



RTIA

Road Traffic Infringement Agency

Justice in Adjudication

Annual Performance Plan

2018/19

Foreword by the Minister of Transport

The development of this Annual Performance Plan (APP) was guided by the Framework for Strategic Plans and Annual Performance Plans. The 2018/19 APP for the Road Traffic Infringement Agency (RTIA) is a result of wide consultation, strategic analysis and reflection on the national priorities of government related to the provision of a safe and reliable transport environment. It is geared at ensuring that it builds on the foundation stone of the commitment that South Africa has made towards addressing the scourge of road carnage, encompassed in the United Nations "Make Roads Safe" Campaign and expressed in the Decade of Action for Road Safety 2011 – 2020.

The achievement of this APP will enable the Agency to realise the targets embodied in the National Development Plan (NDP), especially the objective of reducing injury, accidents and violence. Furthermore, the 2018/19 APP will create a platform for the development of comprehensive programmes to improve road user behaviour for increased compliance to all road traffic laws, pursuant to encouraging safer road users in accordance with Pillar 4 of the Global Plan for the Decade of Action for Road Safety 2011-2020. This APP therefore incorporates the Medium Term Expenditure Framework (MTEF) targets and key government priorities and is geared towards contributing to the successful achievement of the strategic outcomes of the Department of Transport (DoT) in line with government's priorities.

The 2018/19 period is envisaged as the period in which the much-anticipated national rollout of the Administrative Adjudication of Road Traffic Offences (AARTO) will be embarked upon, following the successful promulgation of the AARTO Amendment Bill and proclamation by the President, which would enable the implementation of the Points Demerit System. Achieving this milestone will evidence government's decisive stance against lawlessness and enable the Agency to influence positive behavioural change through the establishment of rehabilitation programmes for recalcitrant road users.

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

I hereby wish to reaffirm my confidence in the Board, the senior management team and staff in the RTIA. I further commit to provide the requisite support and guidance for the successful implementation of the 2018/19 APP.



Dr BE Nzimande, MP
Minister of Transport
Executive Authority, RTIA

It gives me immense pleasure to present the **Annual Performance Plan (APP)** for the Road Traffic Infringement Agency (RTIA) for the period 2018/19. This APP is aligned with the Department of Transport's (DoT) strategic goals and it contributes towards the delivery of the objectives of the National Development Plan (NDP) as well as the Medium Term Strategic Framework (with linked DoT responsibilities). It establishes the **key areas of focus** that will enable the RTIA to deliver on its mandate.

In preparation of this plan key consideration was taken of the Constitution of the Republic of South Africa, the AARTO Act, the Promotion of Administrative Justice Act, the Promotion of Access to Information Act, the governance and operational framework of the RTIA and other laws and regulations that are applicable.

Since its inception, the RTIA is steadily developing into a hub of organisational excellence. It has strengthened its core competencies of working towards laying a strong foundation for ensuring a transport sector that is safe and secure for the country. RTIA continues to work towards delivering exceptionally well on its mandate. The organisation is highly admired for having achieved its objectives and having received an unqualified audit opinion from the Auditor General for 3 consecutive years, as well as a clean audit opinion in the preceding year.

With the regulatory landscape consistently changing the RTIA has had to respond strategically and operationally in creative and innovative ways. Furthermore, South African citizens' expectations for an improved and safe transport sector are ever-increasing. Thus the RTIA has had to improve accountability and develop an information –driven culture by generating, packaging and disseminating road safety information to stakeholders. This is aligned to Pillar 1 (Road Safety Management) of the Global Plan for the Decade of Action for Road Safety 2011-2020.

The objectives and indicators set out in this APP will be catalysed by the finalisation of the AARTO Amendment Bill and the customisation of the National Contravention Register. Overall, the RTIA has embarked on preparations for national roll out in anticipation of the finalisation of these legislative changes. This has prompted the RTIA to quickly evolve its ways of processing large numbers of infringements.

To this end, the RTIA has embraced technology-enabled process innovation as a way of ensuring that it is able to successfully execute on its mandate. This enablement includes the automation of processes to ensure that non-value adding work is eradicated whilst there is the intelligent generation of data and reports to inform effective analysis and decision making. Other differentiated ways of operating has included the appointment of the right skills in the right positions and the up-skilling of staff to assist with specific matters. The organisational structure is also undergoing a review with the intention of ensuring that it is aligned to delivering on the strategy and the APP. All these approaches will jointly contribute to increasing the rate of finalisation of infringements and increasing overall efficiency and effectiveness.

The next few years usher in a growing maturity in the roll-out of the ICT Enterprise Architecture and supporting ICT systems. An automated Electronic Document Management System will be used to improve the performance and manage information within the organisation. It will be used for the storage of data. Overall, the ICT support system is expected to fundamentally change how business is conducted. The 2018/19 financial year will be considered as a transition period which will allow for research and design of an appropriate system that may be procured in the future. Migrating from a paper-based to a largely paperless, digital environment will be a significant transition for the RTIA once the Electronic Document Management System is in place.


Data security is a major priority for the RTIA. The RTIA will continue to ensure that data is stored in such a way that it is readily and easily searched and accessed with the security and confidentiality controls deeply entrenched.

Change management is high on the RTIA agenda as the organisation experiences successive cycles of planned and unplanned change. The organisation has embarked on an organisational re-alignment process to ensure that it is optimally positioned to deliver on its mandate. In addition, the Human Resources Unit will conduct a culture survey during the 2018/19 financial year. The organisation will continue to support strategic change initiatives with full planning processes as well as support change enablement tools and methodologies geared towards creating a healthy culture. The RTIA will continue to afford this priority until these changes are firmly institutionalised.

The 2018/19 APP encompasses targets which were amended and are aligned to the 2015-2020 Strategic Plan of the RTIA owing to the delayed rollout of the AARTO to the rest of the country. This APP is aligned to the AARTO Amendment Bill expected to be promulgated by Parliament during the 2018/19 financial year. This is as a result of the approval by the National Assembly on 5 September 2017 and now in the final process with the National Council of Provinces.

I will, together with the Board members work towards ensuring that the organisation continues to operate at a high level of efficiency and effectiveness. A solid foundation has been set. The RTIA has emerged as an organisation that has well-trained, competent and efficient staff who are committed to the work that they do.

It is my fervent desire that we, together with the colleagues at the DoT and all other stakeholders continue to work proactively to provide a safe environment. I would like to encourage all to adopt this APP and contribute towards realising the goals, objectives and targets contained therein.



Ms Nomini Rapoo
Chairperson of the Board
31 January 2018

Official Sign-off

It is hereby certified that this Annual Performance Plan for 2018/19;

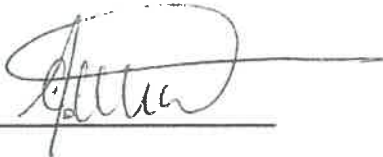
- Was developed by the management of the RTIA under the guidance of the Board.
- Was prepared in line with the current Strategic Plan 2015 – 2020 of the RTIA; and
- Accurately reflects the performance targets which the RTIA will endeavour to achieve given the resources made available in the budget for the period 2018/19.



Mr Jacob Mmekoa
Head: Strategy & Reporting

2018/03/02

Date



Ms Palesa Moalusi
Chief Financial Officer

2018/03/02


Date



Mr Japh Chuwe
Registrar/Chief Executive Officer

2018/03/02

Date



Dr BE Nzimande, MP
Minister of Transport

07/03/2018

Date

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Table 3: Acronyms and Definitions

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

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

Introduction

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

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

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

Under the guidance and leadership of the National Department of Transport, the RTIA embarked on a highly consultative process to amend the AARTO Act. It is anticipated that the AARTO Amendment Bill will be finalised during the 2018/19 financial year.

This APP sets out a number of important departures from the RTIA's traditional ways of operating. Whilst the RTIA's strategic intent has not substantially changed, its business and operating model has been re-engineered creating the potential for significant positive change in future. This is bound to change the way of managing infringements and decrease the overall cost of providing these services.

This document is in effect based on a realistic review of the core competencies and strategic intent of the RTIA. The review took cognizance of the following: the needs of the RTIA stakeholders, the role that the organisation can play in meeting South African national outcomes and key priorities, and alignment to the legislation.

This plan also provides a broad overview of the RTIA's strategic goals, outcomes and objectives, as well as multi-year projections of programmes and strategic initiatives. In addition, the review process takes cognisance of the strategic context and changing environment within which the RTIA operates. The Agency contemplates the AARTO Amendment Bill to be finalised later in the financial year, which might have a negative impact on the actual targets and on the actual key performance indicators that need to be identified.

Furthermore, although the strategic objectives remain the same they have been packaged separately under two Programmes i.e., Programme 1: Administration and Programme 2: Operations, each reflecting individual budgets and the associated risks. This approach is in anticipation of national roll out and is a more efficient and effective way of reporting.

PART A

PART A: Strategic Overview

1. Vision

"A safe road user community".

2. Mission

The Mission of the RTIA is:

"To encourage compliance with road traffic laws in South Africa through procedurally fair and lawful adjudication."

