



RTIA STRATEGIC PLAN

2025 – 2030

06 JUNE 2025

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Acronyms and Definitions

Acronym/Term	Description/Definition
AARTO	Administrative Adjudication of Road Traffic Offences
AGSA	Auditor General of South Africa
BBBEE	Broad Based Black Economic Empowerment
CBRTA	Cross Border Road Transport Agency
CPA	Criminal Procedures Act
DLTC	Driving Licence Testing Centre
EFT	Electronic Funds Transfer
eNaTis/ NaTis	National Traffic Information System
EO/s	Enforcement Order/s
ERP	Enterprise Resource Plan
EXCO	Executive Committee of the Agency
FAR	Fixed Asset Register
GAAP	Generally Accepted Accounting Practice
GRAP	Generally Recognised Accounting Practice
IA	Issuing Authority
IAT	Infringement Appeals Tribunal
ICT	Information and Communication Technology
JIPSA	Joint Initiative on Priority Skills Acquisition
JMPD	Johannesburg Metropolitan Police Department
MOU	Memorandum of Understanding
MTEF	Medium Term Expenditure Framework
NCR	National Contravention Register
NDOT/DoT	National Department of Transport/Department of Transport
NRTA	National Road Traffic Act
NT	National Treasury
PDS	Point Demerit System
PFMA	Public Finance Management Act
PPP	Public Private Partnerships
PrDP	Professional Driving Permit
RO/s	Representation Officer/s
RTIA	Road Traffic Infringement Agency
RTMC	Road Traffic Management Corporation

Acronym/Term	Description/Definition
RSA	Republic of South Africa
SANRAL	South African National Roads Agency Limited
SAPS	South African Police Service
SAPO	South African Post Office
SCM	Supply Chain Management
SLA	Service Level Agreement
SMME	Small Medium and Micro Enterprise
SOP's	Standard Operating Procedures
SWOT	Strengths, Weaknesses, Opportunities, Threats
TMPD	Tshwane Metropolitan Police Department
TR	Treasury Regulations

EXECUTIVE AUTHORITY STATEMENT

The Seventh Administration has placed inclusive and sustainable economic growth at the forefront of South Africa's development agenda. Over the 2024 – 2029 Medium Term Development Plan (MTDP) period, government has identified three national policy outcomes to drive this vision:

- Drive inclusive economic growth and job creation.
- Reduce poverty and tackle the high cost of living.
- Build 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 revitalise 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 tonnes.
- 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 tonnes 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 was established through its founding legislation, the Administrative Adjudication of Road Traffic Offences (AARTO) Act, 1998 (Act No. 46 of 1998) and the AARTO Amendment Act 4 of 2019 and has been tasked with achieving the following:

- 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 administer and manage a point demerit system for infringements and offences; and
- To undertake community education and community awareness programmes in order to ensure that individuals understand their rights and options.

The entity will achieve these goals through fostering a culture of accountability, ethical decision-making, upholding public trust, filling vacancies and improving audit outcomes.

I hereby present the Road Traffic Infringement Agency 2025-2030 Strategic Plan.



MS B.D. CREECY, MP

Minister of Transport

ACCOUNTING AUTHORITY STATEMENT

The Board of RTIA welcomes this opportunity to present the 2025-2030 Strategic Plan that carries forward some of the key targets that were hampered by non-proclamation of the AARTO Amendment Act and non-gazetting of the AARTO Regulations in the previous strategic cycle.

The RTIA continues to work with its stakeholders in the provinces, local government level to ensure that readiness for the AARTO National Rollout is placed at an advanced stage, and potential challenges, which requires intervention from the national government level, are addressed earlier. The Accounting Authority plans to implement AARTO National Rollout within the short to medium term period the seventh administration.

It is envisaged that the intervention of implementing AARTO education and public awareness will stimulate social cohesion and bring consciousness amongst the road users as well as change their behaviour while utilising the South African roads. The Agency has begun to deploy technological innovations to ensure seamless provision of AARTO services. The RTIA will continue to value endless support received from the Department of Transport and hope the proclamation of AAARTO Amendment Act will be finalised in the 2025-26 financial year.

The RTIA will enhance the relationship with various stakeholders including the Interfaith Community, Youth and Women led Groups, the Traditional Leaders and the Taxi Associations to conscientise them about road safety as well as the benefits of AARTO Act and its contribution towards safer roads and safer communities in South Africa.



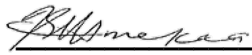
Mr B Ramokhele,

RTIA: Board Chairperson

OFFICIAL SIGN-OFF

It is hereby certified that this Strategic Plan for 2025 – 2030;

Developed by the management of the RTIA under the guidance of the Accounting Authority. Prepared in line with strategic priorities of the Seventh Administration and the Department of Transport; and accurately reflects the performance targets, which the RTIA will endeavour to, achieve given the resources made available in the budget for the period 2025 – 2030.



Mr Jacob Mmekoa

Head: Strategy and Reporting

2025/06/10

Date

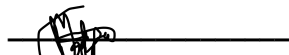


Adv. Mncedisi Bilikwana

Executive: Governance and Legal

2025 / 06 / 10

Date



Mr Caiphus Matjie

Chief Financial Officer

10/06/2025

Date



Mr Matsemela Moloi

Registrar

10/06/2025

Date

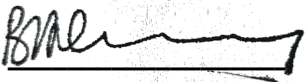


Mr Bonolo Ramokhele

RTIA: Board Chairperson

2025/06/10

Date



Ms BD Creecy, MP

Minister of Transport

17 June, 2025

Date

Introduction

1. Background

The Road Traffic Infringement Agency is an entity of the Department of Transport established in 2010 through the Administrative Adjudication of Road Traffic Offences Act (AARTO). In 1998, the Parliament of the Republic of South Africa approved the Administrative Adjudication of Road Traffic Offences (AARTO) Act, No. 46. The aim of the AARTO Act is to enhance the efficiency of the Criminal Procedure Act in building relations between law enforcement agencies, judicial system and issuing authorities in order to develop a fair and transparent administrative process to adjudicate road traffic contraventions and collect fines without exerting the burden onto the court processes.

The Road Traffic Infringement Agency (RTIA) performs its functions in terms of subsection (1) (a) of the AARTO Act. The objectives of the agency are:

- To administer a procedure to discourage the contravention of road traffic laws to support the adjudication of infringements;
- To enforce penalties imposed against persons contravening road traffic laws; to provide specialised prosecution support services; and
- To undertake community education and community awareness programmes to ensure that individuals understand their rights and options as enshrined in the AARTO Act.

Currently, the Agency is implementing a phased AARTO national rollout approach. The Department of Transport is leading process of finalizing documentation for the presidency to approve the proclamation of the AARTO Amendment Act. Phase One, which saw the establishment of 40 AARTO Service Outlets is ongoing. AARTO education and community awareness is ongoing across the country. The Agency continues to provide technical support to issuing authorities in the form of the provision of equipment and AARTO training.

RTIA, as the independent administrator and adjudicator of road traffic infringements, together with other implementing partners, is ready to implement rollout AARTO nationally as soon as the proclamation of the AARTO Amendment Act approved. The

process to appoint the Appeals Tribunal will be addressed through the approval process of the AARTO Amendment Act.

The table below outlines a summary of RTIA's key implications for the AARTO Amendments.

