ANNUAL PERFORMANCE PLAN
2026-2027

31 JANUARY 2026

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Acronyms

Acronym	Description
4IR	4th Industrial Revolution
APP	Annual Performance Plan
AU	African Union
DMA	Disaster Management Act
DoT	Department of Transport
DPME	Department of Planning, Monitoring and Evaluation
IA	Issuing Authority
ICT	Information Communication Technology
MTSF	Medium Term Strategic Framework
NCR	National Contravention Register
NDP	National Development Plan
NRSS	National Road Safety Strategy
PCoT	Portfolio Committee on Transport
PDS	Points Demerit System
PESTEL	Political, Economic, Social, Technological, Environmental, and Legal
RTIA	Road Traffic Infringement Agency
SADC	Southern African Development Community
SALGA	South African Local Government Association
SCM	Supply Chain Management
SDG	Sustainable Development Goals
SoE	State Owned Entity
SMS	Short Messaging Services
SWOT	Strengths, Weaknesses, Opportunities and Threats
TID	Technical Indicator Descriptor
UN	United Nations
VFMNS	Vehicle Fleet Management Notification System

Executive Authority Statement

The 2026-2027 financial year marks the midway point of the 2024 – 2029 Medium Term Development Plan (MTDP). During this period, we will be able to gauge the Department of Transport and its entities' progress in achieving the three strategic priorities of the Seventh Administration, namely: inclusive economic growth and job creation, being the apex priority, maintaining and optimizing the social wage, and building a capable, ethical, and developmental state.

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

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

The Road Traffic Infringement Agency 's (RTIA) 2026-2027 Annual Performance Plan aims to enhance the process of administering 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 specialized prosecution support services; and to undertake community education and community awareness programmes in order to ensure that individuals understand their rights and options.

These aims will be achieved through successfully rolling out the Administrative Adjudication of Road Traffic Offences (AARTO) Amendment Act nationally; administering a procedure to discourage contravention of road traffic laws; and establishing a procedure for the effective and expeditious adjudication of infringements. The objectives included in these focus areas are aligned with the MTDP goal of creating a capable, ethical and developmental state.

I hereby present the RTIA Annual Performance Plan for the 2026-2027 financial year.

MS B.D. CREECY, MP
Minister of Transport

Accounting Authority Statement

The AARTO Act establishes the RTIA as an independent adjudicator designed to provide for an administratively fair and just system for road traffic law infringements whilst upholding the rights of the alleged infringer. The RTIA's responsibilities as enshrined in the founding legislation include the implementation of community education and awareness programmes targeted at enhancing voluntary road traffic law compliance and fostering behavioural change amongst road users.

Thus, amongst other objects, the RTIA is mandated to ensure the implementation of fair adjudication process for road traffic infringements. The Accounting Authority has, throughout the development of the APP ensured that the mandate and objectives of the AARTO Act, the MTDP strategic goals, the National Development Plan goals are included in the MTEF targets.

The Board will forge ahead with implementation of Good Governance Practices and corrective measures in the Agency to restore compliance to good governance practices and standards. The Board will furthermore continue to work with Department of Transport and other Chapter Nine Institutions to realise its plan of turning the RTIA into a viable, compliant and best performing Agency.

The Board welcomes the support given by the Department of Transport and the Minister especially with the approval of the appointment of the Registrar/ Chief Executive Officer, which is anticipated, will bring strategic leadership and stability to ensure the Agency delivers on its mandate and the strategic targets as articulated in this APP.

Mr B Ramokhele
RTIA: Chairperson
Date: 2026/01/31

Official Sign-Off

Name	Title	Signature	Date
Mr Jacob Mmekoa	Head: Strategy & Reporting		30/01/2026
Adv. Mncedisi Bilikwana	Executive: Governance and Legal		30/01/2026
Mr. Caiphus Matjie	Chief Financial Officer		30/01/2026
Mr. Caiphus Matjie	RTIA Acting Registrar		30/01/2026
Mr. Bonolo Ramokhele	Chairperson: RTIA Board		2026/01/31
Ms. Barbara Creecy, MP	Minister of Transport		27 March 2026

Background

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 other legislations 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 is an entity of 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 concerning the infringement notices dispensed by the various Issuing Authorities to the alleged infringers on South African roads.

The Administrative Adjudication of Road Traffic Offences (AARTO) is anchored on lessons learned from 21 countries within the European Union (EU) as well as Australia. The system has proven to have an impact on road safety and driver behaviour if complimented by point demerits, suspension, and cancellation of driving licenses.

While the AARTO intervention is a noble cause it has however been faced with numerous litigious challenges pushing back on its constitutional validity as well as its impact on the socio-economic state of society. Lessons learned from public consultations have given impetus to some further legislative amendments.

The Annual Performance Plan (APP) advances priorities outlined in the RTIA 5-year Strategy focusing on the amplification of community education, awareness programs, fair and lawful administrative adjudication, research and development as well as digitising the Agency's service offerings. The plan is further informed by views raised through extensive consultations with key stakeholders.

Historic lessons and impact of the COVID-19 pandemic has had an effect on the implementation of the AARTO Legislation and planned strategic outcomes in the 2020-2025 Strategic Plan, in that, key milestones had to be deferred and delivery of important projects restructured on numerous occasions. Initiatives in the plan are fused with projects that are not dependent on the manual and traditional way of doing things.

PART A: RTIA MANDATE

The Constitution of the Republic of South Africa, 1996, enjoins the Road Traffic Infringement Agency (RTIA) in fulfilment of its constitutional mandate to comply with the following provisions:

- The Bill of Rights, particularly s 9, 10 & 14. Emphasis is placed on the right to access information held by the state of another person required to exercise or protect one's rights.
- S 33. of the Constitution further enjoins the Agency to a fair and just administrative action to anyone whose rights have been adversely affected.
- S 34 & 35 of the Constitution further provides the right of access to courts for purposes of dispute adjudication in the application of the law.

1.Legislative and policy mandates

The RTIA's legislative and policy mandate is derived from the following:
AARTO Act 46 of 1998, is the principal Act and the following is a summary of the objects & functions as outlined in s 4(1) of the Act, as amended: to administer a procedure to discourage the contravention of road traffic laws and to support the adjudication of infringements as set out in subsection (2); to enforce penalties imposed against persons contravening road traffic laws as set out in subsection (3); to administer and manage a point demerit system for infringements and offences; Support and to undertake community education and community awareness programmes in order to ensure that individuals understand their rights and options as set out in subsection (5).
AARTO Amendment Act 4 of 2019, the Act introduces the Appeals Tribunal and defers the right to access the courts only after the adjudication of the Tribunal. The Act further introduces electronic service as a new method of service and driver rehabilitation among major departures from the Principal Act.
Promotion of Administrative Justice Act, 2002 (Act 3 of 2002)
The National Road Traffic Act, 93 of 1996
National Land Transport Act, 5 of 2009
Cross Border Road Transport Act, 4 of 1998

Border Management Authority Act, 2 of 2020
Broad Based Black Economic Empowerment Act, 53 of 2003
Employment Equity Act, 55 of 1998
Preferential Procurement Policy Framework Act, 5 of 2000
Protection of Personal Information Act, 4 of 2013
Electronic Communications and Transactions Act, 25 of 2000

2. RTIA Policies And Strategies

• Final Revised Medium Term Strategic Framework 2019 - 2024
• UN Decade of Action for Road Safety 2021- 2030
• SADC Protocol on Transport Communication and Meteorology 1996
• National Development Plan: Vision 2030
• National Road Safety Strategy 2017- 2030
• White Paper on Transport Policy 1996
• Green Transport Strategy 2018 - 2050

3. Strategic Priorities

MTDP Strategic Priority 1: Inclusive economic growth and job creation	
Achieve more rapid, inclusive and sustainable economic growth and job creation	
"Rapid, inclusive and sustainable economic growth, the promotion of fixed capital investment and industrialisation, job creation, transformation, livelihood support, land reform, infrastructure development, structural reforms and transformational change, fiscal sustainability, and the sustainable use of our national resources and endowments. Macro-economic management must support national development goals in a sustainable manner.'	
MTDP Strategic Priority 2: Maintain and optimise the social wage	
Reduce poverty and tackle the high cost of living	
"Creating a more just society by tackling poverty, spatial inequalities, food security and the high cost of living, providing a social safety net, improving access to and the quality of, basic services, and protecting workers' rights"	
1.	Support introduction of improved access to AARTO services by helping in reduction of fatalities and changing driver behaviour.
Develop and empower South Africans	
"Investing in people through education, skills development and affordable quality health care"	
1.	Ensure that AARTO related education and awareness programmes are implemented in all provinces to influence change of behaviour on South African roads.

2.	Implement AARTO Rehabilitation programmes for habitual infringers.
MTDP Strategic Priority 3: A capable, ethical and developmental state	
Improve the delivery of basic services and bring stability to local government	
"Stabilising local government, effective cooperative governance, the assignment of appropriate responsibilities to difference spheres of government and review of the role of traditional leadership in the governance framework"	
1.	Ensuring seamless implementation of the AARTO Act by providing training and support to provincial and local government.
Rebuild the capability of the state and create a professional public service	
"Building state capacity and creating a professional, merit-based, corruption-free and developmental public service. Restructuring and improving state-owned entities to meet national development goals"	
1.	Deploy innovation to enable access to AARTO information through AARTO App, AARTO website and digital payment platforms.
2.	Deploy AARTO Act related workshops to empower commercial transport sector (such as freight organisations, rental companies, taxi industries and bus organisations)
Strengthen law enforcement agencies to address crime and corruption	
"Strengthening law enforcement agencies to address crime, corruption and gender-based violence, as well as strengthening national security capabilities"	
1.	Support law enforcement Agencies through AARTO adjudication processes to effectively combat crime and corruption.
2.	Strengthen whistle-blower protections through stronger legislation and implement the National Anti-Corruption Strategy.

Pursue peace, stability and development in Africa and globally	
"Foreign policy based on human rights, constitutionalism, the national interest, solidarity, peaceful resolution of conflicts, to achieve the African Agenda 2063, South-South, North-South and African cooperation, multilateralism and a just, peaceful and equitable world"	
1.	Pursue engagements with SADC countries to ensure seamless AARTO legislative harmonisation across our borders.

Figure 1: MTDP Priorities

4. Other Policies with a Bearing on the AARTO Value Chain

- AMIP Re-baselined Plan 2025
- AARTO Communication Strategy 2021-2024
- Adjudications Framework
- Points Demerit Framework
- Driver Rehabilitation Programme Framework

The legislative and policy frameworks listed above provide the basis for the statutory implementation of the AARTO mandate, in particular, key considerations to be made in developing strategies and formulating internal business policies.

NB: All planning considerations ought to be guided and anchored on legislative and policy provisions regulating business. Both the Strategic Plan & APP of the Agency must be aligned with National Development Plan, Government priorities, International Treaties, Minister's Delivery Agreement, all relevant legislation, and Court rulings which are listed below. Consideration of the above is key in ensuring that the commitments of the Agency are aligned to the government's mandate, ideals, and service promises.

5.Relevant Court Rulings

Name of Litigant	Nature of the litigation	Current status	Management Actions
	N/A	N/A	N/A

Table 1: Relevant Court Rulings

PART B: SITUATIONAL ANALYSIS

1.RTIA Strategic Focus

The RTIA Board of Directors have directed that the Agency must implement AARTO National Rollout, preferably in the first 18 months of the 7th administration considering that the processess towards finalisation of the approval for proclamation of the AARTO Amendment Act 46, of 2019 are at an advanced stage. It is envisaged that AARTO Act will tremendously contribute towards reducing the fatalities and changing the behaviour of road users in South Africa.