3. Values

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

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

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

Table 4: RTIA Core Values

Values	Description
Integrity and honesty	Being truthful, uncompromising and acting impartially, without fear or favour in our relationships with all stakeholders.
Transparency	Being open with stakeholders and communicating the basis upon which decisions are made and actions taken.
Fairness	We make decisions in a way that is ethical with equitable outcomes for our stakeholders.
Accessibility	Being available to serve our purpose and mandate.
Accountability	Accepting responsibility for our own actions and commitments.
Professionalism	Develop and maintain the highest standards.
Drive and passion	Ensuring that all tasks are performed with the requisite drive and passion.

4. Legislative and Other Mandates

4.1 Constitutional Mandate

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

Table 3: Constitutional Mandate

Constitution	
Section 32	Access to Information 1. Everyone has the right of access to a) Any information held by the state; and b) Any information that is held by another person and that is required for the exercise or protection of any rights. 2. National legislation must be enacted to give effect to this right, and may provide for reasonable measures to alleviate the administrative and financial burden on the state.
Section 33	Just administrative action 1. Everyone has the right to administrative action that is lawful, reasonable and procedurally fair. 2. Everyone whose rights have been adversely affected by administrative action has the right to be given written reasons. 3. National legislation must be enacted to give effect to these rights, and must a. Provide for the review of administrative action by a court, or, where appropriate, an independent and impartial tribunal; b. Impose a duty on the state to give effect to the rights in subsections (1) and (2); and c. Promote an efficient administration.
Section 34	Access to Courts Everyone has the right to have any dispute that can be managed and adjudicated by the application of law decided in a fair public hearing before a court; or where appropriate, another independent and impartial tribunal or forum.

4.2 Legislative Mandate

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

Table 4: Legislative Mandate

Name of Act	Purpose
Administrative Adjudication of Road Traffic	<ul style="list-style-type: none">• To promote road traffic quality by providing a scheme to discourage road traffic contraventions;• To facilitate the adjudication of road traffic infringements;

Offences Act(46 of 1998)	<ul style="list-style-type: none"> • To support the prosecution of offences in terms of the national and provincial laws relating to the road traffic; • To implement a point demerit system; • To provide for the establishment of an agency to administer the scheme; and • To provide for the establishment of the board to represent the agency.
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, 1995 (Act 56 of 1995)	<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 government and provincial government; • To ensure that all revenue, expenditure, assets and liabilities of those governments are managed efficiently and effectively; • To provide for the responsibilities of persons entrusted with the financial management in those governments; • And to provide for matters connected therewith.
Electronic Communications and Transactions Act,2000 (Act 25 of 2000)	<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; • To provide for human resource development in electronic transactions; to prevent abuse of information systems; • To encourage the use of e-government services; and

	<ul style="list-style-type: none"> • 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.

5. Relevant court ruling

A recent court case that has a direct legal impact on the functioning of the Agency and which will influence to a greater degree the way in which the Agency will execute its mandate in future is that of Cecil Schickerling vs Pieter Odendaal Kitchens - a case decided in the Durban High Court. The Court concluded that a summons may be served on a defendant using the inbox of his Facebook account as all other methods of securing his attendance in court had failed. This ruling was brought about by the amendment to the court rules for the High Courts since 27 July 2012. One of these changes being an extension of Chapter 3 of the Electronic Communications and Transactions Act, 2002 (Act No. 25 of 2002), for service of court documents on litigants by email or fax. Notwithstanding, that there were exceptional circumstances in the case; the decision influences the manner of service for courtesy letters and enforcement orders. This legislative development has influenced the Agency to embrace technological developments through the inclusion of various electronic platforms for the service of documents in the AARTO environment.

6. Situational Analysis

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

The AARTO process starts with the detection by a traffic officer of an infringement committed by an infringer. Upon allegedly committing an infringement, an authorised officer or a person duly authorised

by an issuing authority, must serve or cause to be served on the allegedly identified infringer an infringement notice. In the previous financial year, the number of electronically generated notices reduced dramatically by 63.44%. Compared to the 2015/16 financial year, the volume of all notices issued dropped from 5,515,529 to 2,016,233 during the period 2016/17, which is an overall drop of 63.44%. With the reduction in the number of notices issued, a concomitant decline in revenue collection was experienced.

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

- to pay the penalty, reduced by the discount amount contemplated, if paid within the set timeframe of 32 days; or
- elect to pay in instalments; or
- submit a representation; or
- elect to be tried in court; or
- nominate the driver or person in control of the vehicle at the time the alleged infringement was committed, if it was not the owner.

	2015/16	2016/17	Difference	%
Representations	86 961	96 305	9 344	-2.18%
Nominations	136 230	69 369	-66 861	50.80%
Court	326 835	386 086	59 251	11.46%
Instalments	517	605	88	-6.19%
Revocation of Enforcement Order	12 681	12 389	-292	24.75%
Total	563 224	564 754	1 530	0.27%

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

- -6.19% elected to pay in instalments;
- -2.18% submitted representations;
- 11.46% elected to be tried in court; and
- 50.80% nominated drivers.

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

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

6.1 Performance Environment (External: PESTLE)

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

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

Table 5: Political & Technological aspects

Political	Technological
<ul style="list-style-type: none"> ▪ Post-election changes have influenced processes. ▪ Strikes by major stakeholders e.g. SAPO. ▪ Amendment Bill process not finalised by Parliament. ▪ Local political buy-in: <ul style="list-style-type: none"> • MINMEC • Provincial Governments • NCOP • Political influence at all level of government. • COTO • SONA- must set the tone on AARTO. 	<ul style="list-style-type: none"> ▪ Driverless vehicles- Vehicle to Vehicle ▪ Interlock ▪ Legislation is friendly to the technological environment. ▪ TOPC- Traffic Officer Pocket Computer may be used. ▪ Mobile Apps. ▪ Vehicle safety features- implication of standard vehicle safety – positive impact. ▪ Average speed enforcement. ▪ Detectors. ▪ Government systems are not fully integrated with each other. ▪ Information security challenges. ▪ Open source platforms and optimising operations and access to technology. ▪ The rise of “big data”, predictive analytics and intelligent forecasting and reporting tools. ▪ Availability of “off the shelf” software to impact ICT process e.g., recording, tracking and reporting.

Table 6: Economic & Legal/Ethics aspects

Economic	Legal/Ethics
<ul style="list-style-type: none"> ▪ Austerity measures have resulted in Government funding being under pressure, thus the RTIA must firmly innovate for its sustainability. ▪ High rate of unemployment- increase in corruption. ▪ Cost cutting through consolidation of public entities. ▪ High interest rate, slow economic growth. ▪ Weakening rand, rising inflation levels and possible interest rate increases. ▪ Power storage/Water storage. ▪ Job creation/ alleviate poverty/ SMME 	<ul style="list-style-type: none"> ▪ Amount of time in the process of amendment (length of legislative process). Time to get legislative amendment is problematic. ▪ Gaps on the current AARTO Act (negative). ▪ Legal compliance to relevant Acts (Agency and IA). ▪ Corporate governance. ▪ Operating in a highly regulated environment.

Economic	Legal/Ethics
<ul style="list-style-type: none"> development/contribute to the fiscus. ▪ High collection of AATO revenue. ▪ Demand and Supply. ▪ Reduce fatalities and injuries. 	

Table 7: Social & Environmental aspects

Social	Environmental
<ul style="list-style-type: none"> ▪ Social/moral decline has resulted in an increase in corruption (bribery). ▪ Attitude towards road traffic laws-negative impact on the AATO act. ▪ Social unrest due to increasing unemployment ▪ High population of young drivers-youth and road safety. ▪ High drug and alcohol abuse. ▪ High unemployment- difficult to pay fines. ▪ Rise of social media and digital interconnectedness – rise in cell phone use. ▪ High mobility- increased road traffic violation and fatalities. ▪ Degradation of social fibre. ▪ Changes in company culture – Gen Y & Millennials. ▪ Urbanisation –rural - urban migration. 	<ul style="list-style-type: none"> ▪ Paper based processes (IA's, ED, RTIA). There is a lack of a Green Strategy-an emphasis on scanning as opposed to printing is required in terms of escalating the drive towards a paperless environment. ▪ RTIA environmental responsibilities in respect of recycling and sustainable consumption ▪ Need to focus on employee safety and wellness in the workplace. ▪ Increasing resource scarcity – water & electricity. ▪ Increase the use of technology e.g. serve notices via email and sms, to save paper. ▪ Impact of fuel (Buses, Fleet). ▪ Need to reduce carbon footprint ▪ The RTIA has cultivated good working relations with other law enforcement agencies.

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

6.2 Organisational Environment (Internal-SWOT)

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

Table 8: List of Strengths and Weaknesses

Strengths	Weaknesses
<ul style="list-style-type: none">▪ Competent and qualified staff /workforce▪ Good shareholder support.▪ Good relationships with stakeholders.▪ Capable leadership.▪ Legislation with good intentions to implement.▪ Good governance structure.▪ Good financial position to sustain operations.▪ Good IT security and governance.▪ Sound financial & corporate governance.	<ul style="list-style-type: none">▪ Poor/ lack of communication.▪ Lack of project management capabilities.▪ Lack of a progressive organisational culture.▪ Limited access to NCR and influence of NCR.▪ Easily distracted.▪ Lack of automation in the processes.▪ Documents and records management systems and practices not always operationalised.▪ Lack of effective internal communications.▪ Absence of communication channels that employees deem to be safe to utilize to voice concerns.▪ Lack of effective and strategic change management.

