioning of the economy

4. Building safer communities
- The core of the RTIA mandate, which is represented in the RTIA vision is keeping the South African road user community safe

2. Positioning South Africa in the world
- RTIA share knowledge to the rest of the world
- RTIA are embracive of advanced technology and policy, and often engage internationally to bring best practice technology and policy to the country

5. Building a capable and developmental state
- Public access and provision of redress
- RTIA are focused on incorporating best practice policy in road safety to contribute towards building a capable state
- The RTIA plays a coordination role between multiple Governmental Departments as well as strengthens local Government, which aligns to this NDP goal

3. Improving education, training and innovation
- The RTIA have a relentless focus on workplace skills development for our staff
- As a core part of our mandate, the RTIA also have training programmes for a number of key stakeholder as well as the public on the rollout of AARTO, contributing to general road safety in SA

6. Fighting corruption
- The following are key pillars of the RTIA:
  - Fair adjudication of infringements,
  - Sound governance
  - Fraud management.

Figure 8: RTIA alignment to NDP 2030

The RTIA has aligned its 2019/20 Annual Performance Plan to the goals articulated in the National Development Plan. Over the MTEF period the RTIA will continue to make direct contribution towards unlocking potential of SMMEs, co-operatives, townships and rural enterprises. This will be achieved by recruitment of youth, disabled and women entrepreneurs for the 2019/20 financial year. These entrepreneurs are expected to drive the functions of: Tracing and serving of notices; Provision of in-loco inspections for finalisation of representations submitted by motorists under the AARTO Act; and provision of man-power for road safety promotions and AARTO walk in centres (kiosks).

Furthermore, if South Africa is to achieve inclusive growth, stronger and more direct efforts must continue to be made to broaden participation in the economy. The RTIA will continue to actively comply with the Broad-Based Black Economic Empowerment (B-BBEE) Amendment Act, 2013 (Act No. 46 of 2013) together with the revised Codes of Good Practice – thereby continuing to provide opportunities and support for black supplier development. Through these efforts the RTIA will contribute towards realizing the South African vision of a more equitable and inclusive economy.

11. FINANCIAL PLAN

This Financial Plan has been developed to ensure that the RTIA is financially sustainable for the period covered by the Medium Term Expenditure Framework (MTEF). It incorporates practical, realistic plans to:

- Ensure that the Finance Unit is strategically positioned to provide sound advice and deliver excellence in its functional services as well as reporting thereon;
- Maintain effective controls;
- Enhance the reliability of its budgeting and forecasting;
- Investigate and deliver on alternative ways of containing costs and of delivering increasing value for money through procurement; and
- Enhance its business processes to deal with the increased workload within the Finance function without requiring additional resources.

The **Finance Unit's Vision** is:

"To be a respected Business Partner that contributes to financial sustainability and the sound reputation of the RTIA."

The **Finance Unit's Mission** is:

"To optimise financial performance and good governance by providing insightful guidance, excellent service and ensuring sound internal controls in relation to the financial management at the RTIA."

Sound financial management is an imperative in sustaining the RTIA. The RTIA finance delivery model is represented below:

Figure 9: Finance Delivery Model

The Finance Unit's strategic goals have been formulated to ensure the effective and efficient use of financial resources. Over the next three years the Finance Unit will focus on:
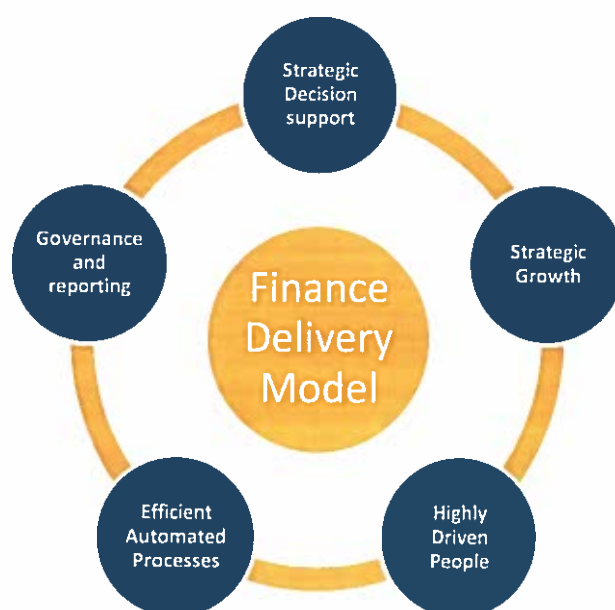
- Development of an improved revenue collection strategy to maximise collection rate;
- Sustain the achievement of unqualified audit opinion;
- Adopt a world class business financial solution to smoothly deliver end-to-end processes efficiently;
- Efficient and effective sourcing strategies and acquisition;
- Evolving the department to a leading value-add support function while continuing to meet transactional processing and external reporting requirements;
- Developing a framework for designing a finance service delivery model that can better support the requirements of key finance stakeholders to achieve efficiency and seamless integration;
- Providing sound strategic financial advice and guidance and optimising the value for money received by the RTIA; and
- Maintaining effective and efficient financial processes, systems, controls and policies to manage financial resources and risks.

11.1   Key Finance Initiatives

The ongoing monitoring of the budget and oversight over spending by the Finance Unit has been critical in ensuring that the RTIA delivers on its mandate. Adherence to sound financial disciplines and savings by virtue of increased efficiency will be in ensuring that all available funding will be optimally utilised.

In reviewing our progress over the previous financial year, cognisance has been taken of the following experiences over the previous financial year:

- Drastic reduction in the collection of infringement fees

- Continued sound financial governance and performance with the proceeded by the attainment of unqualified audit opinions. Sound financial management controls embedded in the processes.

- Investment in an integrated financial management solution to deliver on our processes.

- Implementation of recommendations made by the Audit and Risk Committee.

- The continuous updating and implementation of the Finance policies and Standard Operating Procedures.

For the upcoming period the focus point will shift towards the following identified business function goals:

Enhance the sustainability of the continued operations by:
- o   Exploring of alternative revenue streams to boost the current liquidity position.
- o   Identifying additional funding partners for the ED and National Rollout model.

Implement the Supply Chain Management (SCM) Strategy to:
- o   Enhance technology to streamline and harmonise transactions and processes.
- o   Ensure an efficient and intelligent SCM system that is aligned to the National Treasury best practices.

Support business across all its key measurement needs, providing relevant understandable information by:
- o   Improved budget reporting to support business analysis.
- o   Delivery of quality relevant information to support decision making.

11.2   Multi-year finance projections

Budget allocations have been made by National Treasury for the specific MTEF periods outlined in table 13 together with the expected grant allocation. The MTEF has been forecasted for a three year period, and budget estimate changes may be applied for accordingly on each ensuing year. The MTEF period is projected for the financial years 2019-20 to 2021-22.

The following table sets out the actual and budget forecasts of the for the next MTEF period.

Table 13: Statement of Infringement fees and Spending

Figures in R'000	Actual 2015/16	Actual 2016/17	Actual 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21	Budget 2021/22
Government grant	11,497	10,092	17,696	11 722	7,770	8,197	8,648
Infringement fees	242,244	140,906	166,036	277,258	247,596	278,155	294,185
Interest received	1,745	9,930	8,656	1,399-	1,742	-	-
Total income	255,486	160,928	192,388	290,379	257,108	286,352	302,833
Impairment loss on assets	4,581	-	-	-	-	-	-
Depreciation and amortisation on assets	4,553	4,169	3,372	-	-	-	-
Employment costs	65,320	76,703	82,216	115,167	127,355	137,141	145,491
Other operating expenses	94,337	63,598	136,811	164,821	119,293	138,152	139,342
Repairs and maintenance	64	353	296	-	-	-	-

Capital expenditure	-	-	-	10,391	10,460	11,059	11,721
Total spending	168,855	144,823	222,695	290,379	257,108	286,352	276,956
(Deficit) / Surplus	86,631	16,105	30,307	-	-	-	-

Source: Audited annual financial statement and Approved published MTEF budget

Table 14: Budget allocation per strategic objective

Figures in R'000	2018/19	2019/20	2020/21	2021/22
	R'000	R'000	R'000	R'000
Budget Forecast Income	290,379	257,108	286,352	302,833
2. To discourage the contravention of road traffic laws through increased compliance and adjudication	290,379	257,108	286,352	302,833
Budgeted Forecast Expenditure	290,379	257,108	286,352	302,833
1. To promote effective internal management of the agency to proficiently deliver on AARTO	76,415	83,659	90,697	95,430
2. To discourage the contravention of road traffic laws through increased compliance and adjudication	111,707			

		107,962	123,861	131,293
3. To facilitate the readiness and support of key stakeholders in the national implementation of AARTO	20,159	18,940	21,553	22,856
4. To stimulate and encourage positive change in road user behaviour	82,098	46,547	50,241	53,254
Surplus/(Deficit)	-	-	-	-

Source: Approved published MTEF

11.3   Budget Projections over the MTEF period

The MTEF budget projections are determined in accordance with Section 27(3) of the Public Finance Management Act (PFMA), Act No. 1 of 1999. The main source of income is infringement fees collected, this is further supplemented by the government grant allocation at a minimal impact. Infringement fees collection is the presumed source of income for the Agency, currently there are no other alternative revenue streams employed. For the upcoming MTEF period of 2019, there are no additional financial resources available for further allocation, this implies that the Agency will have to seek alternative sources of revenue or funding to sustain some of its key flagship projects.