2.Medium-Term Policy Environment

The AARTO mandate fits perfectly in this government policy priority in that it regulates the interaction between road users, the road itself, and vehicles. It further establishes interventions aimed at curbing the loss of life resulting from reckless and negligent driving.

The RTIA has outlined its plans on how it will ensure implementation of Medium Term Development Plan (MTDP) priorities of the 7th Administration. To this effect, the Department of Transport has shared its departmental strategic priorities for which the RTIA has identified strategic priority two and three for intervention and implementation in the three years (2026-2029 financial years).

Key amongst areas of intervention, the RTIA will prioritise AARTO National Rollout, enhanced provision of AARTO education and awareness programmes to empower the road users and to influence their change of behaviour. The AARTO national rollout will reduce the plight of unemployment for the youth, women and people living the disabilities. The RTIA has thus far established 44 AARTO Service which employs 50 youth and women in various provinces.

3. External Environmental Analysis

3.1. International Analysis

The Agency invested considerable time on international research during past two medium term strategic framework period. The research study provided a suitable base from which

the Agency was able develop Rehabilitation Programme and Points Demerit Report for further assessment and consultation with the primary stakeholders.

To this end, research presents evidence that the introduction of the Points Demerit System as part of road safety has prospects of between 15 – 20% reduction in road traffic fatal crashes, and injuries within the first 24 months of implementation. Scientific evidence further demonstrates ineffectiveness of law enforcement interventions if implemented in isolation of other complimentary road safety interventions.

South Africa and Morocco appear to be the 1st two African countries to initiate and implement administrative adjudication of road traffic offences policy and the Points Demerit System. Information from Morocco seems to suggest that their system involves the administrative adjudication of road traffic offences rather than criminal prosecution for traffic infringements. Other African Countries, including Zambia and Kenya, are in the process of initiating the same and are at the research stage. No evidence is available to demonstrate that administrative adjudication to regulate traffic offences has been successfully implemented in any other African State. This initiative would be the first in Africa to emulate regulatory solutions deployed in countries in the EU, USA and Australia.

Geo-Political factors elsewhere in Africa and the world, continue to impact on the operating business environment. These include, among others, the Russia/Ukraine conflict, the slowdown in China's growth, the inflation concerns in the USA, as well as the attacks by the militia insurgents in the northern parts of Mozambique remain critical considerations during business planning.

3.2. Stakeholder Analysis

Stakeholder	Influence	Expectations
Infringers, Drivers	Road traffic infringements, penalties, road injuries and deaths.	Fair, lawful, reasonable and reliable road infringements management processes. Lower infringement penalties
Road Users, Citizens	Accountability for road traffic infringements and consequences.	RTIA transparency, accessibility and road user safety education. Agency to influence road safety trajectory
IA, DLTC, RA 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 laws. Improved AARTO legislative regime for improved driver accountability. Improved collaboration with the Agency.
SAPO	Link RTIA, business and public with each other on their established infrastructure. Influence on operations	Prompt and structured information supply and value chain.

Stakeholder	Influence	Expectations
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 systems.
Political groups	Information sharing, workshops, seminars that report on and assess the implementation of road and economic policies	Improved institutional accountability. 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.
Shareholder & DOT	Enable accurate implementation, oversight	Delivery of RTIA legislative mandate. Implement national roll-out of AARTO and strategic direction. Periodic reporting and accountability.
Parliament	Legislation and oversight	100% Performance Predetermined Outcomes. Submission of proposed legislative changes. Deliver on NDP ideals. Public consultation.
Public Transport Associations	Influence on operators	Collaboration, education and accessibility
MUARC- Monash University Accident Research Centre and Academic Institutions	Benchmark and policy influences	Research, Advice and Support
RTMC	Influence on enforcement standards and NCR	Business & system requirements; Support Road Safety Strategy;
SANRAL	Influence on the integrity of operations	Compliance and Collaboration
MINMEC	Influence on implementation	Support endorsement and collaboration
NPA/Justice	Prosecutions and rehabilitation	Collaboration and training
Other Government Entities	Operations	Collaboration
Fleet Management Companies	Operations	Collaboration and Training
NICRO and other Rehabilitation Institutions	Rehabilitation and Implementation	Collaboration
Civil Society	Civil Rights protection	Accountability; Ethical Behaviour and Compliance

Figure 2: Stakeholder Analysis

3.3. Demand for services

The drive to deploy AARTO services has increased and is notably visible as the Agency continues to engage with the stakeholders and the road users through AARTO Education & Public Awareness programmes. Additional to this intervention to empower our communities and stakeholders the Agency has implemented eight AARTO Legislative workshops mainly with the Taxi Associations, Corporate Ventures and various Issuing Authorities in the provinces.

The plan to increase the establishment of AARTO Service Outlets will yield more positive impact in delivering the mandate of government as well as to enable ease of access for AARTO services.

3.4. Organisational Challenges

There has been a vast improvement in RTIA's performance compared to the previous financial year. The improved performance against targets resulted in the achievement of 85% of the targets (compared to 76% in 2023/2024) contracted on the Annual Performance

plan with a significant improvement in the governance and internal control environment compared to prior years. It is further important to mention that the audit outcomes of this performance information did not attract any material findings.

The Agency's strategic direction has been reinforced by the Constitutional Court judgement which ruled in favour of the RTIA and the Department of Transport on the validity of AARTO Act. The Board has approved a plan which seeks to continue to implement the AARTO Act Nationally through a phased approach. The proclamation of the AARTO Amendment Act has been approved and is ready for phased implementation as of 1 July 2026.

4. PESTEL Analysis

4.1. Political Factors

The political landscape turns out to be favourable to the Agency for implementation of AARTO National rollout. There is consensus on the ground that we cannot have so many fatalities which leads to loss life by the road users mostly during holidays. The houses of Parliament in the Republic of South Africa have considered and approved the AARTO Amendment Bill during the sixth administration with a view that once the Bill becomes assented by the President, the country will experience less carnages and fatalities on the road.

The introduction of Points demerit and Rehabilitation programmes would most definitely influence change of the behaviour of our road users. The recent national and provincial elections in South Africa were peaceful and brought in Parliament many of smaller political parties who form part of the Government of National Unity and in certain Provinces, we have Provincial Governments of Unity. The character of Government of National Unity has intensified service delivery despite parties having different political manifestos. This improvement is based on the character and strategic direction our government is pursing which strengthens our belief that, eventually the RTIA will in the short term be able to implement AARTO nationally with Points demerits and further save lives of our road users.

The AARTO policy further enjoys a significant support from the Executive Authority, including MECs responsible for portfolios of Transport and Community Safety in various Provinces. An AARTO socio-economic impact study 2020 sanctioned by SALGA has

advanced benefits of the AARTO system. It further highlighted areas of preparation and improvement for AARTO to be successfully rolled-out.

4.2. Economic Factors

According Statistics South Africa the official unemployment rate was 32.1% in the third quarter of 2024. The youth (15 to 34 years) remain vulnerable in the labour market. The third quarter of 2024 results show that the total number of unemployed youth decreased by 171 000 to 4,8 million, while employed youth recorded an increase of 66 000 to 5,8 million. As a result, youth unemployment rate decreased from 46,6% in the second quarter of 2024 to 45,5% in the third quarter of 2024. *(https://www.gov.za/news/media-statements/statistics-south-africa-official-unemployment-rate-third-quarter-2024-12-nov)*

The figures depicted above fortifies the resolution taken by the RTIA Board to prioritise employment of the youth, women and people living with the disabilities. The establishment of the AARTO Service Outlets in the various provinces will be manned by this category to ensure seamless provision of services within the municipal offices in the regions and districts. The Agency continues to implement AARTO Education and Awareness programmes which directly addresses the behavioural conduct of the road users.

4.3. Social Factors

The Influx of foreign nationals committing traffic infringements has been perceived as AARTO not having an impact on this segment of driver population. Of particular concern, is the increased crime rates and their impact on the social dynamics in the Republic.

The abuse of drugs and alcohol is an identified trend in the society and has an impact on policy development and driver behaviour. Increased irresponsible and reckless driver behaviour without consequence and driver accountability requiring urgent enforcement and regulatory intervention. The AARTO Act as an adjudication intervention including Point Demerit System comes in handy as a possible panacea to deter similar behaviour on SA roads. It has been evident over the years that enforcement alone without mandatory interventions forcing self-regulation has not had a significant impact on road user behaviour.

The revolution of consumer behaviour, augmented reality and virtual business operations present new vehicle driver and road dynamics with future prediction of less vehicular movement, decreasing probabilities of road incidents, requiring a varied business and operating model from the Agency.

4.4. Technological Factors

The high speed of technological advancement sets the tone for business and service offerings. The 4th IR is changing the world of business at rapid pace**.** This includes the advent of driverless vehicles, SMART law enforcement, SMART Regulation, Robotics, machine learning, automation, and big data management & warehouses for back office management. AARTO policy and legislative development ought to be cognisant of all the technological advancements and align its policies and interventions on technological development.

Remote working requires digitization of all processes and documentation in all organisations in order for corporates to be able to interface in the world of business and related developments. In considering ICT policies, digitization must be central and expedited review and implementation of the ICT strategy is necessary to align with the world.

4.5. Environmental Factors

The reduction and transformation of paper-based business to a more automated operation is key to contributing to the green economy. This will certainly have an impact on climate change and contribute to the global agenda of lessening carbon emissions to save and reduce global warming.

Effective AARTO implementation is highly likely to reduce road traffic patterns because of fear of consequences of non-compliance with road rules. Again, this will have an impact on the carbon emissions. Road traffic information has presented an unacceptable number of unlicensed and roadworthy vehicles on SA roads. The above dynamics require drastic business innovation from RTIA.

4.6. Legal Factors

The Constitutional Court has ruled in favour of the RTIA and the Department of Transport about the validity of the AARTO Act. The RTIA has put in place systems to ensure

seamless implementation of the AARTO Amendment Act happens immediately after the proclamation and the gazetting of the AARTO Regulations have been done. The Agency is consulting with the stakeholders to ensure the AARTO legislative workshops are held with various stakeholders to ensure maximum understanding of the AARTO Act.