Table 9: List of Opportunities and Threats

Opportunities	Threats
<ul style="list-style-type: none"> ▪ Opportunity for team building. ▪ Strengthen collaboration with stakeholders. ▪ Improve policies. ▪ Create opportunities for collaboration. ▪ Influence the development of the NCR. ▪ Strengthen and improve policy environment. ▪ More focused strategies. ▪ Automation of processes. ▪ Soundness of inter-personal relationships and diversity of organisational culture. ▪ Increased focus on implementing sound HR practices. ▪ Accommodating persons with disabilities. • Knowledge sharing locally and with international agencies. ▪ Increased technological neutrality and convergence. ▪ Ease of obtaining and sharing information. • Optimizing the funding model. 	<ul style="list-style-type: none"> ▪ Pressure groups that are creating a negative perception. ▪ Inefficient service of documents. ▪ Public resistance to change. ▪ Not implementing AATO in the manner we want. ▪ Loss of value of AARTO due to partial implementation. ▪ Available data not useable for future predictions and planning. • ICT security threats and safeguarding of public information. ▪ Low levels of future user adoption of technology enabled processes. ▪ Reducing number of efficiency improvement opportunities as technology enhancements are successfully implemented. ▪ Loss of RTIA relevance, public support and reputation. ▪ Loss of key skills (Staff turnover). ▪ Culture of non-payment.

6.3 Stakeholder Analysis

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

Table 10: Stakeholder Analysis Matrix

Stakeholder	Influence	Expectation
IA, DLTC, RA, SAPO, Local government/Province	Fairness and transparency in adjudication and administration of AARTO so that people can trust the intention and spirit of the AARTO Act.	Build trust through facilitation to foster compliance with traffic/legislation laws. Law enforcement, Actual Implementation, Compliance
SAPO	Link RTIA , business and public with each other on their established infrastructure. Influence on operations	Provide postal and logistics to the public (Service Delivery).
Financial institutions/ Bank payment platforms	Revenue as well as accessibility of payment platforms	Provide quality financial payment platforms to cater to online/real time financial transactions.

Political groups	Information sharing, workshops, seminars that report on and assess the implementation of road and economic policies.	Lay the bases for partnership in action. Promoting a shared vision of South Africa's development strategy. Social dialogue on broad policy framework. Securing the commitment and active participation of all role players on traffic and transport environment. Political support.
DOT	Enable accurate implementation, oversight	Buy in, support roll-out, strategic direction
Parliament	Legislation and oversight	Approval of legislation, endorsement
Public Transport Associations	Influence on operators	Compliance
MUARC- Monash University Accident Research Centre	Bench mark and policy influences	Advice and Support
RTMC	Influence on enforcement standards and NCR	Road safety strategy, System support Training
SANRAL	Influence on the integrity of operations	Compliance
MINMEC	Influence on implementation	Support and endorsement, collaboration
NPA/Justice	Prosecutions and rehabilitation	Collaborations
TETA and DSBD	Operations	Collaborations
Fleet Management Companies	Operations	Compliance
NICRO	Rehabilitation and Implementation	Collaborations and thought leadership

6.4 Risk Analysis

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

The following risks have been identified as the top 8 risks within the RTIA. These risks are reflected in the heat map that follows. The risks have been ranked appropriately and the risk ranking metrics are also reflected below. The risks have been taken into account in order to succinctly compile the programmes of work associated with this APP.

The top 7 risks are:

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

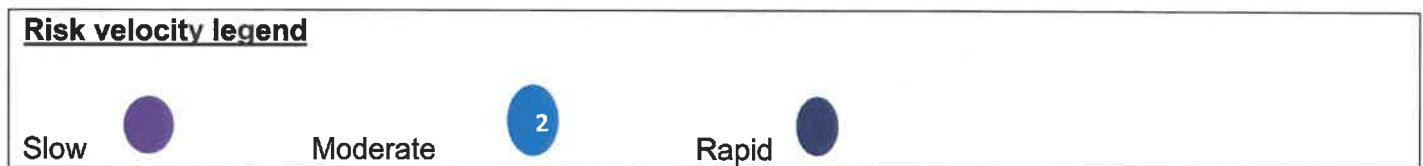
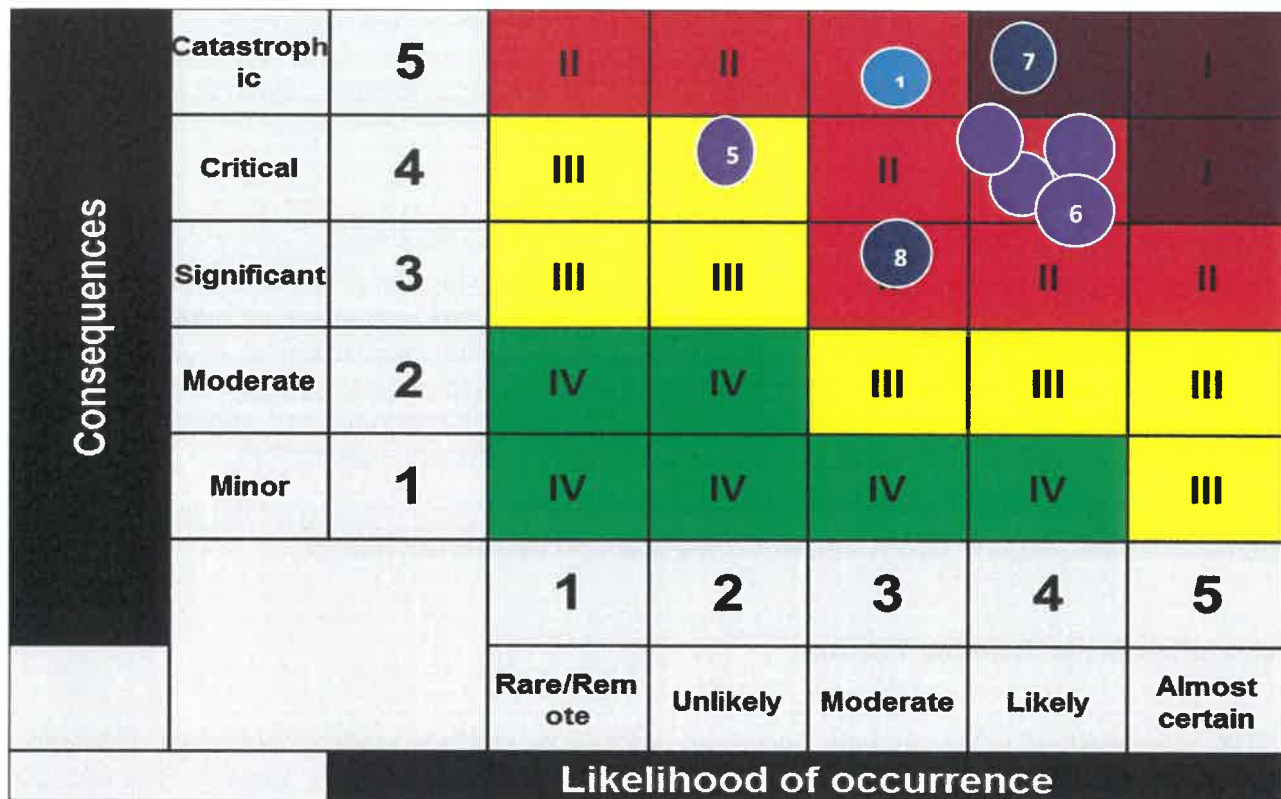


Figure 1: Heat Map, Risk Ranking Matrix

7. Organisational Structure

7.1 Governance structure

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

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

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

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

7.2 Operational structure

The **current** operational structure of the RTIA was approved by the DoT. The structure has been adjusted over time to ensure that it remains relevant and appropriate to organisational requirements. It ensures that the RTIA continues to have the right people, with the right skills and competencies available at the right time, at the appropriate level to deliver on its mandate. The current organisational structure is currently being reviewed in order to ensure that it is relevant and aligned to the strategy. The RTIA's future organisation structure will ensure the appropriate blend of leadership continuity and workforce flexibility that ultimately contributes to the RTIA being an agile, responsive and efficient organisation.

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

8. Description of the Planning Process

The RTIA is committed to an ongoing, inclusive process of strategy crafting, planning, alignment and review. As an important part of this process, the RTIA engages with its key stakeholders and obtains structured inputs into its planning and review process. The following workshops have been held to provide relevant input into the RTIA's Annual Performance Plan:

- On 17th August 2017, the RTIA leadership team participated in a workshop to review and correct the current Strategy and to plan amendments to the APP going forward.
- On 18th August 2017, the RTIA leadership team reviewed and refined further the content of the APP.
- The Board held its strategic session to review the APP and finalise its approval on: 5th-6th December 2017 and the 20th January 2018.

9. Strategic Goals and Objectives

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

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

The following table sets out the alignment between the RTIA Strategic Goals, Strategic Objectives and key value drivers.