Employment costs are determined in line with the proposed organisational structure and these are spread across in the different programmes of the APP. The employment cost factor includes the variable of expansion for the anticipated growth. The spending trend on the cost of employment has been suggested to have considerably grown over the past few years by National Treasury, the Agency has factored this variable in its estimates.

The expected 2019/20 annual budget has been reduced as a result of the National Treasury not to grant approval to retain the 2016/17 and 2017/18 cash surplus. The likely effect may impact on the Agency's ability to fully dispense of its legislative mandate of posting all the AARTO Courtesy Letters and Enforcement Orders as well as implanting the AARTO national rollout. The situation could only be avoided by the National Treasury and Department of Transport granting approval for a cash injection or that the Department wholly fund the

Agency's programmes. Another inhibiting factor is the reduced issuance of infringement notices by law enforcement Agencies. The reduction in cash flow has a direct impact on the Agency's ability to increase revenue through the issuance Courtesy Letters and Enforcement Orders.

The average annual growth rate of between 6.0% and 10.5% is expected across the commodity of goods and services in general, this has been applied to forecast the budget figures on a historic basis. In contrast, the real economic growth anticipated in South Africa is only 1.8% for the year. Additionally, the cost of the VAT increase of 1% pronounced from 1 April 2018, has been incorporated in the annual growth rate.

11.4 Capital expenditure projects

Capital expenditure is described as expenditure that is anticipated to stimulate economic growth and create value for the organisation. The Agency return on assets (ROA) has been determined at (15.8%) compared to 6.66% in the previous year. The ROA for 2018 is not a good indicator as a result of the loss suffered, perhaps another alternative indicator may need to be explored. Capital expenditure budget is a necessity in the MTEF framework for the maintenance and replacement of ICT infrastructure systems. Further details of the capital expenditure requirements for the 2019/20 financial year have been documented in the Approved Budget of the Agency annexed to the Business Plan.

11.5 Infrastructure plans

RTIA is not engaged in any infrastructure projects. For this reason, it does not develop infrastructure plans.

11.6 Dividend policies

The RTIA is a Schedule 3A public entity and does not have a share capital to declare dividends. Dividend policies are not applicable to the RTIA.

11.7 Materiality and Significance Framework

After taking into account the factors mentioned above, the RTIA's materiality framework is calculated as follows, using the 2017/2018 audited annual financial statements as a benchmark.

Table 7: RTIA Materiality Framework

Items	Amount	Percentage	Materiality amount
Total Revenue	R 183 732 656	1%	R 1 837 327
Deficit	R 30 307 525	5%	R 1 515 376
Total Assets	R 228 707 753	2%	R 4 574 155

The materiality amount for 2019/20 will thus be R 4 574 155 which has been determined using Total Assets as a reflection of the most stable factor. All transactions with a value above the materiality amount of R 4 574 155 will be deemed "significant".

11.8   Cost Containment Plan

The RTIA has developed a cost containment Plan in line with the most recent National Treasury practice notes and applicable legislation. Refer to Annexure B.

Part B:

Programme Performance

The RTIA comprises of **two programmes**, which are set out below:

12. PROGRAMME 1: ADMINISTRATION

a) **Purpose:** Provide strategic leadership to the RTIA to ensure the successful implementation of its legislative mandate through flexible, efficient and sustainable resource solutions and supporting services.

b) **Description of sub-programmes**

I. **The Office of the Registrar** – provides strategic direction and oversight to the operations of the RTIA.

II. **Financial Management** – provides support to the RTIA with respect to forecasting, budgeting, financial resource allocation, oversight and management.

III. **Human Resources**– provides support to the RTIA to ensure that the right people are available at the right time with the right competencies to ensure that the RTIA is able to execute on its mandate while ensuring the safety and wellness of its employees.

IV. **ICT** – provides support to the RTIA to ensure that the appropriate technology architecture, electronic communications channels and other associated information resources and services are available to ensure that the RTIA is able to operate efficiently and in a secure manner.

V. **Legal Services** – provide legal advice and support to RTIA.

VI. **Facilities management** – provides oversight of all facilities of RTIA.

12.1 Performance indicators and performance targets per programme: Administration

Strategic Objective 1: To promote effective internal management of the agency to proficiently deliver on AARTO

Goal	Ensure effective and efficient organisational management
Strategic objective	To promote effective internal management of the agency to proficiently deliver on AARTO
Objective statement	Alignment of resources, processes, and systems to ensure efficiencies within the organisation to competently deliver on the core objectives of AARTO
Baseline	As at the end of March 2018, the Road Traffic Infringement Agency had 101 employees and 20 internships/ Bursaries Basic ICT infrastructure is in place Key financial policies and procedures are in place
Justification	In line with Chapters 3 and 13 of the National Development Plan - contribute towards the reduction of the national unemployment rate from 24.9% in June 2012 to 14% by 2020 and 6% by 2030 and facilitate improved performance in delivery of service by ensuring that staff at all levels have the authority, experience, competence and support they need to do their jobs.
Links	**Aligned to priority 7 on the Apex list - Renewing and building a Capable, Honest Developmental State and a Social compact.** National Development Plan: Chapter 3 (Economy and Employment) to contribute towards reducing the national unemployment rate from 24.9% in June 2012 to 14% by 2020 and to 6% by 2030 and Chapter 13 (Building a capable and developmental state) particularly by meeting the objective intended to ensure that staff at all levels have the authority, experience, competence and support they need to do their jobs

Strategic Objective	Key Performance Indicator	Audited Performance			Estimated Performance	Medium-Term Targets		
		2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
1. To promote effective internal management of the agency to proficiently deliver on AARTO	1.1. % of business processes approved	N/A	N/A	ERP Model approved	Pilot and Test ERP Model	100% of SOP's approved	Conduct value chain analysis	Implement technology to support manual business processes
	1.2. % of Workplace Skills Plan implemented	N/A	N/A	70% Workplace Skills Plan implemented	80% Workplace Skills Plan implemented	100% Workplace Skills Plan implemented	100% Workplace Skills Plan implemented	100% Workplace Skills Plan implemented

12.2. Quarterly milestones

Programme Performance Indicators		Reporting Period	Annual Target 2019/20	Quarterly Targets			
				1st	2nd	3rd	4th
1.1	% of SOP's approved	Quarterly	100% of SOP's approved	25% SOP's approved: Finance, SCM and Operations	25% SOP's approved: Facilities, IT, Communications	25% SOP's approved: PMO, Governance, Legal & Compliance	25% SOP's approved: HR, Strategy and Reporting, Internal Audit and Risk
1.2	% of Workplace Skills Plan Implemented	Quarterly	100% Workplace Skills Plan implemented	25% Workplace Skills Plan implemented	25% Workplace Skills Plan implemented	25% Workplace Skills Plan implemented	25% Workplace Skills Plan implemented

12.3 Financial Plan (expenditure estimates for programme 1)

Reconciling Performance Targets with the Budget and MTEF - New performance indicators and targets have been developed for this Programme.

Programme 1 : Effective administration and resourcing of the Agency to deliver on its mandate

R'000	2018/19	MTEF Estimate 2019/20	2020/21	2021/22
Total revenue	48,811	52,882	55,320	58,489
Employment costs	16,000	16,000	18,000	20,000
Goods and services	22,420	26,422	26,261	26,768
Capital expenditure	10,391	10,460	11,059	11,721
Total Expenses	48,811	52,882	55,320	58,489
Surplus/(Deficit)	-	-	-	-

Source: Approved published MTEF

13. PROGRAMME 2: OPERATIONS

a) **Purpose:** This component is primarily responsible for all operational activities in line with the provisions of the AARTO Act. It is directly responsible for delivery of outputs that contribute to attaining the strategic outcome-oriented goals. It supports the following strategic objectives:

- To discourage the contravention of road traffic laws through increased compliance and adjudication.
- To facilitate the readiness and support of key stakeholders in the national implementation of AARTO.
- To stimulate and encourage positive change in road user behaviour.

b) **Description of sub-programmes**

VII.   Infringement adjudication and demerit management: Facilitate adjudication of road traffic infringements and readiness of implementation of a point demerit system.

VIII. Information management: Facilitate research and information management within RTIA.

IX.   Provincial operations: Facilitate and oversee all provincial operations related to the RTIA mandate.

X.   Communications: Facilitates greater awareness of the RTIA's mandate and ensures that there are regular, structured opportunities for engagement with key stakeholders. This ensures that the RTIA operates in an environment where all internal and external stakeholders are well informed and in which the activities of stakeholders may be effectively aligned to those of the RTIA.