5. Internal Environmental Analysis

5.1. AARTO Value Chain Analysis

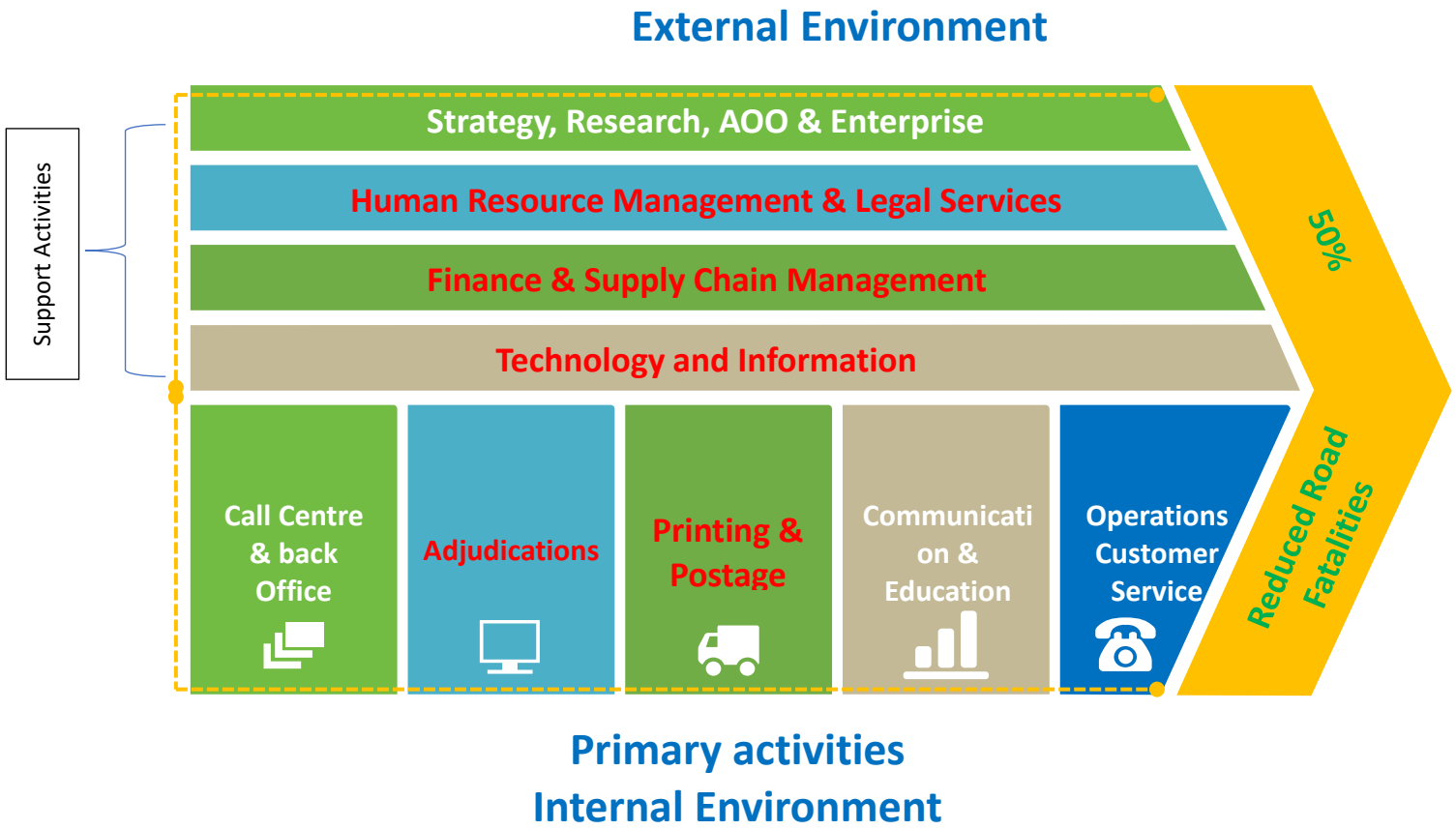

Figure 3: AARTO Value Chain Analysis

An effective strategy development process should be characterised by an in-depth internal analysis of the business environment, chief to the operating environment is the assessment of the value creation pillars of an organization. The RTIA is in the business of administrative adjudication of infringements, which is premised and regulated by the Constitutional, Administrative, and AARTO Legislation. Among the important tools that can assist organizations in assessing business processes in product development and service offerings is the Value Chain Analysis as can be depicted in the diagram above.

An analysis of the business support environment revealed that the organization requires internal capacity that would enable it to drive business and discharge its mandate, which now is inadequate. Mission-critical is the IT-enabled business environment. The IT environment is supported by the comprehensive ICT Strategy that outline areas of improvement and the order in which prioritisation for implementation of the ICT initiatives will be conducted over a 3 to 5-year period.

The Finance function, particularly procurement and contract management are among support functions that are supported by comprehensive policy frameworks to enhance business in established expeditious procurement and contract management processes. This intervention has certainly brought organizational performance enhancements and strengthened internal control environment.

The make-or-break challenge in the value chain is the external dependencies in the execution of the AARTO process, wherein the process is highly dependent on postage and related systems.

Challenges presented by postage inefficiencies are likely to compromise the impact of the AARTO intervention to the extent that the full road safety solution may not be fully realised if the challenges are not addressed. First price in addressing the value creation emanating from this weakness is the urgent diversification of postage services as well as methods of service. AARTO is an administrative system based on communication through postage. Urgent implementation of postage efficiencies as well as performance monitoring through forwarding integration has become more urgent than previously required.

5.2. SWOT Analysis: Internal Analysis

The high level SWOT Analysis presented the following top considerations; evident is the amount of opportunities available to RTIA:

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
• Accomplished AARTO expertise; • 16 years AARTO data; • Internationally Benchmarked AARTO principles; • Unique mandate.	• Limited funding streams • Funding Model • Business processes integration not fully complete • Rigid Legislative Environment	• National AARTO roll out; • Marketing of AARTO benefits; • Introduction of electronic service, Appeals Tribunal, PDS & Rehabilitation • Administrative Adjudication of foreign registered drivers & vehicles; • Develop alternative funding avenues; • Technology Enabled & Streamlined Processes • Deployment of AARTO in the African continent; • Leverage on R&D and data analytics to improve business efficiencies • Public Private Partnerships	• Delays in the AARTO proclamation • Rigid legislative environment; • Fraud & Corruption; • The distorted public image of AARTO • National Contravention Register downtime • Inherent inter-dependencies in the AARTO value chain • Inability for critical partners to deliver on their mandates. • Cyber security attacks • Prolonged organizational re-engineering •

Figure 4: SWOT Analysis

5.3. Status Quo Analysis

5.3.1. Implications of the Constitutional Court Judgement

The Constitutional Court pronounced in favour of the Department of Transport and all other related parties in the AARTO Act case. The judgement has opened the process of continuing with the preparations for AARTO National Rollout and to fast track the Readiness Assessment with all the Issuing Authorities as well finalising matters related to signing of the Proclamation of AARTO Amendment Act and gazetting of the AARTO Regulations.

5.3.2. AMIP Implications

The AMIP has been updated and consulted with the relevant stakeholders. The plan is still anchored on the phased approach implementation which was initially implemented during the 2021/2022 financial year, the RTIA had planned to roll out AARTO nationally. Chief among interventions delivered during the year under review-included deployment of a robust communication plan comprising all media platforms over a period of the financial year. The plan focused mainly on AARTO Education Awareness as well as the distribution of Education & Training material.

While the allocated R215 Million budget was earmarked only R150 Million was received which was not spent in its entirety resulting in only R56 Million spend during this period. Following extensive consultation with the National Treasury on the retention of unspent AARTO funds, it was concluded that R147 million should be returned to the National Revenue Fund through the National Department of Transport. A further business case for the ring-fenced AARTO budget of R166 million for the 2022/2023 MTSF period has been advanced in order to secure the AARTO funds needed to fund the preparatory work required for the anticipated National rollout.

The SMS project has been earmarked to be utilized to robustly communicate the implications of the high court judgement as well as the obligations of motorists and those of IA's. Central to the intended SMS communication is the need to improve debt collection to amplify the funding of organizational operations.

Among the biggest projects planned to be deployed with the National, AARTO rollout includes the procurement of mobile busses, driver simulators for driver rehabilitation, Funds planned for psychosocial interventions to complement rehabilitation interventions, Staffing cost, appeals Tribunal Costs. Costs earmarked for the CRM are intended to be committed in the preceding year given its importance for business continuity.

The AMIP plan is planned to be re-baselined to pursue projects that are almost complete including the completion of the electronic service.

5.3.3. Finance & Procurement

In line with the budget review for 2026/2027, all critical budget items that command significant funding have been prioritised and communicated with the Department of Transport and the National Treasury for consideration during the anticipated AARTO National Rollout. All critical projects earmarked for implementation will proceed only if the Shareholder and the National Treasury provides concurrence.

All possible contracts that have been earmarked are in the process of being analysed and implications identified will be explored to determine the best available options for alignment with the annual performance plan and the PFMA as well as other related prescripts.

5.3.4. Operations

On 12 July 2023, the ConCourt upheld the RTMC appeal to the High Court judgment and the order of the High Court was set aside. In this regard, the Agency will continue to focus on implementing its strategic goals set in the in the next 2025-2030 medium term strategic framework.

In preparation for the national rollout, the RTIA has been conducting the AARTO readiness assessments with all Issuing Authorities to ascertain the state of readiness of all the provinces, districts, metros, and local municipalities throughout the country. Following the assessment, a gap analysis and action plan were developed to address the identified gaps before roll-out, which was announced during 2021. However, the implementation of the AARTO Act was put in abeyance pending the outcome of the Constitutional Court following the previous declaration made by the Gauteng High Court that the AARTO Act was unconstitutional. However, the Constitutional Court on 12 July 2023 ruled in favour of the

appeal, which was lodged by the Minister of Transport, the Road Traffic Infringement Agency (RTIA), and the Road Traffic Management Corporation (RTMC).

The Constitutional Court decision cleared the way for the Agency to resume preparations for the AARTO National Roll Out. Previous engagements were held with all provinces, metros; municipalities, and other key stakeholders such as SALGA, COGTA, SAPO, GPW, and others.

The AARTO Readiness Report and the Master Implementation Plan have been developed and are continuously updated to identify all the stakeholders' operational needs which might pose challenges prior to the envisaged national rollout date.

The RTIA, working with the different role players in the AARTO value chain is continuously providing the necessary support through the various stakeholder engagement platforms to ensure seamless implementation of AARTO, which will contribute significantly to the reduction of road traffic crashes and fatalities on our roads.

5.3.5. Staffing Considerations

Currently the RTIA Organisational Structure has been approved by the Miniter of Transport and awaiting implementation. The only exception applies to the appointment of additional representation, enforcement order officers, PMO, and fixed-term contract where necessary.

5.3.6. Final Business Analysis

On the 12th of July 2023, the Constitutional Court ruled on the AARTO Act in favour of Government. To this effect, the RTIA has intensified the plans of the AARTO national roll out. The phased implementation approach is intended to happen during the 2025-26 financial year. The implementation follows the signing of the Proclamation Notice of AARTO Amendment Act by the President of Republic as well as the soon to be gazetted amended AARTO Regulations by the Minister of Transport.

5.4. Preferred Scenario

It is envisaged that the national AARTO Roll out is targeted for implementation during the 2025-26 financial year supported by a fully-fledged Appeals Tribunal, with Points Demerit system and Driver Rehabilitation for the most critical road traffic and transport offences and recidivist drivers. By the end of the 2025 – 2030, strategic cycle it is expected that the AARTO implementation will be in full swing.

5.4.1. Staffing Implications

In the immediate, the Agency has capacitated the Representations, Legal, Finance, HR, SCM and provincial offices. This intervention was done to allow for initial stages of the re-baselining of the AMIP project and preparing for national rollout

Good prospects exist that the Agency may be allowed to administer the Appeals Tribunal though using a different dispensation, which advances independence thereof. In this case, a progressive approach to staffing all divisions would have to be adopted wherein only required vacancies are filled.

Key to consider is the necessity to amplify staff in the core business, particularly representations, enforcement order and revocations, back office, and frontline as well as communication division. Research and project offices would have to be capacitated to support core business functions to the point of a full rollout.

5.4.2. Core Business

All core functions including communications and marketing would continue to be functional in their current form and discharge responsibilities within the Tshwane and Johannesburg jurisdictions and to a very less extent in all other provinces. This will be the case until the AARTO Rollout date is proclaimed. Improvement in the AARTO value chain would be in focus to resolve the postage and NCR and efficiencies in the system.

5.4.3. Marketing & Communication

A detailed response plan based on the reputation survey report would need to be funded to communicate the status of court proceedings and its implications. This function would have to detail the plan of action and projected timelines until the AARTO legislation is proclaimed.

Further robust education drives would have to be prioritised for motorists to be advised on their rights and obligations in Tshwane and Johannesburg as well as when the legislation is rolled out nationally. This option provides the RTIA with an opportunity to take advantage of lessons learned and deploy potent communication and marketing interventions.