Table 11: Strategic Goals, Strategic objectives, and key value drivers

Strategic Goals	Strategic Objectives	Key Value Drivers
(1) Effective and efficient organisational Management	<ul style="list-style-type: none"> • Effective administration and resourcing of Agency to deliver on its mandate (1) 	<ul style="list-style-type: none"> • Sound governance and oversight. • Teamwork & collaboration. • Role clarity & accountability. • Effective internal processes, systems and controls. • ICT enablement. • Effective resourcing. • Sound Human Resources & management practices.
(2) Voluntary compliance with road traffic laws	<ul style="list-style-type: none"> • Discourage the contravention of road traffic laws (2) • Co-ordinate and facilitate readiness for national implementation of AARTO (3) • Influence change in road user behaviour (4) 	<ul style="list-style-type: none"> • Expeditious processing and finalising of infringements. • Research on relevant topics to support teams. • High quality, consistent decisions. • Technology enabled workflows, processes and channels. • Expeditious processing and finalising of matters. • Appropriate stakeholder management strategy in place.

10. Alignment to the Government-wide Priorities and Outcomes

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

Table 12: RTIA alignment to the NDP

The National Development Plan	
The Plan	RTIA alignment to NDP
An approach to prosperity and equity can be achieved when South Africans:	There's a shared vision to fully commit and contribute to the goals of the NDP through:
Fight corruption.	Fair adjudication of infringements, sound governance and fraud management.
Provide for job creation and quality education.	Employment of the Youth through contingent & permanent employment of young people, and skills development for the youth.
Build a capable and developmental state.	Public access and provision of redress.
Overall impact service delivery.	Committed to service delivery, constitution, committed staff, proactive thinking driven to succeed in achieving the mandate of the RTIA.

RTIA alignment to the Nine-Point plan

The President in the 2015 State of the Nation Address (SONA) announced the Nine-Point Plan comprising of simultaneous actions in strategic areas and at scale to ignite economic growth. The 9 Point Plan prioritizes the following: Resolving the energy challenges Upping the agricultural value chain; Beneficiation through adding value to mineral resources; Effective implementation of the higher impact industrial policy action plan; Encouraging private sector investment; Moderating work-place conflict; Unlocking potential of SMMEs, co-operatives, township economy and rural enterprises; Reform of state-owned companies, broad band rollout, water, sanitation and transport infrastructure; and Operation Phakisa which aims to grow the ocean economy – such as the shipping and storage of energy products.

The RTIA supports the DoT in their efforts towards contributing to the strategic areas as identified in the plan. The RTIA will continue to use incentives more strategically to continue its direct contribution to unlocking potential of SMMEs, co-operatives, townships and rural enterprises. This will be achieved by recruitment of youth, disabled and women entrepreneurs for the 2018/19 financial year. These entrepreneurs are expected to drive the functions of: Tracing and serving of notices; Provision of in-loco inspections for finalisation of representations submitted by motorists under the AARTO Act; and provision of man-power for road safety promotions and AARTO walk in centres (kiosks).

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

11. Finance Plan

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

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

The Finance Unit's Vision is:

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

The Finance Unit's Mission is:

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

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



Figure 3: Finance Delivery Model

The **Finance Unit's strategic goals** have been formulated to ensure the effective and efficient use of financial resources. Over the next three years the Finance Unit will focus on:

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

11.1 Key Finance Initiatives

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

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

- Drastic reduction of revenue collection
- Continued strong financial governance and performance with the attainment of a clean audit opinion for the 2016/17 period, following 3 consecutive unqualified opinions. Sound financial management controls embedded in the processes.
- Investment in an integrated financial management solution to deliver on our processes.
- Implementation of recommendations made by the Audit and Risk Committee.

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

The Finance Unit will focus on the following during the course of this APP:

- Maintaining sustainability of the operations:
 - Explore alternative revenue streams to boost the current liquidity position.
 - Identify additional funding partners for the ED and National Rollout model.
- Implement the Supply Chain Management (SCM) Strategy to:
 - Enhance technology to streamline and harmonise transactions and processes.
 - Ensure an efficient and intelligent SCM system that is aligned to the National Treasury best practices.
- Support business across all its key measurement needs, providing relevant understandable information by:
 - Improved budget reporting to support business analysis.
 - Delivery of quality relevant information to support decision making.

11.2 Multi-year finance projections

Allocations have been made to the RTIA by National Treasury for the specific periods indicated in the table below. According to the amounts already allocated in terms of the next MTEF period, grants were allocated for Financial Years 2018-2021.

The following table sets out the budget and cash flows of the RTIA for the next MTEF period.

Table 13: Income and Expenditure

'000	Actual 2014/15	Actual 2015/16	Actual 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
Grant allocation	15 300	11 497	10 092	17 696	11 722	7 770	8197
Infringement Revenue	113 151	242 244	140 906	190 000	225 243	238 757	253 083
Interest and other income	2 815	40	10 151		30 000	45 000	58 800
Total income	131 266	253 781	161 149	207 696	266 965	291 527	320 080
Expenditure							
Compensation of employees	43 934	65 320	76 704	81 306	98 801	108 061	118 767
Goods and services	52 944	97 697	64 101	113 700	157 773	173 050	190 255
Depreciation	2 555	4 415	4 169	8 690	9 211	9 160	9 629
Capital expenses				4 000	1 180	1 300	1 430
Surplus / (Deficit)	31 833	86 349	16 175				

Budget Per Objective:	2017/18 R'm	2018/19 R'm	2019/20 R'm	2020/21 R'm
Income	208	266	291	320
Budgeted Expenditure				
1. Effective administration and resourcing of the Agency to deliver on its mandate	55	59	64	70
2. Discourage the contravention of road traffic laws	84	93	103	113
3. Co-ordinate and facilitate readiness for national implementation of AARTO	23	65	72	79
4. Influence change in road user behaviour	46	49	52	58
Surplus/(Deficit)	–	–	–	

11.3 Projections of revenue and expenditure

Income is generated from grants and infringement fees collected. Revenue from infringement fees is the major driver for the Agency as it makes up over 99% of the total revenue. Compensation of employees for the 2018/19 financial year has been determined in accordance with the proposed organisational structure presented earlier in this Annual Performance Plan. Compensation of employees includes variables for the expansion of the organisation.

An average of 6.5%-10% per annum has been applied for an increase to other goods and services expenditure items. Capital expenses have been budgeted for the maintenance of systems and hardware as well as the implementation of identified ICT projects. Details of the expenditure and capital expense requirements for the 2018/19 financial year are documented in the Financial Budget attached to the Business Plan for that year.

11.4 Capital expenditure projects

Refer to the table above for the capital projects included in the income and expenditure projections. The majority of capital projects relate to the procurement of ICT assets both software and hardware.

11.5 Infrastructure plans

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

11.6 Dividend policies

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

11.7 Materiality and Significance Framework

After taking into account the factors mentioned above, the RTIA's materiality framework is calculated as follows, using the 2016/2017 audited annual financial statements as a benchmark.

Items	Amount	Percentage	Materiality amount
Total Revenue	R 150 998 187	1%	R 1 509 982
Surplus	R 16 105 386	5%	R 805 269
Total Assets	R 241 516 309	2%	R 4 830 326

The materiality amount for 2018/19 will thus be R 4 830 326 which has been determined using Total Assets as a reflection of the most stable factor. All transactions with a value above the materiality amount of R 4 830 326 will be deemed “significant”.

11.8 Cost Containment Plan

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

Part B: Programme Performance

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

12. Programme 1: Administration

- a) **Purpose:** Provide strategic leadership to the RTIA to ensure the successful implementation of its legislative mandate through flexible, efficient and sustainable resource solutions and supporting services.
- b) **Description of sub-programmes**
 - I. **The Office of the Registrar** – provides strategic direction and oversight to the operations of the RTIA.
 - II. **Financial Management** – provides support to the RTIA with respect to forecasting, budgeting, financial resource allocation, oversight and management.
 - III. **Human Resources**– provides support to the RTIA to ensure that the right people are available at the right time with the right competencies to ensure that the RTIA is able to execute on its mandate while ensuring the safety and wellness of its employees.
 - IV. **ICT** – provides support to the RTIA to ensure that the appropriate technology architecture, electronic communications channels and other associated information resources and services are available to ensure that the RTIA is able to operate efficiently and in a secure manner.
 - V. **Legal Services** – provide legal advice and support to RTIA.
 - VI. **Facilities management** – provides oversight of all facilities of RTIA.

12.1 Performance indicators and performance targets per programme: Administration

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

Goal	Ensure effective and efficient organisational management
Strategic objective	Effective administration and resourcing of the Agency to deliver on its mandate
Objective statement	Alignment of resources to ensure efficiency and implementation of AARTO objectives
Baseline	As at the end of October 2015, the Road Traffic Infringement Agency had 95 employees and 12 interns Basic ICT infrastructure is in place Key financial policies and procedures are in place
Justification	In line with Chapters 3 and 13 of the National Development Plan - contribute towards the reduction of the national unemployment rate from 24.9% in June 2012 to 14% by 2020 and 6% by 2030 and facilitate improved performance in delivery of service by ensuring that staff at all levels have the authority, experience, competence and support they need to do their jobs; respectively.
Links	National Development Plan: Chapter 3 (Economy and Employment) to contribute towards reducing the national unemployment rate from 24.9% in June 2012 to 14% by 2020 and to 6% by 2030 and Chapter 13 (Building a capable and developmental state) particularly by meeting the objective intended to ensure that staff at all levels have the authority, experience, competence and support they need to do their jobs.