13.1 Performance indicators and performance targets per Programme 2: Operations

Strategic Objective 2: To discourage the contravention of road traffic laws through increased compliance and adjudication

Strategic goal	Voluntary Compliance with Road Traffic Laws
Strategic objective	To discourage the contravention of road traffic laws through increased compliance and adjudication
Objective statement	To ensure compliance with Road Traffic Laws
Baseline	High fatality rates on the roads and non-compliance with the road traffic laws
Justification	Commitment for the 50% reduction of road crashes and fatalities made in terms of the United Nations Decade of Action for Road Safety 2011 - 2020
Links	Reduction of fatalities and increased compliance with road traffic laws

Strategic Objective	Key Performance Indicator	Audited Performance			Estimated Performance	Medium-term targets		
		2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
2. To discourage the contravention of road traffic laws through increased compliance and adjudication	2.1. % of received representations adjudicated within 21 days	100% of representations adjudicated within 21 days of date of receipt	100% of representations adjudicated within 21 days of date of receipt	100% of representations adjudicated within 21 days of date of receipt	100% of representations adjudicated within 21 days of date of receipt	100% of representations adjudicated within 21 days of date of receipt	100% of representations adjudicated within 21 days of date of receipt	100% of representations adjudicated within 21 days of date of receipt
	2.2. Develop alternative funding model to ensure Agency sustainability	R555m	R346.3m	Funding model developed	Funding Model approved	Pilot of Funding Model Component	Enhance and Pilot Funding Model Component	Implement Funding Model

Quarterly Milestones

Programme Performance Indicators		Reporting Period	Annual Target 2019/20	Quarterly Targets			
				1st	2nd	3rd	4th
2.1	% of received representations adjudicated within 21 days	Quarterly	100 % of representations adjudicated within 21 days of receipt	100% representations adjudicated within 21 days of receipt	100% representations adjudicated within 21 days of receipt	100% representations adjudicated within 21 days of receipt	100% representations adjudicated within 21 days of receipt
2.2	Develop alternative funding model to ensure Agency sustainability	Quarterly	Pilot of Funding Model Component	Prepare a Pilot Plan document of one revenue stream of alternative funding model	Simulate and test one funding stream of alternative funding model	Simulate and test one funding stream of alternative funding model	Submit a report of the Pilot of one revenue stream from the alternative funding model

Strategic Objective 3: To facilitate the readiness and support of key stakeholders in the national implementation of AARTO

Strategic goal	Voluntary Compliance with Road Traffic Laws
Strategic objective	To facilitate the readiness and support of key stakeholders in the national implementation of AARTO
Objective statement	To ensure readiness of all key stakeholders prior to full implementation of AARTO countrywide, as well as support to key stakeholders that are currently implementing AARTO
Baseline	Average 80% readiness and support by IAs upon implementation of AARTO
Justification	Empower stakeholders in ensuring their readiness in preparation for full implementation of AARTO, as well as to enable key stakeholders with the necessary support on implementing AARTO
Links	Department of Transport, broader Transport Sector, Pillar 4 (Safer road users) of the Global Plan for the Decade of Action for Road Safety 2011-2020 and the National Development Plan (Chapter 10: Health care for all and Chapter 13: Building a capable and developmental state)

Strategic Objective	Key Performance Indicator	Audited Performance			Estimated performance	Medium-term targets		
		2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
3. To facilitate the readiness and support of key stakeholders in the national implementation of AARTO	*3.1. The number of workshops held to disseminate AARTO related information to key stakeholders	3 meetings	38 AARTO support workshops conducted at provincial level	24 AARTO support workshops conducted at provincial level	27 AARTO support workshops conducted at provincial level	27 AARTO support workshops conducted nationally	27 AARTO support workshops conducted nationally	27 AARTO support workshops conducted nationally
	3.2. % of IA readiness for AARTO Roll Out based on the RTIA Readiness checklist	8 Provincial AARTO readiness meetings held.	N/A	80% of IA readiness for AARTO Roll Out based on the RTIA Readiness checklist	80% of IA readiness for AARTO Roll Out based on the RTIA Readiness checklist	80% of IA readiness for AARTO Roll Out based on the RTIA Readiness checklist	80% of IA readiness for AARTO Roll Out based on the RTIA Readiness checklist	80% of IA readiness for AARTO Roll Out based on the RTIA Readiness checklist

*3.1 Workshops Conducted: Integrative evaluation questionnaires will be used to assess whether the transactional partners have gained insight of the AARTO legislation, SOP's as well as to assess the buy-In.

Quarterly milestones

Programme Performance Indicators	Reporting period	Annual target 2019/20	Quarterly targets			
			1st	2nd	3rd	4th
3.1 The number of workshops held to disseminate AARTO related information to key stakeholders	Quarterly	27 AARTO workshops conducted nationally	5 AARTO workshops conducted nationally	8 AARTO workshops conducted nationally	8 AARTO workshops conducted nationally	6 AARTO workshops conducted nationally
3.2 % of IA readiness for AARTO Roll Out based on the RTIA Readiness checklist	Quarterly	80% of IA readiness for AARTO Roll Out based on the RTIA Readiness checklist	20% of IA Offices' assessed for readiness of AARTO roll-out	20% of IA Offices' assessed for readiness of AARTO roll-out	20% of IA Offices' assessed for readiness of AARTO roll-out	20% of IA Offices' assessed for readiness of AARTO roll-out

Strategic Objective 4: To stimulate and encourage positive change in road user behaviour

Strategic goal	Voluntary Compliance with Road Traffic Laws
Strategic objective	To stimulate and encourage positive change in road user behaviour
Objective statement	To change the non-compliant culture of road users through education and empowerment
Baseline	Average 20% compliance rate for traffic laws
Justification	Empowerment of road users about their responsibilities of road safety in line with the National Development Plan Chapter 10 (Health care for all) objective to reduce injury, accidents and violence by 50% from 2010 levels and by developing the requisite skills as per Chapter 11 (Social Protection) objective of addressing the skills deficit in the social welfare sector and Chapter 13 (Building a capable and developmental state) objective to ensure that staff at all levels have the authority, experience, competence and support they need to do their jobs. This also creates a platform for the development of comprehensive programmes to improve road user behaviour as per Pillar 4 (Safer road users) of the Global Plan for the Decade of Action for Road Safety 2011-2020.
Links	Aligned to priority 5 on the Apex list- Advance nation-building and social cohesion, and a safe South Africa for all. Department of Transport, broader Transport Sector, Pillar 4 (Safer road users) of the Global Plan for the Decade of Action for Road Safety 2011-2020 and the National Development Plan (Chapter 10: Health care for all and Chapter 13: Building a capable and developmental state)

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Strategic Objective	Key Performance Indicator	Audited Performance				Estimated Performance	Medium-Term Targets		
		2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	
4 To stimulate and encourage positive change in road user behaviour	4.1. Number of campaigns implemented to influence change in road users	184 community radio messages done	3 AARTO mobile offices	80 campaigns conducted	100 campaigns conducted	100 marketing communication campaigns conducted	100 campaigns conducted	100 campaigns conducted
	4.2. Number of new AARTO service outlets established	N/A	N/A	05 AARTO mobile offices established	05 AARTO mobile offices established	5 new AARTO service outlets established	5 new AARTO service outlets established	5 new AARTO service outlets established

Quarterly milestones

Programme Performance Indicators		Reporting Period	Annual Target 2019/20	Quarterly Targets			
				1st	2nd	3rd	4th
4.1	Number of campaigns implemented to influence change in road user behaviour	Quarterly	100 marketing communication campaigns conducted	25 marketing communication campaigns conducted	25 marketing communication campaigns conducted	30 marketing communication campaigns conducted	20 marketing communication campaigns conducted
4.2	Number of new AARTO service outlets established	Quarterly	5 new AARTO service outlets established	Initiate the procurement process of the new AARTO service outlets	2 new AARTO service outlets established	2 new AARTO service outlets established	1 new AARTO service outlets established

13.2 Risk Management and Mitigation

The following key risks that may affect realisation of the strategic goals contained in this programme have been identified and the appropriate actions to mitigate these risks have been identified.

Key Risks	Description	Action to Mitigate Risk
Lack of validity of the AARTO notices	(OBJ. Discourage) Lack of validity of the AARTO notices, caused by non-adherence to AARTO prescripts by stakeholders, leading to financial loss and reputational damage.	• Monthly monitoring of SAPO activities through reports • Consideration of electronic serving through the AARTO Amendment Bill • Develop penalty regime for non-compliance by Issuing Authorities (IAs)
Failure to enforce compliance for payment of penalties	(OBJ. Discourage) Failure to enforce compliance for payment of penalties caused by ineffective collecting mechanisms leading decline in collection rate	• Consideration of electronic serving of notices through AARTO Amendment Bill • To implement recommendations of behavioural economic study • Creation of RTIA online platform
Compromised sustainability of the Agency	(OBJ. Discourage) Compromised sustainability of the Agency caused by inadequate revenue streams leading to inability to achieve the agency mandate	• To implement administrative levy as per the Amendment Bill • Roll-out of AARTO nationally which will increase infringement revenue and unlock additional revenue streams

Key Risks	Description	Action to Mitigate Risk
Resistance to implementation of AARTO	Resistance to implementation of AARTO leading to failure to rollout AARTO nationally due to perceived system failure, poor consultation and corruption in the AARTO process.	• Develop stakeholder management strategy/ model.
Integrity of data lost on NCR	(OBJ. Discourage) Integrity of data lost on NCR leading to unreliable data, litigation, reputational damage and financial loss caused by hacking, human error and corruption.	• Draw NCR reports per AARTO elective option transactions on a monthly basis to check irregularities and perform RTIA transactional access audits in order to produce quarterly reports.
Inability of RTIA to influence behavioural change amongst road users	(OBJ. Influence) Inability of RTIA to influence behavioural change amongst road users caused by lack public awareness and education programme leading to a failure to reduce road carnage and increase in number of traffic offences.	• To conduct 100 education and awareness campaigns for the financial year
Minimal impact realised in influencing behavioural changes	(OBJ. Influence) Minimal impact realised in influencing behavioural changes of habitual infringers caused by non-existence of rehabilitation programmes leading to negative socio economic impact.	• Implement the outcomes of public perception survey • Enactment of Traffic Rehabilitation programme in the Act depending on implementation AARTO with PDS

13.3 Financial Plan (expenditure estimates for programme 2)

Reconciling Performance Targets with the Budget and MTEF - New performance indicators and targets have been developed for this Programme

Programme 2,3 & 4: Discourage the contravention of road traffic laws				
R'000	2018/19	2019/20	2020/21	2021/22
Total revenue	176,432	193,645	205,960	218,467
Employment costs	65,000	82,000	96,000	98,000
Goods and services	111,432	111,645	109,960	120,467
Total Expenses	176,432	193,645	205,960	218,467
Surplus/(Deficit)	-	-	-	-

Source: Approved published MTEF

PART C

Links to other plans

14. ASSET AND LIABILITY MANAGEMENT PLAN

Assets and liability management plan

- Efficient and effective management of agency's assets and liabilities;
- Safeguarding of agency's assets and;
- Collection of agency's liabilities when due.