5.4.4. Finance & SCM

Among the limitations is the historic inability of the Agency to spend its entire allocated budget mainly because of the delayed transfer as well as the conditions of the budget allocation or grant. Significant innovations would be put in place to ensure improved service delivery through value-driven expenditure of the budget.

Among the priorities in the reporting period would include the introduction of other means to ensure the collection of state revenue due from infringers and Issuing Authorities. The improvement of the turnaround times to settle outstanding invoices would receive priority since it is part of interventions to support small business and sustain small to medium enterprises.

The current AMIP Budget priorities have been revised and aligned with the annual performance plan and other related dynamics. A procurement plan in consultation with the DoT and National Treasury will be produced.

5.4.5. AARTO Readiness Audit

The AARTO Readiness assessment would need to be augmented by refresher training of Law enforcement personnel, NPA, engagement with SAPO on their service delivery model to support the national Rollout.

The need to consider the national footprint of services without having physical people country-wide, particularly in servicing rural areas may have negative implications on delivery of the strategy. The aggressive deployment of online services, self-service kiosks, and integration of AARTO with convenience stores may assist with improved business operations and extended services.

5.4.6. Research & Development

It is envisaged that a research agenda report would guide the priorities of the Agency in the year under review. The AARTO philosophy is still in its infant stage and require

significant amount of research to build an administrative adjudication system that is responsive to the SA societal challenges.

6. NARRATIVE OF THEORY OF CHANGE

The AARTO Act was assented during 1998 and proclaimed only for Johannesburg and Tshwane Metros. AARTO services are available in all RA's (Registering Authorities) as well as in the 44 AARTO service outlets throughout the country. These services are offered against the 44 districts and over 230 municipalities. A great proportion of motorists pass through Gauteng roads from various provinces however are not successful in receiving services in their respective cities despite the availability of these services at some of the identified DLTC's and RA's in the respective provinces.

The national implementation of AARTO will bear positive results to influence change of behaviour in road users as well as bring a dramatic decline in the loss of life on the road. The road crashes statistics have demonstrated that there is a slight change in the behaviour of road users in the country emanating from the concerted 365 days' law enforcement and road safety education and awareness initiatives implemented across the nine provinces.

The pronouncement of the AARTO Act judgement on the validity of the Act by the Constitutional Court in July 2023, provides us with a leverage to enhance the social and traditional media campaigns on AARTO education and public awareness throughout the country in partnership with the, Youth and Women-led formations, Traditional Authorities in the urban and rural areas, the Taxi Associations as well as the university students. Our short to medium-term strategic targets exhibit such intentions and the necessary allocation of budget has been made available to ensure that implementation of these targets bring meaningful change to secure the lives of our people in the roads of South Africa.

The AARTO Master Implementation Plan is regularly updated to ensure that the national rollout of AARTO will be done seamlessly and proficiently soon after the AARTO Amendment Act has been proclaimed by the President and the ARRTO Regulations been gazetted by the Minister of Transport.

7. THEORY OF CHANGE

Impact (change)	Outcomes (results)	Output (products)	Objectives	Activities	Inputs
Reduction in road traffic contraventions	Proportion of road traffic infringements administered as per prescribed *AARTO notifications processed/total infringement noticed received from IA*	courtesy letters issued	To administer a procedure to discourage the contravention of road traffic laws	Issuing of AARTO courtesy letters	HR, NCR/ NRTOR Budget
		Courtesy letters served		Issuing enforcement orders	
		Enforcement orders issued	To enforce penalties imposed against persons contravening road traffic laws as set out in subsection	Serving of AARTO of courtesy letters	
		Enforcement orders serves		Serving of enforcement orders	
	Proportion of road traffic infringements adjudicated as per prescribed	Representation considered	To support adjudication of infringements	Timely and fair consideration of the merit of the representation application	
		Revocation of enforcement application considered		Timely and fair consideration the applications for revocation of enforcement order	
	Proportion of demerit points processes administered as per prescribed	Demerit point system implemented	To administer and manage a demerit point system for infringements and offences	Utilise NCR/NRTOR to implement point demerit system	
		demerit points incurred notifications issued		Issuing of demerit points incurred notifications	

		demerit points incurred notifications served		Serving of demerit points incurred notifications	
		notification of disqualification issued		Issuing of notification of disqualification	
		notification of disqualification served		Serving of notification of disqualification	
		notification of cancellation issued		Issuing of notification of cancellation	
		notification of cancellation served		Serving of notification of cancelation	
		application of access of demerit point information processed		Process application of access of demerit point information	
	Proportion of qualifying infringers rehabilitated through the Rehabilitation Programme	Rehabilitation Programme syllabus	Establish and administer Rehabilitation Programmes	Provide a syllabus for Rehabilitation Programme	
		Accredited service provider		Accreditation of Rehabilitation Programme service providers	
		Rehabilitation Programme candidates		Enroll infringer applicants to the Rehabilitation Programme through AARTO 11A	
		Rehabilitation certificated issued		Issuing of Rehabilitation certificates	
	Proportion of road drivers understanding their rights, options and		To undertake community education and community awareness programmes	Social media campaigns	
				Traditional media AARTO education and awareness programmes	

	obligations in relation to AARTO			Stakeholder workshops on AARTO legislation	
	Proportion of EA milestones implemented to support the mandate of the agency				
			Provide centralized, standardized and agile system dealing road traffic contraventions and adjudication processes	Establish National Road Traffic Offences Register Implement approved enterprise architecture milestones of the agency	

PART C: MEASURING RTIA PERFORMANCE

1. Impact Statement

Impact Statement	**Improved road user behaviour derived from fair adjudication, driver accountability, driver rehabilitation and AARTO education and awareness.**

2. Outcomes, Ouputs, Performance Indicators and targets

2.1. Programme 1: Adjudication & AARTO Support

Purpose: The programme exists to ensure adjudication and AARTO stakeholder management activities in line with the provisions of the AARTO Act.

***Sub- programme 2.1.1*:** To successfully roll Out AARTO Amendment Act nationally

Purpose: *The programme exists to ensure strategic support to all Issuing Authorities in preparation for the seamless implementation of the AARTO Act nationally*

No	Outcome	Outputs	Output Indicators	Baseline/Estimated Performance 2023/24	2024/25	2025/26	MTEF Targets 2026/27	2027/28	2028/29
1	AARTO Amendment Act Rolled-Out nationally	Number of IAs Implementing AARTO Amendment Act	AARTO Amendment Act Implemented	AARTO Readiness Assessment Report has been approved	12 Engagements with Provincial, Metros, and Local Municipal IAs in preparation for AARTO Roll-Out	213 IAs (Provincial, Metros, and Local Municipal IAs) engaged & advised on key areas of readiness for implementation of the AARTO Amendment Act	AARTO Amendment Act implemented in the 213 IAs (Provincial, Metros, and Local Municipal IAs)	AARTO Amendment Act monitored and enhanced in the 213 IAs (Provincial, Metros, and Local Municipal IAs)	AARTO Amendment Act monitored and enhanced in the 213 IAs (Provincial, Metros, and Local Municipal IAs)
						New	PDS & Rehabilitation Electronic Systems piloted	PDS & Rehabilitation Electronic Systems implemented	PDS & Rehabilitation Electronic Systems monitored and enhanced

No	Outcome	Outputs	Output Indicators	Baseline/Estimated Performance 2023/24	2024/25	2025/26	MTEF Targets 2026/27	2027/28	2028/29

Sub- programme 2.1.2: To administer a procedure to discourage contravention of road traffic laws.
Purpose: *To ensure adherence to sections 17 and 19 of the AARTO Act when issuing courtesy letters and to ensure adherence to the provisions of Section 20 of the AARTO Act when issuing enforcement orders.*

No	Outcome	Outputs	Output Indicators	Baseline/Estimated Performance 2023/24	2024/25	2025/26	MTEF Targets 2026/27	2027/28	2028/29
2	Efficient & fair Adjudication process	Issue courtesy letters	% of courtesy letters issued between 33 days and 96 days from the infringement notice served date	New	100% of courtesy letters issued between 33 days and 96 days from the infringement notice served date	70% of courtesy letters issued between 33 days and 96 days from the infringement notice served date	95% of courtesy letters issued between 33 days and 96 days from the infringement notice served date	95% of courtesy letters issued between 33 days and 96 days from the infringement notice served date	95% of courtesy letters issued between 33 days and 96 days from the infringement notice served date

No	Outcome	Outputs	Output Indicators	Baseline/Estimated Performance 2023/24	2024/25	2025/26	MTEF Targets 2026/27	2027/28	2028/29
3		Issue enforcement orders	% of enforcement orders issued after 32 days from the applicable notification served date	New	100% of enforcement orders issued after 32 days from the applicable notification served date	70% of enforcement orders issued after 32 days from the applicable notification served date	95% of enforcement orders issued after 32 days from the applicable notification served date	95% of enforcement orders issued after 32 days from the applicable notification served date	95% of enforcement orders issued after 32 days from the applicable notification served date

Sub- programme 2.1.3: To establish a procedure for the effective and expeditious adjudication of infringement
Purpose*: To ensure adherence to sections 18 and 20 when adjudicating on representations and applications for revocation of enforcement orders*

No	Outcome	Outputs	Output Indicators	Baseline/Estimated Performance 2023/24	2024/25	2025/26	MTEF Targets 2026/27	2027/28	2028/29
4	Efficient & fair Adjudication process	Improved & Efficient AARTO system & Processes	% of representations adjudicated within 21 days of date of receipt by the Agency	100% of representations adjudicated within 21 days of date of receipt by the Agency	100% of representations adjudicated within 21 days of date of capture	70% of representations adjudicated within 21 days of date of receipt by the Agency	95% of representations adjudicated within 21 days of date of receipt by the Agency	95% of representations adjudicated within 21 days of date of receipt by the Agency	95% of representations adjudicated within 21 days of date of receipt by the Agency

No	Outcome	Outputs	Output Indicators	Baseline/Estimated Performance 2023/24	2024/25	2025/26	MTEF Targets 2026/27	2027/28	2028/29
5		Improved & Efficient AARTO system & Processes	% of applications for revocation of enforcement orders adjudicated within 21 days of date of receipt by the Agency	New	100% of applications of revocation of enforcement orders adjudicated within 21 days of date of receipt by the Agency	70% of applications of revocation of enforcement orders adjudicated within 21 days of date of receipt by the Agency	95% of applications of revocation of enforcement orders adjudicated within 21 days of date of receipt by the Agency	95% of applications of revocation of enforcement orders adjudicated within 21 days of date of receipt by the Agency	95% of applications of revocation of enforcement orders adjudicated within 21 days of date of receipt by the Agency

Sub- programme 2.1.4: To enforce penalties imposed against persons contravening road traffic laws
Purpose*: The programme exists to ensure compliance with the AARTO Act through the serving of issued Courtesy Letters and Enforcement Orders within the prescribed timeline.*

No	Outcome	Outputs	Output Indicators	Baseline/Estimated Performance 2023/24	2024/25	2025/26	MTEF Targets 2026/27	2027/28	2028/29
6	Efficient & fair Adjudication process	Serve courtesy letters	% of courtesy letters served/presumed served within 40 days from date of issue	New	100% of courtesy letters served/presumed served within 40 days from date of issue	70% of courtesy letters served/presumed served within 40 days from date of issue	95% of courtesy letters served/presumed served within 40 days from date of issue	95% of courtesy letters served/presumed served within 40 days from date of issue	95% of courtesy letters served/presumed served within 40 days from date of issue