Strategic Objective	Key Performance Indicator	Audited Performance			Estimated Performance 2017/18	Medium-Term Targets		
		2014/15	2015/16	2016/17		2018/19	2019/20	2020/21
1. Effective administration and resourcing of the Agency to deliver on its mandate	Approval of ERP Model	N/A	N/A	N/A	ERP Model approved	Pilot and Test ERP Model	Implementation of ERP Model	System Maintenance and Support
	% of Workplace Skills Plan implemented	N/A	N/A	N/A	70% Workplace Skills Plan implemented	80% Workplace Skills Plan implemented	85% Workplace Skills Plan implemented	90% Workplace Skills Plan implemented

12.2 Quarterly milestones

Programme Performance Indicators	Reporting Period	Annual Target 2018/19	Quarterly Targets			
			1 st	2 nd	3 rd	4 th
1.1 Approval of ERP Model	Quarterly	Pilot and Test ERP Model	Treasury and SITA Consultations	ERP Customisation Report Finalised	ERP Finalised Training	ERP Pilot Close Out Report Finalised

1.2	% of Workplace Skills Plan implemented	Quarterly	80% Workplace Skills Plan implemented	20% Workplace Skills Plan implemented	20% Workplace Skills Plan implemented	20% Workplace Skills Plan implemented
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12.3 Financial Plan (expenditure estimates for programme 1)

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

Programme 1 : Administration							
	Audited Outcome			Revised Estimate	MTEF Estimate		
R million	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Revenue							
Sale of Goods and Services			55	59	64	70	
Other Income			0	0	0	0	
Transfers Received			0	0	0	0	
Total revenue			55	59	64	70	
Compensation of employees			16	16	18	20	

Programme 1 : Administration							
	Audited Outcome			Revised Estimate	MTEF Estimate		
R million	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Goods and services				31	34	37	61
Depreciation				8	9	9	9
Total Expenses				55	59	64	70
Surplus/(Deficit)				-	-	-	-

13. Programme 2: Operations

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

- Discourage the contravention of road traffic laws.
- Co-ordinate and facilitate readiness for national implementation of AARTO
- Influence change in road user behaviour.

b) Description of sub-programmes

- VII. Infringement adjudication and demerit management: Facilitate adjudication of road traffic infringements and the implementation of a point demerit system.
- VIII. Information management: Facilitate research and information management within RTIA.
- IX. Provincial operations: Facilitate and oversee all provincial operations related to the RTIA mandate.
- X. Communications: Facilitates greater awareness of the RTIA's mandate and ensures that there are regular, structured opportunities for engagement with key stakeholders. This ensures that the RTIA operates in an environment where all internal and external stakeholders are well informed and in which the activities of stakeholders may be effectively aligned to those of the RTIA

13.1 Performance indicators and performance targets per Programme 2: Operations

Strategic Objective 2: Discourage the contravention of road traffic laws

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

Strategic Objective	Key Performance Indicator	Audited Performance			Estimated Performance 2017/18	Medium-term targets		
		2014/15	2015/16	2016/17		2018/19	2019/20	2020/21
2. Discourage contravention of road traffic laws	2.1 % of received representations adjudicated within 21 days	132 962	87 635	100% of representations adjudicated within 21 days of date of receipt	100% of representations adjudicated within 21 days of date of receipt	100% of representations adjudicated within 21 days of date of receipt	100% of representations adjudicated within 21 days of date of receipt	100% of representations adjudicated within 21 days of date of receipt
	2.2 Develop alternative funding model to ensure Agency sustainability	R334m	R555m	R346.3m	Funding model developed	Funding model approved	Funding model enhanced and implemented	Funding model enhanced and implemented

Quarterly milestones

Programme Performance Indicators		Reporting Period	Annual Target 2018/19	Quarterly Targets			
				1 st	2 nd	3 rd	4 th
2.1	% of received representations adjudicated within 21 days	Quarterly	100 % of representations adjudicated within 21 days of receipt	100% representations adjudicated within 21 days of receipt	100% representations adjudicated within 21 days of receipt	100% representations adjudicated within 21 days of receipt	100% representations adjudicated within 21 days of receipt
2.2	Develop alternative funding model to ensure Agency sustainability	Quarterly	Funding model approved	Conduct consultative workshops with stakeholders	Submit Consolidated Report for Board consideration	Submit draft funding model to Board for approval	Submit the funding model to the Minister

Strategic Objective 3: Co-ordinate and facilitate readiness for national implementation of AARTO

Strategic objective	Co-ordinate and facilitate readiness for national implementation of AARTO
Objective statement	To ensure full readiness of all key stakeholders prior to full implementation of AARTO countrywide
Baseline	Average 80% readiness by key stakeholders upon implementation of AARTO
Justification	Empower stakeholders in ensuring their readiness in preparation for full implementation of AARTO
Links	Department of Transport, broader Transport Sector, Pillar 4 (Safer road users) of the Global Plan for the Decade of Action for Road Safety 2011-2020 and the National Development Plan (Chapter 10: Health care for all and Chapter 13: Building a capable and developmental state)

Strategic Objective	Key Performance Indicator	Audited Performance			Estimated performance 2017/18	Medium-term targets		
		2014/15	2015/16	2016/17		2018/19	2019/20	2020/21
3. Co-ordinate and facilitate readiness for national implementation of AARTO	3.1 Dissemination of AARTO Information to IA's	N/A	28 public awareness and education campaigns conducted	38 AARTO support workshops conducted at provincial level	18 AARTO support workshops conducted nationally	27 AARTO support workshops conducted nationally	18 AARTO support workshops conducted nationally	18 AARTO support workshops conducted nationally
	3.2 % of IA's readiness for AARTO Roll Out in 2018/19	N/A	N/A	N/A	80% of IA's readiness for AARTO Roll Out in 2017/18	80% of Offices' assessed readiness of AARTO roll-out in 2018/19	90% of compliant AARTO requirements in 2019/20	90% of compliant AARTO requirements in 2020/21

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

Quarterly milestones

Programme Performance Indicators		Reporting period	Annual target 2018/19	Quarterly targets			
				1 st	2 nd	3 rd	4 th
3.1	Dissemination of AARTO Information to IA's	Quarterly	27 AARTO workshops conducted nationally	5 AARTO workshops conducted nationally	8 AARTO workshops conducted nationally	8 AARTO workshops conducted nationally	6 AARTO workshops conducted nationally
3.2	% of IA Offices' assessed for readiness of AARTO roll-out in 2018/19	Quarterly	80% of IA Offices' assessed for readiness of AARTO roll-out	20% of IA Offices' assessed for readiness of AARTO roll-out	20% of IA Offices' assessed for readiness of AARTO roll-out	20% of IA Offices' assessed for readiness of AARTO roll-out	20% of IA Offices' assessed for readiness of AARTO roll-out

Strategic Objective 4: Influence change in road user behaviour

Strategic objective	Influence change in road user behaviour
Objective statement	To change the non-compliant culture of road users through education and empowerment
Baseline	Average 20% compliance rate for traffic laws
Justification	Empowerment of road users about their responsibilities of road safety in line with the National Development Plan Chapter 10 (Health care for all) objective to reduce injury, accidents and violence by 50% from 2010 levels and by developing the requisite skills as per Chapter 11 (Social Protection) objective of addressing the skills deficit in the social welfare sector and Chapter 13 (Building a capable and developmental state) objective to ensure that staff at all levels have the authority, experience, competence and support they need to do their jobs. This also creates a platform for the development of comprehensive programmes to improve road user behaviour as per Pillar 4 (Safer road users) of the Global Plan for the Decade of Action for Road Safety 2011-2020.

Links	Department of Transport, broader Transport Sector, Pillar 4 (Safer road users) of the Global Plan for the Decade of Action for Road Safety 2011-2020 and the National Development Plan (Chapter 10: Health care for all and Chapter 13: Building a capable and developmental state)						
Strategic Objective	Key Performance Indicator	Audited Performance			Estimated Performance 2017/18	Medium-Term Targets	
		2014/15	2015/16	2016/17		2018/19	2019/20
4.1 Influence change in road user behaviour	Number of campaigns implemented to influence change in road user behaviour	28 public awareness and education campaigns conducted	184 community radio messages done	3 AARTO mobile offices	80 campaigns conducted	100 campaigns conducted	120 campaigns conducted
	Number of new AARTO service outlets established	N/A	N/A	N/A	05 AARTO mobile offices established	5 new AARTO service outlets established	5 additional AARTO service outlets established

Quarterly milestones

Programme Performance Indicators	Reporting Period	Annual Target 2018/19	Quarterly Targets			
			1 st	2 nd	3 rd	4 th
4.1 Number of campaigns implemented to influence change in road user behaviour	Quarterly	100 campaigns conducted	25 campaigns conducted	25 campaigns conducted	25 campaigns conducted	25 campaigns conducted
4.2 Number of new AARTO service outlets established	Quarterly	5 new AARTO service outlets established	N/A	N/A	2 new AARTO service outlets established	3 new AARTO service outlets established