The RTIA's asset at any given time is cash and cash equivalents. The annual grant allocation to the agency gets paid in four (4) instalments. Grant allocation is equivalent to 10% of the total revenue. Another significant asset class is debtors. These arise as a result of AARTO collections that comply with the requirements of the Generally Recognised Accounting Practice (GRAP) reporting standards. The debtors list is reconciled with the general ledger on a monthly basis and monitored closely by the Revenue unit.

Apart from the annual provision for performance bonuses which is made at the financial year end, the most significant liability item is trade and other payables. These include the amounts due to suppliers of goods and services at year-end where payments are still to be made. The RTIA makes payments to suppliers at least twice a month on the basis of valid and approved invoices. Creditor's accounts are reconciled monthly with the age analysis and the general ledger. The RTIA pays all its undisputed invoices received from suppliers within a 30 day period.

The RTIA has adopted a value for money procurement strategy that is closely managed through the supply chain processes. This ensures that suppliers are only paid for services provided when the RTIA is satisfied that it received a value for money service.

15. ICT PLAN

The RTIA's ICT Plan will ensure that there is a strong and clear relationship between ICT investment decisions, the operational focus of the ICT team and the achievement of the RTIA's overall organisational strategies, goals and objectives. Through ICT, the RTIA will:

- Improve stakeholder access to the RTIA;

- Increase operational efficiency and productivity, contributing to significant reductions in expenditure;

- Increase strategic and operational effectiveness, ensuring consistent approaches to work and intelligent reporting and decision making;

- Enable collaboration, learning and the sharing of information; and

- Enhance the connectedness and integrity of data, systems, processes and people.

The **Vision of ICT** is *"Technology innovation that builds compliant, safer road user communities towards zero fatalities".*

The **Mission of ICT** is *"To provide innovative, reliable and easy to use ICT solutions that enable RTIA to encourage compliance to road traffic laws in South Africa."*

Success so far and building blocks that are in place

Thus far the ICT unit has managed to provide the Agency with a stable, secure and cost-effective ICT infrastructure. Over the years the unit has managed to standardize IT hardware and software. A server room was built and equipped with UPS, backup generator, humidity, air-conditioning, fire suppression and detection systems.

E-mail, Internet, VOIP phones and Network Infrastructure was implemented and maintained in-house on a regular basis. The VPN and APN access is also provided to staff requiring remote access to RTIA network resources which incorporates IT systems, e-mails and documents stored on the network.

The unit also equipped three boardrooms and an auditorium with audio and visual services comprising of wireless projectors, video conferencing (Skype) and teleconferencing facilities.

A Financial system (Sage Evolution), HR system (ESS and Payroll), Call Centre system (Cisco BE 6000), Audit & Risk system (BarnOwl), Legal and Secretariat applications (Law Library and Recording System), SCM systems (Assets Management and Supplier Database), and Data & Statistical Analysis software were procured and implemented. A Biometric Access Control system to help secure the main building was also procured and implemented.

Applications such as Enterprise Service Desk System, RTIA Intranet, RTIA website, Enterprise Development Portal, AARTO Applications, e-petition, and Customer Satisfaction survey were developed and implemented

entirely in-house by IT unit staff. The ICT unit procured and employed firewalls as well as antivirus-software as security measures to minimize security risk exposure. All the computers on the network are protected and managed centrally. Virus definition updates are deployed from a central point. Security penetration tests are carried out regularly. The security system is monitored on a daily basis hence the Agency has managed to effectively handle all security threats thus far. The unit has also managed to develop and implement ICT policies effectively e.g., the Disaster Recovery Plan. An offsite backup and recovery solution is also in place.

Over the forthcoming years, the ICT Team will focus on ensuring that these ICT capabilities are developed and successfully adopted. They will transform their contribution from the current transactional support focus to that of being 'Information Optimisers', able to enhance collaboration, create systemic integration and unlock the potential value of ICT investments. Thus, ICT will play the following **roles** at the RTIA during the course of the next five years:

- Implementation of Corporate Governance of Information and Governance of ICT (CGICTPF)
- Implementation of eAARTO system to automate AARTO elective options and payment online;
- Acquisition of ICT Infrastructure for mobile offices (busses and kiosks);
- Implement a fully functional Disaster Recovery site;
- Implement a dashboard solution for RTIA performance (display screens);
- Revamp RTIA Website;
- Acquisition of fully functional video conferencing facility;
- Replacement ICT equipment that have become obsolete;
- Acquisition of ICT equipment for new staff;
- Acquisition of new information systems (as required);
- Maintenance of in-house systems;
- Staff capacitation of ICT unit;
- Implementation of online information sharing (blog for staff members);
- Renewal of Network Security licenses; and
- Renewal of software licenses.

Initiatives that IT will focus on in the 2019/20 financial year

- Build a fully functional server room for new building according to industry standards
- Acquire Internet (data-line) and VoIP phone infrastructure for the new building;
- Acquisition and implementation of Network infrastructure for the new building;
- Procure Biometric Security Access and surveillance system for the new building;
- Implementation and maintenance of Disaster Recovery Site;
- Continuous improvement to the implementation of Corporate Governance of Information and Governance of ICT (CGICTPF);
- Revamp of AARTO website to automate AARTO elective options for members of the public and facilitate workflow processes for other stakeholder

- Development and Implementation of AARTO Mobile App for members of the public to access AARTO services using mobile devices
- Implementation and maintenance of Customer Relationship Management System (CRM) for Call Centre
- Automation of business processes i.e. automation of submissions/requisitions
- Implementation and maintenance of Wi-Fi access Hotspot in the Agency
- Renewal of Network Security licenses;
- Improvement of Dashboard solution for RTIA Performance (display screens); and
- Maintenance and development of in-house system.

16. HUMAN RESOURCES PLAN

The RTIA is a transforming organisation that embraces the full potential of ICT to enable intelligent, efficient and effective work. The reality however is that ICT enabled processes still rely on the competence, passion and commitment of people to ensure efficient and effective service delivery. It is for this reason that ensuring that the RTIA has the 'right people in the right place at the right time' is a central theme of the overall Human Resources Strategy and Plan.

The Vision of RTIA's Human Resources is:

"To be a leading HR service centre creating shared value through expertise and partnership".

The Mission of RTIA's Human Resources is:

"To foster strategic partnerships that enhances the Agency's performance."

In order to effectively deliver on its HR services amidst the current RTIA organisational changes, it was important for the RTIA to find a service delivery model that fits its current operational needs, that is appropriate for its structure and various goals that it has set. The RTIA HR Unit has thus critically assessed its service delivery against the **HR** model, as illustrated in Figure 4 below.
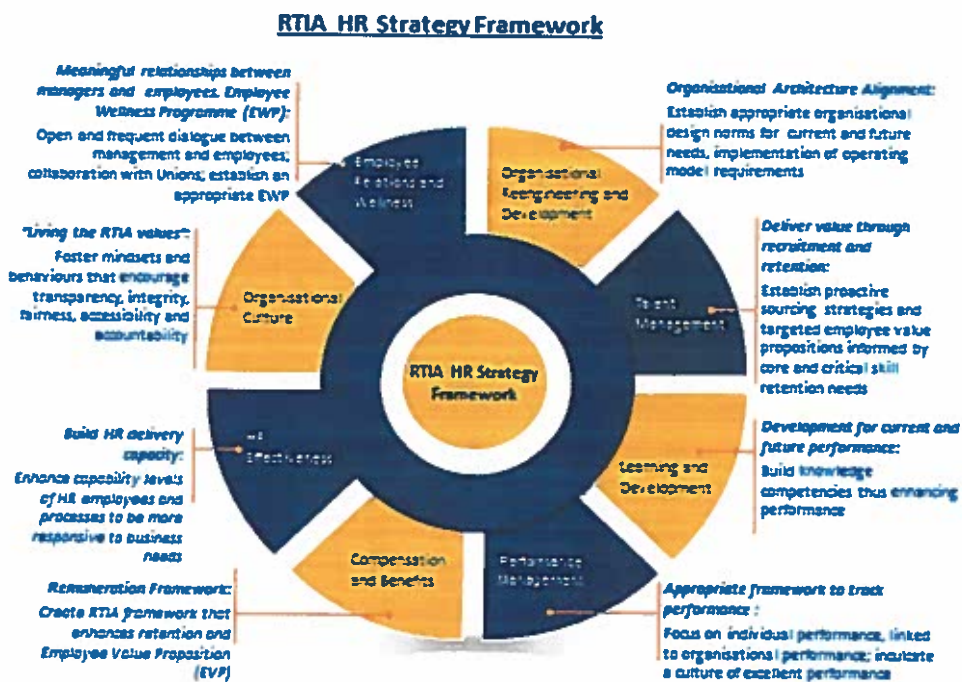
Figure 4: HR Delivery Model

The HR Unit has thus far set the foundational building blocks and have already achieved successes in the following areas:

HR Strategy: The Agency approved an HR Strategy that defines value creation through utilisation of the

RTIA human capital. A number of initiatives that are in line with the HR Strategy Framework will be implemented over the duration of the RTIA Strategic Plan.