Aspect	New provision	Implications
Service of documents	Previously used to have service by registered mail or in person; and now includes electronic service	This means, RTIA will use additional electronic service platforms, such as e-mail. Other means like SMS, Facebook and WhatsApp can be used to remind an infringer of the documents served
	Re-service of documents	This provides for the re-service of Infringement notices, Courtesy Letters or Enforcement Orders, where such are claimed not to have been received or served in the first place
Involvement of Sheriffs	The provision is repealed.	This means that RTIA has removed the threat of confiscation of movable property. No one will ever lose their possessions due to outstanding penalties
Warrants of Execution	The provision for the Registrar to authorise warrants of execution is repealed	There will no longer be any warrants of execution issued
Election to go to court	This provision is now repealed.	<ul style="list-style-type: none"> The AARTO is an administrative process that is dealt with outside of court. To challenge any outstanding traffic penalties, one must first exhaust the internal administrative process, before going to court. The consequential court processes have also been repealed because they are no longer applicable, since warrants of execution, election to go to court and appointment of sheriffs are repealed.
Rehabilitation programmes	This is a new provision	Habitual infringers – meaning those who had their driving licences suspended for more than 2 occasions, will be redirected to attend compulsory rehabilitation programmes
Infringement Appeals Tribunal (IAT)	This is a new provision. It replaces the election to go to court.	<ul style="list-style-type: none"> This provision provides further protection to infringers. The IAT will oversee the operations of the RTIA and offers further protection for the process. This means that instead of going to court, an infringer can apply for a review or appeal the decision of the Representation Officer. Only in the last resort, after exhausting the internal process, can an infringer take the decision of the tribunal for a review or appeal to the Magistrates Court.

Table 1: RTIA's Key Implications of the AARTO Amendments

The Legislative amendments, despite wide consultation, generated discomfort with civil society, which resulted in protracted litigation against the Agency emanating from allegations of the unconstitutional nature of the proposed alternative methods of postage as well as constitutional attack on the process adopted to legislate the Administrative Adjudication process. The process was criticized for usurping exclusive legislative making powers of local government.

The litigation process has had adverse delays on the National AARTO roll out which was preceded by delays in the proclamation and promulgation of the amended AARTO legislation. Consequently, these two major events affected the envisaged nationalisation of the administrative adjudication by 2021 – 2022 FY. This development further necessitates the review of the 5-year strategic planning milestones.

The Minister of Transport was in the MTEF required to enter into a revised delivery agreement with the President, which brought about amplified prioritisation of the following:

- Government business to be premised on District Development Model;
- Job creation with bias towards women, youth and people living with disability;
- Improved governance and ethical conduct in the sector;
- Government procurement to evidence 40% bias towards women;
- Improved government payment turnaround times.

2. Scope

The Strategic Plan of the RTIA sets out the Agency's strategic priority programmes and project plans for a five-year period, as approved by the Accounting Authority and the Executive Authority within the scope of available resources.

The Strategic Plan focuses on Strategic Outcome-oriented Goals for the Agency as a whole, the Strategic Outcomes for each of the main service delivery areas as aligned to the budget programme structure. Where relevant, to sub-programmes.

The Strategic Plan covers a period of five years in line with the Medium Term Development Plan (MTDP) and aligns to the RTIA commitments as set out in the Performance Agreement between the Board and the Minister.

Part A: Our Mandate



1. Constitutional mandate

The constitutional mandate of the Road Traffic Infringement Agency (RTIA) is derived from S 33 of the Bill of Rights which states that:

1. *Everyone has the right to administrative action that is lawful, reasonable and procedurally fair.*
2. *Everyone whose rights have been adversely affected by administrative action has the right to be given written reasons.*
3. *National legislation must be enacted to give effect to these rights, and must*
 - a) *Provide for the review of administrative action by a court, or, where appropriate, an independent and impartial tribunal;*
 - b) *Impose a duty on the state to give effect to the rights in subsections (1) and (2); and*
 - c) *Promote an efficient administration.*

The RTIA is charged with responsibility to promote driver compliance by providing a points demerit scheme in order to discourage road traffic contraventions through the administrative adjudication of road traffic offences.

2. Legislative and policy mandates

The RTIA's legislative and policy mandate is derived from the following:

- The Constitution of the Republic of South Africa, 1996
- The Administrative Adjudication of Road Traffic Offences Act, 46 of 1998
- The Administrative Adjudication of Road Traffic Offences Amendment Act, 4 of 2019
- 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
- The National Development Plan, Vision 2030
- Broad Based Black Economic Empowerment Act, 53 of 2003
- Employment Equity Act, 55 of 1998
- Preferential Procurement Policy Framework Act, 5 of 2000
- National Road Safety Strategy, 2017 – 2030
- SADC Protocol on Transport, Communication and Meteorology 1996
- Protection of Personal Information Act of 4 2013

3. Strategic Drivers

The following strategic drivers to enable RTIA to effectively execute its mandate and mission:

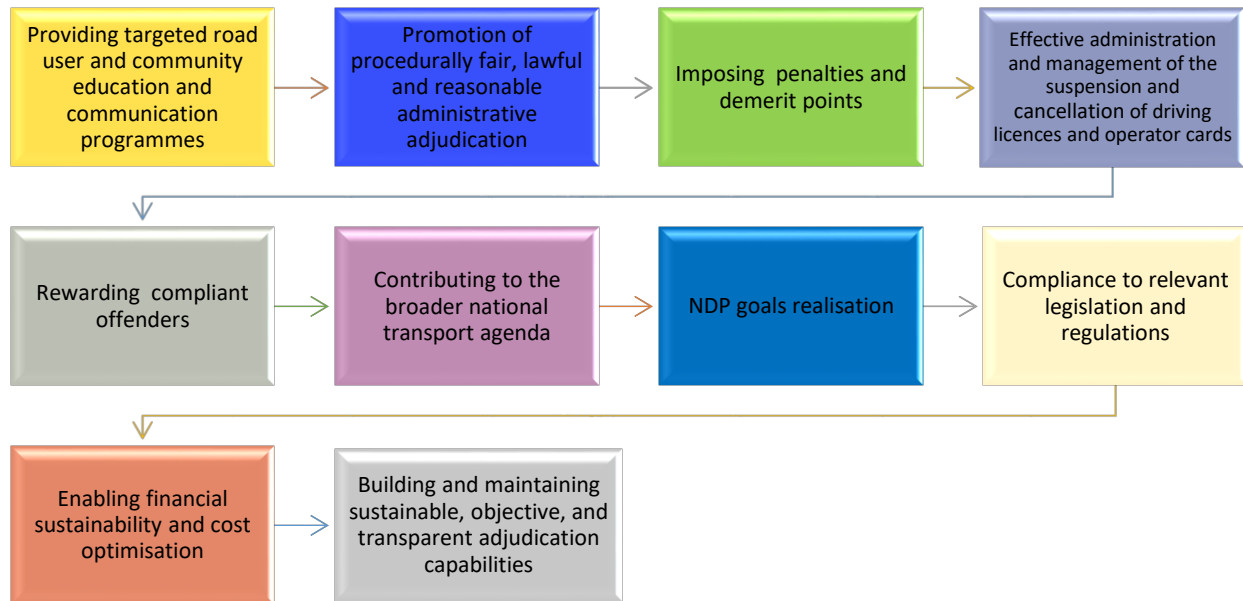


Figure 1: RTIA Strategic Drivers

4. 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.
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 rollout 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.