13.2 Risk Management and Mitigation

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

Key Risks	Description	Action to Mitigate Risk
Lack of validity of the AARTO notices	(OBJ. Discourage) Lack of validity of the AARTO notices, caused by non-adherence to AARTO prescripts by stakeholders, leading to financial loss and reputational damage.	<ul style="list-style-type: none"> Monthly monitoring of SAPO activities through reports Consideration of electronic serving through the AARTO Amendment Bill Develop penalty regime for non-compliance by Issuing Authorities (IAs)
Failure to enforce compliance for payment of penalties	(OBJ. Discourage) Failure to enforce compliance for payment of penalties caused by ineffective collecting mechanisms leading decline in collection rate	<ul style="list-style-type: none"> Consideration of electronic serving of notices through AARTO Amendment Bill To implement recommendations of behavioural economic study Creation of RTIA online platform
Compromised sustainability of the Agency	(OBJ. Discourage) Compromised sustainability of the Agency caused by inadequate revenue streams leading to inability to achieve the agency mandate	<ul style="list-style-type: none"> Develop funding model Consideration of administrative levy as per the Amendment Bill Roll-out of AARTO nationally which will increase infringement revenue and unlock additional revenue streams
Resistance to implementation of AARTO	Resistance to implementation of AARTO leading to failure to rollout AARTO nationally due to perceived system failure, poor consultation and corruption in the AARTO process.	<ul style="list-style-type: none"> Develop stakeholder management strategy/ model.
Integrity of data lost on NCR	(OBJ. Discourage) Integrity of data lost on NCR leading to unreliable data, litigation, reputational damage and financial loss caused by hacking, human error and corruption	<ul style="list-style-type: none"> Draw NCR reports per AARTO elective option transactions on a monthly basis to check irregularities and perform RTIA transactional access audits in order to produce quarterly reports.
Inability of RTIA to influence	(OBJ. Influence) Inability of RTIA to influence behavioural change amongst road users caused by lack public awareness and education	<ul style="list-style-type: none"> To conduct 100 education and awareness campaigns for the financial year

Key Risks	Description	Action to Mitigate Risk
behavioural change amongst road users	programme leading to a failure to reduce road carnage and increase in number of traffic offences.	
Minimal impact realised influencing behavioural changes	(OBJ. Influence) Minimal impact realised in influencing behavioural changes of habitual infringers caused by non-existence of rehabilitation programmes leading to negative socio economic impact.	<ul style="list-style-type: none"> Implement the outcomes of public perception survey Enactment of Traffic Rehabilitation programme in the Act depending on implementation AARTO with PDS

13.3 Financial Plan (expenditure estimates for programme 2)

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

Programme 2 : Core Business						
	Audited Outcome			Revised Estimate	MTEF Estimate	
R million	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
Revenue						
Sale of Goods and Services				136	166	174
Other Income				0	30	45
Transfers Received				17	11	7
Total revenue				153	207	227
Current payments						
Compensation of employees				65	82	96
Goods and services				88	125	130
Depreciation				0	0	0
Total Expenses				153	207	227
						250

Programme 2 : Core Business

	Audited Outcome			Revised Estimate	MTEF Estimate		
	2014/15	2015/16	2016/17		2018/19	2019/20	2020/21
R million							
Surplus/(Deficit)				-	-	-	-

PART C

PART C: Links to other plans

14. Asset and Liability Management Plan

Assets and liability management plan

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

The RTIA's asset at any given time is cash and cash equivalents. The annual grant allocation to the agency gets paid in four (4) instalments. Grant allocation is equivalent to 1% of the total revenue. Another significant asset class is debtors. These arise as a result of AARTO collections that comply with the requirements of the Generally Recognised Accounting Practice (GRAP) reporting standards. The debtors list is reconciled with the general ledger on a monthly basis and monitored closely by the Revenue unit.

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

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

15. ICT Plan

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

- Improve stakeholder access to the RTIA;
- Increase operational efficiency and productivity, contributing to significant reductions in expenditure;
- Increase strategic and operational effectiveness, ensuring consistent approaches to work and intelligent reporting and decision making;
- Enable collaboration, learning and the sharing of information; and
- Enhance the connectedness and integrity of data, systems, processes and people.

The **Vision of ICT** is “ *A strategic enabler to the achievement of the RTIA mandate*”.

The **Mission of ICT** is “*To provide an efficient, effective and innovative ICT infrastructure and systems that enable RTIA to ensure a safe road user community.*”

Success so far and building blocks that are in place

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

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

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

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

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

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

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

Initiatives that IT will focus on in the 2018/19 financial year

- Build a fully functional server room for new building according to industry standards
- Acquire Internet (data-line) and VoIP phone infrastructure for the new building;
- Acquisition and implementation of Network infrastructure for the new building;
- Procure Biometric Security Access and surveillance system for the new building;
- Implementation of Disaster Recovery Site;
- Implementation of Corporate Governance of Information and Governance of ICT (CGICTPF);
- Finalize system specification and functionality for eAARTO;
- Renewal of Network Security licenses;
- Implement a Dashboard solution for RTIA Performance (display screens);
- Maintenance and development of in-house system; and
- Implementation of online information sharing (blog for staff members).

16. Human Resources Plan

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

The Vision of RTIA's Human Resources is:

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

The Mission of RTIA's Human Resources is:

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

In order to effectively deliver on its HR services amidst the current RTIA organisational changes, it was important for the RTIA to find a service delivery model that fits its current operational needs, that is appropriate for its structure and various goals that it has set. The RTIA HR Unit has thus critically assessed its service delivery against the HR model, as illustrated in figure 1 below.

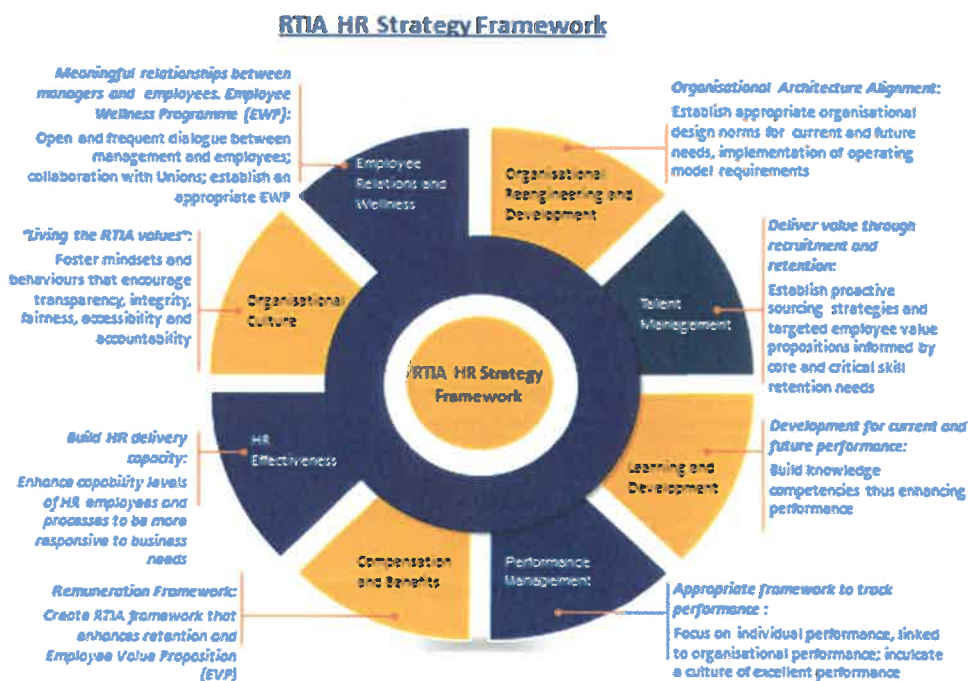


Figure 4: HR Delivery Model

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

HR Strategy: The Agency approved an HR Strategy that defines value creation through utilisation of the RTIA human capital. A number of initiatives that are in line with the HR Strategy Framework will be implemented over the duration of the RTIA Strategic Plan.

Performance management: Introduced a performance management system that highlights the following focus areas i.e., Performance Dialogue for day-to-day performance management and an employee recognition programme. This initiative is critical in realising the Agency's goal of inculcating a high performance culture.

Employee wellness programme: The Agency's commitment to invest in the wellbeing of its valuable asset, the employees, drives the values adopted for the wellness programme recently launched. The programme offers employees support for comprehensive services including psychosocial needs of

employees. These services are provided by dedicated professionals who are available through various platforms.

Recognition Agreement with Labour Representative Unions. SATAWU: The RTIA recently entered a phase of being a unionised employer by entering into a recognition agreement with the South African Transport and Allied Workers Union (SATAWU). This relationship is based on a principle of open engagement with employees through representation by their preferred labour union. It however brings about the need to ensure compliance with relevant labour legislation and developing management as well as labour representatives to be proficient in dealing with labour relations issues. Furthermore, the Agency is engaging with NUMSA, who have secured the requisite mandate to represent a sizeable percentage of qualifying employees. A formal Recognition Agreement is expected to be concluded and in place during the 2018/19 period.

Employee bursary programme and training: Learning and development is an essential element of an organisation's HR strategy framework. Built against the underlying skills development strategy, learning and development for the RTIA provides a practical alignment between strategic plan execution and the people management practices. To this end, an employee bursary and training programme supports studies that will enhance employee's skills and competencies.

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

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

17. Communications Plan

External and internal communication and engagement are important aspects of the RTIA's strategy and of this APP. **External communication** is important to ensure that:

- The RTIA and its mandate are well understood by all its stakeholders, that information concerning its services are widely disseminated and that its services may be accessed by all people who require such access.
- There is regular information sharing and ongoing engagement between RTIA staff and the South African public to ensure that their work, functions and thinking are well aligned.