Performance Management: The Agency introduced a performance management framework that highlights the following focus areas i.e., Performance Dialogues, target setting and an employee recognition programme. This initiative is critical in realising the Agency's goal of inculcating a high-performance culture.

Employee Health and Wellness Programme: The Agency's commitment to invest in the wellbeing of its valuable asset, the employees, drives the values adopted for the wellness programme launched in 2016. The programme is an important feature of the framework that represents the value of the RTIA attaches to its employee's wellbeing from social, psychological and general wellbeing

Employee Learning and Development: Learning and development is an essential element of an organisation's HR strategy framework. Built against the underlying skills development strategy, learning and development for the RTIA provides a practical alignment between strategic plan execution and the people management

practices. To this end, the Workplace Skills Plan (WSP) has prioritized programmes aimed at developing and enhancing employee competence and performance. In addition, the HR unit has established a Learning and Development Committee (LDC) that strategically deals with learning and development initiatives. In summary the LDC makes recommendations in terms of the following:

- Employee Study Assistance;
- External Bursary Programme;
- Ad-hoc learning initiatives'
- Tracking the learning and development budget; and
- Tracking the implementation of the WSP.

The HR Unit will focus on several areas over the course of the next 5 years. These are discussed below:

- **Organisational Re-engineering and Development**: Aligning workforce capacity in terms of capability and numbers through implementing an organisational structure that expressly supports RTIA resource requirements.
- **Talent Management**: Establishing proactive sourcing strategies and targeted employee value propositions informed by core and critical skill retention needs.
- **Learning and Development**: Build knowledge competencies thus enhance organisational performance.
- **Performance Management**: Appropriate framework to track performance focusing on individual performance linked to organisational performance and inculcating a culture of performance excellence.
- **Compensation and Benefits**: Creating an RTIA framework that enhances staff retention and develops a compelling Employee Value Proposition (EVP).
- **Organisational Culture/Living the RTIA values**: Fostering mind-sets and behaviours that enhance employee engagement and performance.
- **Employee Relations and Wellness**: Facilitating open and frequent dialogue between management and employees; collaboration with Unions; and establish an appropriate Employee Wellness Programme.
- **HR Effectiveness**: Building HR delivery capacity.

17. COMMUNICATIONS PLAN

Internal and external communication with all stakeholders is an important aspect of the RTIA's strategy in this APP.

Internal communication is key to ensure that:

- The internal stakeholders live and market the brand value proposition and embody the Agency's aspirations and service offerings to the public.

- Create a centre of service excellence and project the Agency as an authority on all matters related to AARTO and set the tone nationally.

External communication is important to ensure that:

- The RTIA and its mandate are well understood by all its stakeholders, that information concerning its services are widely disseminated and that its services may be easily accessed by all.

- There is regular information sharing and ongoing engagement between the public and RTIA through all modes of communication to ensure that the roles and functions of the Agency are accessible and project a positive brand image aligned to the vision, mission, and all strategic objectives.

The Vision of Communications is "*A voluntarily complaint and informed road user community*".

The Mission of Communications is "*to foster brand awareness through education and marketing*".

The Communications Unit has thus far been successful in putting various building blocks in place. The Unit continues to deliver and exceed some of its targets including:

- Continued marketing of the Agency and increasing its profile and establishing it in areas where it was not known;
- Taking service delivery to road users across the country through "know Your Traffic Fine Status Campaigns" and AATO Mobile Offices
- Flighting of electronic billboards;
- Promotional adverts and live reads; and
- Print media awareness programmes.

The Communications Unit has successfully implemented public awareness and education campaigns towards an informed road user community in the country using successful platforms such as the 'Know Your Traffic Fine Status Campaign'. This has been a very successful initiative by the Agency thus far and has been used by the Department of Transport as an example to showcase service delivery in the transport sector in many community based events including Parliament.

Other key successes have been recorded in the Interfaith Movement initiative under the stewardship of the Agency to the critical acclaim of this unique programme by the United Nations Secretary General. The programme has been identified as a unique programme not only in South Africa but the world over. The programme is about using various religious formations as a stepping stone to spread the message of road safety among communities in the country. The Agency has also effectively utilised the Rand Show Annual Exhibition as a key vehicle to promote access to RTIA services and payment of outstanding infringements in partnership with JMPD and TMPD.

Through the Road Safety Ambassador Programme the Agency has been able to create opportunities for the youth to circulate the 1 Million Signature Campaign books among communities during key events for a stipend, thus providing much needed relief for most of the unemployed youths in the country. The 1 Million Signature Campaign is geared towards declaring the 1st of October a National Prayer Day for Road Safety by Cabinet in order to raise awareness around the plight of road crash victims and deaths.

Another key success factor recorded has been the successful rebranding of the Agency since the initial corporate identity was very similar to that of the RTMC. The new corporate brand has repositioned the RTIA as a unique transport entity that sets it apart from all the other road entities of the Department of Transport. The Agency has also created a reputation for itself as an entity that is always willing to assist as a nurturing arm of government and is relied upon to implement urgent projects and programmes.

Over the next 5 years the main focus of the unit will be to prioritise:

- A Media Relations Policy for accountable media relations;
- Develop a structured approach to Communications on a formal year plan,
- Ensure consistency of 'look and feel' across RTIA information channels both internal and external to uplift the Agency corporate brand strategy;
- Implementation of the Communication Unit Integrated Marketing and Stakeholder Engagement Strategy;
- Conduct in-depth stakeholder research to understand and meet the needs of all critical stakeholders in the AARTO value chain;
- Update and supplement data and information on all electronic platforms of the Agency (website, intranet, Facebook, Twitter etc) by ensuring that a Content Developer is on board;
- Source training for managers authorised to speak to the media;
- Develop appropriate corporate branding that will elevate the image of the Agency;
- Prioritise internal stakeholder engagement through innovative platforms to create cohesion within the organisation; and
- Sponsor debate and academic research on enhancing will behind road user behaviour change.

Stakeholder engagement:

Stakeholder engagement is central to the success of the Integrated Communication Strategy of the Agency thus the unit will embark on stakeholder research to ensure that there is a thorough understanding of all stakeholders and their needs. This will enable effective brand positioning of the Agency which will influence marketing and advertising activities with the view to create high impact public awareness and education programmes.

Over the **period of this APP**, the RTIA will focus on the following initiatives:

The Communications Unit will continue embarking on intensive public awareness and education campaigns for the 2019/20 financial year as a means to achieving strategic objective 4 (i.e., '*To stimulate and encourage positive change in road user behaviour*'). Central thrust in this campaign is to prioritise internal stakeholders with the view not only to create cohesion within the Agency but to ensure that AARTO ambassadors are the employees of the RTIA. Communication year plans showing internal and external events will be developed. These will prioritise staff networking sessions to share and exchange information through workshops, intranet and other communication platforms such the staff newsletter.

The Communications Unit will work closely with the ED programme to empower and provide relevant AARTO information to all the appointed service providers. The Unit will also become an integral part of monitoring and evaluating the performance of the contracted enterprises to ensure that quality standards are met in the public awareness and education programme. The activities to be conducted will be measured against clear targets and impact evaluations will be conducted.

18. RISK MANAGEMENT PLAN

Please refer to the risk management elements outlined in tables under each part of the Programme descriptions provided in Part B of this document.

19. THE FRAUD PREVENTION PLAN

The RTIA Anti-Fraud and Corruption Plan contains guiding principles that help to establish an environment that will assist the Agency to effectively prevent and manage fraud risk which includes:

FRAUD RISK GOVERNANCE

As part of the RTIA governance structure, a fraud risk management programme should be in place, including a written policy (or policies) to convey the expectations of the board of directors and senior management regarding managing fraud risk. In response to this the RTIA have developed a Fraud Prevention Plan and related policies that convey the Board and management's expectations regarding management of fraud risks. The leadership of the agency has the responsibility guarantee that the control environment is adequate and effective to avert or detect incidents of fraud. All officials of the Agency are to be held accountable for the prevention and detection of fraud, corruption, theft or any activities of a similar nature, within their areas of responsibility.

FRAUD RISK ASSESSMENT

Regular fraud risk assessments are conducted by the Agency to identify potential patterns and events that the agency needs to mitigate against. Similarly, care should be taken to consider the relevant potential risks that could arise during the design and implementation of new systems and processes. The goal of the assessment is to determine the type, likelihood, and potential cost of risks in a traditional expected value framework. Since RTIA operations are data dependent, it is important to note that the sources of these risks may be external as well as internal.

FRAUD PREVENTION

The RTIA's control environment is designed to prevent and deter fraud before it occurs. Our prevention strategies are rooted in a culture of fraud awareness, understanding common policies and procedures, protection for whistle- blowers, and continuous communication about the importance of fraud prevention throughout the organisation. Officials know that fraud is possible and is a serious problem. The Agency has developed detection mechanisms, including fraud control and continues to seek feasible ways to mitigate possible impacts on the organisation.

FRAUD DETECTION AND INVESTIGATION

The RTIA has put in place structures that assist in the detection of fraud in the Agency to uncover fraud events when preventive measures fail, or unmitigated risks are realized. These structures include the Fraud Prevention Committee, on-going risk assessments, Internal Audits and anti-fraud and corruption hotline. In instances where fraud and corruption are reported, management is obligated to review and improve efficacy of the controls which have been breached so that similar irregularities might be prevented in future.