Stakeholder	Influence	Expectations
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

Table 2: RTIA Stakeholder Analysis

5. Legislative and Compliance Framework

Legislation/ Regulation	Purpose/Objectives
AARTO Act No 46 of 1998	<ul style="list-style-type: none"> • Founding Act of RTIA • To encourage compliance with the national and provincial laws relating to road traffic and to promote road traffic safety; • to encourage the payment of penalties imposed for infringements and to allow infringers to make representations; • to establish a procedure for the effective and expeditious adjudication of infringements; • to alleviate the burden on the courts of trying offenders for infringements; • to penalise drivers and operators who are guilty of infringements or offences through the imposition of demerit points leading to the suspension and cancellation of driving licences, professional driving permits or operator cards; • to reward law-abiding behaviour by reducing demerit points imposed if infringements or offences are not committed over specified periods; • to establish an agency to support the law enforcement and judicial authorities and to undertake the administrative adjudication process; and; • to strengthen co-operation between the prosecuting and law enforcement authorities by establishing a board to govern the agency.
AARTO Amendment Act (Act 4 of 2019)	<ul style="list-style-type: none"> • To amend the Administrative Adjudication of Road Traffic Offences Act, 1998 • substitute and insert certain definitions; to improve the manner of serving documents to infringers; to add to the functions of the Road Traffic Infringement Authority;

Legislation/ Regulation	Purpose/Objectives
	<ul style="list-style-type: none"> to repeal certain obsolete provisions; to establish and administer rehabilitation programmes; to provide for the apportionment of penalties; to provide for the establishment of the Appeals Tribunal and matters related thereto; to effect textual corrections; and to provide for matters connected therewith
Promotion of Administrative Justice Act, 2002 (Act 3 of 2002)	<ul style="list-style-type: none"> To give effect to the right to administrative action that is lawful, reasonable and procedurally fair and to the right to written reasons for administrative action as contemplated in section 33 of the Constitution of the Republic of South Africa, 1996; And to provide for matters incidental thereto.
Promotion of Access to Information Act (Act 2 of 2000)	<ul style="list-style-type: none"> To give effect to the constitutional right of access to any information held by the State and any information that is held by another person and that is required for the exercise or protection of any rights; and To provide for matters connected therewith.
National Road Traffic Act, 1996 (Act 93 of 1996)	<ul style="list-style-type: none"> To provide for road traffic matters which shall apply uniformly through the Republic and for matters connected therewith.
Criminal Procedure Act, No. 51 of 1977	<ul style="list-style-type: none"> To make provision for procedures and related matters in criminal proceedings.
Prevention and Combating of Corrupt Activities Act, 2004 (Act 12 of 2004).	<ul style="list-style-type: none"> To provide for the strengthening of measures to prevent and combat corruption and corrupt activities; To provide for the offence of corruption and offences relating to corrupt activities; To provide for investigative measures in respect of corruption and related corrupt activities; To provide for the establishment and endorsement of a Register in order to place certain restrictions on persons and enterprises convicted of corrupt activities relating to tenders and contracts; To place a duty on certain persons holding a position of authority to report certain corrupt transactions; To provide for extraterritorial jurisdiction in respect of the offence of corruption and offences relating to corrupt activities; and To provide for matters connected therewith.
Public Finance Management Act, 1999 (Act 1 of 1999) - PFMA	<ul style="list-style-type: none"> To regulate financial management in the national and provincial government; To ensure that all revenue, expenditure, assets and liabilities of those governments are managed efficiently and effectively; To provide for the responsibilities of persons entrusted with the financial management in those governments; And to provide for matters connected therewith.
Electronic Communications and Transactions Act, 2000 (Act 25 of 2000)	<ul style="list-style-type: none"> To provide for the facilitation and regulation of electronic communications and transactions; To provide for the development of a national e-strategy for the Republic; To promote universal access to electronic communications and transactions and the use of electronic transactions by SMMEs;

Legislation/ Regulation	Purpose/Objectives
	<ul style="list-style-type: none"> • To provide for human resource development in electronic transactions; • To prevent abuse of information systems; • To encourage the use of e-government services; and • To provide for matters connected therewith.
Protection of Personal Information Act, 2013 (Act 4 of 2013).	<ul style="list-style-type: none"> • To promote the protection of personal information processed by public and private bodies; • To introduce information protection principles so as to establish minimum requirements for the processing of personal information; • To provide for the establishment of an Information Protection Regulator; • To provide for the issuing of codes of conduct; • To provide for the rights of persons regarding unsolicited electronic communications and automated decision making; • To regulate the flow of personal information across the borders of the Republic; and • To provide for matters connected therewith.
Preferential Procurement Policy Framework Act, 2000 (Act 5 of 2000)	<ul style="list-style-type: none"> • To give effect to section 217 (3) of the Constitution by providing a framework for the implementation of the procurement policy contemplated in section 217 (2) of the Constitution; • And to provide for matters connected therewith.
Broad-Based Black Economic Empowerment Act, 2003 (Act 53 of 2003).	<ul style="list-style-type: none"> • To establish a legislative framework for the promotion of black economic empowerment; • To empower the Minister to issue codes of good practice and to publish transformation charters; • To establish the Black Economic Empowerment Advisory Council; and • To provide for matters connected therewith.

Table 3: Legislation and Compliance Framework

6. Institutional Policies & Strategies

- Communication Strategy
- Adjudications Framework
- Disbursement Policy
- Revenue Collection Policy

The policy frameworks listed above provides the basis of the broad functions of the Agency including but not limited to Adjudication Processes. The Disbursement Policy and Revenue Collection Policy provides guidelines on the disbursement of revenue to the relevant IAs as well as outlining the methods to be deployed for collection of revenue. The AMIP plan provides a clear practical steps to be followed on the AARTO National Rollout project whereas the Communication Strategy

articulates the best ways on how the Agency will engage with its stakeholders including providing the RTIA products and championing the benefits of the AARTO Act.

7. Relevant Court Rulings

Name of Litigant	Nature of the litigation	Current status	Management Actions
Organisation Undoing Tax Abuse (OUTA) vs Minister of Transport & others	The applicant sought a declaratory order to declare AARTO legislation unconstitutional and invalid.	On the 12 th of July 2023, the ConCourt upheld the RTMC appeal to the High Court judgment and the order of the High Court was set aside.	The application is dismissed with no order as to costs.
Fines 4 U & Another	Applicant sought to review decisions taken by representation officers in terms of section 18 of the AARTO Act. Agency and Tshwane Metropolitan Municipality (joined as the second respondent in the matter) to issue him with his driving licence and licence disc in respect of various vehicles under the circumstances where the Applicant has been served with an enforcement order.	Judgement finalised and ruling made against the Agency with costs. The Agency unsuccessfully appealed the judgement and the cost order of the appeal application was made in favour of Fines 4 U.	Adjudications Framework reviewed and considered all the issues raised in the judgement. and the matter was accordingly removed from the roll of the court.
Howard Demborvsky vs Department of Transport and Others	Mr. Howards has lodged this application to, amongst others, contest the constitutionality of some of the provisions in the AARTO Act as well as its Regulations. He alleges that those identified provisions of the Act contravene in the main, the right to a fair trial as enshrined in the Constitution. This application also seeks to request cancellation of all infringement notices in an	RTIA in the process of consulting its attorney on the process of recovery of a cost award. The current deceased estate reported not have any assets.	Application dismissed with costs.