No	Outcome	Outputs	Output Indicators	Baseline/Estimated Performance 2023/24	2024/25	2025/26	MTEF Targets 2026/27	2027/28	2028/29
7		Serve enforcement orders	% of enforcement orders served/presumed served within 40 days from date of issue	New	100% of enforcement orders served/presumed served within 40 days from date of issue	70% of enforcement orders served/presumed served within 40 days from date of issue	95% of enforcement orders served/presumed served within 40 days from date of issue	95% of enforcement orders served/presumed served within 40 days from date of issue	95% of enforcement orders served/presumed served within 40 days from date of issue

Sub- programme 2.1.5: To administer & manage a point demerit system for infringements & offences
Purpose: *To ensure compliance with Chapter IV of the AARTO Act when operationalising the Points Demerit System*

No	Outcome	Outputs	Output Indicators	Baseline/Estimated Performance 2023/24	2024/25	2025/26	MTEF Targets 2026/27	2027/28	2028/29
8	Proportion of demerit points processes administered as prescribed	Demerit points incurred notifications issued	% of demerit points incurred notifications issued within 21 days from incurring demerit points	New	New	New	New	95% of demerit points incurred notifications issued within 21 days from incurring demerit points	95% of demerit points incurred notifications issued within 21 days from incurring demerit points

No	Outcome	Outputs	Output Indicators	Baseline/Estimated Performance 2023/24	2024/25	2025/26	2026/27	MTEF Targets 2027/28	2028/29
9		Demerit points incurred notifications served	% of demerit points incurred notifications served/presumed served within 40 days from date of issue	New	New	New	New	95% of demerit points incurred notifications served/presumed served within 40 days from date of issue	95% of demerit points incurred notifications served/presumed served within 40 days from date of issue
10	Proportion of demerit points processes administered as prescribed	Notifications of disqualification issued	% of notification of disqualification issued within 21 days from exceeding the demerit points threshold for the 1st of 2nd time	New	New	New	New	95% of notification of disqualification issued within 21 days from exceeding the demerit points threshold for the 1st of 2nd time	95% of notification of disqualification issued within 21 days from exceeding the demerit points threshold for the 1st of 2nd time
11	Proportion of demerit points processes administered as prescribed	Notifications of disqualification served	% of notification of disqualification served/presumed served within 40 days from date of issue	New	New	New	New	95% of notification of disqualification served/presumed served within 40 days from date of issue	95% of notification of disqualification served/presumed served within 40 days from date of issue

No	Outcome	Outputs	Output Indicators	Baseline/Estimated Performance 2023/24	2024/25	2025/26	2026/27	MTEF Targets 2027/28	2028/29
12	Proportion of demerit points processes administered as prescribed	Notifications of cancellation issued	% of notification of cancellation issued within 21 days from exceeding the demerit points threshold for the 3rd time	New	New	New	New	95% of notification of cancellation issued within 21 days from exceeding the demerit points threshold for the 3rd time	95% of notification of cancellation issued within 21 days from exceeding the demerit points threshold for the 3rd time
13	Proportion of demerit points processes administered as prescribed	Notifications of cancellation served	% of notification of cancellation served/presumed served within 40 days from date of issue	New	New	New	New	95% of notification of cancellation served/presumed served within 40 days from date of issue	95% of notification of cancellation served/presumed served within 40 days from date of issue
14	Proportion of demerit points processes administered as prescribed	Applications to access of demerit points information processed	% of applications to access of demerit points information processed within 21 days of date of receipt by the Agency	New	New	New	New	95% of applications to access of demerit points information processed within 21 days of date of receipt by the Agency	95% of applications to access of demerit points information processed within 21 days of date of receipt by the Agency

No	Outcome	Outputs	Output Indicators	Baseline/Estimated Performance 2023/24	2024/25	2025/26	2026/27	MTEF Targets 2027/28	2028/29
15	Proportion of demerit points processes administered as prescribed	Demerit points incurred notifications issued	% of demerit points incurred notifications issued within 21 days from incurring demerit points	New	New	New	New	95% of demerit points incurred notifications issued within 21 days from incurring demerit points	95% of demerit points incurred notifications issued within 21 days from incurring demerit points

Sub- programme 2.1.6: To establish & administer rehabilitation programmes
Purpose: *To assist infringers to reduce demerit points and be rehabilitated*

No	Outcome	Outputs	Output Indicators	Baseline/Estimated Performance 2023/24	2024/25	2025/26	MTEF Targets 2026/27	2027/28	2028/29
6	Rehabilitation programme	Approval of the Rehabilitation Programme Strategy	Implementation of the Rehabilitation Programme	New	New	Rehabilitation Programme Strategy approved (approved strategy, syllabus, accreditation)	-	Implementation of rehabilitation programmes as prescribed	Implementation of rehabilitation programmes as prescribed

2.2. ***Programme 2:*** AARTO Administration & Education

Purpose: The programme exists to facilitate and ensure systems and processes for responsive AARTO administration, education, and awareness interventions.

Sub- programme 2.2.1: To undertake community education and awareness programmes
Purpose: *The programme exists to facilitate and ensure systems and processes for responsive AARTO administration, education, and awareness interventions.*

No	Outcome	Outputs	Output Indicators	Baseline/Estimated Performance 2023/24	2024/25	2025/26	MTEF Targets 2026/27	2027/28	2028/29
7	Proportion of drivers understanding their rights, options and obligations in relation to AARTO	Social media messages produced	Number of AARTO education and awareness social media messages posted	665	600	700 Road users reached through AARTO education and awareness social media programme messages	800 AARTO education and awareness social media messages posted	900 AARTO education and awareness social media messages posted	1000 AARTO education and awareness social media messages posted
8		AARTO education material developed and shared	Number traditional media AARTO education awareness activations deployed	467	360	500 road users reached through traditional media AARTO education awareness programme activities	600 traditional media AARTO education awareness activations deployed	700 traditional media AARTO education awareness activations deployed	900 traditional media AARTO education awareness activations deployed

No	Outcome	Outputs	Output Indicators	Baseline/Estimated Performance 2023/24	2024/25	2025/26	MTEF Targets 2026/27	2027/28	2028/29
		Stakeholder groups workshopped on AARTO legislation	Number of member-based groups workshopped on AARTO legislation	New	8	9	36 member-based groups workshopped on AARTO legislation	36 member-based groups workshopped on AARTO legislation	36 member-based groups workshopped on AARTO legislation

2.3. ***Programme 3***: AARTO Information & Analytics

Purpose: The programme supports the institutionalization of information management in line with the provisions of the AARTO legislative framework. Key functions and outputs include but are not limited to digital technologies and data management.

Sub- programme 2.3.1: ICT & Analytics
Purpose: *The programme supports the institutionalization of information management in line with the provisions of the AARTO legislative framework. Key functions and outputs include but are not limited to digital technologies and data management.*

No	Outcome	Outputs	Output Indicators	Baseline/Estimated Performance 2023/24	2024/25	2025/26	MTEF Targets 2026/27	2027/28	2028/29
8	ICT environment enabled	ICT Strategy Implemented	Number of approved ICT Strategy Initiatives Implemented	51% of ICT Strategy Initiatives identified for year 1 were not implemented	Implementation of 6 ICT Strategy initiatives identified for year 2	Implementation of 6 ICT Strategy initiatives identified for year 3	Implementation of 6 ICT Strategy initiatives identified	Implementation of 6 ICT Strategy initiatives identified	Implementation of 6 ICT Strategy initiatives identified

2.4. ***Programme 4:*** Governance & Sustainability

Purpose: The programme exists to provide strategic leadership and support to the RTIA for the successful implementation of its legislative mandate through the efficient and sustainable provision of resource solutions and services**.** The programme consists of the office of the Registrar, Financial Management, Corporate Services, ICT, Legal Services, Compliance, and Risk Management.

Sub- programme 2.4.1: Governance & Sustainability
Purpose: *To provide strategic leadership and support to the RTIA for the successful implementation of its legislative mandate through the efficient and sustainable provision of resource solutions and services*

No	Outcome	Outputs	Output Indicators	Baseline/Estimated Performance 2023/24	2024/25	2025/26	MTEF Targets 2026/27	2027/28	2028/29
9	Improved Governance & strengthened control environment	100% of AG Recommendations Implemented	% Implementation of the Audit Action Plan	91% Implementation of Audit Action Plan based on 2022/23 AGSA report	100% Implementation of Audit Action Plan based on 2023/24 AGSA report	100% Implementation of Audit Action Plan based on 2024/25 AGSA report	Unqualified Audit opinion	Unqualified Audit opinion	Unqualified Audit opinion
10	Improved Governance & strengthened control environment	Adequate & timeous responses to Parliamentary Questions	100 % Responses to Parliamentary questions within the stipulated timeframes	100 % Responses to Parliamentary questions done within the	100 % Responses to Parliamentary questions done within the stipulated timeframes	100 % Responses to Parliamentary questions done within the stipulated timeframes	100 % Responses to Parliamentary questions done within the stipulated timeframes	100 % Responses to Parliamentary questions done within the stipulated timeframes	100% Responses to Parliamentary questions done within stipulated timeframes

No	Outcome	Outputs	Output Indicators	Baseline/Estimated Performance 2023/24	2024/25	2025/26	MTEF Targets 2026/27	2027/28	2028/29
				stipulated timeframes					
11	Improved Governance & strengthened control environment	Resolution of reported incidents of corruption	% Resolution (Investigation Stage) of reported incidents of corruption	There were no incidents of corruption within 90 days reported	95% resolution (Investigation Stage) of reported incidents of corruption within 90 days	95% resolution (Investigation Stage) of reported incidents of corruption within 90 days	100% resolution (Investigation Stage) of reported incidents of corruption within 90 days	100% resolution (Investigation Stage) of reported incidents of corruption within 90 days	100% resolution (Investigation Stage) of reported incidents of corruption within 90 days
12	Improved Governance & strengthened control environment	Elimination of wasteful and fruitless expenditure	% reduction of cases of wasteful & fruitless expenditure	One instance of Wasteful and Fruitless Expenditure incurred for the reporting period	100% reduction of cases of Wasteful and Fruitless Expenditure attained	100% reduction of cases of Wasteful and Fruitless Expenditure attained	100% reduction of cases of Wasteful and Fruitless Expenditure	100% reduction of cases of Wasteful and Fruitless Expenditure	100% reduction of cases of wasteful & fruitless expenditure
13	Improved Governance & strengthened	Reduction irregular expenditure	% reduction of cases of	Zero Irregular	100% reduction of cases of irregular	95% reduction of cases of	100% reduction of cases of irregular expenditure	100% reduction of cases of irregular expenditure	100% reduction of irregular expenditure

No	Outcome	Outputs	Output Indicators	Baseline/Estimated Performance 2023/24	2024/25	2025/26	MTEF Targets 2026/27	2027/28	2028/29
	control environment		irregular expenditure	expenditure incurred	expenditure attained	irregular expenditure			
14	Improved Governance & strengthened control environment	Compliance to 30 days payment of valid invoices	% valid Supplier Invoices Paid within 30 days	30 days payment turnaround time not achieved	Less than 30 days turnaround time achieved	100% valid Supplier Invoices Paid within 30 days	100% valid Supplier Invoices Paid within 30 days	100% valid Supplier Invoices Paid within 30 days	100% valid Supplier Invoices Paid within 30 days

3. Output Indicators:Annual and Quarterly Performance Targets

3.1. Programme 1: Adjudication and AARTO Support

Sub-programme 3.1.1: To successfully roll Out AARTO Amendment Act nationally

No	Output Indicators	Annual Target 2026/2027	Quarterly Targets 1st	2nd	3rd	4th
	AARTO Amendment Act Implemented	AARTO Amendment Act implemented in 213 IAs (Provincial, Metros, and Local Municipal IAs)	N/A	Commence with review implementation of the 69 Metropolitan and Municipal IAs in all provinces and produce draft implementation review report	Commence with review implementation of the 144 Municipal IAs in all provinces and produce draft implementation review report	Produce draft Consolidated implementation review report for the 213 Metropolitan and Municipal IAs Final implementation review report approved