REPORTING AND REPORTING MECHANISM

The RTIA's Anti-Fraud and Corruption Policies sets out the responsibilities and processes which ensure that timely information is reported to a delegated official who can address the problem.

The RTIA further encourages staff members, stakeholders and members of the public who suspect fraudulent activities and wish to remain anonymous to call the Agency's Anti-Fraud and Corruption Hotline on 0800 204 473, email or fax to the contact details as available on the RTIA website. A fraud hotline is a simple, yet highly effective management tool designed to enable concerned employees in an organisation, as well as third parties associated with an organisation, to report fraudulent, corrupt and unethical practices in the workplace.

The RTIA plan also makes provision for the reports to be directed to the Auditor-General, Treasury or The Public Protector should the reporter wish not to use the hotline.

DUTY TO PROTECT WHISTLE BLOWERS

The Agency acknowledges and abides by the Protected Disclosures Act and other related legislation that seeks to protect whistle blowers. Consequently the agency is bound to protect all persons that report incidents of fraud and corruption from possible discrimination and punishment within the workplace.

REPORTING TO POLICE AND OTHER RELEVANT AUTHORITIES

The RTIA will report fraud and corruption, where applicable to the South African Police Services (SAPS) as required by the PFMA. Appropriate legal recourse to recover losses or damages arising from fraud and corruption will be taken in line with the PFMA requirements.

MANDATE TO INVESTIGATE FRAUD

All incidences of fraud and corruption will be investigated and followed up by the application of all remedial actions available within the ambit of the law. The Audit and Risk Committee is mandated to ensure that the investigations are facilitated and managed appropriately.

Affected service providers, stakeholders and staff will be required to co-operate fully when investigations are conducted. Non-co-operation by staff with the investigations will be dealt with in line with the Agency's disciplinary procedures.

TRAINING AND AWARENESS

Fraud awareness and related training will be undertaken regularly to increase and uphold vigilance within the agency.

20. OTHER REQUIREMENTS

Any subsidiary or statutory body reporting to the entity

None

Service Delivery Improvement Plan

The RTIA's service delivery commitments to its stakeholders are set out in their Service Charter.

Annexure A:
Materiality and Significance Framework

RTIA
Road Traffic Infringement Agency

1. INTRODUCTION

The RTIA is an entity of the department of transport whose mandate is to:

a) To encourage compliance with the national and provincial legislation and municipal by-laws relating to road traffic and to promote road traffic safety;

b) To encourage the payment of penalties imposed for infringements and to allow alleged minor infringers to make representations;

c) To establish a procedure for the effective and expeditious adjudication of infringements;

d) To alleviate the burden on the Courts of trying offenders for infringements;

e) To penalise drivers and operators who are guilty of infringements or offences through the imposition of demerit points leading to the suspension and/or cancellation of driving licences, professional driving permits or operator cards;

f) To reward law-abiding behaviour by reducing demerit points where they have been incurred, if infringements or offences are not committed over specified periods;

g) To establish an agency to support the law enforcement and judicial authorities and to undertake the administrative adjudication process; and

h) To strengthen co-operation between the prosecuting and law enforcement authorities by establishing a board to govern the agency.

2. REGULATORY REQUIREMENTS

The important regulatory provisions that determine what is material and significant with regard to the presentation of annual financial statements are contained in the Treasury Regulations dated 15 March 2005. The specific regulations are the following:

- Treasury Regulation 28.2.1 which deals with annual financial statements and annual reports which provides: Any material losses through criminal conduct and any irregular or fruitless and wasteful expenditure must be disclosed as a note to the annual financial statements of the public entity.

- Treasury Regulation 28.3.1: which deals with annual financial statements and annual reports which provides: For purposes of material (section 55(2) of the Act) and significance (section 54(2) of the Act), the Accounting Authority must develop and agree a framework of acceptable levels of materiality and significance with the relevant executive authority.

- Treasury Regulation 30.1.3(e) which deals with strategic planning which provides: The strategic plan must include the materiality/significance framework referred to in Treasury Regulation 28.3.1.

3. MATERIALITY

South African Auditing Standards ("the SAAS") 320 states: "Information is material if its omission or misstatement could influence the economic decisions of users taken on the basis of the financial statements. Materiality depends on the size of the item or error judged in the particular circumstances of its omission or misstatement. Thus, materiality provides a threshold or cut-off point (quantitative) rather than being a primary qualitative characteristic which information must have if it is to be useful."

Information may be both quantitatively (size) and qualitatively (nature) material. Both the amount and the nature of information will be considered in setting the materiality figure.

4. MISSTATEMENT

A misstatement in terms of the SAAS is the difference between amounts, classification, presentation or disclosure of a reported financial statement item and the amount, classification, presentation, or disclosure that is required for the item to be in accordance with applicable financial reporting framework. Misstatements can arise from error or fraud.

5. FACTORS TO DETERMINE THE MATERIALITY FRAMEWORK

The following factors were taken into account when determining the materiality framework.

5.1 THE NATURE OF THE RTIA'S BUSINESS

Revenue: Funding for the Agency primarily comprise grants received from the Department of Transport; together with income received from collection of infringement notices and handling and administration fees.

Expenditure: The RTIA is tasked to collect outstanding infringements and levy administration fees. The RTIA therefore prefers using revenue as a basis to define the level of materiality.

5.2 STATUTORY REQUIREMENTS

- RTIA is a public entity funded by the Department of Transport; its establishment having been in terms of the RTIA Act.
- The Agency is listed as a PFMA Schedule 3A public entity.
- The Board of the Agency is requested to execute the mandate in terms of the RTIA Act.

The agency accordingly elects to give preference to a lower level of materiality (i.e. closer to the lower level of the acceptable percentage range) due to it being so closely governed by various acts and the public accountability responsibility it has to stakeholders.

5.3 THE RISKS ASSOCIATED WITH THE ENTITY'S BUSINESS

The RTIA is exposed to the following potential risks:

a) Operational Risk

The level of risk arising from the day-to-day operational activities of the RTIA is moderate.

b) Liquidity Risk

The risk of the RTIA not being able to meet its financial obligations, as and when payments are due.

c) Credit Risk

The RTIA faces the possible risk of debtors failing to meet their cash obligations when due. However, this risk too is low as most debtors are State institutions and credible collection companies.

d) Human Resource Risk

The RTIA could face a risk when appointing new staff members. As more persons are appointed, organisational culture needs to be strengthened to ensure the success and sustainability of the RTIA.

e) Regulatory and Compliance Risk

The RTIA faces a moderate regulatory and compliance risk as it had partially implemented the AARTO Act and implementation was concentrated in 2 Municipalities only.

f) Information Risk

The nature of work performed by the representation officers poses a risk of confidentiality being breached.

g) Technological Risk

Controls around the RTIA's technological infrastructure are set in a way to prevent and detect unlawful access to information. However, the RTIA could face a risk of loss of information in cases of disasters.

h) Reputation Risk

The RTIA faces possible reputational risk in that it could be seen to be failing to make an impact on making roads safe. The risk could be increased by the loss of political and key stakeholder support.

6. QUANTITATIVE AND QUALITATIVE FACTORS

6.1 QUANTITATIVE FACTORS

The quantitative materiality will be based on the value of the item in relation to the latest audited set of annual financial statements.

6.2 QUALITATIVE FACTORS

The following qualitative factors were taken into consideration when developing the framework.

6.2.1 Non-compliance to statutory requirements

Non-compliance with Acts, regulations, policy control measures, procedures, instructions and authorizations will be considered material, based on financial impact.

6.2.2 Unusual items

Transactions concluded that are not repetitive in nature that may commit the RTIA to liabilities or could expose the RTIA to risk will be reported, based on their significance.

6.2.3 The nature of transactions

The nature of a transaction relates to the characteristics of the item within the set of annual financial statements. The credibility of the information reported from the investigations has a great impact on the entity as a whole.

7. MATERIALITY FRAMEWORK

After taking into account the factors mentioned above, the RTIA's materiality framework is calculated as follows, using the 2017/2018 audited annual financial statements as a benchmark.

Table 8: RTIA's Materiality Framework

Items	Amount	Percentage	Materiality amount
Total Revenue	R 183 732 656	1%	R 1 837 327
Deficit	R 30 307 525	5%	R 1 515 376
Total Assets	R 228 707 753	2%	R 4 574 155

The materiality amount for 2019/20 will thus be R 4 574 155 which has been determined using Total Assets as a reflection of the most stable factor. All transactions with a value above the materiality amount of R 4 574 155 will be deemed "significant".

Annexure B:
Cost Containment Plan

The following cost containment measures will be implemented over the MTEF cycle:

National Treasury directives numbers 2 and 3 of 2016/2017 with regards to cost containment measures have been implemented from 1 November 2016 as per the directive. Monthly reporting is done on cost containment measures. The strategic plan must also have a specific section dealing with the annual Cost Containment Plan. These include the following:

- Travel & Subsistence costs: "Best fare of the day" for flights, which must include not only SAA and BA, but also the low cost carriers such as Mango and Kulula. Domestic accommodation and car rental must be booked in accordance with the prescribed rates by NT, as part of the directive.
- Specific motivations for consultants will be done and authorized by top management.
- Catering expenses: No expenses allowed for internal meetings under 5 hours, internal meetings over 5 hours will require specific approval by the accounting officer.
- No expenses related to alcohol.
- No expenditure allowed on social functions, team building, year-end functions, sporting events.
- No expenditure allowed on corporate branded items, including clothing, unless it's specifically procured under a uniform policy.
- Expenses on newspapers and any other publications limited to that which is necessary for the communications unit work requirements.
- Telephone, cell phone and data cost to be managed effectively with proper policies and monitoring thereof, through the Mobile communications transversal contract with National Treasury.
- Advertising costs to be minimised, including advertisements for vacancies, with minimum information on advertisement and the detail on the website of the entity.
- Hiring of venues to be strictly controlled.
- Attending of conferences - proper policies of who can attend which courses must be developed. May not exceed R2, 500 per employee per day, or else Accounting Officer to approve, and it must then be fully disclosed in the Annual Report.