Name of Litigant	Nature of the litigation	Current status	Management Actions
	instance where infringers have elected to be tried in court but have still not been served with summonses for a period over 18 months, as prescribed by the DPP.		

Table 4: Relevant Court Rulings

Part B: Our Strategic Focus



1. Vision

Road traffic contravention free South Africa

2. Mission

Our business is to implement a centralized and standardized road traffic infringement system through administering procedures that discourage contravention of road traffic laws, support fair adjudication of infringements and undertake community education and awareness programmes. The agency also administers point demerit system and driver rehabilitation programme.

3. Values

The Agency recognize the importance of its employees in the delivery of fair administrative adjudication for the benefit of its customers and stakeholders.

Value	Description
Fairness	Approaching every case and/or incident with respect, unbiasedness and morally acceptable grounds and produce results that are for public good and benefit.
Accessibility	Being available to serve and be reached by all our stakeholders across the country in line with our purpose and mandate encourages service excellence
Accountability	Being responsible and answerable for our actions and decisions
Transparency	Being open with stakeholders and communicating the basis upon which decisions are made and actions taken
Integrity	Being truthful, uncompromising, and acting impartially, without fear or favour in our relationships with all stakeholders
Innovation	To embrace new and improved ways of offering our services within our internal & external environment.
Timeliness	Being able to comply with the statutory and administrative timeframes when performing the Agency's functions.

Figure 2: RTIA Values

4. Situational Analysis

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 processes 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.

4.1. External Environmental Analysis

It is prudent that the Agency understand its immediate operating environment and factors that affect its ability to execute its core business. Analysis of the external environment is divided as follows:

4.1.1. 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.

4.1.2. Regional Analysis

Regionalisation continues to be a key business consideration in the SADC region given the economic inter-regional dependency by the 14 Member State in the Republic. This has a consequence on the increased vehicular movement on National arterial road. This is further evidenced in the SADC Protocol on Transport Communication and Meteorology (1996) wherein harmonization of standards is encouraged between SADC Member States.

Inconsistent vehicle and driver standards approved by foreign member states have increasingly had a negative impact on safety standards as well as increased fraud and corruption on foreign driver documentation. This is another pressure point for comprehensive implementation of AARTO including on foreign vehicles.

As alluded to above, the Northern Mozambique conflict from Islamic militia and local communities in that region continue to remain on the radar of SA business and economic decisions. The recent policy decisions by the Department of Home Affairs not to extend asylum applications and other related applications may have implication on the AARTO environment.

4.2. PESTEL Analysis

4.2.1. 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 pursuing 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.

4.2.2. 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.

4.2.3. 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.

4.2.4. 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.

4.2.5. 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.

4.2.6. 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 has 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

4.3. SWOT Analysis

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> Accomplished AARTO expertise; 16 years AARTO data; Internationally Benchmarked AARTO principles; Unique mandate. 	<ul style="list-style-type: none"> Limited funding streams Funding Model Business processes integration not fully complete Rigid Legislative Environment 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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 2: SWOT Analysis

5. Agency's ability to deliver on its mandate

5.1. Talent Management

The Agency is currently unable to sufficiently discharge its mandate largely owing to chronic staffing challenges. Not only in terms of numbers but varied skills set adequacy challenges. The exploration of skills attraction and retention strategies may be amongst available remedies to the challenge.

5.2. Information and Communication Technology

The rigid AARTO legislative and bureaucratic procurement practices contributes towards sluggish ICT uptake against agile and ever changing business operating environment. This characteristic will certainly make AARTO services unappealing. Urgent systems and culture change is required to turnaround the fate of the RTIA.

5.3. Finance and SCM

The current resourcing and funding of the Agency may not be sustainable in the long run. Alternative and varied revenue sources and the urgent need for AARTO roll out should be prioritised. Historic expenditure patterns against the requested budget requires urgent turnaround in order to achieve the predetermined 5 year outcomes.

5.4. Facilities

The Agency's business and operating model has historically been based at national level and in fulfilment of its mandate is required to discharge services at all national, provincial and local government. Consequently, advancing its growth and expansion strategy in line with the DDM model and Rural Area Service delivery approach. The Agency will in the future seek more office space.

Part C: Measuring Our Performance



1. Institutional Performance Information

1.1. Impact Statement

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

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”	

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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.

1.3. 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 <i>AARTO notifications processed/total infringement noticed received from IA</i>	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	

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	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 cancellation	
		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		To undertake community	Social media campaigns	

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	understanding their rights, options and obligations in relation to AARTO		education and community awareness programmes	Traditional media AARTO education and awareness programmes 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	

2. Planned MTDP Targets

Programme 1: Adjudication & AARTO Support

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

Sub- programme 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			MTDP Targets				
				2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
a.	AARTO Amendment Act Rolled-Out nationally	Number of IAs Implementing AARTO Amendment Act	AARTO Amendment Act Implemented	N/A	AARTO Readiness Assessment Report 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	213 IAs (Provincial, Metros, and Local Municipal IAs) AARTO Amendment Act implemented	213 IAs (Provincial, Metros, and Local Municipal IAs) AARTO Amendment Act monitored and enhanced	213 IAs (Provincial, Metros, and Local Municipal IAs) AARTO Amendment Act monitored and enhanced	213 IAs (Provincial, Metros, and Local Municipal IAs) AARTO Amendment Act monitored and enhanced

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No	Outcome	Outputs	Output Indicators	Baseline/Estimated Performance				MTDP Targets			
				2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
						New	N/A	PDS & Rehabilitation Electronic Systems implemented	PDS & Rehabilitation Electronic Systems monitored and enhanced	PDS & Rehabilitation Electronic Systems ready monitored and enhanced	PDS & Rehabilitation Electronic Systems ready monitored and enhanced

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Sub- programme 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				MTDP Targets			
				2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
b.	Efficient & fair Adjudication process	Issue courtesy letters	% of courtesy letters issued between 33 days and 96 days from the infringement notice served date	New	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	80% of courtesy letters issued between 33 days and 96 days from the infringement notice served date	90% of courtesy letters issued between 33 days and 96 days from the infringement notice served date	100% of courtesy letters issued between 33 days and 96 days from the infringement notice served date	100% of courtesy letters issued between 33 days and 96 days from the infringement notice served date
c.		Issue enforcement orders	% of enforcement orders issued after 32 days from the applicable notification served date	New	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	80% of enforcement orders issued after 32 days from the applicable notification served date	90% of enforcement orders issued after 32 days from the applicable notification served date	100% of enforcement orders issued after 32 days from the applicable notification served date	100% of enforcement orders issued after 32 days from the applicable notification served date

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Sub- programme 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			MTDP Targets				
				2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
d.	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	100% of representations adjudicated within 21 days of date of receipt by the Agency	70% of representations adjudicated within 21 days of date of receipt by the Agency	80% of representations adjudicated within 21 days of date of receipt by the Agency	90% 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 receipt by the Agency
e.		Improved & Efficient AARTO system & Processes	% of applications for revocation of enforcement orders adjudicated within 21 days of date of receipt by the Agency	New	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	80% of applications of revocation of enforcement orders adjudicated within 21 days of date of receipt by the Agency	90% of applications of revocation of enforcement orders adjudicated within 21 days of date of receipt by the Agency	100% of applications of revocation of enforcement orders adjudicated within 21 days of date of receipt by the Agency	100% of applications of revocation of enforcement orders adjudicated within 21 days of date of receipt by the Agency