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

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

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

- Continued marketing of the Agency and increasing its profile and establishing it in areas where it was not known;
- taking service delivery to road users across the country through "know your traffic fine status campaigns" and AATO Mobile Offices
- Flighting of electronic billboards;
- Promotional adverts and live reads ; and
- Print media awareness programmes.

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

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

Through the Road Safety Ambassador Programme the Agency has been able to create opportunities for the youth to circulate the 1 Million Signature Campaign books among communities and during key events for a stipend, thus providing much needed relief for all the unemployed youths in the country. The 1 Million Signature Campaign is geared towards declaring the 01st of October a National Prayer Day for Road Safety by Cabinet in order to raise awareness around the plight of road crash victims and deaths.

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

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

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

Stakeholder engagement:

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

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

The Communications Unit will continue embarking on intensive public awareness and education campaigns for the 2018/19 financial year as a means to achieving strategic objective 3 (i.e., '*Influence road user behaviour*'). Central to this campaign thrust is to prioritise internal stakeholders with the view not only to create cohesion within the Agency but to ensure that AARTO ambassadors are the employees of the RTIA. Communication year plans showing internal and external events will be developed. These will prioritise staff networking sessions to share and exchange information through workshops, intranet and other communication platforms such the staff newsletter.

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

18. Risk Management Plan

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

19. The Fraud Prevention Plan

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

Fraud Risk Governance

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

Fraud Risk Assessment

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

Fraud Prevention

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

Fraud Detection and Investigation

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

Reporting and reporting mechanism

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

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

Duty to protect Whistle Blowers

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

Reporting to police and other relevant authorities

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

Mandate to investigate fraud

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

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

Training and awareness

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

20. Other Requirements

Any subsidiary or statutory body reporting to the entity

None

Service Delivery Improvement Plan

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

ANNEXURE A: MATERIALITY AND SIGNIFICANCE FRAMEWORK

1. INTRODUCTION

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

- a) to encourage compliance with the national and provincial legislation and municipal by-laws relating to road traffic and to promote road traffic safety;
- b) to encourage the payment of penalties imposed for infringements and to allow alleged minor infringers to make representations;
- c) to establish a procedure for the effective and expeditious adjudication of infringements;
- d) to alleviate the burden on the Courts of trying offenders for infringements;
- e) to penalise drivers and operators who are guilty of infringements or offences through the imposition of demerit points leading to the suspension and/or cancellation of driving licences, professional driving permits or operator cards;
- f) to reward law-abiding behaviour by reducing demerit points where they have been incurred, if infringements or offences are not committed over specified periods;
- g) to establish an agency to support the law enforcement and judicial authorities and to undertake the administrative adjudication process; and
- h) to strengthen co-operation between the prosecuting and law enforcement authorities by establishing a board to govern the agency.

2. REGULATORY REQUIREMENTS

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

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

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

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

3. MATERIALITY

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

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

4. MISSTATEMENT

A misstatement in terms of the SAAS is the difference between amounts, classification, presentation or disclosure of a reported financial statement item and the amount, classification, presentation, or

disclosure that is required for the item to be in accordance with applicable financial reporting framework. Misstatements can arise from error or fraud.

5. FACTORS TO DETERMINE THE MATERIALITY FRAMEWORK

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

5.1 THE NATURE OF THE RTIA'S BUSINESS

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

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

5.2 STATUTORY REQUIREMENTS

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

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

5.3 THE RISKS ASSOCIATED WITH THE ENTITY'S BUSINESS

The RTIA is exposed to the following potential risks:

a) Operational Risk

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

b) Liquidity Risk

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

c) Credit Risk

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

d) Human Resource Risk

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

e) Regulatory and Compliance Risk

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

f) Information Risk

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

g) Technological Risk

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

h) Reputation Risk

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

6. QUANTITATIVE AND QUALITATIVE FACTORS

6.1 QUANTITATIVE FACTORS

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

6.2 QUALITATIVE FACTORS

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

6.2.1 Non-compliance to statutory requirements

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

6.2.2 Unusual items

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

6.2.3 The nature of transactions

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

7 MATERIALITY FRAMEWORK

After taking into account the factors mentioned above, the RTIA's materiality framework is calculated as follows, using the 2016/2017 audited annual financial statements as a benchmark.

Items	Amount	Percentage	Materiality amount
Total Revenue	R 150 998 187	1%	R 1 509 982
Surplus	R 16 105 386	5%	R 805 269
Total Assets	R 241 516 309	2%	R 4 830 326

The materiality amount for 2018/19 will thus be R 4 830 326 which has been determined using Total Assets as a reflection of the most stable factor. All transactions with a value above the materiality amount of R 4 830 326 will be deemed "significant".

ANNEXURE B: COST CONTAINMENT PLAN

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

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

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

Further cost containment measures that will be implemented:

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

ANNEXURE C: TECHNICAL INDICATOR PROFILES

PROGRAMME 1: ICT

Strategic Outcome-oriented Goal 1: Effective and efficient organisational management

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

Indicator Title	Pilot and Test of ERP Model	
Short Definition	Enterprise Resource Planning (ERP) is a business process management software that allows an organization to use a system of integrated applications to manage the business and automate office functions related to technology, services and human resources.	
Purpose / Importance	<p>There are many advantages to implementing an Enterprise Resource Planning (ERP) software system, among others, implementing ERP software can improve productivity, increase efficiencies, decrease costs and streamline processes. Below are five most common benefits:</p> <p>Efficiency. An ERP system eliminates repetitive processes and greatly reduces the need to manually enter information. The system will also streamline business processes and makes it easier and more efficient for the Agency to collect data.</p> <p>Integrated Information. Instead of having data distributed throughout a number of separate databases, all information is now located in a single location. Data is also kept consistent and up-to-date.</p> <p>Reporting. ERP software helps make reporting easier and more customizable. With improved reporting capabilities, the Agency can respond to complex data requests more easily. Users can also run their own reports without relying on help from IT unit.</p> <p>Client Service. It's easier to provide high-quality client service using an ERP system. Client service staff can interact with clients better and improve relationships with them, through faster, more accurate access to clients' information and history.</p> <p>Security. A new system will improve the accuracy, consistency and security of data. Restrictions to data can also be enhanced.</p>	
Source of Data Collection	Collection of information from internal business units, government departments, and private companies which have already implemented an ERP and experts.	
Method of Calculation	ERP Pilot Close Out Report Issued	
Data Limitation	Dependent on co-operation from users, government departments and private companies that already implemented ERP.	
Type of Indicator	Milestone	
Calculation Type	Cumulative	
Reporting Cycle	Quarterly	
New Indicator	Yes	
Desired Performance	ERP Pilot Close Out Report prepared as per timelines.	
Indicator Responsibility	Senior Manager IT	
2018/19 Annual Target	Annual Target	Admissible Evidence for the Annual Target
	Pilot and Test ERP Model	Report

Admissible Evidence for Quarterly Targets	Quarterly Targets	Admissible Evidence for Quarterly Targets
Q1	Treasury and SITA Consultations	Letters of correspondence
Q2	ERP Customisation Report Finalised	Report
Q3	ERP Training Finalised	Attendance register
Q4	ERP Pilot Close Out Report Issued	Report

Risk	Definition	Mitigation
Treasury and SITA restrictions	<ul style="list-style-type: none"> Inability to implement ERP leading non-achievement of targets caused by Treasury instructions and SITA delays. 	<ul style="list-style-type: none"> Engagements with Treasury and SITA

HUMAN CAPITAL MANAGEMENT

Strategic Outcome-oriented Goal 1: Effective and efficient organisational management

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

Indicator Title	% of Workplace Skills Plan implemented	
Short Definition	Improved organisational performance	
Purpose / Importance	Enhance organisational performance	
Source of Data Collection	Training Reports	
Method of Calculation	Number of training programmes	
Data Limitation	Low attendance	
Type of Indicator	Activity	
Calculation Type	Cumulative	
Reporting Cycle	Quarterly	
New Indicator	Yes	
Desired Performance	Improved organisational performance	
Indicator Responsibility	Senior Executive: Corporate Support Services	
2018/19 Annual Target	Annual Target	Admissible Evidence for the Annual Target
	80% Workplace Skills Plan implemented	Annual training reports
Admissible Evidence for Quarterly Targets	Quarterly Targets	Admissible Evidence for Quarterly Targets
Q1	20% Workplace Skills Plan implemented	Quarterly training reports

Q2	20% Workplace Skills Plan implemented	Quarterly training reports
Q3	20% Workplace Skills Plan implemented	Quarterly training reports
Q4	20% Workplace Skills Plan implemented	Quarterly training reports
Risk	Definition	Mitigation
Identifying inappropriate training needs	Training programmes that do not enhance employee performance	Validating training needs across MANCO & EXCO as well as performance scorecards Source appropriate training providers that are accredited by SETAs