Sub- programme 3.1.2: To administer a procedure to discourage contravention of road traffic laws

No	Output Indicators	Annual Target 2026/2027	Quarterly Targets			
			1st	2nd	3rd	4th
	% of courtesy letters issued between 33 days and 96 days from the infringement notice served date	95% of courtesy letters issued between 33 days and 96 days from the infringement notice served date	95% of courtesy letters issued between 33 days and 96 days from the infringement notice served date	95% of courtesy letters issued between 33 days and 96 days from the infringement notice served date	95% of courtesy letters issued between 33 days and 96 days from the infringement notice served date	95% of courtesy letters issued between 33 days and 96 days from the infringement notice served date
	% of enforcement orders issued after 32 days from the applicable notification served date	95% of enforcement orders issued after 32 days from the applicable notification served date	95% of enforcement orders issued after 32 days from the applicable notification served date	95% of enforcement orders issued after 32 days from the applicable notification served date	95% of enforcement orders issued after 32 days from the applicable notification served date	95% of enforcement orders issued after 32 days from the applicable notification served date

Sub- programme 3.1.3: To establish a procedure for the effective and expeditious adjudication of infringement

No	Output Indicators	Annual Target 2025/2026	Quarterly Targets			
			1st	2nd	3rd	4th
	% of representations adjudicated within 21 days of date of receipt by the Agency	95% of representations adjudicated within 21 days of date of receipt by the Agency	95% of representations adjudicated within 21 days from date of receipt by the Agency	95% of representations adjudicated within 21 days from date of receipt by the Agency	95% of representations adjudicated within 21 days from date of receipt by the Agency	95% of representations adjudicated within 21 days from date of receipt by the Agency
	% of applications for revocation of enforcement orders adjudicated within 21 days of date of receipt by the Agency	95% of applications of revocation of enforcement orders adjudicated within 21 days of date of receipt by the Agency	95% of received applications of revocation of enforcement orders adjudicated within 21 days of date of receipt by the Agency	95% of received applications of revocation of enforcement orders adjudicated within 21 days of date of receipt by the Agency	95% of received applications of revocation of enforcement orders adjudicated within 21 days of date of receipt by the Agency	95% of received applications of revocation of enforcement orders adjudicated within 21 days of date of receipt by the Agency

Sub- programme 3.1.4: To enforce penalties imposed against persons contravening road traffic laws

No	Output Indicators	Annual Target 2026/2027	Quarterly Targets			
			1st	2nd	3rd	4th
	% of courtesy letters served/presumed served within 40 days from date of issue	95% of courtesy letters served/presumed served within 40	95% of courtesy letters served/presumed served within 40	95% of courtesy letters served/presumed served within 40 days from date of	95% of courtesy letters served/presumed served within 40 days from date of issue	95% of courtesy letters served/presumed served within 40 days from date of issue

		days from date of issue	days from date of issue	issue		
	% of enforcement orders served/presumed served within 40 days from the date of issue	95% of enforcement orders served/presumed served within 40 days from the date of issue	95% of enforcement orders served/presumed served within 40 days from the date of issue	95% of enforcement orders served/presumed served within 40 days from the date of issue	95% of enforcement orders served/presumed served within 40 days from the date of issue	95% of enforcement orders served/presumed served within 40 days from the date of issue

3.2. ***Programme 2: AARTO Administration and Education***

Sub- programme 3.2.1: To undertake community education and awareness programmes

No	Output Indicators	Reporting Period	Annual Target 2026/27	Quarterly Targets			
				1st	2nd	3rd	4th
	Number of AARTO education and awareness social media messages posted	Quarterly	800 AARTO education and awareness social media messages posted	200 AARTO education and awareness social media messages posted	200 AARTO education and awareness social media messages posted	200 AARTO education and awareness social media messages posted	200 AARTO education and awareness social media messages posted
	Number traditional media AARTO education awareness activations deployed	Quarterly	600 traditional media AARTO education awareness activations deployed	100 traditional media AARTO education awareness activations deployed	100 traditional media AARTO education awareness activations deployed	200 traditional media AARTO education awareness activations deployed	200 traditional media AARTO education awareness activations deployed
	Number of member-based	Quarterly	36 member-based groups	9 member-based groups	9 member-based groups	9 member-based groups	9 member-based groups workshopped on AARTO

No	Output Indicators	Reporting Period	Annual Target 2026/27	Quarterly Targets			
				1st	2nd	3rd	4th
	groups workshopped on AARTO legislation		workshopped on AARTO legislation	workshopped on AARTO Legislation	workshopped on AARTO Legislation	workshopped on AARTO Legislation	Legislation

3.3. ***Programme 3***: AARTO Information & Analytics

Sub- programme 3.3.1: ICT & Analytics

No	Output Indicators	Annual Target 2025/2026	Quarterly Targets			
			1st	2nd	3rd	4th
	Number of ICT Strategy initiatives identified for year 3 implemented	Implementation of 6 ICT Strategy initiatives identified for year 3	N/A	ICT Implementation Plan Approved	Implementation of 3 ICT Strategy initiatives identified for year 3	Implementation of additional 3ICT Strategy initiatives identified for year 3

3.4. Programme 4 : Governance & Sustainability

Sub- programme 3.4.1: Governance & Sustainability

No	Output Indicators	Annual Target 2026/2027	Quarterly Targets 1st	2nd	3rd	4th
	% Implementation of Audit Action Plan	Unqualified Audit Opinion	N/A	N/A	Action plans to address audit findings raised by the AGSA for the 2025/26 financial year approved	100% implementation of action plans to address audit findings for the 2025/26 financial year
	% Responses to Parliamentary questions within stipulated timelines	100% responses to parliamentary questions within the stipulated time frame	-	100% responses to parliamentary questions within the stipulated timeframe	-	100% responses to parliamentary questions within the stipulated timeframe
	% Resolution of reported incidents of corruption resolved within 90 days	100% Resolution (Investigation Stage) of reported incidents of Corruption within 90 days	-	100% Resolution (Investigation Stage) of reported incidents of Corruption within 90 days	-	100% Resolution (Investigation Stage) of reported incidents of Corruption within 90 days
	Reduction of Wasteful and Fruitless Expenditure	100% reduction of cases of wasteful & fruitless expenditure	-	100% reduction of cases of wasteful and fruitless expenditure	-	100% reduction of cases of wasteful and fruitless expenditure
	% Reduction of Irregular Expenditure	100% reduction of cases of irregular expenditure	-	100% reduction of cases of irregular expenditure	-	100 % reduction irregular expenditure
	% valid Supplier Invoices Paid within 30 days	100% valid Supplier Invoices Paid within 30 days	100% valid Supplier Invoices Paid within 30 days	100% valid Supplier Invoices Paid within 30 days	100% valid Supplier Invoices Paid within 30 days	100% valid Supplier Invoices Paid within 30 days

4. Programme Resource Allocations

Budget per Strat Objective					
Programmes/Strategic Objectives	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**
Adjudication & AARTO Support	127,019.00	132,099.76	138,044.25	144,256.24	150,747.77
AARTO Admin & Education	64,410.00	67,308.00	70,000.00	73,150.00	76,441.75
AARTO Information & Analytics	9,748.00	10,186.00	10,593.00	11,069.69	11,567.82
Admin & Sustainability	145,387.00	151,202.48	158,006.59	165,116.89	172,547.15
AARTO Rollout Programmes	176,543.00	185,050.76	191,021.00	197,100.00	203,016.23
Total	**523,107.00**	**545,847.00**	**567,664.84**	**590,692.81**	**614,320.72**

Statement of Financial Position					
Figures in R'000	**MTEF**				
	2025/26	**2026/27**	**2027/28**	**2028/29**	**2029/30**
Non-current Assets	26,041.40	27,083.06	28,166.38	29,293.03	30,464.75
Current Assests	497,065.60	518,763.94	539,498.46	561,399.78	583,855.77
Total Assets	**523,107.00**	**545,847.00**	**567,664.84**	**590,692.81**	**614,320.53**
Non-Current Liabilities					
Current Liabilities	188,272.88	195,803.80	203,635.95	211,781.39	220,252.65
Total Liabilities	**188,272.88**	**195,803.80**	**203,635.95**	**211,781.39**	**220,252.65**
Equity	334,834.12	350,043.20	364,028.89	378,911.42	394,067.88
Total Net Assets and Liabilities	**523,107.00**	**545,847.00**	**567,664.84**	**590,692.81**	**614,320.53**

Statement of Financial Performance					
Figures in R'000	MTEF				
	2025/26	2026/27	2027/28	2028/29	2029/30
Government grant	10,293.00	10,709.00	11,137.36	11,483.00	11,942.32
Earmarked Funding (Ring-fenced)	156,737.00	163,071.00	169,578.00	174,848.00	181,841.92
Infringement fees	356,077.00	372,067.00	386,949.68	404,362.00	420,536.48
Adjusted Budget/Relief Funding					
Interest received					
Total income	523,107.00	545,847.00	567,665.04	590,693.00	614,320.72
					617,273.99
Personnel expenditure	218,801.76	228,647.84	237,793.75	247,305.50	257,197.72
Other operating expenses	304,305.24	317,199.16	329,871.29	343,387.50	357,123.00
Total spending	523,107.00	545,847.00	567,665.04	590,693.00	614,320.72
Operating (Deficit) / Surplus	-				
Capital expenditure	25,916.80	27,083.06	28,166.38	29,293.03	30,464.75

5. Updated Key Risks and Mitigation

Outcome	Key risks	Mitigation
Proportion of drivers understanding their rights options and obligations in relation to AARTO	Failure to influence change in infringers attitude towards AARTO elective options	1. Proactive planned communication on AARTO elective options across all mediums 2.Stakeholder Management Framework (Collaborating with provincial partners) 3.PR strategy 4.Planned communications activities in the APP 5.Simplified graphical representation of AARTO process 6. AARTO process into FAQs and Q&As 7.Marketing & advertising campaigns
AARTO Act Rolled-out nationally	Over-reliance on external stakeholders within the AARTO value chain	1.DoT Oversight Committee and engagement between Accounting Officers and executives of RTIA & RTMC 2.Business requirements and application of UAT on new transactions 3.Quarterly engagements with the implementing issuing authorities and partners 4.ANSC meetings (Monitor state of readiness with different stakeholders on AARTO National Rollout) 5.SLA between RTIA and GPW
	Inability to rollout AARTO nationally	1.AMIP re-baseline 2.Monthly monitoring of AARTO Master Implementation Plan (AMIP), through ANSC, programme level, PSC and DoT oversight committee 3.Actively engaging stakeholders and conducting legislative education

Outcome	Key risks	Mitigation
Efficient and fair adjudication process	Corruption in AARTO value chain	1.IA's, RA'sand DLTC's SOPs 2.Code of conduct for EO's and RO's 3.EO's policy and adjudications framework 4.Segregated NCR transactional access 5.Fraud prevention plan and the fraud and corruption prevention policy 6.Whistle blower policy 7.Distribution of applications by the supervisor 8.Hotline number 9.Ethics policy and related committees until board level 10.Application of representations and revocation of enforcement orders 11.Strict biometric access to adjudications offices by designated officials 12.Strict business rules & validations aligned to policy 13.Random distribution of applications locked to specific adjudicator by the system
Improved governance and strengthen internal control environment	Threat to financial sustainability of the agency	1.AMIP ring-fenced funding 2.Debt collection policy 3.Alternative funding model 4.Implementing cost containment measures from the NT 5.Unearmarked grant for AARTO rollout 6.Infringment fees
ICT environment enabled	Failure in implementation of ICT strategy targets	1. Personnel appointed in the ICT unit and projects assigned to different role players