Further cost containment measures that will be implemented:

- Internal documents, unless approved otherwise by a manager where appropriate, needs to be printed in black & white – colour copies cost 5 times as much as black and white.
- Proper management reporting on all RTIA fleet vehicles with regards to distances travelled, average fuel consumption, etc. to ensure that vehicles are used efficiently and cost effectively. Facilities will scrutinise these reports for on a monthly basis.
- Any contracts that the RTIA enters into will be scrutinized for cost efficiency and benefits associated with it.
- Sponsorship of conferences and events will only be carried out in line with the RTIA mandate and business objectives.

Annexure C:
Technical Indicator Profiles

PROGRAMME 1: ICT

Strategic Outcome-oriented Goal 1: Effective and efficient organisational management
Strategic Objective 1: To promote effective internal management of the agency to proficiently deliver on AARTO

Indicator Title	% of business processes (SOP's) approved
Short Definition	Business Process Re-Engineering (BPR) is a tool that will assist the organisation in reducing the number of manual processes and waste internally, as well as provide a strong basis to find automation opportunities.
Purpose / Importance	There are many benefits of implementing BPR, including, but not limited to: 1. Increased performance - through lower costs, better service, reduced cycle times, and better quality 2. Increased competitiveness – through simpler, leaner and more productive processes 3. Increased business innovation – through transforming manual business processes with automated system solutions Further, on the agency's journey to becoming more technology driven, BPR will provide the platform to identify high value automation opportunities.
Source of Data Collection	Collection of information from internal business units
Method of Calculation	Steering group workshop recommendations and approval
Data Limitation	Dependent on co-operation from users
Type of Indicator	Milestone
Calculation Type	Cumulative
Reporting Cycle	Quarterly
New Indicator	Yes
Desired Performance	BPR 'current state' will allow for the identification of manual processes, 'waste', and automation opportunities
Indicator Responsibility	Executive Programme Manager

2019/20 Annual Target	**Annual Target**	**Admissible Evidence for the Annual Target**
	100% of SOP's approved	SOP's Report

Admissible Evidence for Quarterly Targets	**Quarterly Targets**	**Admissible Evidence for Quarterly Targets**
Q1	25% SOP's approved: Finance, SCM and Operations	Approved SOP's
Q2	25% SOP's approved: Facilities, IT and Communications	Approved SOP's
Q3	25% SOP's approved: PMO, Governance, Legal & Compliance	Approved SOP's
Q4	25% SOP's approved: HR, Strategy and Reporting, Internal Audit and Risk	Approved SOP's

Risk	Definition	Mitigation
Data integrity	Inaccurate/ incomplete data from units resulting in skewed processes – process inefficiencies.	Engagements with Exco and sign off on every process

HUMAN CAPITAL MANAGEMENT

Strategic Outcome-oriented Goal 1: Effective and efficient organisational management
Strategic Objective 1: To promote effective internal management of the agency to proficiently deliver on AARTO

Indicator Title	% of Workplace Skills Plan implemented	
Short Definition	Improved organisational performance through better resourcing	
Purpose / Importance	Enhance organisational performance through the optimising organisational capabilities	
Source of Data Collection	Training Reports	
Method of Calculation	Number of training programmes	
Data Limitation	Low attendance	
Type of Indicator	Activity	
Calculation Type	Cumulative	
Reporting Cycle	Quarterly	
New Indicator	No	
Desired Performance	Improved organisational performance	
Indicator Responsibility	Senior Executive: Corporate Support Services	
2019/20 Annual Target	**Annual Target**	**Admissible Evidence for the Annual Target**
	100% Workplace Skills Plan implemented	Annual training reports
Admissible Evidence for Quarterly Targets	**Quarterly Targets**	**Admissible Evidence for Quarterly Targets**
Q1	25% Workplace Skills Plan implemented	Quarterly training reports
Q2	25% Workplace Skills Plan implemented	Quarterly training reports
Q3	25% Workplace Skills Plan implemented	Quarterly training reports
Q4	25% Workplace Skills Plan implemented	Quarterly training reports

Risk	Definition	Mitigation
Identifying inappropriate training needs	Training programmes that do not enhance employee performance	Validating training needs across MANCO & EXCO as well as performance scorecards Source appropriate training providers that are accredited by SETAs

PROGRAMME 2:   REPRESENTATIONS

Strategic Outcome-oriented Goal 2: Voluntary compliance with road traffic laws
Strategic Objective 2: To discourage the contravention of road traffic laws through increased compliance and adjudication

Indicator Title	% of received representations adjudicated within 21 days	
Short Definition	Indicator measures the percentage of representations adjudicated that falls within the 21 day window period from received date.	
Purpose / Importance	Without timeous adjudication, administration prescripts will not be complied with.	
Source of Data Collection	NCR report obtained directly from the eNaTIS contractor.	
Method of Calculation	All representations received up to 15 March 2020 will be considered as valid applications regarding the indicator. All applications after 15 March 2020 will be form part of the new financial year reporting period. The final percentage in decimal form will be amended to the nearest percentage. Below is the calculation formula to be used: 1. Successful + Unsuccessful + Cancelled + Pending within 21 days = Achieved 2. Pending outside 21 days = Not Achieved 3. Achieved + Not Achieved = 100% of received representations 4. Any % achieved from 99% will be accepted as an achievement.	
Data Limitation	Data template provided by eNaTIS contractor amended without prior knowledge	
Type of Indicator	Activities	
Calculation Type	Cumulative	
Reporting Cycle	Quarterly and consolidated to an annual figure.	
New Indicator	No	
Desired Performance	100%	
Indicator Responsibility	Manager: Representations	
2019/20 Annual Target	**Annual Target**	**Admissible Evidence for the Annual Target**

	100% of received representations adjudicated within 21 days	Reports obtained from the NaTIS Contractor
Admissible Evidence for Quarterly Targets	**Quarterly targets**	**Admissible Evidence for Quarterly Targets**
Q1	100%	Reports obtained from the NaTIS
Q2	100%	Reports obtained from the NaTIS
Q3	100%	Reports obtained from the NaTIS
Q4	100%	Reports obtained from the NaTIS

Risk	Definition	Mitigation
Human error	Mistakes caused by adjudicators that may lead to missed adjudications	Weekly monitoring of pending matters through Natis reports Daily balancing of transactions performed through reconciliation reports.

REVENUE MANAGEMENT

Strategic Outcome-oriented Goal 2: Voluntary compliance with road traffic laws

Strategic Objective 2: To discourage the contravention of road traffic laws through increased compliance and adjudication

Indicator Title	Develop alternative funding model to ensure Agency sustainability
Short Definition	Model seeks to increase additional revenue streams, in a sustainable manner
Purpose / Importance	To help create a self-sustainable Agency and to re-invest the funds in road safety programmes
Source of Data Collection	National Contravention Register e.g disbursement reports infringement captured report
Method of Calculation	CPI is the method of calculation as it is the primary indicator for the measurement of monetary policies and changes in the cost of living. Therefore we assume that general public shall be able to afford payment rate equivalent to the CPI.
Data Limitation	Access to the National Contravention Register may be limited. Data template changes by eNaTIS contractor without prior notice
Type of Indicator	Outcome
Calculation Type	Cumulative
Reporting Cycle	Quarterly
New Indicator	No
Desired Performance	To ensure Agency financial sustainability

Indicator Responsibility	Revenue Management Manager	
2019/20 Annual Target	**Annual Target**	**Admissible Evidence for the Annual Target**
	Pilot of Funding Model Component	Pilot report on Funding Model Component
Admissible Evidence for Quarterly Targets	**Quarterly Targets**	**Admissible Evidence for Quarterly Targets**
Q1	Prepare a Pilot Plan document of one revenue stream of alternative funding model.	Pilot Plan Document
Q2	Simulate and test one funding stream of alternative funding model	Draft findings report
Q3	Simulate and test one funding stream of alternative funding model	Draft findings report
Q4	Submit a report of the Pilot of one revenue stream from the alternative funding model	Pilot Report

Risk	Definition	Mitigation
Compromised sustainability of the agency	Compromised sustainability of the agency caused by insufficient revenue streams leading to inability to achieve the agency mandate	1. Establishment of 5 new AARTO service outlets (Kiosks) as an additional payment platform 2. Consideration of Infringement levy as per the amendment bill 3. To develop systems to deliver business intelligence-based outcomes of behavioural economic study

OPERATIONS

Strategic Outcome-oriented Goal 2: Voluntary compliance with road traffic laws
Strategic Objective 3: To facilitate the readiness and support of key stakeholders in the national implementation of AARTO

Indicator Title	The number of workshops held to disseminate AARTO related information to key stakeholders
Short Definition	Indicator measures the number of AARTO workshops conducted to support key stakeholders
Purpose / Importance	To ensure that transactional partners are ready for the successful implementation of AARTO. Without their readiness, the implementation will not be successful
Source of Data Collection	Completed AARTO readiness files and approved report. The file contains invitations, attendance register and other relevant documents
Method of Calculation	Count the number of workshops conducted.
Data Limitation	Unavailability of transactional partners due to other programmes (Easter, transport month and festive season) despite the confirmations received
Type of Indicator	Activities
Calculation Type	Cumulative

Reporting Cycle	Quarterly and consolidated to an annual figure	
New Indicator	No	
Desired Performance	27 workshops	
Indicator Responsibility	Chief Operations Officer	
2019/20 Annual Target	**Annual Target**	**Admissible Evidence for the Annual Target**
	27 AARTO support workshops	Completed AARTO readiness files and approved report. The file contains invitations, attendance register and other relevant documents.
Admissible Evidence for Quarterly Targets	**Quarterly Targets**	**Admissible Evidence for Quarterly Targets**
Q1	5 AARTO support workshops	Completed AARTO readiness files and approved report. The file contains invitations, attendance register and other relevant documents.
Q2	8 AARTO support workshops	Completed AARTO readiness files and approved report. The file contains invitations, attendance register and other relevant documents.
Q3	8 AARTO support workshops	Completed AARTO readiness files and approved report. The file contains invitations, attendance register and other relevant documents.
Q4	6 AARTO support workshops	Completed AARTO readiness files and approved report. The file contains invitations, attendance register and other relevant documents.