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Sub- programme 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				MTDP Targets			
				2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
f.	Efficient & fair Adjudication process	Serve courtesy letters	% of courtesy letters served/presumed served within 40 days from the date of issue	New	New	100% of courtesy letters served/presumed served within 40 days from the date of issue	70% of courtesy letters served/presumed served within 40 days from the date of issue	80% of courtesy letters served/presumed served within 40 days from the date of issue	90% of courtesy letters served/presumed served within 40 days from the date of issue	100% of courtesy letters served/presumed served within 40 days from the date of issue	100% of courtesy letters served/presumed served within 40 days from the date of issue
g.		Serve enforcement orders	% of enforcement orders served/presumed served within 40 days from the date of issue	New	New	100% of enforcement orders served/presumed served within 40 days from the date of issue	70% of enforcement orders served/presumed served within 40 days from the date of issue	80% of enforcement orders served/presumed served within 40 days from the date of issue	90% of enforcement orders served/presumed served within 40 days from the date of issue	100% of enforcement orders served/presumed served within 40 days from the date of issue	100% of enforcement orders served/presumed served within 40 days from the date of issue

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No	Outcome	Outputs	Output Indicators	Baseline/Estimated Performance			2025/26	MTDP Targets			
				2022/23	2023/24	2024/25		2026/27	2027/28	2028/29	2029/30
							the date of issue				

Sub- programme 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			2025/26	MTDP Targets			
				2022/23	2023/24	2024/25		2026/27	2027/28	2028/29	2029/30
h.	Proportion of demerit points processes administered as prescribed	Demerit points incurred notification s issued	% of demerit points incurred notifications issued within 21 days from incurring demerit points	New	New	New	N/A	Min-60% of demerit points incurred notifications issued within 21 days from incurring demerit points	Min-70% of demerit points incurred notifications issued within 21 days from incurring demerit points	Min-80% of demerit points incurred notifications issued within 21 days from incurring demerit points	Min-90% of demerit points incurred notifications issued within 21 days from incurring demerit points

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No	Outcome	Outputs	Output Indicators	Baseline/Estimated Performance				MTDP Targets			
				2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
i.		Demerit points incurred notification s served	% of demerit points incurred notifications served/presumed served within 40 days from date of issue	New	New	New	N/A	Min-60% of demerit points incurred notifications served/presumed served within 40 days from date of issue	Min-70% of demerit points incurred notifications served/presumed served within 40 days from date of issue	Min-80% of demerit points incurred notifications served/presumed served within 40 days from date of issue	Min-90% of demerit points incurred notifications served/presumed served within 40 days from date of issue
	Proportion of demerit points processes administered as prescribed	Notification s of disqualification issued	% of notification of disqualification issued within 21 days from exceeding the demerit points threshold for the 1 st of 2 nd time	New	New	New	N/A	Min-60% of notification of disqualification issued within 21 days from exceeding the demerit points threshold for the 1 st of 2 nd time	Min-70% of notification of disqualification issued within 21 days from exceeding the demerit points threshold for the 1 st of 2 nd time	Min-80% of notification of disqualification issued within 21 days from exceeding the demerit points threshold for the 1 st of 2 nd time	Min-90% of notification of disqualification issued within 21 days from exceeding the demerit points threshold for the 1 st of 2 nd time

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No	Outcome	Outputs	Output Indicators	Baseline/Estimated Performance				MTDP Targets			
				2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
k.	Proportion of demerit points processes administered as prescribed	Notification of disqualification served	% of notification of disqualification served/presumed served within 40 days from date of issue	New	New	New	N/A	Min-60% of notification of disqualification served/presumed served within 40 days from date of issue	Min-70% of notification of disqualification served/presumed served within 40 days from date of issue	Min-80% of notification of disqualification served/presumed served within 40 days from date of issue	Min-90% of notification of disqualification served/presumed served within 40 days from date of issue
l.	Proportion of demerit points processes administered as prescribed	Notification of cancellation issued	% of notification of cancellation issued within 21 days from exceeding the demerit points threshold for the 3 rd time	New	New	New	N/A	Min-60% of notification of cancellation issued within 21 days from exceeding the demerit points threshold for the 3 rd time	Min-70% of notification of cancellation issued within 21 days from exceeding the demerit points threshold for the 3 rd time	Min-80% of notification of cancellation issued within 21 days from exceeding the demerit points threshold for the 3 rd time	Min-90% of notification of cancellation issued within 21 days from exceeding the demerit points threshold for the 3 rd time
	Proportion of demerit points processes administered as prescribed	Notification of cancellation served	% of notification of cancellation served/presumed served within 40 days	New	New	New	N/A	Min-60% of notification of cancellation served/presumed served within 40 days	Min-70% of notification of cancellation served/presumed served within 40 days	Min-80% of notification of cancellation served/presumed served within 40 days	Min-90% of notification of cancellation served/presumed served within 40 days

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No	Outcome	Outputs	Output Indicators	Baseline/Estimated Performance				MTDP Targets			
				2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
			from date of issue					from date of issue	40 days from date of issue	40 days from date of issue	40 days from date of issue
n.	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	N/A	Min-60% of applications to access of demerit points information processed within 21 days of date of receipt by the Agency	Min-70% of applications to access of demerit points information processed within 21 days of date of receipt by the Agency	Min-80% of applications to access of demerit points information processed within 21 days of date of receipt by the Agency	Min-90% of applications to access of demerit points information processed within 21 days of date of receipt by the Agency
o.	Proportion of demerit points processes administered as prescribed	Demerit points incurred notification s issued	% of demerit points incurred notifications issued within 21 days from incurring demerit points	New	New	New	N/A	Min-60% of demerit points incurred notifications issued within 21 days from incurring demerit points	Min-70% of demerit points incurred notifications issued within 21 days from incurring demerit points	Min-80% of demerit points incurred notifications issued within 21 days from incurring demerit points	Min-90% of demerit points incurred notifications issued within 21 days from incurring demerit points

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Sub- programme 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			MTDP Targets				
				2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
p.	Rehabilitation programme	Approval of the Rehabilitation Programme Strategy	Approved Strategy for Rehabilitation Programme	New	New	New	Rehabilitation Programme Strategy approved (approved strategy, syllabus, accreditation)	Min-60% implement rehabilitation programmes as prescribed	Min-70% implement rehabilitation programmes as prescribed	Min-80% implement rehabilitation programmes as prescribed	Min-90% implement rehabilitation programmes as prescribed

RTIA STRATEGY 2025 - 2030

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 2.1: To undertake community education and awareness programmes

Purpose: To facilitate and ensure systems and processes for responsive AARTO administration, education, and awareness interventions.