Outcome	Key risks	Mitigation
		2.Approved ICT strategy 3.Monthly and quarterly progress reports
	Exposure to cyber-attacks and data breaches	1. Application of adequate security standards (Firewalls, anti-virus, SW updates, physical security and access control procedures) 2. Audit trail 3. Servers are clustered for redundancy 4. Daily, weekly and monthly back-ups of data 5. Offsite storage of backed-up data 6. Conducting vulnerability assessment and penetration tests 7. Produce monthly and quarterly report 8. Monthly monitoring of firewall activities 9. Monitoring and testing of disaster recovery solution

Table 12: Risk and Mitigation

6. Technical Indicator Descriptions (TID)

TID 6.1: AARTO Amendment Act implemented in the 213 IAs (Provincial, Metros, and Local Municipal IAs)

Indictor Ref #	**TID-6.1**
Indicator Title	AARTO Amendment Act implemented in the 213 IAs (Provincial, Metros, and Local Municipal IAs)
Definition	The indicator reports on the number of IAs (Provincial, Metros, and Local Municipal IAs) implementing the roll-out of the AARTO Amendment Act throughout the country.
Source of Data	Meetings/Engagements with the provincial, metros, municipal IAs
Method of Calculation or Assessment	The method of calculation will be based on the number of IAs (Provincial, Metros, and Local Municipal IAs) engaged in preparation for the roll-out of AARTO throughout the country
Means of Verification	Review Report on the implementation of the AARTO Amendment Act.
Assumptions	It is assumed that the RTIA will have the necessary capacity, capability, and resources to coordinate, facilitate, and prepare review report on the implementation of AARTO Amendment Act
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Reporting Cycle	Quarterly
Desired Performance	Q2: Commence with review implementation of the 69 Metropolitan and Municipal IAs in all provinces and produce draft implementation review report. Q3: Commence with review implementation of the 144 Municipal IAs in all provinces and produce draft implementation review report Q4: Produce draft Consolidated implementation review report for the 213 Metropolitan and Municipal IAs Q4: Final implementation review report approved.
Indicator Responsibility	Senior Manager: Operations

TID 6.2: Percentage of courtesy letters issued between 33 days and 96 days from the infringement notice served date

Indictor Ref #	**TID 6.2**
Indicator Title	% of courtesy letters issued between 33 days and 96 days from the infringement notice served date
Definition	The indicator measures the number of compliant courtesy letters against total number of courtesy letters issued during the reporting period
Source of Data	NCR or NRTOR reports
Method of Calculation or Assessment	95% of courtesy letters issued from 1 April 2026 to 31 March 2027 should be issued between 33 days and 96 days from the infringement notice served date. Monthly, Quarterly and Annual report will outline the following: • Total Number of courtesy letters issued during the reporting period (sum of bullets 2, 3 and 4 below) e.g. 100 • Number of courtesy letters issued within less or equal to 32 days from the infringement notice served date • Number of courtesy letters issued between 33 days and 96 days from the infringement notice served date e.g. 100 • Number of courtesy letters issued outside 96 days from the infringement notice served date

	• Achievement is then calculated as follows: Number of courtesy letters issued between 33 days and 96 days from the infringement served date / Total number of courtesy letter issued e.g. 95 / 100 = 95% Therefore, the above formula measures the number of compliant courtesy letters against total number of courtesy letters issued during the reporting period.
Q	NCR / NRTOR Reports
Assumptions	It is assumed that there won't be a lot of NCR / NRTOR challenges
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Reporting Cycle	1 April 2026 to 31 March 2027
Desired Performance	Q1: 95% Q2: 95% Q3: 95% Q4: 95%
Indicator Responsibility	Senior Manager: Adjudications and Enforcement Orders

TID 6.3: Percentage of enforcement orders issued after 32 days from the applicable notification served date

Indictor Ref #	**TID 6.3**
Indicator Title	% of enforcement orders issued after 32 days from the applicable notification served date
Definition	The indicator measures the number of complaint enforcement orders against total number of enforcement orders issued during the reporting period. Applicable notification means a courtesy letter, a notification of a rejected (unsuccessful) representation or any other notification leading to issuance of an enforcement order in terms of section 20(1) of the AARTO Act.
Source of Data	NCR or NRTOR reports
Method of Calculation or Assessment	95% of enforcement orders issued from 1 April 2026 to 31 March 2027 should be issued after 32 days from the applicable notification served date. Monthly, Quarterly and Annual report will outline the following: • Total Number of enforcement orders issued during the reporting period (sum of bullets 2 and 3 below) e.g.100 • Number of enforcement orders issued within less or equal to 32 days from the applicable notification served date • Number of enforcement orders issued after 32 days from the applicable notification served date e.g. 100 • Achievement is then calculated as follows: Number of enforcement orders issued after 32 days from the applicable notification served date / Total number of enforcement orders issued = 95 / 100 = 95% Therefore, the above formula measures the number of compliant enforcement orders against total number of enforcement orders issued during the reporting period.
Means of Verification	NCR / NRTOR Reports
Assumptions	It is assumed that there won't be a lot of NCR / NRTOR challenges
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Reporting Cycle	1 April 2026 to 31 March 2027
Desired Performance	Q1: 95% Q2: 95% Q3: 95% Q4: 95%

Indicator Responsibility	Senior Manager: Operations

TID 6.4: Percentage of representations adjudicated within 21 days of date of receipt by the Agency

Indictor Ref #	**TID 6.4**
Indicator Title	**% of representations adjudicated within 21 days of date of receipt by the Agency**
Definition	Indicator measures the percentage of representations adjudicated that falls within the window period from the date of receipt by the Agency.
Source of Data	NCR report obtained directly from the RTMC.
Method of Calculation	95% of representations received between 1 April 2026 to 31 March 2027 should be finalised within 21 days from date of receipt by the Agency, despite whether representations are successful or not. 21 Days calculated per calendar days. Monthly, Quarterly and Annual reports will outline the following: • Consider the total number of representations processed during the calendar month concerned (the period of consideration), irrespective of the outcome (successful, cancelled or rejected) + Pending representations outside the 21-day prescribed period: Total applications processed + Pending representations outside the 21-day prescribed period (denominator). E.g. 100. • Determine the number of representations processed within {21} days from the actual date the representations were received by the Agency, irrespective of the outcome (successful, cancelled or rejected): Representations adjudicated within {21} days (numerator). E.g. 100. • The "achievement" is then a simple calculation as follow: Representations adjudicated within {21} days / (Total representations adjudicated + Pending representations outside 21 day prescribed period) = 95 /100 = 95%. The Number of representations adjudicated against the received representations
Means of Verification	NCR report
Assumption	It is assumed that RTIA has capacity to adjudicate received representations within 21 days. It is assumed that critical staff member will be appointed for the Agency.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative year to date
Reporting Cycle	Quarterly
Desired Performance	95% adjudicated within 21 days from date of receipt. Q1 = 95% Q2 = 95% Q3 = 95% Q4 = 95%
Indicator Responsibility	Senior Manager: Adjudications and Enforcement Orders

TID 6.5: Percentage of applications for revocation of enforcement orders adjudicated within 21 days of date of receipt by the Agency

Indictor Ref #	**TID 6.5**
Indicator Title	**% of applications for revocation of enforcement orders adjudicated within 21 days of date of receipt by the Agency**
Definition	Indicator measures the percentage of applications of revocation of enforcement orders adjudicated that falls within the window period from the date of receipt by the Agency.
Source of Data	NCR report obtained directly from the RTMC.
Method of Calculation	100% of applications for revocation of enforcement orders received between 1 April 2026 to 31 March 2027 should be finalised within 21 days from date of receipt by the

	Agency, despite whether applications are successful or not. 21 Days calculated per calendar days. Monthly, Quarterly and Annual reports will outline the following: • Consider the total number of applications processed during the calendar month concerned (the period of consideration), irrespective of the outcome (successful, cancelled or rejected): + Pending applications outside the 21-day prescribed period: Total applications processed + Pending applications outside the 21-day prescribed period (denominator). E.g. 100. • Determine the number of applications processed within {21} days from the actual date the application was received by the Agency, irrespective of the outcome (successful, cancelled or rejected): Applications processed within {21} days (numerator). E.g. 100. • The "achievement" is then a simple calculation as follow: Applications adjudicated within {21} days /(Total representations adjudicated + Pending applications outside 21 day prescribed period) = 95 /100 = 95%. The Number of applications processed against the received applications.
Means of Verification	NCR report
Assumption	It is assumed that RTIA has capacity to adjudicate received applications within 21 days. It is assumed that critical staff member will be appointed for the Agency.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative year to date
Reporting Cycle	Quarterly
Desired Performance	95% adjudicated within 21 days from date of receipt. Q1 = 95% Q2 = 95% Q3 = 95% Q4 = 95%
Indicator Responsibility	Senior Manager: Adjudications and Enforcement Orders

TID 6.6: Percentage of courtesy letters served/presumed served within 40 days from date of issue

Indictor Ref #	**TID 6.6**
Indicator Title	% of courtesy letters served/presumed served within 40 days from date of issue
Definition	The indicator measures the number of courtesy letters served/presumed served within 40 days from the date of issue against total number of courtesy letters served/presumed served during the reporting period. The date of issue means the date of authorisation of a courtesy letter as recorded on the NCR / NRTOR
Source of Data	NCR or NRTOR reports
Method of Calculation or Assessment	95% of courtesy letters served/presumed served from 1 April 2026 to 31 March 2027 should be served within 40 days from date of issue. Monthly, Quarterly and Annual report will outline the following: • Total Number of courtesy letters served/presumed served during the reporting period (sum of bullets 2 and 3 below) e.g. 100 • Number of courtesy letters served/presumed served within 40 days from the date of issue e.g. 100 • Number of courtesy letters served/presumed served outside 40 days from the date of issue e.g. 30 • Achievement is then calculated as follows: Number of courtesy letters served or presumed served within 40 days from the date of issue / Total Number of courtesy letters served/presumed served = 95 / 100 = 95%

	Therefore, the above formula measures the number of courtesy letters served/presumed served within 40 days from the date of issue against total number of courtesy letters served/presumed served during the reporting period
Means of Verification	NCR / NRTOR Reports
Assumptions	It is assumed that there won't be a lot of NCR / NRTOR and SAPO challenges
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Reporting Cycle	1 April 2026 to 31 March 2027
Desired Performance	Q1: 95% Q2: 95% Q3: 95% Q4: 95%
Indicator Responsibility	Senior Manager: Operations

TID 6.7: Percentage of enforcement orders served/presumed served within 40 days from date of issue

Indictor Ref #	**TID – 6.7**
Indicator Title	% of enforcement orders served/presumed served within 40 days from date of issue
Definition	The indicator measures the number of enforcement order served/presumed served within 40 days from the date of issue against total number of enforcement orders served/presumed served during the reporting period. The date of issue means the date of authorisation of an enforcement order as recorded on the NCR / NRTOR
Source of Data	NCR or NRTOR reports
Method of Calculation or Assessment	95% of enforcement orders served/presumed served from 1 April 2026 to 31 March 2027 should be served within 40 days from date of issue. Monthly, Quarterly and Annual report will outline the following: • Total Number of enforcement orders served/presumed served during the reporting period (sum of bullets 2 and 3 below) e.g. 100 • Number of enforcement orders served/presumed served within 40 days from the date of issue e.g. 70 • Number of enforcement orders served/presumed served outside 40 days from the date of issue e.g. 30 • Achievement is then calculated as follows: Number of enforcement orders served or presumed served within 40 days from the date of issue / Total Number of enforcement orders served/presumed served = 95 / 100 = 95% Therefore, the above formula measures the number of enforcement orders served/presumed served within 40 days from the date of issue against total number of enforcement orders served/presumed served during the reporting period
Means of Verification	NCR / NRTOR Reports
Assumptions	It is assumed that there won't be a lot of NCR / NRTOR and SAPO challenges
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Reporting Cycle	1 April 2026 to 31 March 2027
Desired Performance	Q1: 95% Q2: 95% Q3: 95% Q4: 95%
Indicator Responsibility	Deputy Registrar: TIM