PROGRAMME 2: REPRESENTATIONS

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

Strategic Objective 2: Discourage contravention of Road Traffic Laws

Indicator Title	100% of received representations adjudicated within 21 days	
Short Definition	Indicator measures the percentage of representations adjudicated that falls within the 21 day window period from received date.	
Purpose / Importance	Without timeous adjudication, administration prescripts will not be complied with.	
Source of Data Collection	NCR report obtained directly from the eNaTIS contractor.	
Method of Calculation	<p>All representations received up to 15 March 2019 will be considered as valid applications regarding the indicator. All applications after 15 March 2019 will be form part of the new financial year reporting period. The final percentage in decimal form will be amended to the nearest percentage. Below is the calculation formula to be used:</p> <ol style="list-style-type: none"> 1. Successful + Unsuccessful + Cancelled + Pending within 21 days = Achieved 2. Pending outside 21 days = Not Achieved 3. Achieved + Not Achieved = 100% of received representations 4. Any % achieved from 99% will be accepted as an achievement. 	
Data Limitation	Data template provided by eNaTIS contractor amended without prior knowledge	
Type of Indicator	Activities	
Calculation Type	Cumulative	
Reporting Cycle	Quarterly and consolidated to an annual figure.	
New Indicator	No	
Desired Performance	100%	
Indicator Responsibility	Manager: Representations	
2017/18 Annual Target	Annual Target	Admissible Evidence for the Annual

		Target
	100% of received representations adjudicated within 21 days	Reports obtained from the NaTIS Contractor
Admissible Evidence for Quarterly Targets	Quarterly Targets	Admissible Evidence for Quarterly Targets
Q1	100%	Reports obtained from the NaTIS
Q2	100%	Reports obtained from the NaTIS
Q3	100%	Reports obtained from the NaTIS
Q4	100%	Reports obtained from the NaTIS
Risk	Definition	Mitigation
Human error	Mistakes caused by adjudicators that may lead to missed adjudications	Weekly monitoring of pending matters through Natis reports Daily balancing of transactions performed through reconciliation reports.

REVENUE MANAGEMENT

Strategic Objective 2: Discourage the contravention of road traffic laws

Indicator Title	Approval of the Funding Model by the Board	
Short Definition	Model seeks to increase additional revenue streams	
Purpose / Importance	To help create a self-sustainable Agency and to reinvest the funds in road safety programmes	
Source of Data Collection	National Contravention Register e.g disbursement reports , infringement captured report	
Method of Calculation	CPI is the method of calculation as it is the primary indicator for the measurement of monetary policies and changes in the cost of living. Therefore we assume that general public shall be able to afford payment rate equivalent to the CPI.	
Data Limitation	Access to the National Contravention Register may be limited. Data template changes by eNaTIS contractor without prior notice	
Type of Indicator	Outcome	
Calculation Type	Cumulative	
Reporting Cycle	Quarterly and consolidated to an annual figure	
New Indicator	Yes	
Desired Performance	To ensure Agency financial sustainability	
Indicator Responsibility	Revenue Management Manager	
2018/19 Annual Target	Annual Target	Admissible Evidence for the Annual Target
	Approval of the Funding Model by the Board	Approved Funding model by the Board

Admissible Evidence for Quarterly Targets	Quarterly Targets	Admissible Evidence for Quarterly Targets
Q1	Conduct consultations with stakeholders	Funding Model approved by the Minister of transport Attendance Registers, minutes and resolutions
Q2	Submit Consolidated Report for Board consideration on to DoT	Minutes/ Resolutions
Q3	Submit draft funding model to Board for approval	Minutes/ Resolutions d Comments/ Minutes/ Resolution
Q4	Submit to Department for concurrence	Acknowledgement letter

Risk	Definition	Mitigation
Compromised sustainability of the agency	Compromised sustainability of the agency caused by insufficient revenue streams leading to inability to achieve the agency mandate	<ol style="list-style-type: none"> 1. Establishment of 5 new AARTO service outlets (Kiosks) as an additional payment platform 2. Consideration of Infringement levy as per the amendment bill 3. To develop system to deliver business intelligence based outcomes of behavioural economic study

OPERATIONS

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

Strategic Objective 3 : Co-ordinate and facilitate readiness for national implementation of AARTO

Indicator Title	Number of AARTO workshops conducted	
Short Definition	Indicator measures the number of AARTO workshops conducted	
Purpose / Importance	To ensure that transactional partners are ready for successful implementation of AARTO. Without their readiness the implementation will not be successful	
Source of Data Collection	Completed AARTO readiness files and approved report. The file contains invitations, attendance register and other relevant documents	
Method of Calculation	Count the number of workshops conducted.	
Data Limitation	Unavailability of transactional partners due to other programmes (Easter, transport month and festive season) despite the confirmation received	
Type of Indicator	Activities	
Calculation Type	Cumulative	
Reporting Cycle	Quarterly and consolidated to an annual figure	
New Indicator	No	
Desired Performance	Performance higher than targeted performance of 18 workshops is desired with extra 2 conducted.	
Indicator Responsibility	Chief Operations Officer	
2018/19 Annual Target	Annual Target	Admissible Evidence for the Annual Target
	27 AARTO support workshops	Completed AARTO readiness files and approved report. The file contains invitations, attendance register and other relevant documents.
Admissible Evidence for Quarterly Targets	Quarterly Targets	Admissible Evidence for Quarterly Targets
Q1	5 AARTO support workshops	Completed AARTO readiness files and approved report. The file contains invitations, attendance register and other relevant documents.
Q2	8 AARTO support workshops	Completed AARTO readiness files and approved report. The file contains invitations, attendance register and other relevant documents.
Q3	8 AARTO support workshops	Completed AARTO readiness files and approved report. The file contains invitations, attendance register and other relevant documents.
Q4	6 AARTO support workshops	Completed AARTO readiness files and approved report. The file contains invitations, attendance register and other relevant documents.

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

Indicator Title	80% of IA Offices' assessed for readiness of AARTO roll-out	
Short Definition	Indicator measures the number of offices of IAs assessed for readiness	
Purpose / Importance	To ensure that offices of IAs are ready for successful implementation of AARTO.	
Source of Data Collection	Completed AARTO readiness forms and approved report. The file contains forms indicating aspects that are necessary for the IAs to have in place for implementation of AARTO	
Method of Calculation	Count the number of IA Offices that have been visited and assessed .	
Data Limitation	Unavailability of IA officials to confirm by signing the forms.	
Type of Indicator	Activities	
Calculation Type	Cumulative	
Reporting Cycle	Quarterly and consolidated to an annual figure	
New Indicator	No	
Desired Performance	Performance higher than targeted performance of 80% of IA. offices assessed	
Indicator Responsibility	Chief Operations Officer	
2018/19 Annual Target	Annual Target	Admissible Evidence for the Annual Target
	80% of IA Offices' assessed for readiness of AARTO roll-out Target: 306 IA Offices assessed	Completed AARTO readiness files and approved report. The file contains forms indicating aspects that are necessary for the IAs to have in place for implementation of AARTO
Admissible Evidence for Quarterly Targets	Quarterly Targets	Admissible Evidence for Quarterly Targets
Q1	20% of IA Offices' assessed for readiness of AARTO roll-out	Completed AARTO readiness files and approved report. The file contains forms indicating aspects that are necessary for the IAs to have in place for implementation of AARTO
Q2	20% of IA Offices' assessed for readiness of AARTO roll-out	Completed AARTO readiness files and approved report. The file contains forms indicating aspects that are necessary for the IAs to have in place for implementation of AARTO
Q3	20% of IA Offices' assessed for readiness of AARTO roll-out	Completed AARTO readiness files and approved report. The file contains forms indicating aspects that are necessary for the IAs to have in place for implementation of AARTO
Q4	20% of IA Offices' assessed for readiness of AARTO roll-out	Completed AARTO readiness files and approved report. The file contains forms indicating aspects that are necessary for the IAs to have in place for implementation of AARTO

Risk	Definition	Mitigation
Resistance by IA officials to cooperate during assessment	Resistance by IA officials to cooperate during assessment caused by uncertainties of processes leading to offices not being ready to implement AARTO	<ol style="list-style-type: none"> 1. Continuous AARTO workshops with IAs 2. Training of IA officials

COMMUNICATIONS

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

Strategic Objective 4: Influence change in road user behaviour

Indicator Title	Number of education and awareness campaigns conducted	
Short Definition	Indicator measures the number of education and awareness campaigns conducted.	
Purpose / Importance	Raise awareness about RTIA, its products and services. Without education and awareness campaigns the Agency may suffer reputational damage and have limited impact on all stakeholders.	
Source of Data Collection	Feedback forms, event registers and reports on all education and awareness campaigns conducted	
Method of Calculation	Count the number of awareness campaigns conducted	
Data Limitation	Budgetary constraints may impact the ability of the RTIA to provide structured opportunities	
Type of Indicator	Activity leading to an output	
Calculation Type	Accumulated over the quarters	
Reporting Cycle	Quarterly and aggregated annually	
New Indicator	No	
Desired Performance	Performance equal or higher than 100 education and awareness campaigns	
Indicator Responsibility	Manager: Communications	
2018/19 Annual Target	Annual Target	Admissible Evidence for the Annual Target
	100 education and awareness campaigns conducted	Attendance registers
Admissible Evidence for Quarterly Targets	Quarterly Targets	Admissible Evidence for Quarterly Targets
Q1	25 education and awareness campaigns conducted	Attendance registers
Q2	25 education and awareness campaigns conducted	Attendance registers
Q3	25 education and awareness campaigns conducted	Attendance registers
Q4	25 education and awareness campaigns conducted	Attendance registers

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