No	Outcome	Outputs	Output Indicators	Baseline/Estimated Performance				MTDP Targets					
				2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30		
q.	Proportion of drivers understanding their rights, options and obligations in relation to AARTO	Social media messages produced	Number of road users reached through AARTO education and awareness social media programmes	114	665	600	700 Road users reached through AARTO education and awareness social media programmes	800 Road users reached through AARTO education and awareness social media programmes	900 Road users reached through AARTO education and awareness social media programmes	1000 Road users reached through AARTO education and awareness social media programmes	1100 Road users reached through AARTO education and awareness social media programmes		

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No	Outcome	Outputs	Output Indicators	Baseline/Estimated Performance				MTDP Targets			
				2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
r.		AARTO education material developed and shared	Number of road users reached through traditional media AARTO education awareness programmes	145	467	360	500 road users reached through traditional media AARTO education awareness programmes	600 road users reached through traditional media AARTO education awareness programmes	700 road users reached through traditional media AARTO education awareness programmes	800 road users reached through traditional media AARTO education awareness programmes	900 road users reached through traditional media AARTO education awareness programmes
s.		Stakeholder groups workshopped on AARTO legislation	Number of member based groups workshopped on AARTO legislation	New	8	9	9 member based groups workshopped on AARTO legislation	12 member based groups workshopped on AARTO legislation	15 member based groups workshopped on AARTO legislation	20 member based groups workshopped on AARTO legislation	20 member based groups workshopped on AARTO legislation

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Programme 3: AARTO Information & Analytics

Purpose: The existence of this programme is 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 research, digital technologies, and data management.

Sub- programme 3.1: ICT & Analytics

Purpose: *The existence of this programme is the institutionalization of information management in line with the provisions of the AARTO legislative framework*

No	Outcome	Outputs	Output Indicators	Baseline/Estimated Performance				MTDP Targets			
				2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
t.	ICT environment enabled	ICT Strategy Implemented	Number of approved ICT Strategy Initiatives Implemented	50% of ICT Strategy Initiatives identified for year 1 were not implemented	51% of ICT Strategy Initiatives identified for year 1 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	Implementation of 6 ICT Strategy initiatives identified

RTIA STRATEGY 2025 - 2030

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 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				MTDP Targets			
				2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
u.	Improved Governance & strengthened control environment	100% of AG Recommendations Implemented	% Implementation of the Audit Action Plan	84%	91% Implementation of Audit Action Plan based on 2022/23 AGSA report	91% Implementation of Audit Action Plan based on 2023/24 AGSA report	100% implementation of an audit action plan based on 2024/25 AGSA report to achieve Unqualified Audit Opinion	100% implementation of an audit action plan based on 2025/26 AGSA report to achieve Unqualified Audit Opinion without matters of emphasis	100% Implementation of Audit Action Plan based on 2026/27 AGSA report	100% Implementation of Audit Action Plan based on 2027/28 AGSA report	100% Implementation of Audit Action Plan based on 2028/29 AGSA report

RTIA STRATEGY 2025 - 2030

No	Outcome	Outputs	Output Indicators	Baseline/Estimated Performance				MTDP Targets			
				2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
v.		Adequate & timeous responses to Parliamentary Questions	100 % Responses to Parliamentary questions 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 the stipulated timeframes	100 % Responses to Parliamentary questions done within the stipulated timeframes	100% Responses to Parliamentary questions done within stipulated timeframes	100% Responses to Parliamentary questions done within stipulated timeframes	100% Responses to Parliamentary questions done within stipulated timeframes
w.		Resolution of reported incidents of corruption	% Resolution (Investigation Stage) of reported incidents of corruption	Internal Audit completed its investigations of two cases of alleged corruption within the required timeframe	There were no incidents of corruption within 90 days reported	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	100% resolution (Investigation Stage) of reported incidents of corruption within 90 days	100% resolution (Investigation Stage) of reported incidents of corruption within 90 days

RTIA STRATEGY 2025 - 2030

No	Outcome	Outputs	Output Indicators	Baseline/Estimated Performance				MTDP Targets			
				2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
x.		Eliminati on of wasteful and fruitless expendit ure	% 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	100% reduction of cases of wasteful & fruitless expenditure	100% reduction of cases of wasteful & fruitless expenditure
y.		Reductio n of irregular expendit ure	% reduction of cases of irregular expenditure	Zero Irregular expenditure incurred	100% reduction of cases of irregular expenditure attained	95% reduction of cases of irregular expenditure	100% reduction of cases of irregular expenditure	100% reduction of cases of irregular expenditure	100% reduction of irregular expenditure	100% reduction of irregular expenditure	100% reduction of cases of irregular expenditure
z.		Complian ce 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	100% valid Supplier Invoices Paid within 30 days	100% valid Supplier Invoices Paid within 30 days

3. Explanation of Planned Performance over the Five Year Planning Period

- 3.1. Modernise traffic infringement management with AARTO solution in all 9 provinces in order to enhance productivity of the public sector within the traffic and transport management sector;
- 3.2. RTIA Re-Position for sustainable growth and autonomy; contribute towards safer communities and roads through the introduction of driver accountability programmes and Demerit system management for deviant driver behavior;
- 3.3. Build strategic competencies as Integrator & Researcher for infringement management analytics;
- 3.4. Increase economic participation of special demographic groupings through AARTO National Footprint, job creation and ED initiatives;
- 3.5. Focus and Leverage on existing revenue streams in a short to re-invest for long term growth;
- 3.6. Cultivate strategic use of technology to improve RTIA accessibility, efficiencies and business solutions.

4. Initiatives supporting Women, Youth and People Living with Special Needs

- 4.1. As part of the Social & Ethics Strategy, the Agency has prioritised these categories to receive learning assistance through the provision of a bursary scheme. These are provided for both internal and external stakeholders.
- 4.2. Organisational re-engineering and initiatives aimed at establishing RTIA National Footprint are also projects prioritising women, youth and people living with special needs.
- 4.3. Enterprise Development Concept also prioritises creation of jobs and skills development with bias in favour of women, youth and people living with special needs.
- 4.4. Mobile Service Points project targets the prioritisation and empowerment of women, youth and people living with special needs, particularly for those living in rural areas.

5. District Development Model

The revised RTIA Operating Model is anchored on the DDM principles particularly the prioritisation of deployment of service outlets in all district within the Republic in order to support service delivery at local level. The budget provision for service outlets in all nine provinces is ring - fenced under the AMIP budget.

6. Updated Key Risks & Mitigations

Listed below are the RTIA strategic outcomes, key risks and the mitigation plan:

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	<ol style="list-style-type: none"> 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
AARTO Act Rolled-out nationally	Over-reliance on external stakeholders within the AARTO value chain	<ol style="list-style-type: none"> 1. DoT Oversight Committee and engagement between Accounting Officers and executives of RTIA & RTMC 2. MoU with RTMC 3. Business requirements and application of UAT on new transactions 4. Quarterly engagements with the implementing issuing authorities and partners 5. ANSC meetings (Monitor state of readiness with different stakeholders on AARTO National Rollout) 6. SLA between RTIA and GPW
Efficient and fair adjudication process	Failure to issue AARTO notices within prescribed timelines	<ol style="list-style-type: none"> 1. Monthly reports on system performance 2. SOP on authorisation of enforcement orders 3. Enforcement orders policy 4. UAT for system changes 5. NCR system description document (confirm naming convention) 6. PDS SOPs and policy

RTIA STRATEGY 2025 - 2030

Outcome	Key risks	Mitigation
Improved governance and strengthen internal control environment	Threat to financial sustainability of the agency	<ol style="list-style-type: none"> 1. Application for surplus retention in line with NT treasury regulations 2. AMIP ring-fenced funding 3. Debt collection policy 4. Approved funding model 5. Implementing cost containment measures from the NT 6. Unearmarked grant for AARTO rollout
ICT environment enabled	Failure in implementation of ICT strategy targets	<ol style="list-style-type: none"> 1. Personnel appointed in the ICT unit and projects assigned to different role players 2. Approved ICT strategy 3. Monthly and quarterly progress reports
	Exposure to cyber-attacks and data breaches	<ol style="list-style-type: none"> 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