TID 6.8: Number of road users reached through AARTO education and awareness social media programmes deployed

Indictor Ref #	TID-6.9
Indicator Title	Number of AARTO education and awareness social media messages posted
Definition	800 AARTO Education and Awareness Social Media Messages Posted through social media platforms (Instagram, Twitter or X and Facebook) to heighten AARTO awareness and encourage voluntary compliance with road traffic laws. Programme refers to pre-approved schedules or list of messages to be posted on social media platforms over a period to educate the public about AARTO and encourage voluntary compliance with road traffic laws.
Source of Data	Quarterly Reports and Social Media Implementation Plan
Method of Calculation or Assessment	Quantitative Simple Count: Number of Social Media Messages Posted against the implementation plan
Means of Verification	Monthly and Quarterly Reports on social media messages posted through social media platforms and monthly and quarterly All Media Insights Analysis Report under Overview of Coverage which include Count, AVE and Reach.
Assumptions	The majority of road users have access to social media platforms. Increased uptake of social media platforms is the most preferred communication mode by the public
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Reporting Cycle	Quarterly
Desired Performance	Q1: 200 AARTO education and awareness social media messages posted Q2: 200 AARTO education and awareness social media messages posted Q3: 200 AARTO education and awareness social media messages posted Q4: 200 AARTO education and awareness social media messages posted
Indicator Responsibility	Head Communication

TID 6.9: Number of road users reached through traditional media AARTO education awareness programmes deployed

Indictor Ref #	TID-6.10
Indicator Title	**Number of Traditional Media AARTO Education Awareness activations deployed**
Definition	600 Mainstream AARTO Education and Awareness activations deployed through various mediums; community activations, print media platforms or radio to heighten AARTO education and awareness to encourage voluntary compliance with road traffic laws. Programme refers to approved schedules of AARTO Education and Awareness programme activities deployed through mediums of communication as indicated in the definition above on AARTO education awareness and to encourage voluntary compliance with road traffic laws.
Source of Data	Communication and Marketing Reports on Mainstream AARTO Education and Awareness Activations deployed
Method of Calculation or Assessment	Quantitative Simple Count: Number of AARTO Education and Awareness Activations deployed.
Means of Verification	Monthly and Quarterly reports on Mainstream AARTO Education and Awareness Activations deployed
Assumptions	
Disaggregation of Beneficiaries (where applicable)	N/A

Spatial Transformation (where applicable)	N/A
Reporting Cycle	Quarterly
Desired Performance	Q1: 200 Traditional Media AARTO Education Awareness activations deployed Q2: 200 Traditional Media AARTO Education Awareness activations deployed Q3: 200 Traditional Media AARTO Education Awareness activations deployed Q4: 200 Traditional Media AARTO Education Awareness activations deployed
Indicator Responsibility	Head Communication

TID 6.10: Number of member based groups workshopped on AARTO legislation

Indictor Ref #	**TID-6.11**
Indicator Title	**Number of member-based groups workshopped on AARTO legislation**
Definition	36 member-based groups workshopped on AARTO legislation and how it impacts their members and business.
Source of Data	Attendance registers of people who attended and were trained on AARTO legislation. Reports produced at the end of each round of stakeholder training.
Method of Calculation or Assessment	Quantitative: Simple count
Means of Verification	Quarterly Reports and Registers
Assumptions	Most stakeholder groups are aware of the intention to rollout AARTO throughout the country, including contestations on the legislation provisions, and deem it necessary to equip themselves with knowledge on how the system is designed to benefit their members.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Reporting Cycle	Quarterly
Desired Performance	Q1: 9 Member based groups Workshopped on AARTO Legislation Q2: 9 Member based groups Workshopped on AARTO Legislation Q3: 9 Member based groups Workshopped on AARTO Legislation Q4: 9 Member based groups Workshopped on AARTO Legislation
Indicator Responsibility	Head Communication

TID 6.11: Approved ICT Strategy Implemented

Indicator Ref#	**TID 6.12**
Indicator Title	Number of approved ICT Strategy Initiatives Implemented
Definition	ICT Strategy is a comprehensive blueprint of: a) how an enterprise ICT team supports the business objectives and operations with optimal technology solutions; and b) how IT department run its own business.
Source of Data	ICT Annual Implementation Plan 2026/27 FY
Method of Calculation	Quantitative: Number of initiatives implemented against the Plan
Means of verification	Completion of items listed in the ICT Annual Implementation Plan
Assumptions	EXCO would have approved the ICT Strategy in 2025/26 FY
Disaggregation of Beneficiaries (where applicable)	N/A.
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative
Reporting Cycle	Quarterly
Desired Performance	Implementation of 6 Interim ICT Strategy Initiatives implemented for year 3: Q1 = N/A

	Q2 = ICT Annual Implementation Plan Approved Q3 = Implementation of 3 Interim ICT Strategy initiatives identified for year 3 Q4 = Implementation of 3 additional Interim ICT Strategy initiatives identified for year 3
Indicator Responsibility	Head: ICT

TID 6.12: Unqualified Audit opinion

Indictor Ref #	**TID-6.13**
Indicator Title	Unqualified Audit Opinion
Definition	The indicator measures the percentage implementation of action plans to address audit findings for the previous financial year.
Source of Data	Final Auditor-General Management Report
Method of Calculation	Number of AG recommendations implemented / Total number of AG recommendations X 100
Means of verification	Approved management-developed plan or dashboard
Assumption	Continuous implementation, monitoring, and evaluation of the implementation plans throughout the business functions. No repeat findings
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Non-cumulative
Reporting cycle	Quarterly
Desired Performance	Unqualified Audit Opinion Q3: Action plans to address audit findings raised by the AGSA for the 2025/26 financial year approved Q4: 100% implementation of action plans to address audit findings
Indicator Responsibility	Chief Financial Officer

TID 6.13: Percentage Responses to Parliamentary Questions within the Stipulated Timeframes

Indicator Ref	**TID-6.14**
Indicator Title	% Responses to Parliamentary Questions within the Stipulated Timeframes
Definition	The ability of the RTIA to formally respond to official parliamentary questions within stipulated timelines from the date of receipt. Timelines are stipulated by Parliament when questions are circulated to Sector Department. Responses to Parliamentary questions might be impacted by complexity and, in certain cases, dependencies from external stakeholders. In areas where the complexities are measurable internally, the turnaround time is averaged at 7 days and/or within the requirements of the Parliamentary time lines.
Source of Data	Approved and DoT submitted Parliamentary question answers.
Method of Calculation	Qualitative
Means of verification	RTIA's Proof of Response to Parliamentary Question
Assumptions	Parliament frequently asks the DoT questions on the running and compliance of the Agency to prescripts. The Agency is obligated to provide responses to all questions by Parliament
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Desired Performance	100% of questions asked by Parliament responded to within 7 days. Q2: Bi-Annual report on the status of response to Parliamentary questions Q4: Annual report on the status of response to Parliamentary questions
Indicator Responsibility	Head: Strategy & Reporting

TID 6.14: Percentage Resolution of Reported Cases of Corruption

Indicator Ref#	TID 6.15
Indicator Title	% Resolution of Reported Cases of Corruption
Definition	The cases of corruption differ in complexity and require different competencies, which may not always be within the Agency's reach. The Agency is required to report on a Bi-annual basis on the status of each fraud and corruption case reported in line with the RTIA Fraud prevention policy and fraud prevention plan. 95% of all incidents of fraud & corruption to be reported within 180 days.
Source of Data	Whistle-blower Report, RTIA Fraud & Corruption Case Register
Method of Calculation	Quantitative
Means of verification	Number of corruption cases reported on different platforms and captured on a register
Assumptions	The nature of the traffic management business has historically been dominated by reports of bribery, fraud and corruption
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Desired Performance	100% Resolution (Investigation Stage) of reported incidents of Corruption within 90 days Q2: Bi-Annual report on steps taken to ensure resolution of reported incidents of corruption Q4: Annual report on steps taken to ensure resolution of reported incidents of corruption
Indicator Responsibility	Executive Legal & Compliance

TID 6.15: Percentage Reduction of cases of wasteful and fruitless expenditure

Indictor Ref #	TID-6.16
Indicator Title	Percentage reduction of cases of wasteful and fruitless expenditure
Definition	The indicator measures the percentage reduction of cases of wasteful and fruitless expenditure incurred.
Source of Data	Quarterly Financial Report Fruitless and wasteful expenditure register
Method of Calculation	Quantitative – Simple count Number of cases of wasteful and fruitless expenditure incurred / Total number of cases of fruitless and wasteful expenditure reported in previous year X 100
Means of verification	Bi-Annual and Annual Reports on reduction of fruitless and wasteful expenditure cases incurred by the Agency and approved by the CFO
Assumptions	Financial reports are reliable and accurate. Opening balance is subject to condonement.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative year to date
Reporting cycle	Bi-annually
Desired Performance	Reduction of cases of wasteful and fruitless expenditure which will lead to a strengthened control environment. Q2: 100% reduction of cases of wasteful and fruitless expenditure Q4: 100% reduction of cases of wasteful and fruitless expenditure
Indicator Responsibility	Chief Financial Officer

TID 6.16: Percentage Reduction of cases of irregular expenditure

Indictor Ref #	TID-6.17
Indicator Title	Percentage reduction of cases of irregular expenditure
Definition	The indicator measures the percentage reduction of cases of irregular expenditure incurred.
Source of Data	Quarterly Financial Report Irregular expenditure register
Method of Calculation	Quantitative – Simple count

	Number of cases of irregular expenditure incurred / Total number of cases of irregular expenditure reported in the previous year X100
Means of verification	Quarterly Financial Statements Annual Financial Statements
Assumptions	Financial reports are reliable and accurate Opening balance is subject to condonement.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative year to date
Reporting cycle	Bi-annually
Desired Performance	Reduction of irregular expenditure that will lead to a strengthened control environment. Q2: 95% reduction of cases of irregular expenditure Q4: 95% reduction of cases of irregular expenditure
Indicator Responsibility	Chief Financial Officer

TID 6.17: 100% valid Supplier Invoices Paid within 30 days

Indictor Ref #	**TID-6.18**
Indicator Title	100% valid Supplier Invoices Paid within 30 days
Definition	The indicator measures the efficiency of payment turnaround of valid supplier invoices that are paid within 30 days from the date of receipt of a valid invoice and indicates the average speed at which the payments are made. A valid invoice is received when it is received by Finance, and it is signed by the user/ it is accompanied by the signed delivery note/service card. 30 days is applicable from the day that the invoice is declared valid by the RTIA Finance Unit standards.
Source of Data	Primary data/information
Method of Calculation	Quantitative - ratio (Number of invoices paid within 30 days/Total number of invoices paid)*100
Means of verification	Quarterly report approved by Chief Financial Officer Annual Financial Statements
Assumptions	Financial reports are reliable and accurate
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Non-cumulative
Reporting cycle	Quarterly
Desired Performance	100% of valid supplier invoices are paid within 30 days.
Indicator Responsibility	Chief Financial Officer