Risk	Definition	Mitigation
Resistance to the implementation of AARTO	Resistance to the implementation of AARTO caused by uncertain stakeholder reactions and political sentiment leading to failure of national AARTO rollout	1.Stakeholder perception survey on AARTO 2. Secure evidence-based stakeholder buy-in 3.Communication on the benefits of implementation of AARTO

Indicator Title	% of IA readiness for AARTO Roll Out based on the RTIA Readiness checklist
Short Definition	Indicator measures the number of offices of IAs assessed for readiness
Purpose / Importance	To ensure that offices of IAs are ready for successful implementation of AARTO.
Source of Data Collection	Completed AARTO readiness forms and approved report. The file contains forms indicating aspects that are necessary for the IAs to have in place for implementation of AARTO
Method of Calculation	Count the number of IA Offices that have been visited and assessed.

Data Limitation	Unavailability of IA officials to confirm by signing the forms.	
Type of Indicator	Activities	
Calculation Type	Cumulative	
Reporting Cycle	Quarterly and consolidated to an annual figure	
New Indicator	No	
Desired Performance	Targeted performance of 80% of IA's offices assessed	
Indicator Responsibility	Chief Operations Officer	
2019/20 Annual Target	**Annual Target**	**Admissible Evidence for the Annual Target**
	80% of IA Offices' assessed for readiness of AARTO roll-out **Target: 306 IA Offices assessed**	Completed AARTO readiness files and approved report. The file contains forms indicating aspects that are necessary for the IAs to have in place for implementation of AARTO
Admissible Evidence for Quarterly Targets	**Quarterly Targets**	**Admissible Evidence for Quarterly Targets**
Q1	20% of IA Offices' assessed for readiness of AARTO roll-out	Completed AARTO readiness files and approved report. The file contains forms indicating aspects that are necessary for the IAs to have in place for implementation of AARTO
Q2	20% of IA Offices' assessed for readiness of AARTO roll-out	Completed AARTO readiness files and approved report. The file contains forms indicating aspects that are necessary for the IAs to have in place for implementation of AARTO
Q3	20% of IA Offices' assessed for readiness of AARTO roll-out	Completed AARTO readiness files and approved report. The file contains forms indicating aspects that are necessary for the IAs to have in place for implementation of AARTO
Q4	20% of IA Offices' assessed for readiness of AARTO roll-out	Completed AARTO readiness files and approved report. The file contains forms indicating aspects that are necessary for the IAs to have in place for implementation of AARTO

Risk	Definition	Mitigation
Resistance by IA officials to cooperate during assessment	Resistance by IA officials to cooperate during assessment caused by uncertainties of processes leading to offices not being ready to implement AARTO	1. Continuous AARTO workshops with IAs 2. Training of IA officials

Indicator Title	% of IAs supported (currently implementing AARTO), based on the RTIA compliance checklist
Short Definition	Indicator measures the number of offices of IAs supported

Purpose / Importance	To ensure that offices of IAs are provided with the necessary support in the implementation of AARTO	
Source of Data Collection	Completed AARTO compliance checklist.	
Method of Calculation	Count the number of IA Offices that have been visited and assessed.	
Data Limitation	Unavailability of IA officials to confirm by signing the forms.	
Type of Indicator	Activities	
Calculation Type	Cumulative	
Reporting Cycle	Quarterly and consolidated to an annual figure	
New Indicator	Yes	
Desired Performance	Targeted performance of 80% of IA's offices assessed	
Indicator Responsibility	Chief Operations Officer	
2019/20 Annual Target	**Annual Target**	**Admissible Evidence for the Annual Target**
	80% of IA Offices' assessed for support in their implementation of AARTO	Completed AARTO compliance checklist
Admissible Evidence for Quarterly Targets	**Quarterly Targets**	**Admissible Evidence for Quarterly Targets**
Q1	20% of IA Offices' assessed for support in their implementation of AARTO	Completed AARTO compliance checklist
Q2	20% of IA Offices' assessed for support in their implementation of AARTO	Completed AARTO compliance checklist
Q3	20% of IA Offices' assessed for support in their implementation of AARTO	Completed AARTO compliance checklist
Q4	20% of IA Offices' assessed for support in their implementation of AARTO	Completed AARTO compliance checklist

Risk	Definition	Mitigation
Resistance by IA officials to cooperate during assessment	Resistance by IA officials to cooperate during assessment caused by uncertainties of processes leading to offices not being ready to implement AARTO	1. Continuous AARTO workshops with IAs 2. Training of IA officials

COMMUNICATIONS

Strategic Outcome-oriented Goal 2: Voluntary compliance with road traffic laws
Strategic Objective 4: To stimulate and encourage positive change in road user behaviour

Indicator Title	Number of campaigns implemented to influence change in road users
Short Definition	Indicator measures the number of education and awareness campaigns conducted. A campaign is any activity that interacts with the public by the following means (outreach, community radio, community newspaper, national radio, national newspaper, social media, out of home)
Purpose / Importance	Raise awareness about RTIA, its products and services. Without education and awareness campaigns the Agency may suffer reputational damage and have limited impact on all stakeholders.

Source of Data Collection	Feedback forms, event registers and reports on all education and awareness campaigns conducted	
Method of Calculation	Count the number of awareness campaigns conducted	
Data Limitation	Budgetary constraints may impact the ability of the RTIA to provide structured opportunities	
Type of Indicator	Activity leading to an output	
Calculation Type	Accumulated over the quarters	
Reporting Cycle	Quarterly and aggregated annually	
New Indicator	No	
Desired Performance	Performance equal or higher than 100 education and awareness campaigns	
Indicator Responsibility	Manager: Communications	
2019/20 Annual Target	**Annual Target**	**Admissible Evidence for the Annual Target**
	100 education and awareness campaigns conducted	Attendance registers
Admissible Evidence for Quarterly Targets	**Quarterly Targets**	**Admissible Evidence for Quarterly Targets**
Q1	25 marketing communication campaigns conducted	Campaign material or signed registers/forms of outreach campaigns
Q2	25 marketing communication campaigns conducted	Campaign material or signed registers/forms of outreach
Q3	30 marketing communication campaigns conducted	Campaign material or signed registers/forms of outreach
Q4	20 marketing communication campaigns conducted	Campaign material or signed registers/forms of outreach

Risk	Definition	Mitigation
Inability of the RTIA to influence behavioural change amongst road users	Inability of the RTIA to influence behavioural change amongst road users caused by lack of public awareness and education programmes leading to a failure to reduce road carnage and increase in number of traffic offences	To conduct 100 education and awareness campaigns for the financial year

Indicator Title	Number of new AARTO service outlets established
Short Definition	Indicator measures the number of outlets/ kiosks established in key areas to increase RTIA awareness, provide support, and have a presence.
Purpose / Importance	Raise awareness about RTIA, its products and services. Without support and awareness the Agency may have limited impact on all stakeholders.
Source of Data Collection	Attendance register of clients serviced at the new, relevant outlet
Method of Calculation	Count the number of outlets established
Data Limitation	Budgetary constraints may impact the ability of the RTIA to establish a continued physical presence
Type of Indicator	Activity leading to an output
Calculation Type	Accumulated over the quarters
Reporting Cycle	Quarterly and aggregated annually
New Indicator	No

Desired Performance	5 new AARTO service outlets established	
Indicator Responsibility	Manager: Enterprise Development	
2019/20 Annual Target	**Annual Target**	**Admissible Evidence for the Annual Target**
	5 new AARTO service outlets established	Attendance register of clients serviced at all 5 new outlets
Admissible Evidence for Quarterly Targets	**Quarterly Targets**	**Admissible Evidence for Quarterly Targets**
Q1	Procurement of AARTO service outlets	Approved Submission Document
Q2	2 new AARTO service outlets established	Attendance register of clients serviced
Q3	2 new AARTO service outlets established	Attendance register of clients serviced
Q4	1 new AARTO service outlets established	Attendance register of clients serviced

Risk	Definition	Mitigation
Inability of the RTIA to influence behavioural change amongst road users	Inability of the RTIA to influence behavioural change amongst road users caused by lack of public awareness and support leading to a failure to reduce road carnage and increase in number of traffic offences	To increase the physical presence of RTIA and provide support to road users

RTIA
Road Traffic Infringement Agency