RTIA STRATEGY 2025 - 2030

7. Programme Resource Allocations

Budget per Strat Objective										
Programmes/Strategic Objectives	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Adjudication & Support	123,861.00	104,581.00	54,421.00	117,303.00	124,341.18	129,314.83	134,487.42	139,866.92	145,461.59	151,280.06
AARTO Admin & Educatio	21,262.00	24,226.00	14,643.00	15,521.58	16,452.87	17,110.99	17,795.43	18,507.25	19,247.54	20,017.44
Information Analytics	4,181.00	5,504.00	4,107.00	4,353.42	4,614.63	5,698.45	7,790.53	8,102.15	8,426.24	8,763.29
Admin & Sustainability	109,063.00	90,428.00	114,415.00	108,433.69	114,939.71	119,537.30	124,318.79	129,291.54	134,463.21	139,841.73
AARTO Rollout Programm	23,817.00	10,496.00	11,125.76	11,793.31	97,275.23	101,166.24	105,212.89	109,421.40	113,798.26	118,350.19
Total	282,184.00	235,235.00	198,711.76	257,405.00	357,623.62	372,827.81	389,605.06	405,189.26	421,396.83	438,252.71

Statement of Financial Performance										
Figures in R'000	Audited	Audited			Approved Budget	MTEF				
	2020/21	2021/22	2022/23	2023/24	2024/25 Revised	2025/26	2026/27	2027/28	2028/29	2029/30
Government grant	8,197.00	8,648.00	9,076.00	9,468.00	10,202.00	10,610.08	11,087.53	11,531.03	11,992.28	12,471.97
Earmarked Funding (Ring-fenced)		159,445.94	165,187.00	143,529.00	149,844.00	156,737.00	163,790.17	170,341.77	177,155.44	184,241.66
Infringement fees	260,251.00	178,234.75	112,948.78	102,348.00	197,577.62	205,480.72	214,727.36	223,316.45	232,249.11	241,539.07
Adjusted Budget/Relief Funding	80,021.00				41,451.00					
Interest received	-	6,811.00	12,784.48	9,726.00						
Total income	348,469.00	344,491.69	299,996.26	265,071.00	399,074.62	372,827.80	389,605.06	405,189.26	421,396.83	438,252.70
Personnel expenditure	85,261.00	96,584.58	107,815.34	111,808.00	171,672.00	178,538.88	186,573.13	194,036.05	201,797.50	209,869.40
Other operating expenses	60,425.00	140,769.97	87,386.82	145,597.00	227,402.62	194,288.92	203,031.93	211,153.20	219,599.33	228,383.30
Total spending	145,686	237,354.55	195,202.16	257,405.00	399,074.62	372,827.80	389,605.06	405,189.26	421,396.83	438,252.70
Operating (Deficit) / Surplus	202,783.00	107,137.14	104,794.10	7,666.00		-				
Capital expenditure	7,567.00	18,953.00	3,435.00	6,981.00	24,920.00	25,916.80	27,083.06	28,166.38	29,293.03	30,464.75

RTIA STRATEGY 2025 - 2030

Statement of Financial Position										
Figures in R'000	Audited				Approved Budget	MTEF				
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Non-current Assets	8,915.00	10,072.00	5,928.00	6,007.00	24,920.00	26,041.40	27,083.06	28,166.38	29,293.03	30,464.75
Current Assests	345,984.00	541,084.00	320,823.00	353,806.00	367,958.24	384,516.36	399,897.02	415,892.90	432,528.62	449,829.76
Total Assets	354,899.00	551,156.00	326,751.00	359,813.00	392,878.24	410,557.76	426,980.08	444,059.28	461,821.65	480,294.52
Non-Current Liabilities										
Current Liabilities	112,683.00	166,664.00	149,275.00	173,236.00	180,165.44	188,272.88	195,803.80	203,635.95	211,781.39	220,252.65
Total Liabilities	112,683.00	166,664.00	149,275.00	173,236.00	180,165.44	188,272.88	195,803.80	203,635.95	211,781.39	220,252.65
Equity	242,216.00	384,492.00	177,476.00	186,577.00	212,712.80	222,284.88	231,176.27	240,423.32	250,040.25	260,041.86
Total Net Assets and Liabilities	354,899.00	551,156.00	326,751.00	359,813.00	392,878.24	410,557.76	426,980.07	444,059.27	461,821.65	480,294.51

Part D: Technical Indicator Description (TID)



RTIA STRATEGY 2025 - 2030

TID 1: Number of IAs engaged in preparation for the Roll-Out of the AARTO Amendment Act

Indicator Ref #	TID-1
Indicator Title	Number of IAs (Provincial, Metros, and Local Municipal IAs) engaged in preparation for the Roll-Out of the AARTO Amendment Act
Definition	The indicator reports on the number of IAs (Provincial, Metros, and Local Municipal IAs) engaged in preparation for 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	Reports from meetings held with IAs (Provincial, Metros, and Local Municipal IAs). These engagements shall be through various platforms such as the AARTO National Steering Committee (ANSC), AARTO Provincial Coordinating Committees (APCCs), and any other platforms both physical, virtual, or hybrid in preparation for the implementation of the AARTO Amendment Act throughout the country.
Assumptions	It is assumed that the RTIA will have the necessary capacity, capability, and resources to coordinate, facilitate, and attend such engagements with Provincial, Metros, and Local Municipal IAs and other stakeholders in preparation for the roll-out of AARTO throughout the country
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Reporting Cycle	Quarterly
Desired Performance	Q1: 60 IAs (Provincial, Metros, and Local Municipal IAs) engaged and advised on key areas of readiness for implementation of the AARTO Amendment Act Q2: 60 IAs (Provincial, Metros, and Local Municipal IAs) engaged and advised on key areas of readiness for implementation of the AARTO Amendment Act Q3: 60 IAs (Provincial, Metros, and Local Municipal IAs) engaged and advised on key areas of readiness for implementation of the AARTO Amendment Act Q4: 33 IAs (Provincial, Metros, and Local Municipal IAs) engaged and advised on key areas of readiness for implementation of the AARTO Amendment Act
Indicator Responsibility	Senior Manager: Operations

TID 2: % of courtesy letters issued between 33 days and 96 days from the infringement notice served date

Indicator Ref #	TID - 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	70% of courtesy letters issued from 1 April 2025 to 31 March 2026 should be issued between 33 days and 96 days from the infringement notice served date. Monthly, Quarterly and Annual report will outline the following: <ul style="list-style-type: none"> 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. 70

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	<ul style="list-style-type: none"> 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. $70 / 100 = 70\%$ <p>Therefore, the above formula measures the number of complaint courtesy letters against total number of courtesy letters issued during the reporting period.</p>
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 2025 to 31 March 2026
Desired Performance	Q1: 70% Q2: 70% Q3: 70% Q4: 70%
Indicator Responsibility	Senior Manager: Adjudications and Enforcement Orders

TID 3: % of enforcement orders issued after 32 days from the applicable notification served date

Indicator Ref #	TID - 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	<p>70% of enforcement orders issued from 1 April 2025 to 31 March 2026 should be issued after 32 days from the applicable notification served date. Monthly, Quarterly and Annual report will outline the following:</p> <ul style="list-style-type: none"> 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. 70 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 = $70 / 100 = 70\%$ <p>Therefore, the above formula measures the number of complaint enforcement orders against total number of enforcement orders issued during the reporting period.</p>
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

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Reporting Cycle	1 April 2025 to 31 March 2026
Desired Performance	Q1: 70% Q2: 70% Q3: 70% Q4: 70%
Indicator Responsibility	Senior Manager: Operations

TID 4: % of representations adjudicated within 21 days of date of receipt by the Agency

Indicator Ref #	TID - 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	<p>70% of representations received between 1 April 2025 to 31 March 2026 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:</p> <ul style="list-style-type: none"> Consider the total number of representations actually 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. 70; The "achievement" is then a simple calculation as follow: Representations adjudicated within {21} days / (Total representations adjudicated + Pending representations outside 21 day prescribed period) = 70 / 100 = 70%. <p>The Number of representations adjudicated against the received representations</p>
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	70%+ adjudicated within 21 days from date of receipt. Q1 = 70% Q2 = 70% Q3 = 70% Q4 = 70%
Indicator Responsibility	Deputy Registrar: TIM

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TID 5: % of applications for revocation of enforcement orders adjudicated within 21 days of date of receipt by the Agency

Indicator Ref #	TID - 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	<p>70% of applications for revocation of enforcement orders received between 1 April 2025 to 31 March 2026 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:</p> <ul style="list-style-type: none"> Consider the total number of applications actually 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. 70; The "achievement" is then a simple calculation as follow: Applications adjudicated within {21} days / (Total representations adjudicated + Pending applications outside 21 day prescribed period) = 70 / 100 = 70%. <p>The Number of applications processed against the received applications.</p>
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	<p>70%+ adjudicated within 21 days from date of receipt.</p> <p>Q1 = 70%</p> <p>Q2 = 70%</p> <p>Q3 = 70%</p> <p>Q4 = 70%</p>
Indicator Responsibility	Senior Manager: Adjudications and Enforcement Orders

TID 6: % of courtesy letters served/presumed served within 40 days from date of issue

Indicator Ref #	TID - 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

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Source of Data	NCR or NRTOR reports
Method of Calculation or Assessment	<p>70% of courtesy letters served/presumed served from 1 April 2025 to 31 March 2026 should be served within 40 days from date of issue. Monthly, Quarterly and Annual report will outline the following:</p> <ul style="list-style-type: none"> • 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. 70 • Number of courtesy letters served/presumed served outside 40 days from the date of issue • 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 = 70 / 100 = 70% <p>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</p>
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 2025 to 31 March 2026
Desired Performance	<p>Q1: 70%</p> <p>Q2: 70%</p> <p>Q3: 70%</p> <p>Q4: 70%</p>
Indicator Responsibility	Senior Manager: Operations

TID 7: % of enforcement orders served/presumed served within 40 days from date of issue

Indicator Ref #	TID - 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	<p>95% of enforcement orders served/presumed served from 1 April 2025 to 31 March 2026 should be served within 40 days from date of issue. Monthly, Quarterly and Annual report will outline the following:</p> <ul style="list-style-type: none"> • Total Number of enforcement orders served/presumed served during the reporting period (sum of bullets 2 and 3 below) • Number of enforcement orders served/presumed served within 40 days from the date of issue • Number of enforcement orders served/presumed served outside 40 days from the date of issue • 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%

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	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 2025 to 31 March 2026
Desired Performance	Q1: 95% Q2: 95% Q3: 95% Q4: 95%
Indicator Responsibility	Deputy Registrar: TIM

TID 8: Approved Strategy for Rehabilitation Programme

Indicator Ref #	TID-8
Indicator Title	Approved Strategy for Rehabilitation Programme
Definition	The indicator measures the development and completion of the Strategic Framework for the implementation of the Rehabilitation Programme
Source of Data	The AARTO Act & Regulations
Method of Calculation or Assessment	<ul style="list-style-type: none"> • Development of a submission for the appointment of a service provider to develop the strategy • Request for Proposals • Appointment of a service Provider • Development of the strategy • Approval of strategy by EXCO
Means of Verification	Approved Strategic framework for the implementation of the Rehabilitation Programme by EXCO
Assumptions	It is assumed that funds will be available for the appointment of the service provider
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Reporting Cycle	1 April 2025 to 31 March 2026
Desired Performance	Q1: NA Q2: Approved Submission Q3: Appointment of the Service Provider Q4: Approved Strategic Framework for implementation of rehabilitation programme
Indicator Responsibility	SM : ED

TID 9: Number of road users reached through AARTO education and awareness social media programmes deployed

Indicator Ref #	TID-9
Indicator Title	Number of road users reached through AARTO education and awareness social media programmes

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Definition	700 AARTO Education and Awareness Social Media Programmes Messages Deployed 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 deployed 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 Programme Messages Deployed against the Planned
Means of Verification	Monthly and Quarterly Reports on social media programme messages deployed through social media platforms.
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: 175 Programme Messages Q2: 175 Programme Messages Q3: 175 Programme Messages Q4: 175 Programme Messages
Indicator Responsibility	Head Communication

TID 10: Number of road users reached through traditional media AARTO education awareness programmes deployed

Indicator Ref #	TID-10
Indicator Title	Number of road users reached through traditional media AARTO education awareness programmes
Definition	500 Mainstream AARTO Education and Awareness Programmes 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 Programmes deployed
Method of Calculation or Assessment	Quantitative Simple Count: Number of AARTO Education and Awareness Programmes deployed.
Means of Verification	Monthly and Quarterly reports on Mainstream AARTO Education and Awareness Programmes deployed
Assumptions	
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Reporting Cycle	Quarterly
Desired Performance	Q1: 100 Programme activities Q2: 100 Programme activities Q3: 150 Programme activities

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	Q4: 150 Programme activities
Indicator Responsibility	Head Communication

TID 11: Number of member based groups' workshopped on AARTO legislation

Indicator Ref #	TID-11
Indicator Title	Number of member based groups workshopped on AARTO legislation
Definition	9 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	The majority of 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: 2 Q2: 2 Q3: 3 Q4: 2
Indicator Responsibility	Head Communication

TID 12: Approved ICT Strategy Implemented

Indicator Ref#	TID-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 2025/26 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	The Board would have approved the ICT Strategy in 2024/25 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

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Indicator Responsibility	Head: ICT
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TID 13: Implementation of Audit Action Plan

Indicator Ref #	TID-13
Indicator Title	Implementation of Audit Action Plan
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	100% implementation of an audit action plan based on 2024/25 AGSA report to achieve Unqualified Audit Opinion Q3: Action plans to address audit findings raised by the AGSA for the 2024/25 financial year approved Q4: 100% implementation of action plans to address audit findings
Indicator Responsibility	Chief Financial Officer

TID 14: % Responses to Parliamentary Questions within the Stipulated Timeframes

Indicator Ref	TID-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. Time lines 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

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TID 15: % Resolution of Reported Cases of Corruption

Indicator Ref#	TID-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 16: % Reduction of cases of wasteful and fruitless expenditure

Indicator Ref #	TID-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

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TID 17: % reduction of cases of irregular expenditure

Indicator Ref #	TID-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 18: 100% valid Supplier Invoices paid within 30 days

Indicator Ref #	TID-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 paid within 30 days.
Indicator Responsibility	Chief Financial Officer

